



Eastern Band of Cherokee Indians

Emergency Operations Plan Update

DRAFT 2025

Foreword

The 2025 Emergency Operations Plan (EOP) update for the Eastern Band of Cherokee Indians (EBCI) reflects the Tribe's steadfast commitment to safety, well-being, and resilience in the face of evolving hazards and threats. This comprehensive document embodies the collective efforts of the EBCI to enhance preparedness, response, and recovery capabilities. This updated EOP serves as a beacon of proactive planning efforts, which underscores the Tribe's dedication to safeguarding the lives, infrastructure, and lands of the Qualla Boundary.

Letter of Promulgation

To: Tribal Government Agencies and Residents of the Cherokee Indian Trust Lands

From: Michelle Hicks, Principal Chief of Eastern Band of Cherokee Indians

Date: (Month/Day/2025)

By the virtue of powers and authority vested in me as the Principal Chief of the Eastern Band of Cherokee Indians, I hereby promulgate and issue the Eastern Band of Cherokee Indians (EBCI) Emergency Operations Plan (EOP) Update for Multi-Hazards as regulation and guidance to provide for the protection of the residents of the Cherokee Indian Trust lands. This revised plan signifies our commitment to ensuring the safety and well-being of our community in the face of potential emergencies and disasters.

The plan functions as a comprehensive guide for Tribal officials, staff, and residents to effectively prepare for, respond to, and recover from natural and man-made disasters. It is necessary to ensure coordinated actions, protect lives and property, minimize disruption to daily operations, and facilitate swift and organized response during crisis situations. The EOP establishes roles, responsibilities, protocols, and resources to enhance our community's resilience and preparedness.

The update incorporates the latest best practices and guidelines to enhance our preparedness, response, and recovery efforts in various emergency scenarios. It reflects the collective input and expertise of our Emergency Management staff, Tribal departments and agencies, stakeholders, and community partners to create a comprehensive and effective response strategy. Key enhancements in the updated EOP include:

1. Clear roles and responsibilities for personnel during emergencies.
2. Streamlined communication protocols to facilitate efficient coordination.
3. Additional hazards to better anticipate potential emergencies.
4. Updated ordinances to support emergency operations.

I encourage all Tribal officials and staff to familiarize themselves with the contents of the updated EOP, particularly those related to your department's roles and responsibilities. By working together and adhering to the protocols outlined in this plan, we can effectively mitigate risks and protect our

community during times of crisis. Your contributions are essential to our collective efforts in safeguarding the Eastern Band of Cherokee Indians in Cherokee, NC.

This plan is effective for planning upon issuance and for execution when directed. Emergency Management has been appointed and is responsible for overseeing the maintenance and regular updating of this plan, as required, in coordination with appropriate participating agencies and units of government.

Michell Hicks, Principal Chief

Date

The Eastern Band of Cherokee Indians Emergency Operations Plan is acknowledged, adopted, and supported by the signature above.

Plan Concurrence

The EBCI recognizes the critical importance of collaboration and communication among emergency response agencies in ensuring the effectiveness of the EOP. To foster this collaboration, Emergency Management staff undertook a comprehensive review and consultation process with all assigned emergency agencies included in the EOP. This narrative outlines the evidence of concurrence from these agencies regarding the descriptions of their tasks as outlined in the updated plan.

An essential component of the EOP update process involved a series of stakeholder interviews to discuss the specific assignments of designated functional leads. Functional leads were asked to review, confirm, and adjust the roles and responsibilities as well as the assigned annex(es) within the existing EOP, reflecting current operations and practices while considering the evolving challenges and needs of the Tribe. In-person meetings are summarized in **Table 1** below.

Table 1: Summary of In-Person Meetings with Functional Leads

Role/Title	Department/Agency	Date	Location
Director of Security	Cherokee Central Schools	01/17/2024	282 Seven Clans Rd. Cherokee, NC 28719
EMS Program Manager	Cherokee Indian Hospital (CIH)	01/17/2024	282 Seven Clans Rd. Cherokee, NC 28719
Fire Chief	Fire Department	01/17/2024	282 Seven Clans Rd. Cherokee, NC 28719
Police Chief	Cherokee Indian Police Department (CIPD)	01/17/2024	282 Seven Clans Rd. Cherokee, NC 28719
Preparedness Coordinator	Public Health and Human Services (PHHS)	01/17/2024	282 Seven Clans Rd. Cherokee, NC 28719
PSCC Manager	Public Safety Communications Center	01/17/2024	282 Seven Clans Rd. Cherokee, NC 28719

EASTERN BAND OF CHEROKEE INDIANS

Principal Chief	Executive Office	01/17/2024	88 Council House Loop Cherokee, NC 28719
Vice Chief	Executive Office	01/17/2024	88 Council House Loop Cherokee, NC 28719
Chief of Staff	Executive Office	01/17/2024	88 Council House Loop Cherokee, NC 28719

In addition to in-person meetings, correspondence occurred through email, phone calls, and virtual meetings. The information summarized in **Table 2** displays key correspondence where functional leads provided input and/or revisions related to a specific annex. This primarily consisted of (1) scheduled virtual meetings to collaboratively review and revise specific annexes and (2) email correspondence confirming the information included in the annex accurately depicts existing policies and procedures. More informal correspondence, such as follow-up information and requests, occurred routinely throughout the update process, but is not included in this summary due to volume and relevance.

Table 2: Summary of Key Correspondence with Functional Leads

Role/Title	Department/Agency	Date	Type/Method
Animal Control Officer	Animal Control	06/18/2024	Email
ARC Liaison	American Red Cross (ARC)	09/15/2024	Teams Meeting
Chief Executive Officer	Cherokee Indian Hospital (CIH)	02/09/2024	Teams Meeting
EMS Chief	Emergency Medical Services (EMS)	04/23/2024	Email
Chief Executive Officer	Cherokee Indian Hospital (CIH)	02/09/2024	Teams Meeting
Preparedness Coordinator	Public Health and Human Services (PHHS)	09/14/2024	Teams Meeting
Public Health Director	Public Health and Human Services (PHHS)	08/21/2024	Teams Meeting
Public Health Nurse	Public Health and Human Services (PHHS)	08/21/2024	Teams Meeting

Record of Review and Changes

Table 3 outlines the key components essential for the continual updating and monitoring of the Emergency Operations Plan (EOP). This systematic approach ensures that the EOP remains relevant and adaptable to evolving conditions, while also providing a clear record of modifications for documentation and transparency purposes. By maintaining this table, Tribal staff and personnel can easily track updates and ensure that all changes are properly recorded.

Table 3: Summary of Changes/Revisions

Revision Year	Revision Number	Description of Change	Pages Affected	Reviewer Initial/Date
2025	1	- Updated Tribal Organization (Roles and Responsibilities) - Updated THIRA to align with Regional HMP (added new hazards and sub-hazards) - Updated all Functional Annexes - Updated and Added New Ordinances - Updated Proclamation of State of Emergency - Removed Verbiage of Reservation and Replaced with Qualla Boundary - Added Public Health-Specific Information Required for PHHS Accreditation	ALL	Michell Hicks, Principal Chief

Tables of Contents

Emergency Operations Plan Update	1
February 2025	1
Foreword	2
Letter of Promulgation	2
Plan Concurrence	3
Record of Review and Changes	5
Tables of Contents	6
Glossary of Terms	9
Introduction	12
Purpose	12
Scope	12
Emergency Management	13
Instruction for Use	14
Basic Plan	14
Annexes	14
Appendices	14
Ordinances	14
Basic Plan	15
Functional Annexes	36
Alert and Warning	36
Animal Control and Protection	39
Communications	42
Damage Assessment and Recovery	45
Debris Management	50
Direction and Control	52
Donations Management	58
Emergency Energy	61
Emergency Medical Services	66
Emergency Operations Center	68
Evacuation and Transportation	79
Fire and Rescue	84

Hazardous Materials.....	88
Law Enforcement	95
Mitigation	98
Mass Fatalities	101
Public Health and Medical	104
Public Information	110
Public Information Officer Guide	114
Public Works	121
Receiving and Distribution	124
Resource Management.....	128
Shelter and Mass Care.....	131
Terrorism/Terrorist Threats and Acts	139
Appendices	159
Alert and Warning Annex Appendices	159
Communications Annex Appendices.....	166
Damage Assessment and Recovery Annex Appendices	167
Debris Management Annex Appendices	173
Direction and Control Annex Appendices	188
Donations Management Annex Appendices.....	190
Emergency Medical Services Annex Appendices.....	192
Emergency Operation Center Annex Appendices	194
Evacuation and Transportation Annex Appendices	195
Fire and Rescue Annex Appendices	198
Hazardous Materials Annex Appendices.....	205
Law Enforcement Annex Appendices	222
Mass Fatalities Annex Appendices	230
Public Health and Medical Annex Appendices	237
Public Information Annex Appendices	253
Public Information Officer's Guide Annex Appendices.....	262
Public Works Annex Appendices	297
Receiving and Distribution Annex Appendices	299
Resource Management Annex Appendices	305
Shelter and Mass Care Annex Appendices	316

Ordinances 324

 Emergency Management Ordinance..... 324

 Plan Maintenance Ordinance 330

 Hazardous Materials Ordinance 333

EBCI Organization Chart 337

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Glossary of Terms

Overview

The following definitions are prominently used throughout the EOP document, and providing them is intended to enhance reader comprehension and clarity. This glossary aims to facilitate effective communication among all stakeholders involved in emergency management. These definitions have been sourced directly from two FEMA publications ([Glossary | FEMA.gov](#) and [X-GLO.DOC](#)), which are linked within the document for easy access. Readers are encouraged to refer to these sources for additional definitions and context related to emergency management.

Terms

Activation The implementation of a continuity plan, in whole or in part.

Capacity A combination of all the strengths and resources available within a community, society or organization that can reduce the level of risk, or the effects of a disaster. (From the U.N. International Strategy for Disaster Reduction.)

Continuity The ability to provide uninterrupted services and support, while maintaining organizational viability, before, during, and after an incident that disrupts typical operations.

Damage Assessment The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a man-made or natural disaster.

Disaster An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries.

Emergency Any occasion or instance--such as a hurricane, tornado, storm, flood, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, fire, explosion, nuclear accident, or any other natural or man-made catastrophe--that warrants action to save lives and to protect property, public health, and safety.

Emergency Operations Center (EOC) The protected site from which State and local civil government officials coordinate, monitor, and direct emergency response activities during an emergency.

Emergency Operations Plan (EOP) A document that: describes how people and property will be protected in disaster and disaster threat situations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources

Evacuation Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.

Mass Care The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing,

and other essential life support needs to those people that have been displaced from their homes because of a disaster or threatened disaster.

Memorandum of Agreement/Memorandum of Understanding (MOA/MOU) Written agreements between organizations that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

Mitigation Any sustained action taken to reduce or eliminate long-term risk to life and property from a hazard event.

Mutual Aid Agreement A prearranged agreement where assisting fire departments are dispatched only when the first-arriving unit on a scene calls for assistance.

Preparedness Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to and recover from threats and hazards.

Prevention The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework, the term “prevention” refers to preventing imminent threats.

Protection The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Recovery Those capabilities necessary to assist communities affected by an incident to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

Resilience Ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

Resource Management Those actions taken by a government to: identify sources and obtain resources needed to support disaster response activities; coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when most needed; and maintain accountability for the resources used.

Response Those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Restoration Returning a physical structure, essential government or commercial services or a societal condition back to a former or normal state of use through repairs, rebuilding or re-establishment.

Risk The potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences. With respect to continuity, risk may degrade or hinder the performance of essential functions and affect critical assets associated with continuity operations.

Shelter A place of refuge that provides life-sustaining services in a congregate facility for individuals who have been displaced by an emergency or a disaster.

Threat Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment and/or property.

Warning The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause.

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Introduction

Purpose

The purpose of the Emergency Operations Plan (EOP) for the Eastern Band of Cherokee Indians (EBCI) is to establish a framework for coordinated response and recovery efforts in the event of emergencies, disasters, or significant incidents within the Qualla Boundary, including but not limited to:

1. **Enhanced Coordination** – Facilitate coordinated emergency response and recovery activities among tribal government departments, emergency response agencies, and private organization/external partners. It establishes a clear organizational structure to ensure all response and support agencies understand their roles and how that interacts with the overall response framework.
2. **Risk Reduction** – Enhance the community's preparedness, response capabilities, and resilience to effectively manage emergencies and disasters, thereby reducing the potential impact of risks on lives, property, and infrastructure.
3. **Legal and Regulatory Compliance** – Incorporate relevant laws, policies, and standards into its framework to ensure emergency response actions adhere to established guidelines and requirements.
4. **Community Resilience** – Engage key personnel, tribal departments and agencies, and other identified stakeholders in preparedness activities, promoting awareness, and fostering collaboration to enhance the Tribe's ability to withstand, respond to, and recover from emergencies and disasters.
5. **Continuity of Tribal Operations** – Support the continuity of essential government functions and services during and following an emergency to minimize disruption and catalyze recovery.
6. **Plan Maintenance and Improvement** – Provide a framework for regular plan review, exercises, and updates to ensure the EOP remains current, relevant, and effective in addressing current and emerging threats.

The updated EBCI EOP aims to create a resilient community capable of effectively managing emergencies and disasters. The plan serves as a living document, continuously evolving to meet the changing needs and challenges faced by the EBCI Tribe.

Scope

The EBCI EOP is specifically designed to guide emergency management actions within the jurisdictional boundaries of the Qualla Boundary. The scope of the EOP encompasses a wide range of preparedness and incident management activities, including but not limited to:

1. **Hazard Identification and Risk Assessment** – Conduct regular assessments to identify potential hazards that could impact the EBCI community, including natural disasters, public health emergencies, and technological hazards.

2. Emergency Management Integration – Define roles, responsibilities, communication channels, and coordination mechanisms across various agencies, departments, and stakeholders involved in emergency response.
3. Training and Exercises – Implement training programs for emergency responders and community members to enhance skills and knowledge base in emergency preparedness and response. Conduct regular drills and exercises to test the effectiveness of the EOP and improve coordination among stakeholders.
4. Resource Management – Establish mechanisms for resource allocation, mutual aid coordination, and effective use of personnel, equipment, and facilities during emergencies.
5. Communication Protocols – Outline communication channels, alert mechanisms, and coordination procedures to exchange vital information among response agencies, stakeholders, and the public.
6. Post-Incident Evaluation – Develop and implement a process to review and evaluate the effectiveness of the EOP following each incident. Use feedback and lessons learned to update and improve the plan and its associated procedures.

The EOP predetermines actions that should be taken by government agencies and private organizations within the Qualla Boundary to reduce the vulnerability of people and property, establishing capabilities to respond effectively to the actual occurrence of a disaster.

Emergency Management

The EBCI recognizes that effective emergency management is essential for safeguarding the health, safety, and welfare of the community. This EOP Update is a comprehensive framework designed to enhance the Tribe's preparedness, response, recovery, and mitigation efforts in the face of various hazards.

Emergency management at EBCI is a collaborative effort that involves multiple stakeholders, including Tribal leadership, community organizations, public safety agencies, and residents. This holistic approach ensures that all voices are heard and that resources are utilized efficiently. Through training, education, and community engagement initiatives, we strive to foster a culture of preparedness that empowers individuals and families to take proactive steps in emergency situations.

The EOP Update reflects lessons learned from past emergencies and incorporates best practices in emergency management. It emphasizes the importance of clear communication and coordination among all entities involved in emergency response, ensuring that timely and accurate information reaches the community when it is most needed. Moreover, the plan addresses the unique cultural and environmental context of the community, recognizing the significance of traditional practices.

Moving forward, the EBCI is committed to continuous improvement in emergency management efforts. This includes regular training exercises, updates to the EOP based on evolving risks, and fostering partnerships with neighboring jurisdictions and organizations. By building on strengths and addressing vulnerabilities, the EBCI aims to create a safer, more resilient community capable of withstanding and recovering from any emergency.

Instruction for Use

The EBCI EOP is a critical document designed to guide response and recovery efforts in times of crisis or disaster. This Instruction for Use section is intended to provide all EBCI staff and personnel with clear guidance on how to effectively utilize the EOP to ensure the safety and well-being of the community.

Basic Plan

The basic plan is to be used by chief executives and policy officials. Chief executives and policy officials can use this portion of the EOP to ensure alignment with State and Federal guidelines, communicate roles and responsibilities to stakeholders, and facilitate coordinated and effective response. Tribal leadership can establish an operational understanding to enforce and enhance the EBCI preparedness and response capabilities.

Annexes

Annexes address the specific functions for use by the identified operational managers and/or functional leads. Each annex within this section of the plan provides detailed guidance on response protocol, resource requirements, communication channels, and key actions to be taken during an emergency. Operational managers and/or functional leads can use the annexes to tailor their response strategies, assign tasks to staff, coordinate with other departments, and ensure seamless execution of emergency response plans in accordance with North Carolina General Statutes Chapter 166-A.

Appendices

Appendices contain technical information, details, and methods for use by emergency response personnel. More specifically, the appendixes contain additional resources, reference materials, forms, templates, and contact lists that support the implementation of the EOP. Moving forward, the appendices can be used to incorporate future updates, revisions, or changes to the EOP. By organizing updates in the appendices, the main body of the plan remains intact while allowing flexibility and adaptability as circumstances evolve.

Ordinances

The ordinances are designed to establish a framework for the EBCI EOP Update to ensure a systematic approach to managing risks associated with hazardous materials, preparing for and responding to emergencies, and maintaining the relevance and effectiveness of the plan. These ordinances provide guidelines for the safe handling and disposal of hazardous substances, outline procedures for coordinated emergency response efforts, and specify regular review and updates to the EOP to adapt to changing conditions and improve community resilience. This approach aims to promote public health and safety while safeguarding the environment and cultural heritage of the EBCI.

Basic Plan

The Basic Plan provides a comprehensive overview of the emergency response structure and management within the EBCI including the plan's purpose and scope. The scope of this plan is that, when implemented, it be used by elected officials, response organizations and groups to obtain maximum use of existing resources and systems in response to emergencies/disasters. Additionally, the Basic Plan establishes the guiding principles, goals, and objectives that underpin the overall emergency management strategy, serving as the cornerstone for response across all hazards and threats.

Situation and Assumptions

This section provides an overview of potential threats and hazards that the tribe may face during an emergency. By outlining key assumptions regarding the nature and scope of potential incidents, as well as resources available for response, the Situation and Assumptions section helps establish priorities, and address gaps in capabilities, and develop response procedures tailored to the specific needs of the EBCI community.

Situation

1. Demographics
 - a. The EBCI is a sovereign nation located on the Qualla Boundary in the western region of North Carolina, within the jurisdiction of the NCEM Western Branch, FEMA Region IV, and the Bureau of Indian Affairs, US Department of the Interior Eastern Region.
 - b. This Boundary spans parts of Jackson, Swain, Haywood, Graham, and Cherokee Counties, providing a unique cultural and geographic landscape.
 - c. The Qualla Boundary is home to approximately 9,600 residents, composed of 77 percent EBCI members and 23 percent non-EBCI individuals.
 - d. During peak seasons, particularly in the summer months and during festivals, the population can surge to between 20,000 and 25,000.
 - e. The population variability presents distinct challenges for emergency management, requiring flexible and scalable response strategies.
2. Infrastructure
 - a. Major highways and roads within the Boundary include US Highway 441 (Tsala Boulevard), US Highway 19, Birdtown Road, TsalaGi Road, Painttown Road, and Wolfetown Road.
 - b. Typically, Tribal Department of Transportation (DOT) maintains the Tribal/BIA designated roads and bridges. The State DOT maintains primary highways and bridges, which includes US Highways 441 and 19.
 - c. The closest small-hub commercial airport is the Asheville Regional Airport, located in Fletcher, NC approximately 45 minutes away. The McGhee Tyson Airport in Knoxville, Tennessee is approximately 70 miles away.
3. Mutual Aid Agreements – The Eastern Band of Cherokee Indians (EBCI) participates in a mutual aid system to ensure effective emergency response and resource sharing with neighboring jurisdictions. Mutual aid agreements enable the EBCI to request or provide

assistance when an emergency or disaster overwhelms local capabilities or when additional resources are needed for sustained operations.

- a. The EBCI maintains formal Mutual Aid Agreements (MAAs) and Memorandums of Understanding (MOUs) with:
 - i. Neighboring counties (Graham, Swain, Jackson, and Cherokee Counties) for emergency response coordination.
 - ii. State and Federal agencies (NC Emergency Management, FEMA, and mutual aid networks) to supplement emergency operations when necessary.
 - iii. Tribal, regional, and local emergency services for fire suppression, EMS, search and rescue, and law enforcement assistance.
 - iv. Non-governmental organizations (NGOs) such as the American Red Cross and faith-based organizations to support mass care and emergency sheltering.
 - b. Mutual aid activation follows ICS (Incident Command System) protocols and can be initiated when:
 - i. Local response resources need augmentation due to the scale or duration of an emergency.
 - ii. Additional specialized resources (e.g., HAZMAT teams, specialized rescue teams) are required.
 - iii. Sheltering resources need supplementation due to facility inaccessibility or high demand.
 - c. Requests for mutual aid are made through:
 - i. The EBCI Emergency Management Coordinator or Public Safety Director in coordination with tribal leadership.
 - ii. Direct interagency coordination between EBCI and county emergency management offices.
 - iii. The NC Emergency Management WebEOC system for state and federal-level requests.
 - iv. Priority Areas for Mutual Aid Support
 - d. Mutual aid agreements facilitate response support in key areas, including:
 - i. Fire suppression and hazardous materials (HAZMAT) response
 - ii. Emergency medical services (EMS) and mass casualty incident support
 - iii. Search and rescue operations
 - iv. Sheltering and mass care services
 - v. Law enforcement and public safety support
 - vi. Debris removal and infrastructure repair
4. Identified Hazards
- a. Natural hazards account for seven (7) of the 17 total identified hazards, which pose unique challenges and require tailored response protocols depending on severity.
 - b. Human-Caused Hazards – This category includes human-caused fire hazards (intentional or unintentional) and civil disturbance/disobedience, which highlight the importance of community safety and law enforcement coordination.

- c. Technological Hazards – This category includes hazardous materials, cyber-attack, and infrastructure failures, recognizing the reliance on technology and critical infrastructure assets during response operations.
- d. Public Health Emergencies – This category includes mass casualty events, which may be caused by either natural or human-caused hazards, as well as infectious diseases, climate change impacts, critical infrastructure failure, and severe weather.

Table 4: Summary of Hazards Identified

Hazard Category	Previously Identified Hazards (1992)	Newly Identified Hazards (2025)
Natural Hazards	- Drought* - Earthquake* - Flooding* - Forest Fires* - Severe Thunderstorms* - Tornadoes*	- Inland Flooding (Landslides)* - Severe Winter Weather*
Human-Caused Hazards	- Large Structural Fire - Civil Disorder/Terrorist Activity	- High-Rise Fire - Active Threat*
Technological Hazards	- Hazardous Materials - Power Failure	- Cyber Attack - Dam Failure
Public Health Emergency*	- Mass Casualty	- Infectious Disease/Pandemic - Climate Change Impacts - Critical Infrastructure Failure

*Indicates the identified hazard also falls within a Public Health Emergency

Assumptions

1. The occurrence of any of the identified hazards could severely impact the Qualla Boundary. The occurrence of one or more of the identified hazards could result in a catastrophic situation, overwhelming Tribal and State resources.
2. It is necessary for Tribal government to plan for and to carry out disaster response and short-term recovery operations utilizing local resources. However, outside assistance will likely be available in most major disaster situations. The Tribe expects to be self-sufficient for the first 72 hours.
3. Tribal officials are aware of potential emergencies or major disaster occurrences, and as such, understand their roles and responsibilities are critical for EOP execution.
4. Implementation of this plan will reduce or prevent the loss of life and damage to property within the Qualla Boundary.
5. The designation of essential employees during an event for EBCI is a flexible process that adapts to the specific nature of the disaster at hand. The secretary overseeing the responding department will determine which employees are considered essential based on

the circumstances and needs of the situation. This decision will also be influenced by guidance from the executive offices.

Concept of Operations

This section focuses on coordinating emergency response efforts by incorporating key principles and practices from the National Incident Management System (NIMS) and the National Response Framework (NRF) including Federal Emergency Support Functions (ESFs). The Concept of Operations defines Tribal, State, and Federal roles in emergency response and facilitates collaboration at all levels of government to leverage all available resources.

General

1. The EBCI's emergency management planning and operational area for this plan consists of the contiguous sections of the Boundary as well as the unincorporated areas. The Tribal Office of Emergency Management will manage emergencies occurring within the Boundary.
2. The EBCI population residing within the noncontiguous parcels of the Boundary will receive emergency assistance from the county in which they reside initially, and Tribal Emergency Services will provide mutual aid to these parcels.
3. For emergencies that exceed the capabilities of EBCI Emergency Management, mutual aid agreements of formal understandings with contiguous and volunteer organizations may be enacted to augment the existing emergency response forces.
4. The EBCI, as a sovereign nation, has the authority to directly request a declaration from FEMA, bypassing the State. While the State may provide direct support to the tribe and facilitate access to resources from FEMA and neighboring states, it is important to affirm the tribe's sovereignty allows them to operate independently in these matters.
5. The senior elected officials, the Principal Chief and the Vice-Principal Chief have the authority to declare the Boundary a disaster area in accordance with the Tribal Executive Committee.
6. The Principal Chief and the Vice-Principal Chief have the power to enact and terminate emergency restrictions within the Boundary. If the Principal Chief or the Vice-Principal Chief cannot be contacted, Tribal Council can delegate authority to EBCI Emergency Management to enact emergency restrictions during the emergency period.
7. The Principal Chief or Vice-Principal Chief, with a recommendation from EBCI Emergency Management, will issue the order to direct evacuations and shelter activation as necessary.

Principles of Comprehensive Emergency Management

EBCI Emergency Management subscribes to the principles of Comprehensive Emergency Management. These principles emphasize a holistic and integrated approach to managing emergencies and disasters effectively. There are four phases which are:

1. Mitigation – Mitigation activities are designed to either prevent the occurrence of an emergency or minimize the potentially adverse effects of an emergency. Some mitigation activities include the development of public health and zoning/building code ordinances and enforcement of those regulations on a day-to-day basis.

2. Preparedness – Preparedness activities, programs, and systems exist prior to an emergency and are used to support and enhance response to an emergency or disaster. Planning, training, and exercises are among the activities conducted under this phase.
3. Response – Response activities and programs are designed to address the immediate effects at the onset of an emergency or disaster to help reduce damage and speed recovery. Response activities include direction and control, warning, evacuation, mass care, and other similar operations.
4. Recovery – Recovery activities involve restoring systems to their initial state. Short-term recovery actions focus on immediate relief and restoration while long-term recovery efforts aim for sustained rebuilding and resilience. It should be noted that long-term recovery actions may take years to implement or may require ongoing efforts.

The four phases of Comprehensive Emergency Management provide a structured approach to address various aspects of emergency management. By incorporating these phases into the EOP, the EBCI can effectively manage and respond to emergencies while prioritizing the safety and well-being of its residents and resources.

Standard Operating Guidelines

Supporting Standard Operating Guidelines (SOGs) are necessary to provide detailed instructions and best practices for carrying out specific operational tasks and functions, ensuring consistency, clarity, and uniformity in response efforts. By including SOGs within the Functional Annexes, response personnel have access to standardized protocols, which helps streamline decision-making, limit confusion, and enhance operational efficiency during emergency situations. Additionally, SOGs promote adherence to established safety protocols, regulatory requirements, and standards, which in turn reduces the risk of errors, oversights, and potential liabilities.

Incident Action Plan

An Incident Action Plan (IAP) should be written for each operational period during an active incident (usually every 12-24 hours). A Final IAP or After-Action Report (AAR) should be completed before deactivating the EOC to document key response objectives, challenges, and lessons learned.

1. In an ICS-structured response, the Planning Section Chief is responsible for developing and finalizing IAPs.
2. EOC Manager or Incident Commander: If a formal Planning Section Chief is unavailable, the EOC Manager or IC may draft the IAP with input from response teams.
3. The Operations and Logistics Teams provide critical input regarding resource needs, ongoing operations, and demobilization plans.

Local Role and Support

Using a functional format, the plan encourages an Integrated Emergency Management System (IEMS) approach to disaster and fosters prompt, efficient and coordinated response operations by elements of the emergency organization. IEMS requires a system-wide integration of people, skills, and resources as well as the utilization of the Emergency Operations Center. This plan also recognizes an Incident Command System (ICS) as an appropriate management system to be

applied to all emergency and/or disaster situations within the Qualla Boundary. ICS be implemented when an emergency response is required.

By incorporating National Incident Management System (NIMS) principles and structures into the EOP, the EBCI's plan is in alignment with national standards, is functional with other response entities, and can effectively coordinate in emergency response efforts. The EBCI has met and continues to meet the compliance objectives of NIMS and has received training in the National Response Framework (NRF). All local agencies are responsible for maintaining their own training records that accurately reflect compliance with the objectives of NIMS. The National Incident Management System (NIMS) has been adopted when operating jointly with local, State and Federal agencies.

Copies of the formal adoption of the NIMS for the Eastern Band of Cherokee Indians are available from Emergency Management or the Clerk to the Tribal Council. This plan complies with NIMS objectives for local governments and follows guidance recommendations found in FEMA SLG 101.

State Role and Support

Requests for State resources will be made through EBCI Emergency Management to the NC Division of Emergency Management Emergency Operations Center (EOC) or directly to EBCI EOC representatives of the Bureau of Indian Affairs. Upon request, the Division of Emergency Management Western Branch Office will provide the following support to EBCI Emergency Management:

1. On-scene response by the Area Coordinator or State Emergency Response Team on 24 hour on-call status.
2. Assistance with dissemination of emergency public information.
3. Relay of information from State and Federal agencies.
4. Assistance with planning, training, and recovery operations.
5. State resource liaison.

Additional support may be provided upon request and as authorized by the Division of Emergency Management.

Federal Role and Support

On December 1, 2005, Tribal government formally adopted the National Incident Management System (NIMS) approach and guidance to incorporate the elements of NIMS essential to efficient management of emergencies and disasters that will involve local, state and federal response agencies. The Federal Government places criteria for all emergency plans to comply with Homeland Security Presidential Directive #5 (HSPD-5). HSPD-5 was issued to enhance the coordination of federal emergency response efforts and establish the NIMS as the standard for incident management.

The National Response Framework (NRF) establishes the basis for fulfilling the Federal government's role in providing disaster response and recovery assistance to a State and its affected local governments. Under the Federal plan, departments and agencies with authority and resources have been assigned primary and support agency responsibilities for various Emergency

Support Functions. These ESFs will work in concert with State agencies to provide needed resources. The plan also describes the interface with Federal, State, and local government. Federal government resources may be needed when/if a disaster overwhelms the capability of State and local governments. All parties must understand the process of requesting and obtaining said resources.

The Federal Government may provide Federal resources directly to the tribe or through the North Carolina Division of Emergency Management (NCEM). The Department of Interior, Bureau of Indian Affairs may also aid directly to the EBCI. The National Response Framework (NRF) outlines Emergency Support Functions (ESFs) for Federal agencies. The Federal ESFs are comprehensive coordination structures that outline the roles, responsibilities, and capabilities of Federal agencies and departments in responding to emergencies and disasters. ESFs cover a wide range of functions including:

1. Transportation
2. Communications
3. Public Works and Engineering
4. Firefighting
5. Emergency Management
6. Mass Care, Housing, and Human Services
7. Resources Support
8. Public Health and Medical Services
9. Search and Rescue
10. Oil and Hazardous Materials Response
11. Agriculture and Natural Resources
12. Energy
13. Public Safety and Security
14. Long-Term Community Recovery and Mitigation
15. External Affairs

Each ESF is led by a designated federal agency or department and works in coordination with state, tribal, territorial, and local partners to provide support and resources during all phases of emergency management. The ideal method for channeling the Federal ESFs to local governments, when requested, is through the coordinated activation of the National Response Framework (NRF) and the Incident Command Structure (ICS). Local governments can formally request Federal ESFs through their designated Emergency Operations Center (ECO) following established protocols and communication channels.

This may involve physically placing one representative for each ESF with the State representative responsible for the same function. Thus, when requests for assistance from local governments are received at the State EOC, and the State resource is exhausted, the request can be immediately made to the appropriate Federal ESF representative. These requests can be fulfilled on a mission basis with the State retaining direction and control authority.

Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, a Federal Coordinating Officer (FCO) will be appointed as the President's representative to coordinate overall delivery of Federal assistance. Federal departments and agencies have been assigned missions to aid directly to the State, under the direction of the FCO.

Organization and Assignment of Responsibilities

Organization

1. Emergency functions tasked to the Tribal organizations will only amplify their day-to-day tasks.
2. Federal, State, volunteer, and private organizations which have similar emergency functions may provide additional resources/services during disaster operations. All Tribal departments should establish a close working relationship with these agencies and develop mutual aid agreements or understandings to assist in emergency operations where possible.
3. Each department is responsible for developing and maintaining their own emergency operating procedures.
4. Specific responsibilities are outlined in the section below titled "Basic Responsibilities" (below) as well as in the Annexes and Procedures contained as part of this plan.

Basic Responsibilities

1. Principal Chief
 - a. Establish policy and incident guidance procedures in coordination with other officials.
 - b. Carry out appropriate provisions of State General Statutes, in addition to local ordinances, relating to emergencies.
 - c. Request assistance from State government, through EBCI Emergency Management as needed, to control an emergency.
 - d. Ensure that information and reports are forwarded through the Western Branch Office to the State Division of Emergency Management regarding an emergency.
 - e. Declare a State of Emergency when necessary or advised.
 - f. Terminate a State of Emergency when necessary or advised.
 - g. Establish economic stabilizing operations to include food rationing and price stabilization.
 - h. Additional duties may also be found in the various Annexes and Procedures (see table below).
2. Vice Chief
 - a. Establish policy and incident guidance procedures in coordination with other officials.
 - b. Ensure Tribal agencies develop and continually update emergency plans and standard operating guidelines (SOGs) to respond to emergencies.
 - c. Ensure that exercises and tests of the emergency systems are conducted on a periodic basis.
 - d. Ensure that representatives for EOC staff are designated to report to the EOC upon activation to assist with direction and control.

- e. When directed, act on behalf of the Principal Chief in the control of emergency operations.
 - f. Appoint one official spokesperson to function as the PIO from the Police, Fire, and EMS departments respectively.
 - g. Additional duties may also be found in the various Annexes and Procedures (see table below).
3. EBCI Emergency Management
- a. Perform assigned duties according to State Statutes and Tribal Ordinances.
 - b. Be responsible for developing, coordinating, and updating the Tribal Plan in accordance with Federal and State guidelines, coordinating emergency operations within the Tribal territory, and coordination of emergency operations within the jurisdiction.
 - c. Establish and equip the Tribal Emergency Operations Center (EOC) to include primary and backup radio communications (fixed and mobile) and provide for operations on a continuous basis as required.
 - d. Ensure adequate training for the emergency management organization.
 - e. Recruit and ensure training of disaster analysis staff.
 - f. Maintain a current list of available resources.
 - g. Coordinate exercises and tests of the emergency systems within the jurisdiction.
 - h. Maintain liaison with utility companies to arrange for backup water, power and telephone service during emergencies.
 - i. Alert staff and activate, as required, the EBCI Emergency Management Organization when informed of an emergency within the Boundary.
 - j. Ensure that financial records of expenditures are kept during emergencies.
 - k. Receive requests for assistance from communities of the Boundary and direct aid to areas where needed.
 - l. Serve as the single point of contact for the Tribal government for NIMS implementation and compliance.
 - m. Ensure that narrative and operational journals are kept during the emergency.
 - n. Ensure necessary information and reports are issued on schedule.
 - o. Notify PHHS and CIH of shelter situation.
 - p. Plan for shelter marking and shelter upgrading.
 - q. Additional duties may also be found in the various Annexes and Procedures (see table below).
4. Public Information Officer
- a. Appoint one representative from EMS, Fire Department, Public Health and Human Services, and Police Department.
 - b. Maintain current inventories of public information resources.
 - c. Prepare procedures for the conduct of public information services during disasters.
 - d. Provide rumor control and emergency instructions.
 - e. Coordinate all media releases pertaining to emergency planning and operations with the Principal Chief and Vice-Principal Chief.
 - f. Coordinate the tracking of calls or rumors from the public, identify trends, and respond to these trends in media releases.

- g. Prepare written statements of agreement with the media to provide for dissemination of essential emergency information and warning to the public, including the appropriate protective actions to be taken.
 - h. Develop media advisories for the public.
 - i. Provide emergency information materials for the public including non-English speaking groups.
 - j. Report to the Emergency Operations Center upon activation and coordinate the release of disaster related information with local agencies, State and Federal governments.
 - k. Provide information to the public in an accurate and timely manner before, during, and after an emergency. Public awareness programs will be developed to educate the public on the Tribal emergency preparedness program and the appropriate actions to be taken if a natural or technological emergency should occur.
 - l. Act as the official spokesperson for release of information to the media pertaining to the Eastern Band of Cherokee Indians emergency response efforts.
 - m. Ensure that all sources of information being received are authenticated and verified for accuracy.
 - n. Act as the liaison with Tribal and State representatives, PIOs from other government offices, and news media organizations.
 - o. Additional duties may also be found in the various Annexes and Procedures (see table below).
5. Cherokee Police Chief
- a. Plan for conducting traffic control and other law enforcement operations throughout the Reservation during disasters.
 - b. Develop mutual aid agreements with other law enforcement agencies.
 - c. Provide security for the EOC personnel and equipment.
 - d. Additional duties may also be found in the various Annexes and Procedures (see table below).
6. Cherokee Fire Chief
- a. Plan for coordination of firefighting operations throughout the Boundary in time of disaster.
 - b. Develop mutual aid agreements.
 - c. Additional duties may also be found in the various Annexes and Procedures (see table below).
7. Cherokee Tribal Emergency Medical Services Director
- a. Plan for coordination of emergency medical services operations throughout the Boundary in time of disaster.
 - b. Develop mutual aid agreements.
 - c. Coordinate with Hospital Disaster Coordinator on use of the Cherokee Indian Hospital for mass casualty incidents.
 - d. Additional duties may also be found in the various Annexes and Procedures (see table below).
8. Public Health and Human Services

- a. Public Health threats and responses will be guided by the Public Health All-Hazards Plan unless otherwise specified. Roles and supporting incident-specific plans include, but are not limited to:
 - i. Chemical, biological, radiological, and nuclear (CBRN) incidents
 - ii. Public Health Surveillance and Epidemiological Investigations
 - iii. Public Health Environmental Health and Safety
 - iv. Respiratory Protection Plan
 - v. Responder Health and Safety Plan
 - vi. Crisis Emergency Risk Communications and Information Dissemination Plan
 - vii. Medical Counter Measures Distribution and Dispensing Plan
 - viii. Infectious Disease Response Plan- including Isolation and Quarantine Procedures
 - ix. Continuity of Operations Plan
 - x. Public Health Coordination Center (PHCC)
- 9. Emergency Communications Director (Dispatch Supervisor)
 - a. Plan and direct communications and warning systems, including two-way radio systems throughout the Boundary describing methods of communications between EOC, field forces, shelter facilities, adjacent jurisdictions and area/State EOC.
 - b. Disseminate warning information.
 - c. Operate message center at the Tribal EOC.
 - d. Ensure provisions are in place for continuing effective communications among Tribal emergency response personnel and response organizations, including appropriate Tribal, Federal, State, and local organizations throughout an emergency.
 - e. Communications will be maintained among principal response organizations during an emergency to include:
 - i. Cherokee Police Department
 - ii. Cherokee Tribal EMS
 - iii. Cherokee Fire Department/ Volunteer Fire Dept.
 - iv. EBCI Emergency Management
 - v. Cherokee First Responders
 - f. Communications with the following agencies will be maintained; however, not in every emergency:
 - i. Cherokee DOT
 - ii. Tribal Utilities
 - g. The EOC Communications Officer will be responsible for activating and managing the EBCI Dispatch Center. The primary communications system between the IC and field-based responders, Fire, Police, EMS, DOT and Tribal Utilities is the two-way radio system. The EMS/Fire Dept. is the designated back-up communications system.
 - h. Additional duties may also be found in the various Annexes and Procedures (see table below).
- 10. Tribal Department of Transportation

- a. Plan for emergency repair and restoration of Boundary roads, vital facilities and utilities during disasters. (Utilities will assist with this process.)
 - b. Assist with debris removal.
 - c. Additional duties may also be found in the various Annexes and Procedures (see table below)
11. Clinical Director/Cherokee Indian Hospital
- a. Coordinate the response to notifications of fatalities from local authorities and establish an adequate morgue.
 - b. Supervise the location and transportation of the remains of the deceased.
 - c. Coordinate the certification of the cause of death of deceased victims and issue death certificates.
 - d. Notify next-of-kin and release the remains and personal effects to proper representatives.
 - e. Issue press releases, as appropriate, in conjunction with the Public Information Officer.
 - f. Additional duties may also be found in the various Annexes and Procedures (see table below).
12. Cherokee Tribal Transit Director
- a. Plan for transportation of Boundary residents in a disaster, including special populations (handicapped, elderly, etc.).
 - b. Coordinate transportation operations and keep EOC advised of status.
 - c. Additional duties may also be found in the various Annexes and Procedures (see table below).
13. Finance Officer
- a. Develop financial accounting record procedures for all agencies to report their emergency expenses.
 - b. Maintain a separate account of disaster related expenditures and expenses and be familiar with the FEMA Schedule of Equipment rates. The Finance Officer will be responsible for making the proper determinations of eligibility when requesting Public Assistance under the FEMA Public Assistance Grant Program.
 - c. Plan for/identify available resources for emergency purposes including critical/vital facilities.
 - d. Additional duties may also be found in the various Annexes and Procedures (see table below).
14. Damage Assessment Officer
- a. Develop, review and annually update procedures for damage reporting and accounting.
 - b. Coordinate disaster assessment teams conducting field surveys.
 - c. Collect data and prepare damage assessment reports. (See damage assessment database for Tribal facilities, housing, and businesses.)
 - d. Additional duties may also be found in the various Annexes and Procedures.
15. Superintendent/Principal of Schools
- a. Support transportation operations during evacuation and return.
 - b. Provide support personnel (schools, cafeteria staff, counselors) as available.

- c. Provide school facilities for temporary medical treatment facilities or shelters.
- d. Additional duties may also be found in the various Annexes and Procedures (see table below).

16. Tribal Attorney

- a. Provide legal advice and clarification for all emergency response activities.
- b. Provide knowledgeable guidance regarding local states of emergency in accordance with laws and local ordinances.
- c. Aid with local ordinances for emergency operations and emergency management.
- d. As necessary prepare a declaration of a State of Emergency.
- e. As necessary prepare a termination of a State of Emergency proclamation.

17. American Red Cross

- a. Coordinate shelter/mass care operations.
- b. Provide support personnel as requested.
- c. Provide shelter managers to operate ARC shelters. Ensure managers follow ARC guidance procedure.
- d. Train shelter managers and the staff to handle the day-to-day needs of evacuees while the shelter is in operation.
- e. Arrange for staffing of ARC shelters and feeding of evacuees.
- f. Identify evacuees within ARC shelters with special needs.
- g. Provide shelter management supplies.
- h. Develop letters of agreement and procedures for shelter activities and secure cooperation of building owners for use of shelter space.
- i. Assist in handling inquiries and informing families on the status of individuals injured or missing.
- j. Inspect shelter sites for serviceability.
- k. Additional duties may also be found in the various Annexes and Procedures.

Primary and Support Agencies

This table highlights (1) Key EBCI leadership roles and (2) EBCI departments/personnel that are identified as a primary agency for at least one functional annex. Other outside organizations and support agencies can be found directly within the relevant functional annex.

Table 5: Summary of Primary and Support Agencies

AGENCY/ROLE	PRIMARY AGENCY	SUPPORT AGENCY
Principal Chief	N/A	- Emergency Energy - Public Information - Public Information Officer Guide - Public Works - Resource Management - Training & Exercise - Unmet Needs - Vital Facilities

EASTERN BAND OF CHEROKEE INDIANS

Vice Chief/Community Service Director	N/A	- Hazardous Materials - Public Information - Public Information Officer Guide - Public Works - Resource Management - Training & Exercise - Unmet Needs - Vital Facilities
Emergency Management	- Damage Assessment & Recovery - Donations Management - Emergency Energy - Emergency Operations Center - Evacuation and Transportation - Mitigation - Receiving & Distribution - Resource Management - Shelter & Mass Care - Training & Exercise - Unmet Needs - Vital Facilities	- Alert & Warning - Animal Control & Protection - Communications - Debris Management - Emergency Medical Services - Fire & Rescue - Hazardous Materials - Public Health & Medical - Public Information - Public Information Officer Guide - Public Works - Terrorism/Terrorist Threat
Tribal Council	N/A	- Emergency Energy - Mitigation - Resource Management - Training & Exercise - Vital Facilities
Cherokee Police Department	- Law Enforcement - Terrorism/Terrorist Threats & Acts	- Alert & Warning - Communications - Damage Assessment & Recovery - Emergency Medical Services - Evacuation & Transportation - Fire & Rescue - Mass Fatalities - Public Health and Medical - Receiving & Distribution - Resource Management - Shelter and Mass Care - Training & Exercise - Vital Facilities
Animal Control	- Animal Control & Protection	- Training & Exercise - Vital Facilities
EBCI Utilities	- Debris Management	- Training & Exercise - Vital Facilities
Command Group	- Direction & Control	- Emergency Operations Center - Training & Exercise

		- Vital Facilities
Emergency Medical Services	- Emergency Medical Services - Mass Fatalities	- Fire & Rescue - Hazardous Materials - Resource Management - Shelter and Mass Care - Terrorism/Terrorist Threats & Acts - Training & Exercise - Vital Facilities
Public Works	- Public Works (Operations Division)	- Receiving & Distribution - Training & Exercise - Vital Facilities
Public Health and Human Services*	- Public Health and Medical - Shelter and Mass Care	- Terrorism/Terrorist Threats & Acts - Training & Exercise - Unmet Needs - Vital Facilities
Public Information Officer	- Public Information - Public Information Officer's Guide	N/A
Cherokee Indian Hospital Authority	- Public Health and Medical	- Emergency Medical Services - Mass Fatalities
EBCI Education and Recreation Division	- Shelter and Mass Care	N/A

* Other functions of PHHS include Community Preparedness, Public Information, Medical Countermeasures and Dispensing, Public Health Surveillance and Epidemiological Investigations, Communications, and Severe Weather

The EBCI Summary Organization Chart can be found on the last page of this plan. If additional information is needed, the Compensation Administrator with Human Resources can be contacted directly.

Direction and Control

This section serves a crucial purpose establishing clear lines of authority and communication to ensure effective coordination and decision-making. Direction and Control defines who holds decision-making power, how information flows, and how resources are mobilized streamlining response efforts and facilitating cohesive response to emergencies.

1. The overall Direction and Control of emergency activities in crises is vested with the Principal Chief.
2. Direction and Control provides an efficient response to an emergency by coordinating all response and recovery activities through one central location. The Emergency Operations Center (EOC) is the primary base of operation for all emergency management activities for the Boundary. EBCI Emergency Management will be familiar with plans and procedures to cope with an emergency. The Principal Chief, EBCI Emergency Management, or designee will decide whether to activate the EOC.

3. Upon declarations of an emergency the Principal Chief, Vice-Chief, and EBCI Emergency Management will operate from the EOC.
4. Initially, emergency operations will be conducted locally with little or no outside assistance or coordination.
5. On-site direction and control will be established by the senior officer of Tribal Emergency Services having primary responsibility for the situation utilizing an Incident Command System (ICS).
6. All incidents will be managed using NIMS protocol, following ICS management structure.

Issuance of an Executive Order

The issuance of an Executive Order (EO) by EBCI Principal Chief is guided by emergency conditions that require immediate action beyond standard operations. Key factors influencing the decision include:

1. Natural disasters (e.g. floods, wildfires, severe storms) posing immediate risks
2. Public health emergencies (e.g. pandemics, hazardous material spills)
3. Civil disturbances or security threats affecting tribal lands
4. Declaration of a State of Emergency to activate resources and mutual aid
5. Ordering of evacuations or movement restrictions for safety
6. Establishing curfews, road closures, or restricted access zones
7. Authorization of emergency expenditures or personnel deployment
8. Activation of mutual aid agreements with county, State, or Federal partners
9. Initiation of requests for State and Federal disaster assistance (e.g. FEMA)
10. Modification of Tribal government operations due to emergency conditions
11. Implementation of emergency provisions for continuity of governance

Personnel Involved in Issuance

1. Principal Chief (Authority to Issue Executive Orders)
 - a. Primary decision-maker in declaring a State of Emergency or enacting emergency provisions
 - b. Signs and formally issues the EO based on situational assessments
2. EBCI Emergency Management (Incident and Situational Awareness Coordinator)
 - a. Provides recommendations for issuing an EO based on real-time emergency conditions.
 - b. Advises on necessary response measures, including evacuation, resource mobilization, and coordination with external agencies
3. Tribal Attorney and Legal Counsel (Legal Review & Compliance)
 - a. Reviews the legality and enforceability of the proposed EO
 - b. Ensures alignment with Tribal laws, mutual aid agreements, and federal regulations
4. Tribal Council (As Needed) (Legislative Support and Oversight)
 - a. May be consulted for policy implications, financial decisions, or prolonged emergency declarations
 - b. If the EO requires long-term actions affecting governance, Council approval may be necessary

5. EBCI Public Safety Officials (Fire, Police, EMS) (Operational Enforcement and Implementation)
 - a. Assist in executing the provisions of the EO (e.g. road closures, evacuation orders, emergency response)
 - b. Provide input on operational feasibility and resource needs
6. Public Information Officer (PIO) and Communications Team (Public Notification and Messaging)
 - a. Drafts and distributes official public announcements regarding the EO
 - b. Ensures Tribal members receive clear and timely instructions via social media, radio, and direct messaging

Continuity of Government

This section addresses key elements for uninterrupted operation of government functions during and after an emergency including a clear line of succession to maintain leadership, safeguarding vital records, and outline procedure for relocation of the EOC if necessary. The Continuity of Government sections aim to maintain governance and sustain essential services in challenging and disruptive situations.

General

The possibility that emergency and disaster occurrences could result in disruption of government functions necessitates that all levels of local government and their departments develop and maintain procedures to ensure continuity of government. These procedures will identify decisionmakers if an elected official or department head is not available.

Line of Succession

The line of succession of the Legislative Branch proceeds from the Chairman of the Tribal Council to the members of the Council in accordance with Tribal policy. Lines of succession for the Executive Branch proceed from the Principal Chief to the Vice-Chief of the EBCI.

Preservation of Vital Records

It is the responsibility of the Tribal officials to ensure that all legal documents of both a public and private nature recorded by designated officials be protected and preserved in accordance with existing laws, statutes, and ordinances. Each department/agency is responsible for the preservation of essential records to ensure continued operational capabilities.

Relocation of Government

The Qualla Boundary provides for the relocation of the governing body to the Emergency Operations Center (EOC) during times of emergency if necessary. If the primary EOC is determined inoperable, the governing body will relocate to an alternate facility as needed.

Administration and Logistics

This section encompasses essential functions related to efficient management of resources, information, and support services during emergencies. It includes protocols for coordinating administrative tasks, maintaining accurate records and reports, managing donations from external sources, and overseeing logistics. The Administration and Logistics section enhances the EBCI's

capacity to mobilize resources, streamline operations, and collaborate with external partners and stakeholders.

Administration

1. Consumer complaints pertaining to alleged unfair or illegal business practices during emergencies will be referred to the Tribal Business Committee.
2. There will be no discrimination on grounds of race, color, religion, nationality, sex, age, or economic status in the execution of disaster preparedness or disaster relief and assistance functions. This policy applies equally to all levels of government, contractors, and labor unions.
3. Agreements and understandings must be entered into by duly authorized officials and should be formalized in writing, whenever possible, prior to emergency situations.
4. Organizations tasked with the implementation of this plan are responsible for providing their own administrative and logistical needs to include inventory storage and maintenance.

Records and Reports

1. Records of expenditures and obligations, ICS forms, and PSCC CAD records during emergency operations must be maintained by each individual department and submitted to EBCI Emergency Management for review. After EBCI Emergency Management reviews and determines proper eligibility, the next step in the process would be to go to Finance for payment reimbursement.
2. Narratives and operational journals of response actions will be maintained as official documentation of the emergency.

Donation of Materials and Services

1. Materials received in support of any emergency will be received and managed by EBCI Emergency Management or designee.
2. EBCI Emergency Management will coordinate the acceptance of and management of all donated services and materials from individual citizens and the private sector.
3. After review, the Executive Director of Finance will be responsible for the receipt, deposit, and distribution of all donated monies in support of emergency operations.

Logistics

1. The acquisition or replacement of resources will follow routine departmental procurement procedures. During emergencies, the Finance Department will develop the means and authority for the immediate procurement of necessary supplies and equipment to support emergency operations.
2. Should Tribal resources prove to be inadequate during emergency operations, requests for assistance will be made to neighboring jurisdictions, higher levels of government, and to private sector organizations in accordance with established policy.
3. All logistic requests will be funneled through the EOC for review.

Plan Development and Maintenance

This section of the plan outlines the process for creating and updating the EBCI EOP to promote effectiveness. It provides guidance for continual improvement and adaptation in response to evolving threats and changing circumstances. Plan development and maintenance ensures the EBCI EOP remains current, relevant, and reflective of best practices in emergency management.

1. The Principal Chief and/or Vice Chief will ensure development and annual review of this plan by all officials involved. Published revisions to the plan will be forwarded to all organizations assigned responsibility for implementation.
2. Updates, changes, modifications, additions, deletions, and/or corrections to this plan may be determined to be administrative in nature and may not require approval of the Principal Chief and/or Vice Chief or the re-approval or promulgation of the entire plan. Decisions regarding such shall be made by EBCI Emergency Management in coordination and consultation with the Tribal Attorney.
 - a. If the Tribal Attorney feels the updates, changes, modifications, additions, deletions, and/or corrections to this plan are significant and that action by the Principal Chief is advised, the EBCI Emergency Management shall prepare appropriate documentation and submit the documentation, through normal channels, to the Principal Chief for consideration.
3. Each organization/agency tasked with responsibilities in the EOP will update its portion of the plan, as needed, based on experiences identified during emergency operations.
4. This plan shall be exercised in accordance with the current policy of the Federal Emergency Management Agency (FEMA) exercise plan to ensure readiness of those who have a role in emergency response as indicated in the plan.

Authorities and References

The EBCI EOP is developed and maintained under the authority of the Tribal Council and the Principal Chief, in alignment with the overarching commitment to safeguard the health, safety, and welfare of the community. This plan is rooted in the EBCI's sovereign authority to protect its citizens and resources from a wide range of potential hazards.

The EBCI recognizes the importance of adhering to applicable Federal, State, and Tribal laws and regulations governing emergency management. This includes compliance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act, the Federal Emergency Management Agency (FEMA) guidelines, and Tribal ordinances that promote a coordinated response to emergencies.

EBCI Emergency Management is responsible for coordinating all emergency management activities and ensuring that the EOP reflects the needs and priorities of the community. EBCI Emergency Management works closely with local, State, and Federal agencies to enhance collaboration and resource sharing, thereby strengthening the overall resilience of the Tribe.

Authorities and References

1. Tribal Authorities and References

- State of Emergency Ordinance
 - Emergency Management Ordinance
 - Proclamation of a Local State of Emergency
 - Proclamation Terminating a Local State of Emergency
 - Proclamation Adopting the National Incident Management System
2. North Carolina Authorities and References
- Emergency Management Act of 1977, N.C. General Statutes 166 A, as amended
 - N.C.G.S. 162B Continuity of Government
 - N.C.G.S. 143-215 Oil Spill Act
 - N.C.G.S. 14-288.1 Riots and Civil Disorder
 - N.C.G.S. 132-1.7 Public Record
 - N.C.G.S. 104E Radiation Protection Act
 - N.C.G.S. 115C-242(6) Use of School Buses in Declared Emergency
 - The Hazardous Chemical Right to Know Act, Article (18), Chapter 95 of N.C. General Statutes
 - Executive Order 43 (Citizen Corps Council)
 - Statewide Mutual Aid Agreement
3. Federal Authorities and References
- Emergency Management Act of 1977, N.C. General Statutes 166 A, as amended
 - N.C.G.S. 162B Continuity of Government
 - N.C.G.S. 143-215 Oil Spill Act
 - N.C.G.S. 14-288.1 Riots and Civil Disorder
 - N.C.G.S. 132-1.7 Public Record
 - N.C.G.S. 104E Radiation Protection Act
 - N.C.G.S. 115C-242(6) Use of School Buses in Declared Emergency
 - The Hazardous Chemical Right to Know Act, Article (18), Chapter 95 of N.C. General Statutes
 - Executive Order 43 (Citizen Corps Council)
 - Statewide Mutual Aid Agreement

American with Disabilities Act (ADA) Compliance

The EBCI will ensure compliance with the Americans with Disabilities Act (ADA) in all aspects of emergency management, including evacuation, sheltering, emergency notifications, and public safety communications. The EOC will coordinate with relevant agencies and partners to provide reasonable accommodation and ensure that individuals with disabilities have equal access to emergency services.

1. Emergency Shelters – All designated emergency shelters will meet ADA accessibility standards, including:
 - a. Wheelchair-accessible entrances, restrooms, and sleeping areas
 - b. Power sources for medical devices (e.g., oxygen machines, ventilators)
 - c. Accommodation for service animals as required by ADA guidelines
 - d. Trained staff available to assist with mobility, communication, and medical needs

2. Evacuation and Transportation
 - a. Emergency transportation resources will include wheelchair-accessible vehicles and assistance for those with limited mobility.
 - b. Individuals with functional and medical needs will be prioritized during evacuations.
 - c. Trained personnel will be assigned to assist those requiring additional support during evacuation operations.
3. Public Warning and Communication – Emergency alerts will be issued in multiple formats, ensuring accessibility for individuals who are deaf, hard of hearing, blind, or have cognitive impairments. Communication methods will include:
 - a. Text-based alerts (SMS, email, and social media notifications)
 - b. Televised emergency messages with captioning and ASL interpretation
 - c. Audio announcements via loudspeakers, sirens, and emergency radio broadcasts
 - d. Door-to-door notification for individuals unable to receive digital alerts
4. Functional Needs Registry and Pre-Disaster Planning
 - a. The EOC will encourage individuals with disabilities and functional needs to voluntarily register for pre-disaster planning assistance.
 - b. This registry will help emergency responders prioritize assistance for those needing additional support, including medical transport, communication aids, and shelter accommodations.
5. Training and Coordination
 - a. Emergency personnel will receive ADA compliance training to ensure effective support for individuals with disabilities.
 - b. The EOC will coordinate with Tribal health services, social services, and disability advocacy groups to maintain best practices in emergency planning and response.

This EOP is a living document that will be regularly reviewed and updated to reflect changes in laws, community needs, and best practices in emergency management. The authority to implement and enforce the plan resides with the Principal Chief, Tribal Council, and designated emergency management personnel, for a unified and effective response to any emergency that may arise within the Qualla Boundary. Through this framework, the EBCI reaffirms its commitment to protect its members and preserve the integrity of the Tribe during times of crisis.

Functional Annexes

Alert and Warning

Primary Agency: Communications

Support Agency: EBCI Emergency Management, Fire Department, Police Department, Broadcast Media, others as requested.

Purpose

This attachment provides specific instructions and procedures for Tribal government and suggested procedures for designated Administrative Officials to follow in the dissemination of emergency alerting and warning information and protective action instructions to the residents of the Qualla Boundary over the Emergency Alert System (EAS).

Situation and Assumptions

Situation

1. The Public Safety Communications Center (PSCC) in conjunction with EBCI Emergency Management will normally initiate notification and warning.
2. Broadcast media will be relied upon to assist in the dissemination of warnings to the general public.
3. Operational telephone and/or radio communications may be utilized to notify public officials, Emergency Operations Center staff, emergency personnel and others as required.
4. Emergency service vehicles are available for warning the public.
5. Special needs groups or persons in group quarters may have to be provided with special warning and notification.

Assumptions

1. Current forms of warning may necessitate augmentation to provide sufficient warning to the public and special needs populations.
2. Use of mobile public address systems and/or house to house alert warning may be necessary when the urgency of the hazard requires immediate evacuation actions or when there is a failure of other fixed warning systems.

Concept of Operations

Coordination with State and Federal Agencies

Within the National Response Framework (NRF), Communications, including Alert and Warning (see Annex) of both the public and response forces, is an Emergency Support Function (ESF). ESF #2 describes the function of the Federal level when coordination with State and local governments (see Appendix 1).

Mechanisms for Dissemination of Warning to the General Public

Emergency warning may originate at the national, State, or local level of government. Timely warning requires dissemination to the public by all available means including:

1. Emergency Action System (See Appendix 2)
2. Radio Systems
 - a. State Operated Two Way Radio
 - b. Local Government Radio
 - c. National Weather Service (NWS) National Oceanic and Atmospheric Administration Weather Radio Service
 - d. NC VIPER Network Radio
3. Mobile Public Address Systems (as appropriate)
4. NC Division of Criminal Information (DCI)
5. Siren System
6. Commercial Telephone
7. House to House Alert

Receipt and Dissemination of Warning

1. The N.C. Emergency Operations Center in Raleigh serves as the primary State Warning Point and is located at the Division of Emergency Management. Alerts are received there from Federal agencies and, on occasion, the public.
2. Warning received from the site of an emergency is normally reported to the Tribal Warning Point.
3. Notification of governmental officials and emergency response personnel from the Tribal Warning Point will follow established procedures.
4. Jurisdictions adjoining the EBCI will be notified through the PSCC or by the quickest possible method in the event an incident occurs within the Boundary that may cause adverse effects across jurisdictional lines.

Dissemination of Warning to Special Populations

1. Hearing impaired, special needs groups, persons in group quarters and non-English speaking groups are notified by the most expedient means possible. Usually, the message will ask residents to assist in the evacuation of these special groups.
2. Public schools, hospitals and other special warning locations are notified by EBCI Emergency Management or other emergency personnel at the PSCC or Warning Point.

Direction and Control

1. The Principal Chief or their designee has the authority to direct and control the Tribal Warning System. The PSCC Manager, in conjunction with EBCI Emergency Management staff, is vested with the authority of the Principal Chief to activate the Warning System as necessary when emergency circumstances warrant and in the interest of time. This authority stands day-to-day unless revoked by the Principal Chief.
2. The PSCC Manager is designated as the Warning Coordinator and will follow established warning procedures.

Continuity of Government

Line of Succession

1. PSCC Manager

2. Principal Chief
3. EBCI Emergency Management

Appendices

1. Emergency Support Function #2
2. Emergency Alert Systems (EAS)
3. Emergency Alert System Broad Procedure

DRAFT

Animal Control and Protection

Primary Agency: Animal Control

Support Agency: EBCI Emergency Management, American Red Cross, County Cooperative Extension, NC Wildlife Resources Commission, NC Department of Agriculture and Consumer Services, Others as requested.

Purpose

This annex provides guidance for emergency services needed to address animal welfare and public health and safety concerns in the event of a large-scale emergency or other situation that may impact animals directly.

Situation and Assumptions

Situation

1. Based on hazard analysis, there are several emergencies for which animal response may be required including severe storms, tornadoes, flood events, hazardous material accidents, fires, and disease.
2. Animal response can range from sheltering to rescue operations, veterinary care, or evacuation.

Assumptions

1. If uncontrolled early on in an emergency, the animal population can complicate response and recovery operations that compound the severity of the disaster.
2. The owner of pets and/or livestock shall take reasonable steps to shelter and provide for animals under their care and control.
3. Current animal shelter facilities, such as Animal Control, the Humane Society, and kennels, will be quickly overwhelmed during an emergency.
4. An over-increasing percentage of evacuees will refuse to evacuate due to the presence of their animals (farm or domestics) or reduce public shelter because animals are not permitted.
5. Through effective animal protection planning and organization, disaster relief efforts would be expedited.

Concept of Operations

1. Animal response occurs in conjunction with public safety efforts, but human life protection must take precedence.
2. Emergency operations for animal response will require personnel and equipment from a variety of disciplines.
3. All personnel, regardless of service and including volunteers, will operate under the Incident Command System (ICS).
4. Each support agency will contribute to overall response but will retain full control over agency-specific resources and personnel.
5. EBCI Animal Control will conduct animal response operations.

6. EBCI Emergency Management will request resource assistance through either mutual aid or the resource request channels of the NC Emergency Operations Center via the Western Branch Office.

Organization and Assignment of Responsibilities

Organization

1. The EBCI Animal Control will coordinate animal response operations.
2. The EBCI Animal Control will be the lead agency.
3. The EBCI Animal Control Director is responsible for developing a comprehensive animal disaster program to include standard operating procedures.
4. Upon request by the EBCI EOC, the relevant county may provide Cooperative Extension support to Tribal officials to support livestock needs (e.g. feeding and shelter) as appropriate.
5. When overwhelmed during an emergency, the EBCI Animal Control or EBCI Emergency Management may request assistance from the North Carolina Wildlife Resources Commission or the NC Department of Agriculture and Consumer Services through the EOC.

Responsibilities

1. Animal Control Director
 - a. Recruit and assemble an EBCI Animal Response Team.
 - b. Maintain current notification/recall rosters for the CART (Cherokee Animal Response Team).
 - c. Identify and survey animal shelter sites to be used in the event of an emergency.
 - d. Secure cooperation of property owners for use of shelter space.
 - e. Develop procedures to activate and deactivate animal shelters and develop shelter SOGs.
 - f. Establish public information and education programs regarding Animal Response.
 - g. Provide Animal Response Team training in conjunction with Emergency Management.
 - h. Assign a liaison individual to report to the EOC, upon activation, to assist in animal response.
 - i. Assist Emergency Management and other Tribal agency representatives who are conducting emergency operations in establishing priorities for animal rescue efforts.
 - j. Coordinate with the State Animal Response Team (SART), Health Department and other agencies to provide technical and logistical support during animal response operations.
2. EBCI Emergency Management
 - a. Provide suitable identification for CART members for access to the scene or affected area.
 - b. Ensure communication capability between EOC and animal shelters.
 - c. Support public information and education programs regarding Animal Response Team training.

- d. Provide Animal Response Team training in conjunction with the Animal Control Director.
 - e. Identify resources to support and assist with animal activities.
- 3. American Red Cross (ARC) Liaison
 - a. Ensure space is available in general population shelters for service animals.
 - b. Help train shelter managers and staff for animal shelters that will also have humans in residence.
 - c. Provide mass sheltering for pre-designated "pet friendly" shelters (See Annex X).
- 4. Public Health and Human Services Secretary
 - a. Support Public Health Services to include inspection, sanitation, and environmental health concerns pertaining to animal shelters.
 - b. Coordinate the disposal of deceased animals that may have public health implications.
 - c. Provide services to control injuries, bites, and diseases related to the protection of animals.
- 5. Fire Services
 - a. Survey shelter sites for fire safety.
 - b. Advise about fire security during operations.
- 6. Law Enforcement
 - a. Provide security and law enforcement at shelters as necessary.
- 7. Amateur Radio Emergency Services
 - a. Provide communication between the EOC and shelters in the event telephone lines become inoperable.

Direction and Control

1. The Cherokee Department of Animal Control Director will direct and control animal response operations within the Qualla Boundary.
2. The ARC Liaison will assist in shelter and mass care operations for "pet friendly" shelters.

Continuity of Government

Line of Succession

1. Director, Cherokee Animal Control/Program Manager
2. Officer, EBCI Animal Control
3. Veterinarian, Animal Hospital

Communications

Primary Agency: Communications

Support Agency: Fire Department, Police Department, EBCI Emergency Management, Others as requested.

Purpose

This annex describes the communications systems and presents available communications sources, policies, and procedures to be used by Tribal government agencies during emergency situations.

Situation and Assumptions

Situation

1. The Qualla Boundary's geographical terrain composes a natural impediment for all radio communications.
2. Communications play a critical role in emergency operations. Communication networks and facilities exist and operate on the Boundary. Properly coordinated, these facilities provide effective and efficient response activities.
3. The Public Safety Communications Center (PSCC) is the central point for receiving emergency calls and dispatching for the Boundary.
4. Communications equipment is vulnerable during emergencies, particularly during periods of national emergency.

Assumptions

1. It is assumed there is a backup communication system in place in the event the current communication system does not survive and/or withstand the effects of a disaster. This annex will provide coordination of all communications systems during an emergency to facilitate timely response activities.
2. The PSCC is equipped with communications equipment (radio, telephone, computers, etc.) allowing contact within the Boundary, contiguous counties, and the State EOC.
3. The organizations involved in emergency communications will follow the administrative and logistical procedures established by their individual agencies.
4. Communications personnel possess appropriate background investigation requisites to send or receive classified information.
5. The PSCC is a secure facility and only authorized personnel with proper credentials are allowed to enter this area.

Concept of Operations

General

1. Within the National Response Framework (NRF), Communications, including Alert and Warning (see Annex) of both the public and response forces, is an Emergency Support Function (ESF). ESF #2 describes the function on the Federal level when coordinating with state and local governments (See Appendix 1).

2. The PSCC for the EBCI is in the Shawn Blanton Building located at 282 Seven Clans Lane, Cherokee, NC. This Center is operational twenty-four (24) hours a day and serves as the central location for all emergency calls and dispatching of emergency services.
3. The PSCC Manager is responsible for the development of emergency operational procedures and ensuring the PSCC is capable of expansion during emergencies.

Specific

1. The PSCC has the capability to communicate with:
 - a. Cherokee Police Department
 - b. Cherokee Fire Department
 - c. Tribal EMS
 - d. EBCI Emergency Management
 - e. First Responders
 - f. Cherokee Indian Hospital (CIH)
 - g. Seven Clans Dialysis Center
 - h. Tribal Transit
 - i. Surrounding County Communications Centers and EOCs
2. Other communication systems available at the PSCC include:
 - a. NC Division of Criminal Information (DCI)
 - b. Commercial Telephone
 - c. NC VIPER Network Radios
 - d. WebEOC

Organization and Assignment of Responsibilities

Organization

1. The PSCC Manager is the principal coordinator for planning and developing the emergency communications system.
2. The PSCC is the central point for coordinating communications.

Responsibilities

1. PSCC Manager
 - a. Develop Communications Annex and SOG.
 - b. Ensure that communication procedures are established for the use of logs, message forms, and message control.
 - c. Develop procedures for obtaining and restoring telephone services during emergencies.
 - d. Develop mutual aid agreements.
 - e. Prepare authentication charts and devices for use during an emergency.
 - f. Maintain current internal notification/recall rosters.
 - g. Identify potential sources of additional equipment and supplies.
 - h. Provide radio repair capabilities and maintenance operations under emergency conditions.
 - i. Ensure program training for all communications personnel including volunteers and maintenance personnel.

- j. Test and maintain communications equipment on a regularly scheduled basis.
 - k. Provide for the delivery of primary and backup radio communications (fixed and mobile).
 - l. Report to the EOC upon activation and provide direction and control for communications operations (See Emergency Operations Annex).
 - m. Staff, equip, and operate emergency communication facilities and systems.
 - n. Coordinate radio, telephone, and computer resources.
 - o. Coordinate communications net with surrounding jurisdictions, and the State during disasters.
2. Telecommunicator:
- a. Provide radio communications in an emergency as directed.
 - b. Establish and maintain a message log.
 - c. Route messages as instructed by the PSCC Manager.

Direction and Control

Line of Succession

1. PSCC Manager
2. Shift Supervisor

Appendices

1. Emergency Support Function (ESF) #2
2. List of Individuals/Organizations to Notify of Emergency

Damage Assessment and Recovery

Primary Agency: EBCI Emergency Management

Support Agency: Fire Department, Police Department, Tribal Administration, Others as requested.

Purpose

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

Situation and Assumptions

Situation

1. Most hazards have the potential to cause damage. A planned damage assessment program is essential for effective response and recovery operations.
2. An initial damage assessment will determine the severity and magnitude of the disaster and identify what type of supplemental assistance is necessary to recover from its effects.
3. A Boundary-wide initial damage assessment of public and private property is required if/when a disaster results in a Presidential declaration. This information will provide a basis to inform the actions and resources needed, the prioritization and allocation of local government resources (during the early stages of the recovery effort), and what/if any outside assistance is required to restore the affected area to pre-disaster condition.

Assumptions

1. The Qualla Boundary will continue to be exposed to various hazards resulting in damage to both public and private property.
2. The implementation of damage assessment procedures will expedite relief and assistance for those adversely affected.

Concept of Operations

General

Initial response for damage assessment and recovery operations lies with Tribal government.

Specific

1. Emergency and recovery operations will initially be coordinated from EBCI EOC. Accurate emergency logs and expenditure records must be kept from the onset of the disaster by each response agency/organization.
2. Damage assessment/recovery personnel will be assigned to the "planning section" of the EOC organization.
3. As appropriate, the Damage Assessment Officer (DAO) will coordinate notification of damage assessment personnel. These personnel will report to the affected areas to conduct the initial damage assessment (IDA).
4. The DAO will organize, equip, and assign teams to conduct the initial damage assessment for the affected areas. The DAO may elect to use either pre-printed forms, or computer-based forms, or a combination of both to record observed damages (See Appendix 8).

5. The DAO will coordinate the compilation of damage survey data, prepare damage assessment reports for Emergency Management, and plot damaged areas on local maps as necessary or requested.
6. Emergency Management will review, with other appropriate local officials, the damage assessment reports to determine if any outside assistance is necessary for recovery.
7. Emergency Management will forward damage assessment reports to the NCEM Director who will determine what recovery capabilities are available to meet the anticipated requirements. If the capabilities of State/local/private resources appear to be insufficient, joint Federal/State/local Preliminary Damage Assessment (PDA) may be requested.
8. The Governor and/or Principal Chief of the EBCI may request a Presidential declaration (classified as major disaster, major emergency, or a specific Federal agency disaster declaration) to augment State/local/private disaster relief efforts.
9. The President, under a major emergency declaration may:
 - a. Authorize the utilization of any Federal equipment, personnel, and other resources; and
 - b. Authorize two basic types of disaster relief assistance:
 - i. Individual Assistance (IA)
 - Temporary housing
 - Individual and Family Grants (IFG)
 - Disaster unemployment assistance
 - Disaster loans to individuals, businesses, and farmers
 - Agricultural assistance
 - Legal services to low-income families and individuals
 - Consumer counseling and assistance in obtaining insurance benefits
 - Social security assistance
 - Veteran's assistance
 - Casualty loss tax assistance
 - ii. Public Assistance (PA)
 - Category A: Debris Removal
 - Category B: Emergency Work / Protective measures
 - Category C: Roads and Bridges
 - Category D: Water Control Facilities, etc.
 - Category E: Buildings and Equipment
 - Category F: Utilities
 - Category G: Parks, Recreational Facilities, etc.
10. In the event a major disaster or emergency is declared:
 - a. A Federal Coordinating Officer (FCO) will be appointed by the President to coordinate the Federal efforts.
 - b. A State/Tribal Coordinating Officer (SCO) and Governor's Authorized Representative (GAR) will be appointed by the Governor/Principal Chief to coordinate the State/Tribal efforts.

- c. A Disaster Field Office (DFO) will be established within the State/Tribe (central to the damaged areas) where disaster assistance programs will be administered.
- d. For Individual Assistance (IA) only, Disaster Application Centers (DACs) will be established central to the affected areas where individuals may apply for assistance.
- e. If the area is declared eligible for Public Assistance programs, an applicant briefing will be conducted for officials of counties, cities, Indian tribes, and private nonprofit (PNP) organizations to explain eligibility criteria. Emergency Management will be asked to help identify and notify eligible applicants.
- f. At the applicant briefing, each eligible entity will submit a Request for Public Assistance (RPA).
- g. Each Public Assistance (PA) applicant (including local government entities) will appoint an "applicant agent" to coordinate the collection of documentation and submission of information to the DFO.

Organization and Assignment of Responsibilities

Organization

- 1. Emergency Management manage damages assessment and recovery activities for the Tribe.
- 2. A Damage Assessment Officer (DAO) will be appointed by Emergency Management to coordinate damage assessment operations.
- 3. A Damage Assessment Team will be selected and trained for damage surveys.

Responsibilities

- 1. Emergency Management
 - a. Appoint a DAO to coordinate overall damage assessment operations.
 - b. Recruit Damage Assessment Team members.
 - c. Provide damage assessment training on an annual basis.
 - d. Maintain enough needed forms and supplies for Damage Assessment Teams and other departments/agencies assisting with assessment/recovery operations.
 - e. Assure agencies/organizations begin maintaining expense records at onset of the emergency.
 - f. Secure resources to support and assist with damage assessment activities (maps, tax, data, cameras, identification, etc.).
 - g. Establish/appoint a Utilities Liaison to coordinate information flow between the EOC and affected utilities.
 - h. Develop and disseminate, as appropriate, public information and education programs relating to disaster recovery (DAC locations, days/times of operation, etc.).
 - i. Assist with securing DAC facilities and equipment (chairs, tables, telephones, etc.).
 - j. Assist with identification and notification of applicants that may be eligible for PA programs (local government entities, private nonprofit organizations, Indian Tribes, etc.).
- 2. Damage Assessment Officer/Fire Chief/Fire Marshall

- a. Develop, review, and update procedures for damage reporting and accounting on an annual basis.
 - b. Train personnel in damage assessment organization, techniques, and reporting procedures.
 - c. Maintain a current Damage Assessment Team notification/recall roster.
 - d. Report to EOC upon activation and coordinate damage assessment operations with Emergency Management.
 - e. Assign Damage Assessment Teams and deploy as appropriate. Assure each team has communications with the EOC.
 - f. Inform emergency operations officials of hazardous facilities, bridges, roads, etc.
 - g. Compile damage reports for appropriate agencies.
 - h. Assist Emergency Management and other agency representatives who are conducting recovery operations in prioritizing repairs and restoration of affected facilities.
 - i. Identify and maintain a list of critical facilities (public buildings, streets, bridges, etc.) requiring priority repairs.
 - j. Collect and compile incoming damage reports from teams in the field to include public and private agencies such as school systems, private nonprofit/government utilities.
 - k. Ensure response agencies initiate documentation of all costs incurred after the emergency/disaster.
 - l. Document all emergency work performed by local resources, including appropriate photographs.
 - m. Provide for submission of accurate, detailed and timely Initial Damage Assessment Reports to Emergency Management.
 - n. Collate and consolidate all expenditures and damage assessment information for transmittal to the NCEM Western Branch Office.
 - o. Apply for federal assistance under the Sandy Recovery Improvement Act (SRIA) following a Presidential declaration.
3. Damage Assessment Team Members
- a. Assist the DAO and Emergency Management to maintain readiness by checking equipment and supplies, attending training sessions, and reporting any changes to personnel rosters.
 - b. Upon notification, report to the EOC for emergency assignments as soon as condition permits.
 - c. Survey assigned areas, record damage on damage assessment worksheet(s), and transmit general damage assessment information to the EOC as directed by the DAO.
 - d. Report to the EOC immediately if any situations posing an immediate threat to public safety (downed power lines, gas leaks, etc.) occur.
 - e. Return to the EOC as directed and provide damage assessment worksheet(s).
4. Tribal/PNP Finance Officers
- a. Establish and maintain a separate account of disaster related expenditures and expenses.

- b. Submit daily activity reports (e.g. materials and labor/equipment) to the DAO as requested.
5. Utilities Liaison
 - a. Secure information for the EOC, as requested, on status of utility restoration.
 - b. Disseminate damage area information to the affected utilities to expedite restoration.

Direction and Control

1. Local officials, in conjunction with EBCI Emergency Management, will direct and control recovery activities from the EOC.
2. The DAO is the EOC staff member responsible for coordinating damage assessment activities.
3. All Tribal departments will provide personnel and resources to support the damage assessment/recovery effort, as requested. Personnel from operating departments assigned to damage assessment responsibilities will remain under the control of their designated departments but will function under the technical supervision of the Damage Assessment Officer.

Continuity of Government

Line of Succession

1. EBCI Emergency Management
2. Fire Chief

Appendices

1. Organizational Structure
2. Damage Assessment Officer Checklist
3. Damage Assessment Team Member Checklist
4. Damage Assessment Forms/Reports

Debris Management

Primary Agency: EBCI Utilities

Support Agency: EBCI Emergency Management, Tribal Administration, Others as requested or contracted.

Purpose

This section outlines procedures for disposal and containment of debris in an emergency/disaster situation resulting in widespread debris (downed trees, building materials, etc.)

Situation and Assumptions

Situation

1. When Federal RCRA Subtitle D landfill regulations went into effect, the EBCI closed its landfill and constructed a transfer station.
2. The transfer station, operated by EBCI Operations, is the only site in the Qualla Boundary presently approved for solid waste disposal/transfer.
3. In the event of a disaster situation, the old landfill site would be opened as a temporary debris storage site until it could be ground up and disposed of.
4. The quantity and type of debris generated, location, and area size of dispersion directly impact the removal and disposal methods utilized to address the debris problem, associated costs incurred, and how quickly the problem can be addressed.

Assumptions

1. In an emergency/disaster situation, large amounts of debris may be produced. This debris must be disposed of properly.
2. Depending on the location of heavily damaged areas, temporary storage sites may be necessary to store certain types of debris until disposal can be achieved.
3. In an emergency/disaster, the EBCI may grant a variance in burning regulations to dispose of certain types of debris.
4. Debris removal from government facilities, vital facilities, private business, and residential properties as well as street and highway debris clearing will begin almost immediately following a disaster that generates large (or even small) quantities of debris.

Concept of Operations

1. The EBCI Solid Waste Manager is responsible for solid waste management for the EBCI. They will direct the flow of debris disposal within the Boundary during an emergency/disaster situation. The Solid Waste Manager will be the designated Debris Manager, unless another person is designated by the Principal Chief, Vice Chief or other such authority.
2. The Solid Waste Manager will direct other agencies (DOT, Forestry Service, private contractors, etc.) to locations for temporary storage of debris.
3. The Solid Waste Manager will work with PHHS if waste products become a threat to the health and welfare of the community.

4. All debris removed to storage sites will not be disposed of until after being viewed by Federal Damage Assessment personnel to facilitate reimbursement of removal and disposal.

Temporary Storage Site

1. In the event of widespread debris, the Solid Waste Manager may need to locate additional temporary storage sites.
2. An estimate will be made to determine the amount of debris contained, conditions permitting, which will be used to select and activate temporary storage sites.
3. Temporary storage sites should be selected considering the distance from damaged areas, access to the site, and types of debris to be contained.
4. Information should be publicized regarding the location of the temporary storage sites and what type of material will be accepted at each site.

Appendices

1. Recommended Debris Removal and Disposal Operations
2. Recommended Contractor Debris Removal and Disposal Operations
3. Sample Debris Load Ticket
4. Environmental Checklist for Air Curtain Pit Burners
5. Right of Entry Agreement
6. Construction and Demolition Debris Management Site Operational Guidelines
7. Establishing Debris Management Sites for Burning and Grinding Operations
8. Guidelines for the Land Application of Wood Ash from Storm Debris Burn Sites
9. Guidelines for Reducing the Potential for Spontaneous Combustion in Compost or Mulch Piles
10. Guidelines for Closure and Restoration of Debris Management Sites

Direction and Control

Primary Agency: Command Group

Support Agency: Operations Group, Logistics Group, Planning Group, Finance Group, all other response and support agencies.

Purpose

This section outlines the direction and control procedures for emergency operations identifying the personnel, facilities, and resources used for coordinated response activities.

Situation and Assumptions

Situation

1. Many hazards exist within the Boundary and their occurrence may result in disasters of great magnitude. This warrants the centralization of the direction and control function to conduct effective and efficient emergency operations.
2. The EBCI EOC serves as the central direction and control point for the Boundary's emergency response activities.
3. Municipalities outside of the Qualla Boundary will use respective jurisdictional facilities as EOCs and Tribe staff/assistance may be requested/utilized as needed.
4. The EOC will be activated upon the threat and/or occurrence of a major emergency/disaster. Designated personnel will report to the EOC in a timely fashion.

Assumptions

1. It is unlikely that all communities will send a representative to the EBCI EOC.
2. It can be assumed that EBCI Officials and the State will maintain communications with the EOC via telephone, radio, computer, or fax.
3. Tribal Council and the State will act in unison with the EBCI on such issues as proclamations, security, and public information.

Concept of Operations

General

1. Direction and control of a normal (day-to-day) emergency operations of single agency response is performed by the senior officer on-scene (e.g. law enforcement, fire, rescue, EMS). Multi-agency responses are performed in accordance with local ordinances, policies, and procedures.
2. The EBCI may exercise independent direction and control of emergency resources. Prior to activation of the EOC, requests for State or Federal assistance will be directed to the EBCI Emergency Management.
3. Centralized direction and control (EOC activation) in the Boundary is desirable when one or more of the following situations occur:
 - a. An imminent threat to the safety or health of the public exists;
 - b. Extensive multi-agency or jurisdictional response and coordination is necessary to resolve or recover from an emergency situation;

- c. Local resources are inadequate or depleted and significant mutual aid resources are necessary to resolve the emergency situation;
 - d. The disaster affects multiple jurisdictions within the Qualla Boundary that are relying on the same resources to resolve the emergency/disaster situation; or
 - e. Local emergency ordinances are implemented to control the emergency.
- 4. The type and magnitude of any emergency event occurring in the Boundary or a community within the Boundary will determine EOC activation.
- 5. The EOC may be activated by the Principal Chief, Vice Chief or designee, or EBCI Emergency Management.
- 6. Emergency operations and coordination at all levels of government will be carried out according to supporting standard operating guidelines.
- 7. Notification of EOC personnel is the responsibility of EBCI Emergency Management.
- 8. Operational readiness of the EOC is the responsibility of EBCI Emergency Management. Emergency Management will ensure that back-up electrical power is operational and will serve as Operations Officer.
- 9. Administrative decisions regarding food supplies and other incidental needs for the EOC during activation is the responsibility of EBCI Emergency Management.
- 10. Whenever the EOC is activated or activation appears to be imminent, EBCI Emergency Management will notify NCEM, Western Branch Office.
- 11. Frequent staff reviews/briefings will be conducted.
- 12. The EOC will be managed in accordance with the Tribal EOC Standard Operating Procedures.
- 13. On-scene activities of emergency response personnel will be managed utilizing the National Incident Management System – Incident Command System (NIMS – ICS).

Staffing

The name and composition of these groups are subject to change, but the functions will remain the same. Groups will work in close association with each other often sharing the same physical space and cross-collaborating.

- 1. Command Group – Under the direction of the Principal Chief, consists of elected officials, Vice Chief, Federal/State liaison officials, Safety Officer, and the Public Information Officer (PIO), responsible for:
 - a. Approval of policies and strategies pertinent to the emergency/disaster situation
 - b. Brief EOC staff to ensure coordination of information
- 2. Operations Group – Under the direction of EBCI Emergency Management, consists of designated representatives from agencies involved in emergency operations (police, fire, EMS, others as appropriate), responsible for:
 - a. Direct supervision of all emergency operations
 - b. Allocation of resources necessary to implement the approved strategies/policies
- 3. Planning Group – Consists of the Damage Assessment Officer (DAO) and technical advisors pertinent to the type of emergency/disaster, may be established to:
 - a. Collect, evaluate, display and disseminate information regarding the incident and status of resources

- b. Maintain a journal, post data, and maintain status boards
 - c. Analyze the predictable probable course of emergency incident events
 - d. Develop strategies (action plans) and alternatives to control operations for the incident
 - e. Anticipate resource requirements
- 4. Logistics Group – Consists of the PSCC Manager and representatives of emergency support agencies (e.g. public works, communications, etc.), may be established to:
 - a. Coordinate the acquisition of supplies, equipment, and other resources (public and private) necessary to resolve/recover from the emergency event
- 5. Finance Group – Under the direction of the Tribal Finance Officer, may be established to:
 - a. Compile and maintain documentation of purchases, acquisition, and utilization of resources (e.g. emergency supplies, equipment and others as requested)
 - b. Perform financial and cost analysis to identify efficient methods of response and recovery efforts during and following an emergency event

Organization and Assignment of Responsibilities

Organization

1. The onset of an emergency adds to the normal day-to-day role of existing agencies and organizations to protect the community (population and property). When possible, the emergency responsibilities outlined in this plan mimic the typical day-to-day responsibilities of the agencies/organizations.
2. Through the Tribal Office of Emergency Management, the Executive Committee exercises its emergency responsibilities to provide for health and safety of the public during emergencies and disasters.
3. EBCI Emergency Management acts in accordance with the EBCI Emergency Management Ordinance.
4. When activated, the EOC serves as a central, coordinating point for obtaining, analyzing, reporting and retaining disaster related information.
5. The first arriving emergency official with two-way communications capability will establish the initial Incident Command System (ICS) and will serve as the Incident Commander until relieved by appropriate senior personnel.
6. For long-term emergency/disaster situations, the “Incident Commander” will be designated by the on-scene senior officials of the emergency response agencies, or by the EOC (when activated) based on the type, nature, or location of the incident.
7. In situations where the disaster effects are widespread (many incident sites), the EOC establish distinguishable boundaries as the “incident site” to achieve a manageable span of control.
8. The Incident Commander will establish a single “Command Post” near the scene of each emergency/disaster situation. Senior officials of emergency agencies will report to this facility to support coordination efforts. This facility will serve as the central command and control point for all on-scene resources and will disseminate pertinent situation information and resource requests to the EOC.

Responsibilities

1. Principal Chief
 - a. Perform direction, control, coordination, and policy-making functions as necessary to provide for optimum protection of public health and safety within jurisdiction.
 - b. Issue and distribute, as appropriate, a local proclamation declaring a State of Emergency or terminating the State of Emergency (See Appendix 19).
2. Vice Chief
 - a. Ensure agencies update their annexes to the EOP and develop SOGs as necessary.
 - b. Ensure regular drills and exercises are conducted to test the functions of the EOP. Implement direction, control, coordination, and policy-making functions as necessary to provide for optimum protection of public health and safety within the jurisdiction, including management of the EOC.
 - c. Implement emergency policies/ordinances as appropriate on behalf of the governing body.
3. EBCI Emergency Management
 - a. Coordinate the development and updates of the EOP.
 - b. Develop and maintain a functional EOC. Select and equip an alternate EOC and/or mobile communications unit.
 - c. Ensure that a system is developed and implemented to manage information (including internal messages) pertaining to the emergency and disseminate it to other levels of government, the public and private sector.
 - d. Acquire maps, status boards, and other display devices for the EOC to identify high hazard areas and pre-selected control/monitoring points.
 - e. Ensure that an events log (casualty and health concerns, property damage, fire status, size of risk area, scope of hazard, number of evacuees, radiation dose, etc.) is compiled and displayed in the EOC throughout the duration of the emergency.
 - f. Provide for acquisition/stocking of food, water supplies, and other equipment necessary for the effective operation of the EOC/staff.
 - g. Provide for acquisition/stocking of EOC administrative supplies and equipment.
 - h. Identify personnel/agencies having resources to support EOC operations.
 - i. Develop a schedule for testing, maintaining, and repairing EOC and other emergency equipment.
 - j. Develop and maintain the EOC SOG including an activation checklist and notification/recall roster.
 - k. Arrange for training and exercising of EOC staff.
 - l. Alert staff and activate EOC (for 24-hour coverage if necessary) when notified of potential/emergency situations.
 - m. Ensure that EOC Staff acknowledge and authenticate reports.
 - n. Ensure staff and officials briefings are conducted periodically during emergencies.
 - o. Establish and maintain coordination with other jurisdictional EOCs as appropriate.
 - p. Provide adequate coordination of recovery activities among private, State, and Federal agencies/organizations.
 - q. After EOC deactivation, ensure equipment is restored to a "ready condition" and EOC supplies are replenished.

4. Agency/Jurisdiction EOC Representatives
 - a. Report to the EOC and ensure continuous representation throughout activation.
 - b. Ensure information pertinent to the emergency/disaster situation is provided to the EOC as appropriate/necessary.
 - c. Ensure all information related to the emergency/disaster situation is coordinated with other response agencies/organizations.
 - d. Ensure agency staff are secure to provide for 24-hour operation.
5. PSCC Manager
 - a. Ensure off-duty/volunteer communications staff can be recalled on short notice to supplement on-duty personnel.
 - b. Ensure information pertinent to the emergency/disaster situation is provided to the EOC via hard copy.
 - c. Develop and maintain an inventory of radio frequencies, communications equipment, call signs, etc. of other EOCs and communications resources to supplement local resources.
 - d. Develop and maintain equipment, methods and procedures for communications between the EOC and on-scene emergency resources.
 - e. Establish procedures to control two-way radio communications between the EOC and other forces, such as hospitals, ambulance dispatch points and amateur communications networks.
6. Police Chief
 - a. Provide adequate EOC security.
 - b. Provide backup communications for EOC through personnel under emergency conditions, as warranted/necessary.
 - c. Provide transportation for EOC personnel under emergency conditions, as warranted/necessary.
7. Incident Commander (IC)
 - a. Obtain incident briefing from prior incident commander.
 - b. Assess incident situation.
 - c. Conduct initial briefing.
 - d. Activate elements of the Incident Command System.
 - e. Brief command staff and section chiefs.
 - f. Ensure planning meetings are conducted.
 - g. Approve and authorize implementation of an incident action plan.
 - h. Determine information needs and inform command personnel of needs.
 - i. Coordinate staff activity.
 - j. Manage on-site incident operations.
 - k. Approve requests for additional resources and requests for release of resources.
 - l. Approve the use of trainees to escort the news media.
 - m. Authorize release of information to the news media.
 - n. Ensure periodic status reports are completed and forwarded to the EOC.
 - o. Approve plan for demobilization.

Direction and Control

1. The responsibility for the direction and control of disaster situations is vested in the Principal Chief and is routinely carried out through EBCI Emergency Management.
2. The EOC is the operational area from which emergency response activities are directed, controlled, and coordinated and utilizes the facilities of the Communications Center.
3. The mechanics of the EOC operation are contained in the EOC SOG.

Continuity of Government

Line of Succession

1. Staffing assignments for positions in the EOC will allow for continuous 24-hour operations.
2. Selection and assignment of personnel will be the responsibility of the agency.
3. If the primary EOC is not functional, an alternate EOC will be activated.

Appendices

1. State of Emergency Proclamation
2. Incident Command Direction and Control Flow (EOC to Field)

Donations Management

Primary Agency: EBCI Emergency Management

Support Agency: American Red Cross, Others as requested.

Purpose

This section describes the function of managing goods and services that are donated in the event of a major disaster for relief of EBCI residents or for the collection of goods donated by the EBCI residents to be shipped to victims in other disaster areas.

Situation and Assumptions

Situation

1. Historically, persons not directly affected by a disaster are eager to render aid to disaster victims through donations of money, goods, and services.
2. Disorganized management of the identification, receipt, organization, and distribution of donated goods and services will result in confusion and loss of control of donated resources.
3. The timely release of information to the public regarding the needs of victims and points of contact is essential to management of donated goods and services.
4. At the national level, several organizations have established telephone numbers for disaster relief inquiries. These organizations include FEMA, the American Red Cross, and the Salvation Army. The State of North Carolina will also establish a telephone line when the situation dictates.
5. Suitable facilities, equipment, and personnel are needed for the management of donated goods.
6. The coordination of the collection, packaging, and shipment of goods to a disaster area is best accomplished at the community level.
7. The distribution of donated goods must be coordinated with the identification of unmet needs.

Assumptions

1. Suitable space and equipment will be available to receive, sort, and store incoming donated goods and volunteer resources.
2. Adequate personnel for donated goods operations will be available.
3. Multiple local distribution sites will be available to ensure convenience and accessibility for the affected populations.
4. A central reception and distribution site will be established by the Tribe away from the disaster area.
5. An aggressive public information effort will expedite the distribution of goods to the affected population and limit an influx of unwanted goods.
6. Local transportation will be available to ship the donated goods to other disaster locations.
7. There may be a surplus of donated goods that will require disposal.

8. Citizens and businesses in the Boundary will elect to donate money and goods to disaster victims elsewhere and will seek guidance on methods of participation.
9. Some donors will seek to bypass the distribution system established by the Tribal Council.
10. Charitable and religious organizations will offer their assistance in managing and operating distribution centers.

Concept of Operations

General

1. The goal in donations management is to establish an approach whereby goods and services will be directed. This will occur at a central reception center area, away from the disaster area, and will involve the sorting and organization of resources for distribution.
2. Prior agreements have been made with volunteer organizations to handle the receipt and distribution of donated goods.
3. After a disaster, EBCI Emergency Management, along with local officials and private voluntary organizations, must assess the needs of the impacted area in a timely fashion, begin requests for the needed resources, and notify the State Emergency Operations Center Common Function for Donation Management.

Receipt of Donated Goods

1. EBCI Emergency Management will be designated for the reception and distribution of donated goods and services.
2. The magnitude and severity of the disaster will dictate the amount of space and personnel required for the reception and distribution process.
3. EBCI Emergency Management will coordinate with other relief agencies working on the disaster to ensure needs are met without duplication of efforts.
4. A central reception and sorting center for donated goods will be established as needed and separate locations convenient to the affected area(s) of the Boundary can be used as distribution centers.
5. Operational personnel will be provided by EBCI Emergency Management, or as necessary, solicited from the Volunteer Coordinator's list of available personnel resources.
6. Public information regarding distribution and reception sites, needed goods, volunteers, and other pertinent matters will be coordinated with and by the Public Information Officer.
7. Requests for needed goods and re-supply of needed goods will be channeled through the State EOC Common Function Donations Management and the State Distribution Center when it has been established.
8. Upon receipt of donated goods they should be sorted and packaged in a manner suitable for distribution.
9. Surplus donated goods will be disposed of in a manner consistent with the donor's apparent intent.
10. Designated donations are made to and accepted by an organization or a specific donation requested by an organization.
 - a. Inquiries concerning donations for a specified organization will be referred to that organization. The organization accepting/receiving the donation will follow its own policies and procedures.

- b. Once an offered donation has been accepted, it is a designated donation and belongs to that agency.
 - c. Distribution of a designated donation will be accomplished by the receiving organization's procedures and under various other plans, such as mass feeding or sheltering.
- 11. Unsolicited/undesigned donations are donations that have arrived but were not requested by an agency.
 - d. Efforts will be made to designate every shipment to a specific agency.
 - e. As a last resort, unsolicited and undesigned shipments will be directed to the reception center.
 - f. Unsolicited donations that cannot be directly sent to an organization from the reception center will be unloaded, sorted, classified, and stored upon arrival.
- 12. The transportation of goods from the donor to the receiving organization will be the responsibility of the donor. Exceptions to this will be on a case-by-case basis and only the most desperately needed items.
- 13. Transportation of donated goods from the reception center to the distribution points will be accomplished using local, State, or in some cases, Federal resources.
- 14. Individuals may wish to volunteer their personal time and services.
- 15. The phone bank operators, or others taking inquiries from volunteers, will encourage individuals interested in volunteering services to affiliate with an established private voluntary organization or other organized group of their choice.
- 16. EBCI Emergency Management and Tribal officials will identify volunteers in demand who have specific technical skills and address a specific need(s).
- 17. Public sector volunteers will be registered through the EBCI Emergency Management and will be called upon by agencies seeking particular skills.
- 18. The American Red Cross will coordinate the housing and feeding of public volunteers.

Direction and Control

- 1. EBCI Emergency Management and various volunteer agencies will organize and direct Donations Management activities within the Qualla Boundary.
- 2. EBCI Emergency Management will assign a lead agency for direction and control of Donations Management in the event Emergency Management staff are unavailable/limited. American Red Cross will provide support

Continuity of Government

Line of Succession

- 1. EBCI Emergency Management
- 2. Volunteer Services Coordinator

Appendices

- 1. Donations Management Preparedness/Response Checklist

Emergency Energy

Primary Agency: EBCI Emergency Management

Support Agency: Principal Chief, Tribal Council, Economic Development Director, Others as requested

Purpose

This section provides additional information to effectively and expeditiously respond to energy emergencies and to meet the jurisdiction's responsibilities in cooperation with G.S. 113B-20, G.S. 113B-21, G.S. 113B-22, G.S. 113B-23, G.S. 113B-24 and the North Carolina Energy Policy Council's Emergency Energy Program.

Situation and Assumptions

Situation

1. A general energy emergency within the Qualla Boundary could involve all facets of multi-hazards planning to include alert and notification, response, evacuation and sheltering of partial or entire jurisdiction populations.
2. The threat of a major disaster caused by an energy crisis has greatly increased because of the increase in everyday usage of energy. Comparatively, the conservation of energy usage has enhanced vulnerability of disaster through a regional approach to national security.
3. An energy crisis will exist upon findings by the Governor that there is an actual or impending shortage or curtailment of usable, necessary energy resources to the extent that the maintenance of necessary services, and protection of public health, safety and welfare, or the maintenance of a sound basis state economy is imperiled.

Assumptions

1. An energy crisis/emergency could involve many hundreds of people within the jurisdiction without any warning.
2. An energy crisis/emergency may require the public to shelter-in-place or to evacuate, depending on conditions at the time of the emergency.
3. Plans will presume that most, but not all people affected by an energy crisis/emergency will follow instructions and shelter-in-place or relocate to their designated reception areas.
4. The implementation of the Fuel Conservation Plan Is essential for effective energy management during an emergency. The effectiveness of the Fuel Conservation Plan relies on timely communication and clear guidance regarding fuel usage and conservation practices.
5. Public notification and warning, and evacuation, if required, will be in accordance with the Alert and Warning Annex, evacuation policies and procedures described in the Evacuation and Transportation Annex of this Plan, CodeRED, Emergency Weather Warning and Evacuation Alerts.
6. The tribe must cope with the situation, at least in the initial response phase, without any assistance from outside the jurisdiction. It is presumed that local Emergency Management

services will restrict or reroute traffic and conduct evacuation and/or shelter-in-place protective actions as required.

7. Energy crisis/emergencies require certain actions to be taken to bring into balance the energy supply demand equation. Two types of action can be considered to adjust an imbalance: (1) Curtailment of demand, and (2) Allocation of available supplies.
8. Substantially more data collection for a better understanding of supply/demand patterns is necessary to effectively evaluate savings (and losses) of voluntary and mandatory conservation criteria.
9. It is presumed that EBCI emergency response personnel are aware of the resources and materials available to them to use in an energy crisis.

Concept of Operations

1. Based on the supply and demand for energy, the potential of an energy crisis/emergency exists within the Qualla Boundary on a 24-hour basis.
2. Information from local government sources concerning energy producers, distributors, transporters, and consumers within the Boundary will be forwarded through the Area Emergency Management Office for passage to the designated State agencies. This information will be pooled to the NC Energy Policy Council to prepare the basis for a declaration. A declaration would provide provisions for the establishment and implementation of programs, controls, standards, priorities, and quotas for the allocation, conservation and consumption of energy resources, the suspension and modification of existing standards and requirements affecting or affected using energy resources.
3. This plan recognizes that an energy crisis/emergency can change with time necessitating heightened and/or reduced response levels as the situation is controlled. The level of response will be determined by the population and property threatened in relation to supply and demand levels.
4. This plan acknowledges that the primary issue will be fuel allocation and its process of application in the event of energy resource conservation measures. Various forms of energy emergency potential (e.g. electricity, coal, fuel, and natural gas) warning and notification of special populations, evacuation, sheltering in-place, and/or sheltering of populations may be required. Warning and notification, evacuation, and sheltering will be in accordance with Annexes of the EBCI EOP.
5. Specific agencies' involvement and generation of standard operating procedures will be developed by the agencies to cope with energy emergencies.
6. Awareness and education of developed SOP's will be accomplished by the agency's administrative leaders. Coordination will be through Emergency Management and local/Tribal government administration.
7. Local awareness and overall preparation for an energy crisis will be in accordance with the NC Energy Emergency Program.
8. General response to an energy emergency within the Tribe will be coordinated through EBCI Emergency Management to allow for a cohesive application of response and flow of information throughout the chain of responsibility.

Organization and Assignment of Responsibilities

General

All agencies of the tribal jurisdiction may be utilized during an energy crisis/emergency at the Tribe's disposal. Therefore, all relevant agencies are responsible for training personnel on the potential of energy emergencies, standard operating procedures for responding to those emergencies, and specific means for gathering information to be forwarded through the chain of responsibility. All procedures should be updated on a regular basis to reflect any changes.

Tribal Responsibilities

1. Principal Chief
 - a. Encourage cooperation of agencies, businesses, and citizens to mitigate an energy emergency.
2. Vice Chief
 - a. Ensure available means within the Tribe to gather necessary information such as fuel storage facilities, major distributors and end-user status, during the energy emergency status.
 - b. Provide administrative support to the energy emergency efforts.
 - c. Ensure timely and equitable implementation of the contingency and energy program.
 - d. Provide general assistance to the State in minimizing the adverse social and economic aspects of energy supply disruptions by encouraging recommended conservation programs both in the public and private sectors.
3. EBCI Emergency Management
 - a. Provide sources of information and coordination at the local level.
 - b. Assist the area staff and the Energy Policy Council in obtaining the essential data for implementation of contingency plans such as tertiary storage facilities, locations of facilities, and jurisdiction consumer status.
 - c. Furnish timely information on the local supply and provide technical and educational assistance to wholesalers, wholesale purchase-consumers and end users such as awareness programs of energy emergencies, forms processing, and training programs.
 - d. Maintain general awareness of supply and demand within the jurisdiction through the Local Emergency Planning Committee, SARA Title III information to include extremely hazardous and hazardous chemical facilities and petroleum distributors and products.

State Responsibilities

1. State Emergency Management Division
 - a. The State Emergency Management Division is responsible for support in accordance with State Statutes, when requested, to the local jurisdictions.
 - b. The State Emergency Response Team (SERT) is available, as required, for assistance in the event of an accident.
 - c. Most State agencies especially those with a response role such as Environmental Management, Solid and Hazardous Waste, State Highway Patrol, National Guard,

and others, are available to assist local jurisdictions through the State Emergency Response organization.

2. North Carolina Energy Division, Department of Economic and Community Development
 - a. Coordinate State efforts to monitor the total energy situation on supplies imported into the State.
 - b. Maintain an awareness of weather and other social and economic factors having impact on energy supplies and demand.
 - c. Identify and determine the nature and severity of expected energy shortages.
 - d. Provide for daily communications with and gather information from significant energy producers, distributors, transporters, and major consumers as determined by the Governor and the Energy Policy Council.
 - e. Provide data, carry out continuing assessments of the crisis, and make recommendations to the Energy Policy Council for presentation to the Governor.
 - f. In situations of shortfall or distribution imbalance involving petroleum and non-utility coal, which cannot be resolved locally, attempt to seek a solution through coordination with petroleum prime suppliers, wholesale-purchaser-resellers, North Carolina Coal Institute, the retail coal dealers, and Emergency Management (information coordination).
 - g. Administer any Federal and State mandatory allocation and/or rationing programs for petroleum as directed by the Governor and/or the Federal authorities.
 - h. Provide, where possible, assistance to end-users and consumers experiencing hardship and emergency situations.
 - i. In the event the Federal Government imposes Energy Conservation or other programs, the Energy Division (DOC) will become the coordinating and managing agency.
3. Area Coordinators
 - a. Maintain general awareness of the energy supply/ demand situation in respective areas.
 - b. Collect data and disseminate information to all local sectors as directed by the Emergency Management Division.
 - c. In any situation where a local solution cannot be found, the Energy Division should be notified through appropriate Emergency Management channels.

Direction and Control

Upon the declaration of an energy crisis pursuant to G.S. 113B-20, the overall direction and control of emergency activities is vested with the Governor of North Carolina. Pursuant to G.S. 113B-23 the Energy Policy Council shall become the emergency energy coordinating body for the State.

Continuity of Government

Lines of succession for agencies and officials involved in an energy crisis/emergency are in accordance with established procedures.

Appendices

1. Energy Emergency Reporting Form

DRAFT

Emergency Medical Services

Primary Agency: Emergency Medical Services

Support Agency: Fire Department, Police Department, Communications, Cherokee Indian Hospital, EBCI Emergency Management, Others as requested.

Purpose

This section provides Emergency Medical Services during natural and technological emergencies.

Situation and Assumptions

Situation

1. The Boundary is served by Cherokee Indian Hospital.
2. The two nearest trauma centers are Mission Hospital in Asheville, and Johnston City Hospital in Tennessee.
3. A mass casualty event has the potential to quickly overwhelm the limited existing emergency medical resources on the Boundary.
4. All EMS units rely on the 9-1-1- communications system for primary dispatching and communications.

Assumptions

1. A large-scale emergency will result in increased demands on EMS and medical personnel, and any mass casualty event on the Boundary will quickly overwhelm limited response capabilities.
2. Following a disaster many of the injured will be transported to medical facilities by persons other than trained medical personnel.
3. Disruption of the communications system will severely impede delivery of Emergency Medical Services.
4. Debris on roadways will hamper EMS unit response.
5. Catastrophic disasters may affect large areas of the Boundary and surrounding counties, and medical resources may be damaged, destroyed, or unavailable.
6. Following a disaster occurrence, field emergency medical facilities will have to be established, this may include a temporary morgue.

Concept of Operations

1. EMS units will provide field medical care as needed during emergency situations and coordinate necessary medical transportation.
2. Incorporating volunteer fire personnel serving the respective response areas will expand EMS capabilities. Fire personnel will assist rescue in performing rescue of trapped victims.
3. During mass casualty incidents, EMS will establish patient triage, holding treatment and transportation areas.
4. When necessary, an EMS official will be located at an established command post to coordinate responding medical units and establish communication links with hospitals and the PSCC (or EOC).

5. When additional EMS resources are needed, the Emergency Management Program Manager will request those resources through the Division of Emergency Management, Western Branch Office, or the State EOC.
6. Local industry, construction companies, and/or farming operations, may be called upon to provide specialized equipment such as refrigerated trucks, backhoes and heavy equipment for extrication of victims.
7. Within the National Response Framework, Medical Services (including Emergency Medical Services) is an Emergency Support Function (ESF).

Direction and Control

1. The EMS Director will direct and control EMS operations. For on-scene incidents, the senior officer will assume direction and control.
2. The EMS Director will maintain communications with their field forces and will keep the EOC informed of activities performed along with personnel and equipment needed to maintain adequate response and recovery efforts.
3. The EMS Director will coordinate efforts between the Tribal EMS and the Rescue Squads in the event of an emergency.

Continuity of Government

Line of Succession

1. Director of Emergency Medical Services
2. On duty EMS Supervisor
3. Medical Director (Medical control)

Appendices

1. Emergency Medical Services Checklist
2. Emergency Medical Services Supervisors

Emergency Operations Center

Primary Agency: EBCI Emergency Management

Support Agency: Command Group, Operations Group, Logistics Group, Planning Group, Finance Group, Incident Commanders

General

Purpose

The purpose of this section is to establish standard procedures for the activation and operation of the EBCI Emergency Operations Center (EOC). Also see the Direction and Control Annex for continuity of government and lines of succession in overall operations, including the EOC.

Scope

1. This SOG includes organizational and functional procedures necessary to activate and operate the EOC quickly and efficiently.
2. This SOG will apply except when modified (as needed) to meet specific conditions and situations. Modifications will be carried out by EBCI Emergency Management or selected designee.

Facilities

The primary EOC is in the Shawn Blanton Emergency Operations Center, 282 Seven Clans Lane. The alternate EOC is located in the Cherokee Tribal EMS headquarters, 969 Acquoni Road and the tertiary EOC is within the Birdtown Gym Complex at 1212 Birdtown Road. The alternate and tertiary facilities listed may be activated and utilized if:

1. The primary EOC is unusable, unsafe, or inaccessible
 - a. Structural damage (e.g. fire, flood, storm, or other structural compromises)
 - b. Hazardous conditions (e.g. contamination from hazardous materials, gas leaks, or other environmental dangers)
 - c. Security threats (e.g. civil unrest, active threats, or direct targeting of the primary EOC)
1. The primary EOC is overwhelmed or inoperable
 - a. Technological failure (e.g. major power outages, internet/communication failures, or cyberattacks) disabling primary EOC function
 - b. Personnel safety concern (e.g. severe flooding, wildfire, or active shooter), placing primary EOC in an area threatened by an ongoing or imminent hazard
2. There is a geographical or incident-based necessity
 - a. Proximity to an impact/disaster zone, making coordination difficult or unsafe
 - b. Need for sectoral collaboration (e.g. if an event affects multiple regions of EBCI lands, a different location may be better for coordination), requiring the activation of alternate EOC(s) for accessibility to responders
3. There are planned or temporary use cases
 - a. Training or drills for continuity of operations exercises or disaster response drills

- b. Large-scale event coordination for major planned events (e.g. Tribal gatherings, fairs, or dignity visits) for dedicated operations

Function

The EOC provides the necessary space and facilities for the centralized direction and control of the following functions:

1. Direction of emergency operations (Direction and Control Annex)
2. Communications and warning (Communications Annex)
3. Damage assessment and reporting (Damage Assessment and Recovery Annex)
4. Containment and/or control of hazardous material incidents/emergencies (Hazardous Materials Annex)
5. Dissemination of severe weather watches and warnings (Alert and Warning Annex)
6. Actions to protect the health and safety of the public include:
 - a. Public Information, instructions, and directions (Public Information Annex)
 - b. Evacuation (Evacuation and Transportation Annex)
 - c. Sheltering (Shelter and Mass Care Annex)

Manning

The EBCI EOC will be manned by Tribal officials, agencies, and representatives involved in emergency operations and volunteers from civic organizations, as appropriate. Contact information for assigned personnel is listed in a separate document and maintained by the EBCI Emergency Management and Communications.

Facility Activation and Deactivation

Warning and Alerts

1. Source and Means of Receipt
 - a. Warnings/alerts may be received from any source and means. The more likely sources and means are shown below:
 - i. On-the-scene personnel
 - ii. Weather Service
 - iii. State Highway Patrol
 - iv. Division of Criminal Information (DCI)
 - v. EM Area Coordinator, WBO
 - vi. News Media
 - vii. Hazardous materials fixed facilities within Qualla Boundary
 - b. Warnings or directed messages will be verified according to developed procedures to preclude unnecessary or illegitimate claims.
2. Persons to Receive Messages
 - a. Warnings may be received by the Public Safety Communications Center (PSCC).
 - b. Warning/alerts may also be received by EBCI Emergency Management or designated representative.

Alerting Procedures

Upon receipt of a valid warning message, EBCI Emergency Management will:

1. Consult with the appropriate officials and make recommendations for the activation of the EOC.
2. Initiate alerting/notification procedures to extent directed in the manner prescribed in this SOG.
3. Officials alerted by the action prescribed above will alert those individuals and/or departments for which they are responsible.

Activation

1. The EOC will be considered activated once sufficient personnel for operational activities are physically present.
2. All personnel reporting for duty in the EOC will make their presence known to EBCI Emergency Management or respective leaders.
3. When the EOC is activated, space will be utilized as suits the operation and designated by EBCI Emergency Management.
4. The initial situation briefing will be provided by EBCI Emergency Management when the EOC is activated. Subsequent briefings will be held as needed.

Deactivation

1. The EOC should remain operational until coordination is no longer needed for life safety, critical infrastructure, or emergency services.
2. The EOC should remain operational until key response objectives have been met. These include stabilized incident operations, restored critical services, and demobilization of most response resources.
3. Deactivation may be gradually phased (scaling down staffing and operations as response needs decrease) or immediate (if the incident stabilizes quickly).
4. Any remaining response/recovery tasks should be transitioned to appropriate agencies, departments, or long-term recovery teams before full deactivation.
5. Situational updates, resource tracking, and outstanding actions should be properly documented before closure (e.g. final status reports).
6. Once recovery efforts can be handled by standard government/tribal operations, the EOC should stand down and transition to normal operations.
7. Incident Commander (IC) or Unified Command (UC): If the EOC was activated for a specific incident, the Incident Commander (IC) or Unified Command (UC) will recommend deactivation.
8. The final decision to deactivate the EOC typically rests with EBCI Emergency Management leadership and/or personnel.
9. In certain cases, Tribal government officials may need to approve deactivation, especially after large-scale events.

Organization

Staffing

1. Full Activation
2. Limited (Partial Activation)

Operation Groups

1. Command
 - a. Chief Executives
 - b. EBCI Emergency Management
 - c. Public Information Officer
 - d. State Emergency Response Team (S.E.R.T.) Representative
2. Operations
 - a. Operations Director/Manager
 - b. Law Enforcement
 - c. Fire Services/Fire Chief
 - d. Public Works/Maintenance
 - e. Emergency Medical Services (EMS)
 - f. Communications
 - g. Public Health (based on incident)
 - h. School System
 - i. Mental Health
 - j. Cooperative Extension (County)
3. Planning
 - a. Hazardous Materials Response
 - b. Damage Assessment
 - c. Animal Control
 - d. Public Health (based on incident)
 - e. Other technical support services
4. Logistics
 - a. Donations Management
 - b. Transportation
 - c. Red Cross
 - d. A.R.E.S.
 - e. Other volunteer or support agencies
5. Finance
 - a. Finance Officer
 - b. Purchasing

External Personnel and Agencies

The EBCI ECO maintains an up-to-date contact list of key external agencies and personnel that are critical to emergency response and coordination. This list ensures efficient communication, resource requests, and mutual aid activation during incidents requiring external support.

1. Federal and State Emergency Management Contacts
 - a. FEMA Region IV – Tribal Liaison and Disaster Assistance Coordination
 - b. NC Emergency Management (NCEM) Western Branch Office – Regional Coordinator and 24/7 Emergency Line
 - c. National Weather Service (NWS) – Forecast Office for Emergency Alerts and Coordination

- d. Bureau of Indian Affairs (BIA) Emergency Management – Tribal Disaster Support
- 2. Local and Regional Emergency Management Contacts
 - a. Graham County Emergency Management
 - b. Swain County Emergency Management
 - c. Jackson County Emergency Management
 - d. Cherokee County Emergency Management
- 3. Mutual Aid and Public Safety Contacts
 - a. North Carolina State Highway Patrol (Troop G - Western NC)
 - b. Local Fire and EMS Departments (Robbinsville, Swain County, Jackson County, and Cherokee County)
 - c. EBCI Law Enforcement and Regional Law Enforcement Partners
 - d. Western North Carolina Hazmat Response Teams
 - e. NC Search and Rescue Task Forces (Swiftwater, USAR, and Wilderness SAR Teams)
- 4. Healthcare and Mass Care Contacts
 - a. Cherokee Indian Hospital Authority (CIHA) – Emergency Medical Coordination
 - b. Mission Hospital (Asheville, NC) – Regional Trauma Center
 - c. American Red Cross – Western NC Region – Shelter and Mass Care Assistance
 - d. Cherokee County and Swain County Public Health Departments
- 5. Utility and Infrastructure Contacts
 - a. Duke Energy – Power Outage and Emergency Response Coordination
 - b. Haywood Electric-Power Outage and Emergency Response Coordination
 - c. Frontier Communications – Emergency Telecommunications Support
 - d. NC DOT (Western NC Division) – Road Closures and Emergency Repairs
- 6. Transportation and Evacuation Partners
 - a. EBCI Transit – Tribal Evacuation Support
 - b. NC DOT Emergency Response Division
- 7. Non-Governmental Organizations (NGOs) and Community Resources
 - a. Tribal & Faith-Based Organizations Supporting Disaster Response
 - b. Western NC VOAD (Voluntary Organizations Active in Disaster)
 - c. Local Animal Shelters and Livestock Support Organizations

Critical Contacts for EBCI Emergency Operations

In addition to external agencies, the EBCI will maintain a critical contact list for personnel directly responsible for emergency response and coordination within the Tribe. This list will include:

- 1. EBCI Emergency Management Staff
 - a. Emergency Management Staff – Primary emergency coordinator for all incidents
 - b. EOC Manager – Oversees EOC operations and coordination
 - c. Tribal Leadership (Principal Chief, Vice Chief, Tribal Council Representatives) – Policy and decision-making authority
- 2. EBCI Public Safety and Response Agencies
 - a. EBCI Fire Department – Fire Suppression & Rescue Services
 - b. EBCI EMS – Emergency Medical Services & Patient Transport
 - c. EBCI Police Department – Law Enforcement & Security

3. EBCI Public Works and Critical Infrastructure
 - a. Water Treatment and Utility Directors – Emergency response for water supply and waste systems
 - b. Tribal Roads and Transportation Department – Road maintenance and debris removal coordination
4. Tribal Community and Shelter Operations Contacts
 - a. EBCI Shelter Coordinators – Emergency shelter activation and management
 - b. Community Resource Centers & Tribal Elders Programs – Coordination for vulnerable populations

Operational Procedures

General Duties and Responsibilities

1. Command
 - a. Chief Executives develop policy and operational guidelines for emergency operations. They oversee and manage all response and recovery efforts.
 - b. EBCI Emergency Management plans, organizes, directs, and supervises emergency operations conducted within the Qualla Boundary including:
 - i. Assign and train personnel to accomplish required tasks in the operation of the EOC.
 - ii. Ensure that the EOC SOG and appropriate annexes are periodically updated.
 - iii. Maintain sufficient supplies and equipment to ensure the operational capability of the EOC.
 - iv. Supervise and coordinate the functions during emergency operations.
 - v. Provide briefings as needed.
 - vi. Other tasks required to safeguard property and protect the EBCI.
 - vii. Locate and coordinate resources and resource requests.
 - c. Public Information Officer (PIO) coordinates public information activities including:
 - i. Establish procedures for the dissemination of information.
 - ii. Provide the public with educational materials and information for their safety and protection.
 - iii. Disseminate public instruction and direction.
 - iv. Act as the Tribe's point-of-contact with the news media.
 - v. Serve under the direction of the Principal Chief or designee.
 - d. State Emergency Response Team (S.E.R.T.) coordinates State and Federal response resources and obtains resources from appropriate State and Federal agencies including:
 - i. Forward requests for assistance and resources to the appropriate State agencies.
 - ii. Keep local officials briefed on the activities of the State.
 - iii. Carry out other duties assigned by the State
2. Operations
 - a. Operations Director/Manager controls activity of agencies involved in direct response including:

- i. Be the recipient of all incoming information pertaining to the emergency.
 - ii. Have the status of resources available (e.g. manpower, equipment, and supplies) in and out of government.
 - iii. Establish a priority of effort based on the two preceding items of information.
 - iv. Coordinate with the Administrative Department of Tribal Government within the EOC to:
 - Maintain a complete record of activities in chronological order.
 - Provide personnel for secretarial and clerical activities as needed within the EOC.
 - Provide personnel for posting the operational status and activities on EOC display boards, charts, maps, etc.
- b. Law Enforcement, headed by the Police Chief or their representative, helps in warning and evacuation, EOC security, escorts for school buses, traffic control, and security for evacuated areas.
 - i. The Police Chief is supported by the NC Highway Patrol, as needed, as well as the auxiliary forces of those departments.
- c. Fire Service/Chief, headed by the Cherokee Fire Chief and the Chief of various volunteer fire departments, primarily focuses on fire and hazardous materials incidents.
- d. Public Works, made up of personnel and equipment from Tribal DOT, Solid Waste Management, and Public Works, provides debris clearance, soil removal, refuse collection, and other emergency services as needed.
- e. Emergency Medical Services (EMS) and Rescue, represented by the EMS Director, supports the medical and health requirements of Congregate Care.
 - i. Resources and services are provided by the Health Department, rescue squads, and EMS.
- f. Communications falls under the operational control of the PSCC and all emergency service agencies used within the Boundary are terminated in the center station located at the EOC.
 - i. Warning within the Boundary is provided by EAS with Cable Television interrupt capability on all channels. This is supplemented by public address systems mounted in emergency service vehicles.
 - ii. Warning is an assigned responsibility of the Tribal Warning Point (EOC) and supplemented by various emergency service agencies.
 - iii. The direction and control of the warning system is by EBCI Emergency Management.
 - iv. National Weather Service alert radios are also used by schools, Tribal agencies and many residents and businesses.
 - v. EBCI uses mass notification systems including CodeRed, IPaws, and reverse 911.
- g. Public Health (PHHS), represented by the Health Director in the EOC, directs staff to assist with public health concerns (specifically radiation contamination) and

address issues concerning food products, sanitation, and population exposure to diseases.

- i. The Health Director will be supported by their staff as needed based on the nature of the incident.
 - h. School System, represented by the Superintendent in the EOC, coordinates school related issues such as student evacuations, transportation, and the use of school facilities as shelters by the American Red Cross (the schools are a last resort.)
 - i. If schools are used as shelters, the Superintendent will work closely with the ARC, EBCI Emergency Management, and PHHS to ensure facilities are adequate to meet the needs of the public during an emergency.
 - ii. The Superintended serves as the primary liaison between Tribal authorities and the schools.
 - i. Mental Health, represented in the EOC as required or requested, aids shelters, supports PHHS, EBCI Emergency Management, and the ARC, and coordinates critical incident stress debriefing (CISD) teams for emergency services personnel.
 - i. If a public agency is unavailable, Mental Health may be represented by the local director of a mental health agency.
 - j. The Cooperative Extension, represented by a Cooperative Extension Service representative, is responsible for all issues concerning agriculture such as assessing crops, livestock, and product damage resulting from a disaster.
 - i. The Cooperative Extension will be present in the EBCI EOC as requested.
 - ii. This representative will:
 - Update EOC staff on agricultural losses or the potential losses
 - Coordinate the removal of deceased livestock/farm animals and/or the decontamination of animals
 - Issue proper authority to farmers to reenter stricken areas in coordination with appropriate law enforcement personnel
 - Coordinate assistance to the public through public information concerning the consumption of flood products
 - iii. This activity is conducted in coordination with PHHS and the PIO.
3. Planning
- a. Hazardous Materials Response Coordinator (HMRC) will serve as the Hazardous Materials Safety Section Chief and shall be assisted by the head of EBCI Environmental Health Division. The HMRC is responsible for:
 - i. The receipt, evaluation, and reporting of hazardous materials data
 - ii. Making recommendations for emergency workers in conjunction with the Health Director
 - b. Damage Assessment, manned by EBCI Emergency Management who will serve as the Damage Assessment Officer (DAO) and shall be supported by members of the Fire Service, Tax Office, Tribal Realty, Cooperative Extension Service, the Inspections Department, and the American Red Cross (ARC).
 - i. Rapid and accurate information is essential to form the basis for assistance requests at the State and Federal level.

- c. Animal Control, manned by the EBCI Director of Animal Control, coordinates all issues pertaining to domestic companion animals (specifically these animals at shelters) and assists Cooperative Extension with livestock issues.
 - i. The Animal Control Annex may draw upon resources available and/or necessary to assist.
 - d. Other Technical Support Services, as deemed necessary, serve as technical and advisors and liaisons within the scope of their expertise such as:
 - i. Representatives of utilities, chemical manufacturers, radiation specialists, or other specialists
 - ii. Computer operations, computer networks and equipment, and operating systems support
- 4. Logistics, headed by EBCI Emergency Management, maintains a display in the EOC that displays the status of available resources and coordinates the acquisition of supplies, equipment, and other resources (public and private) necessary and approved to respond/recover from an emergency. This information will be assembled and updated frequently by EBCI Emergency Management, which will be available in a resource manual.
 - a. American Red Cross (ARC) is tasked with the operation of Congregate Care Centers (shelters) when required.
 - i. Facilities to be used as shelters are surveyed and identified in relevant planning documents.
 - ii. Congregate Care includes the entire spectrum of mass care.
 - iii. PHHS and EBCI Emergency Management are responsible for Congregate Care coordination for the Special Needs population.
 - b. Amateur Radio Emergency Service (A.R.E.S.), represented by a volunteer, licensed amateur radio operation part of the amateur radio emergency service network, is responsible for all A.R.E.S. operations and staffing. The primary function is to back up communications via radio with shelters and ensure contact with the EOC.
 - i. Serves as the link between shelter operations and the ARC liaison at the EOC
 - ii. Ensures all amateur radio equipment used is functional within standards of services and all personnel are licensed members of A.R.E.S.
 - iii. Updates weather information in a timely manner using available tools
 - iv. Maintains contact with the National Weather Service and keeps the EOC advised accordingly
 - c. Donations Management is provided by EBCI Emergency Management.
 - d. Transportation, represented by the Tribal Transit Director, is responsible for the coordination of transportation resources.
- 5. Finance, under the direction of the Tribal Finance Officer, is responsible for:
 - a. Compilation and maintenance of documentation of purchases, acquisitions, and utilization of emergency supplies, equipment, and other services
 - b. Financial and cost analysis to develop conclusions on efficient methods of responding to and recovering from the emergency

Message Control

1. Radio communications received in the EOC will be via the Public Safety Communications Center (PSCC).
2. All traffic through the PSCC is recorded on digital format and in the Computer Aided Dispatch System.
3. Incoming information will be shared with the Operations Group Chief for information and disposition as deemed appropriate.
4. Actions taken in response to incoming information will be documented as an entry in the computer.
5. Copies of outgoing messages that confirm committed resources or personnel will be made available to the Operations Officer and EBCI Emergency Management by the agency directing the action.

Administration

Registration

A register will be maintained by EBCI Emergency Management for all personnel engaged in operational activities in the EOC. Name, title, agency, and time in and out will be required for documentation purposes. This will be recorded as set forth in the operations manual.

Manpower

EOC Group Chairpersons, or their designated representatives, will be responsible for notifying members of their staff and providing alternates as required.

Staff Support

Administrative and logistical support of staff members within the EOC will be provided by Tribal Administration.

Housekeeping

1. Bedding is available within the EOC, or adjacent to the EOC, and will be provided by EBCI Emergency Management and/or the ARC as needed during prolonged operations.
2. Meals, except for special diets, will be provided within the EOC when circumstances dictate or outside travel is restricted/curtailed.
 - a. Meals in the EOC will be prepared by EOC staff or the Cooperative Extension Service Homemakers (as available).
3. Personal Items are the responsibility of each individual reporting to the EOC for duty.
 - a. Individuals are expected to make provisions for their own personal hygiene requirements, clothing, and any special dietary needs or prescriptions drugs.

Office Supplies

An initial supply of essential items will be provided by Tribal of Emergency Management. Subsequent supplies will be made available from Tribal or retail stocks.

Transportation

Transportation to and from the EOC is the responsibility of the individual. Should inclement weather or other conditions preclude vehicle movement, EBCI Emergency Management should be notified to provide necessary assistance.

Status Information

The following status information will be maintained up to date in the EOC by the Operations Section in an appropriate manner:

1. Operations Log
2. Shelters (capacity, name)
3. Weather Information
4. Emergency Action Classification (nuclear emergencies)
5. Decontamination Stations
6. Traffic Control Points/Roadblocks
7. Warning and Notification Routes

Maps

Maps that depict the affected area will be posted and maintained to depict demographic features and threats to the safety of people and property.

EOC Security

Security will be provided by EBCI Law Enforcement. Security will carry out the following:

1. Ensure picture IDs are always worn and present. Only persons with proper identification are admitted to the EOC during operational hours.
2. Ensure an accurate log is kept of all persons entering or exiting the EOC.
3. Ensure authorized visitors are always escorted in the EOC.
4. Perform perimeter security checks and ensure appropriate doors are locked or otherwise secured.
5. Perform other security functions as directed by the Chief of Police, ranking law enforcement officer, or EBCI Emergency Management.

Alert Method

1. EBCI Emergency Management and Tribal Administration Office will alert the emergency operations staff following receipt of the alert from the PSCC.
2. As each employee arrives, they will be provided with a list to alert certain individuals.

Appendices

1. Incident Command Direction and Control Flow
2. EOC to Field Command and Control Flow

Evacuation and Transportation

Primary Agency: EBCI Emergency Management

Support Agency: Principal Chief, Cherokee Boys Club, Cherokee Transit Authority, Superintendent of Central Schools, Police Department, Fire Department, Others as requested.

Purpose

This section provides for an orderly, coordinated evacuation of the Tribal population during emergencies, while outlining the organization and direction of transportation resources.

Situation and Assumptions

Situation

1. Several emergency situations may require complete or partial evacuation of the Tribal population.
 - a. Small-scale, localized evacuations may result from hazardous materials incidents, major fires, or other incidents.
 - b. Large-scale evacuations may result from Boundary-wide disaster impacts.
2. A hazard analysis has been completed to identify potential threats as well as the problem areas most vulnerable to the identified threats in the Qualla Boundary.
3. A demographic analysis has been completed to identify facilities and populations within the Boundary that pose special evacuation problems.
4. An evacuation may require substantial physical resources for transportation, communication, and traffic control.
 - a. Available public and private resources are identified on a continual basis.
5. Large scale disasters may necessitate rapid evacuation of hospitals, nursing homes, and non-ambulatory populations.

Assumptions

1. Ideally and typically, sufficient warning time will be given to evacuate the threatened population.
2. The principal mode of transportation will be private vehicles.
3. Problem areas of the Boundary, or Special Needs populations, will likely need additional time to accomplish an evacuation.
4. The public will receive and understand official information related to evacuation.
 - a. The public will act in its own interest and will evacuate dangerous areas promptly when advised to do so.
5. If there is sufficient advanced warning, some residents will evacuate prior to public official advisement.
6. Most evacuees will seek shelter with relatives or friends rather than public shelters.
7. Some residents may refuse to evacuate regardless of warnings.
8. Some residents will lack transportation.
 - a. Others who are ill or disabled may require vehicles with special transportation capabilities.

Concept of Operations

General

1. The Principal Chief, Vice Chief, or EBCI Emergency Management in conjunction with Tribal Council when the above officials are not available, will determine if an evacuation order is necessary.
2. By monitoring the progress of the evacuation, any potential impediments can be recognized, and contingency options can be implemented.
3. The Police Chief is responsible for securing areas within the Boundary that have been or are being evacuated.
 - a. Each municipal police department will provide security to areas of their respective jurisdiction that have been or are being evacuated.
 - b. Support for security may be provided by State law enforcement agencies as required or requested.

Specific

1. Movement Control and Guidance
 - a. The size of the threatened area to be evacuated will be determined by conditions at the time of the emergency.
 - b. Traffic movement during evacuation will be controlled by use of designated routes and traffic control points. The evacuation area will identify at least two routes of egress. One lane of each route will be kept open to permit ingress of emergency vehicles. Vehicle capacity for the major evacuation route is estimated at 1000 vehicles per lane per hour.
 - c. Traffic movement is directed to pre-designated reception areas and shelters within the Boundary, and in adjacent counties as necessary.
 - d. Vehicles experiencing mechanical problems during evacuation will be moved off the roads. Stranded evacuees will be picked up by other evacuating vehicles or by emergency response personnel.
 - e. Rest areas and comfort stations will be identified for each evacuation route. Fuel, water, sanitary facilities, assistance with evacuees' vehicle problems, information, and other services will be available at these locations.
2. Staging Areas and Pickup Points and Routes
 - a. To better organize the emergency response personnel and equipment entering from areas outside the Boundary, EBCI Emergency Management, in coordination with other officials, will determine designated staging areas as mobilization points.
 - b. Pick-up points and/or routes will be established as needed. Evacuees without vehicles will be instructed to go to the nearest pick-up point. Pick-up routes will be designated for more rural areas. Emergency vehicles will travel these routes at least twice during the evacuation to assure all evacuees without vehicles are assisted. Normal routes for pick-up will be the same general routes followed by school buses on a regular school day. Routes may have to be altered because of debris or because roads are otherwise impassable.
3. Evacuation of Special Needs Populations

- a. Institutions within the Boundary are responsible for developing their own procedures for evacuation. Most, if not all, have developed these procedures.
 - b. Most patients and staff of CIH will be evacuated by bus. Ambulances and vans will be provided for evacuation of non-ambulatory individuals. Procedures for rapid evacuation and/or in-place sheltering have been included for facilities in the danger zone from hazardous materials spills.
 - c. Schools will develop evacuation procedures and pre-designated buses will be utilized. Schools within the danger zone for hazardous materials spills will develop procedures for in-place sheltering and "walk-away" evacuations. Parents will be advised of the location of reception centers.
 - d. The public will be given contact information to assist handicapped or disabled persons without transportation. EBCI Emergency Management will arrange transport of these individuals by the Cherokee Transit Authority, Cherokee Tribal EMS, First Responders, and/or Cherokee Fire Department. PHHS will advise the EBCI Emergency Management of individuals known to need transportation assistance.
 - e. The evacuation of National Park areas within the Boundary will be directed by the Department of Interior, National Parks Service.
 - f. The Cherokee Police Department will develop procedures for the relocation of prisoners to jails outside of the threatened area.
4. Emergency Public Information Brochures
 - a. Public information materials have been prepared for numerous types of incidents to identify staging areas for those who require transport to reception areas and provide movement guidance.
 - b. Emergency warnings to the public and information concerning evacuation will be broadcast over the EAS network and/or by emergency vehicles equipped with sirens, warning lights, and/or loud-speakers moving through the threatened areas. For localized evacuations, warning and evacuation instructions may also be given door-to-door.

Organization and Assignment of Responsibilities

Organization

1. EBCI Emergency Management is responsible for implementing this Annex to facilitate the evacuation process during emergencies.
2. During an evacuation, EBCI emergency operations will be directed by the Principal Chief and coordinated by EBCI Emergency Management. The Tribal Transit Director and Assistant Transportation Coordinators will provide coordination of all transportation resources.

Responsibilities

1. Principal Chief
 - a. Declare and terminate a State of Emergency when appropriate (See Appendix 19)
 - b. Issue and terminate the evacuation order when appropriate
 - c. Authorize emergency workers to support evacuation and to enter and leave the threatened area

- d. Request the assumption of State direction and control of the evacuation, if required
- e. Assure the protection of public documents and public facilities during an emergency
- 2. EBCI Emergency Management
 - a. Identify potential evacuation areas in accordance with the hazard analysis
 - b. Develop evacuation procedures
 - c. Identify population groups requiring special assistance during evacuation (e.g. senior citizens, the very ill and disabled, etc.)
 - d. Assure that institutions have evacuation procedures
 - e. Coordinate with private industry for use of privately owned vehicles, communication, or other resources needed for evacuation
 - f. Coordinate and select pick-up of people without transportation
 - g. Assure, as required, the transportation of emergency workers into and out of the hazard areas
 - h. Assure evacuation of the handicapped, elderly and other special population groups
- 3. Cherokee Boys Club
 - a. Provide bus services to transport individuals from residences to designated shelters during evacuations.
 - b. Assist in relocating shelter occupants if primary shelters become compromised or overcapacity.
 - c. Support community-wide evacuations, deploying available buses and drivers as resources allow.
 - d. Serve as the sole transportation provider for the Cherokee Central School System in emergencies.
 - e. Utilize the Cherokee Boys Club bus fleet to safely evacuate all students and school personnel at the same time.
 - f. Ensure that students are moved to a secure location with proper coordination between the school and Emergency Management.
 - g. Work with Cherokee Transit to determine transportation needs based on the scale of the emergency.
 - h. If a smaller-scale evacuation is needed, allow Cherokee Transit to manage transportation instead of deploying large buses.
 - i. Step in with larger buses when transit services are insufficient for mass movement.
 - j. Participate in disaster relief efforts to assist affected families.
 - k. Maintain readiness for emergency response, leveraging the Club's fleet and personnel as needed.
- 4. Cherokee Transit Authority
 - a. Operate community-wide public transportation for residents, ensuring access to essential services.
 - b. Maintain consistent transit routes, adapting as needed for emergency response situations.
 - c. If sheltering operations involve a smaller-scale population, provide transportation services instead of deploying large Boys Club buses.

- d. Incorporate the shelter as a designated stop in regular transit routes, allowing shelter occupants access to daily transit services.
- e. Ensure that individuals in shelters can reach critical services, such as grocery stores, healthcare, and government offices.
- f. Work in conjunction with the EBCI EOC to provide transportation where needed in disaster response.
- g. Provide evacuation support for smaller populations, prioritizing those with mobility needs.
- h. Adjust transit schedules as necessary to accommodate shelter populations and emergency response efforts.

Continuity of Government

Line of Succession for Evacuation

1. Principal Chief
2. Incident Commander
3. EBCI Emergency Management

Line of Succession Transportation

1. EBCI Emergency Management
2. Cherokee Transit Authority

Appendices

1. Evacuation/Transportation Checklist

Fire and Rescue

Primary Agency: Cherokee Fire Department

Supporting Agencies: Secretary of Operations, Police Department, Emergency Medical Services, EBCI Emergency Management, others as requested.

Purpose

This section provides for the coordination of Cherokee Fire and Rescue activities to ensure the safety of life and property during emergency situations.

Situation and Assumptions

Situation

Fire prevention, control, and rescue operations are regular activities performed by Fire and Rescue services personnel. Several hazards become more significant during emergency situations such as nuclear incidents and hazardous materials accidents.

Assumptions

Existing Fire and Rescue personnel and equipment will be able to cope with most emergency situations using existing mutual aid agreements. When additional support is required, assistance can be obtained from State and Federal agencies.

Concept of Operations

1. During emergencies, Cherokee Fire Services must be prepared to support each other utilizing available expertise, equipment, and manpower. Firefighting is an Emergency Support Function (ESF#4) as detailed in the National Response Framework (NRF) (See Appendix 26). In joint operations under the National Incident Management System (NIMS) with local, State and Federal firefighting forces, reference will be made to joint firefighting functions as "ESF4." NIMS resource typing will also be used to reference apparatus and personnel.
2. During emergencies, Fire and Rescue services must be prepared to support operations utilizing available expertise, equipment, and manpower.
3. The Public Safety Director directs the activities of the Cherokee Fire Department and its First Responders Unit. This department has the manpower, equipment, and expertise to suppress fires and extricate victims within the contiguous parcels of the Boundary.
4. The Cherokee Fire Department responds when dispatched or requested to all emergencies and is equipped to provide extrication, Basic Life Support, and Advanced Life Support to victims prior to the arrival of the Cherokee Tribal EMS unit(s).
5. Cherokee Tribal EMS coordinates with the EMS Director and paramedic care and transportation to and/or from the Cherokee Indian Hospital (CIH).
6. If no fire or threat of fire exists, the Incident Commander will be set up as a unified command involving all emergency services needed to mitigate the situation.

7. Under North Carolina Hazardous Chemicals Right to Know Act (also referred to as the Community Right to Know)¹, the Fire Chief should preplan facilities within one's jurisdiction to identify types and volume of hazardous materials in the Boundary. This information should be considered when developing response plans for hazardous materials accidents within the Boundary. Coordination of facility emergency response plans with the local EOP will be included in Fire Service planning. The EBCI Local Emergency Planning Committee or EBCI Emergency Management is vested with the responsibility to develop the Tribal Response Plan in addition to development of site-specific plans for industries that pose a significant hazard to the community because of the materials on-site.
8. A list of the personnel, equipment, and supplies for Cherokee Fire and Rescue services can be found in the EBCI's Resource Manual. Fire and EMS will maintain current notification recall rosters for all firefighters.
9. Reports and records of Cherokee Fire Service activities during an emergency/disaster will be kept on file in the EBCI Emergency Management Office.
10. Agreements between Cherokee Fire and Rescue Services organizations and between related organizations should be kept on file in the EBCI Emergency Management Office.

Organization and Assignment of Responsibilities

Organization

1. Fire – Fire suppression and prevention services are provided by the Cherokee Fire Department. This department has the capability to provide both fire and rescue services
 - a. The Cherokee Fire Department is a professional department supplemented by volunteers.
 - b. All Cherokee Fire Department personnel are BLS or ALS certified.
 - c. The control and prevention of forest fires is the responsibility of the US Department of Interior, BIA, Cherokee Fire Department, and National Parks Service. The State Division of Forest Resources will aid in this responsibility.
2. Emergency Medical Services (EMS) – Emergency Medical Services are provided on the Boundary by Cherokee Tribal EMS through the Cherokee Indian Hospital (CIH).
 - a. Pre-hospital day-to-day activities and during emergencies for the Boundary are coordinated through the Cherokee Tribal EMS Chief.

Responsibilities

1. Cherokee Fire Chief
 - a. Analyze fire potential and identify fire service requirements.
 - b. Prepare Fire Annex and SOGs for coordination of firefighting during emergencies.
 - c. Develop mutual aid agreements.
 - d. Prepare inventories of all fire equipment and personnel resources.
 - e. Report to EOC upon activation and direct and control firefighting and rescue operations.

¹ "Community Right to Know" permits any person in North Carolina to request a list of chemicals used or stored at any given facility.

- f. Assist in warning and notifying the affected population of an existing or impending emergency.
 - g. Deploy fire/rescue personnel and equipment during emergencies.
 - h. Provide fire equipment and personnel to supplement reception areas fire service.
 - i. Direct and dispatch firefighting automatic and mutual aid and request other counties to the disaster site.
 - j. Designate staging areas for mutual aid responding from other areas.
 - k. Alert all emergency support services to the dangers associated with technological hazards and fire during emergency operations.
 - l. Advise decision makers on the hazards associated with hazardous materials.
 - m. Conduct rescue operations.
 - n. Provide radiological and hazardous material decontamination and monitoring support.
 - o. Provide fire protection for emergency shelters.
 - p. Provide and maintain exposure records and ensure that multi-gas meters are read and reported at appropriate frequencies.
 - q. Assist in handling inquiries and informing families on the status of individuals injured or missing due to a disaster event.
 - r. Provide support personnel to assist in traffic control and damage assessment operations.
 - s. Conduct fire inspections during recovery.
2. CIH HIS EMS Coordinator
- a. Rescue of injured persons during emergency operations.
 - b. Provide a support role for emergency operations as needed for public warning, traffic control, etc.

Direction and Control

1. Direction and control of the Cherokee Fire Department is exercised by the executive branch of government under the supervision of the Secretary of Operations.
2. Coordination of Cherokee Fire and Rescue services in an emergency is accomplished by the Cherokee Fire Chief, utilizing automatic and mutual aid agreements developed with local, State, and Federal organizations through the State Emergency Response Team.
3. The Secretary of Operations will normally be in the EOC if the EOC has been activated.

Continuity of Government

Line of Succession for Cherokee Fire Services

1. Cherokee Fire Chief
2. Assistant Fire Chief
3. Fire Marshall

Line of Succession for Cherokee Tribal EMS Services

1. Cherokee Tribal EMS Chief
2. On Duty EMS Supervisor
3. Medical Director (medical control)

Appendices

1. Fire Service Disaster Preparedness/Response Checklist

DRAFT

Hazardous Materials

Primary Agency: Cherokee Fire Department

Support Agency: Community Services Director, LEPC, Emergency Medical Services, EBCI Emergency Management, Others as requested.

Purpose

This section provides additional information to the basic plan for response to hazardous materials emergencies and assists the Local Emergency Planning Committee in meeting its requirements for the Emergency Planning and Community Right to Know Act (EPCRA) of 1986 authorized by Title III of the Superfund Amendments and Reauthorization Act (SARA) of 1986.

Situation and Assumptions

Situation

1. The specific facilities involved with hazardous materials subject to the emergency planning requirements of Section 302 of SARA, identified by the LEPC during the hazard analysis process, are listed in the facility files maintained by the EBCI Emergency Management.
2. The threat of a major disaster involving hazardous materials has increased in everyday use and transportation of chemicals by the various segments of our population.
3. The results of a hazardous material incident could include the death or serious injury of persons exposed to the material, the spread of contaminants in varying degrees throughout the Tribal population, and the destruction of property from fire, explosion, or exposure.
4. Evacuation or sheltering in place may be required to protect portions of the population of the Boundary.
5. Victims of a hazardous material incident may require unique or special medical care not typically required in other types of emergencies.
6. The release of hazardous materials may have short and/or long-term health and environmental effects depending upon the chemical composition of the substance.
7. Hazardous materials emergencies may occur without warning, requiring immediate emergency response actions.
8. The NCEM has trained and equipped agencies to respond to and resolve any hazardous material emergencies when requested and if available. The Regional Response Team (RRT 6 - Asheville) responds to incidents within the Boundary (See Appendix 28).

Assumptions

1. Planning and training prior to an incident will significantly reduce the risks to personnel.
2. A facility involved in a hazardous material incident will provide all information required by SARA, Title III, section 304 on a timely basis.
3. Emergency response personnel are knowledgeable in the use of available resources.
4. The US Department of Transportation Emergency Response Guidebook, alone or in combination with other information sources, is used as a guide for initial protective action at incidents involving hazardous materials.

5. Response time for resources requested from outside the Boundary may be two hours or more.
6. Incidents in which the military can be identified as the responsible party will generally be resolved by federal resources.
7. Some hazardous materials incidents may involve an unknown responsible party. In such cases, the jurisdiction in which the event occurred may be left to bear clean-up costs.
8. Public notification/warning and evacuation, if required, will be in accordance with the procedures described in the Alert and Warning and Evacuation and Transportation sections of this plan.

Concept of Operations

Types of Incidents

There are two types of incidents involving hazardous materials:

1. Incidents at fixed facilities
2. Transportation incidents

Level of Response Required

The level of response required for an incident is determined by:

1. The quantity, quality and the toxic effects of the material involved in the release;
2. The population and/or property threatened;
3. The type and availability of protective equipment required for the released material; and
4. The probable consequences should no immediate action be taken.

Potential Protective Measures

Depending on the threat posed by the incident, protective measures may be initiated for public safety. These measures include:

1. In-place sheltering
2. Evacuation
3. Isolation of the contaminate environment

Incident Classification

Incidents are classified according to level of risk according to the Incident Commander's assessment:

1. Level I (Potential Emergency Condition) is an incident which can be controlled by the first response agencies, does not require evacuation other than the involved structure or immediate outdoor area, and does not indicate that major environmental damage will occur.
2. Level II (Limited Emergency Condition) is an incident that involves a critical hazard with a potential threat to life or property, requires a limited evacuation of the surrounding area, or suggests that major environmental damage could occur. The jurisdiction's resources can adequately handle initial response to the incident.

3. Level III (Full Emergency Condition) is an incident that involves a severe hazard or large area, poses an extreme threat to life and property, and will probably require a large-scale evacuation. Level III includes an incident requiring a combination of expertise or resources from local, State, Federal and private agencies/organizations.

Response Procedures

1. In joint local, State and Federal operations, Oil and Hazardous Materials Response, within the National Response Framework (NRF), is an emergency support function (ESF#10) (See Appendix 29).
2. The Local Emergency Planning Committee (LEPC) has been established to identify the magnitude of the local hazard, assess the vulnerability of the community to that hazard, and provide planning guidance for emergency response. SARA, Title III, section 302 will identify a point of contact, the Facility Coordinator, at each covered facility as defined in guidelines.
3. Response procedures for each level of incident will be according to local policies and procedures in compliance with worker safety standards.
4. When responding to an incident where hazardous materials are known to be stored, the responders will assume the involvement of the most toxic substance at that location until otherwise informed.
5. The agencies that may become involved in a hazardous material incident will develop procedures to cope with a major incident involving hazardous material. EBCI Emergency Management and the LEPC will ensure that all identified hazards are elevated through the use of information provided pursuant to Sections 302, 304, 311, 312, and 313 of SARA, Title III and other knowledge.
6. Equipment and supplies for response to a hazardous material incident will be provided initially from the responding agencies' resources. Additional resources will be obtained through mutual aid agreements with other agencies, local jurisdictions or from private organizations and facilities. State and Federal aid may be requested after local resources have been exhausted or determined inadequate for the task. EBCI Emergency Management will provide equipment and supplies for the EOC.

Warning and Notification

1. Warning and notification to the public, including special populations such as the hearing impaired, will be accomplished in accordance with the Alert and Warning section of this plan.
2. As necessary, emergency vehicles with effective sound devices (sirens and/or public address systems) will be used as a public alerting system. If a fixed notification system is in place around the facility or emergency area, the vehicles will be dispatched within the evacuation area and will stop at each quarter (1/4) mile in populated areas at each house or group of houses that are more than a quarter (1/4) mile apart. The emergency vehicle will notify the public of the situation and recommend protective action to all members of the community. Emergency vehicles should run each route twice, if possible, to ensure receipt of the initial warning. The second run, or back run, will be to confirm alert and notification. Back runs need only stop at houses that are dark at night or where it is

apparent that people are not complying with instructions. If necessary, door-to-door alerting will be accomplished during the second run.

Training and Exercise

1. Training programs for emergency responders of the jurisdiction will be through individual agency in-service training, community college courses, and other offerings of related training. A schedule of these programs is maintained and distributed by EBCI Emergency Management.
2. Exercise schedules for this plan are developed and maintained by EBCI Emergency Management. Exercises shall be in accordance with local, State, and Federal policies and when possible, coordinated with the Area Office of N.C. Division of Emergency Management. The types of exercises shall include, but are not limited to, table-top, functional, and full-scale exercises. There must be at least one full scale exercise provided it adequately tests response functions addressed in this plan and a critique of the event will be conducted.

Organization and Assignment of Responsibilities

Organization

The head of each agency involved in a hazardous material response is responsible for the safety of their personnel. Training, standard operating guidelines, and medical surveillance shall follow the United States Occupational Safety and Health Administration's Hazardous Waste Operations and Emergency Response Standard, 29 CFS 1910.120(q). In this regard, the head of each agency is responsible for developing, maintaining, and updating training programs and standard operating guidelines. Topics addressed shall include but are not limited to the dangers of hazardous materials, emergency response techniques, protective measures, emergency clothing and equipment, and medical monitoring of personnel.

Responsibilities

1. Principal Chief
 - a. Nominate a LEPC as identified in Section 301 of SARA and in accordance with the State Emergency Response Commission (SERC).
 - b. Encourage cooperation between the LEPC, local government agencies, facilities and other applicable organizations.
2. Community Services Director
 - a. Ensure, through the Chairperson of the LEPC, that facilities with hazardous materials are properly identified, are reporting as required, and have appointed a Fixed Facility Emergency Coordinator (see below) to represent them to the LEPC.
 - b. Provide administrative support to the LEPC as required.
3. EBCI Emergency Management
 - a. Coordinate exercises and tests of this plan in accordance with current Federal and State requirements and in concurrence with the LEPC. An exercise concerning the release of hazardous materials shall be conducted at least annually.
 - b. Ensure a critique of incident responses to assess and update procedures as needed.

- c. Coordinates notification procedures with adjoining counties that may be affected by a release of hazardous materials within the boundary of the Boundary.
 - d. Serves as the Community Emergency Coordinator as identified in SARA, Title III.
 - e. Support the LEPC in maintaining liaison with the Fixed Facility Emergency Coordinators to ensure availability of current information concerning hazards and response to an incident.
- 4. Incident Commander (IC)
 - a. Activate the pre-plan and implement the necessary steps to safeguard human life, property, and the environment in accordance with available guidance.
 - b. Secure the area as required by the situation.
 - c. Identify the material involved without undue risk of exposure.
 - d. Assess the situation and communicate the results to responding agencies, the EOC, and facility representatives.
 - e. Appoint a Safety Officer and other staff members as the situation requires in accordance with jurisdiction's Incident Command System.
 - f. Develop strategy (confinement, containment, neutralization) and implement tactics (evacuation, offensive or defensive posture) regarding available resources and capability of personnel.
- 5. Public Health and Human Services
 - a. Develop procedures with assistance from facility owners and operators, in accordance with local protocols, for the enforcement of regulations and the initiation of legal actions against parties responsible for release of hazardous materials in violation of regulations.
- 6. Emergency Medical Services Director
 - a. Develop procedures with assistance from facility owners and operators, in accordance with local protocols, for:
 - i. Treatment of contaminated patients;
 - ii. Decontamination of patients and equipment; and
 - iii. Direction and control of mass casualty incidents as a result of the release of hazardous materials.
- 7. LEPC
 - a. Ensure fulfillment of responsibilities for local emergency planning pursuant to SARA, Title III and the policies of the State Emergency Response Commission (SERC).
 - b. Assess the current level of prevention, preparedness, and response capability within the jurisdiction.
 - c. Review existing plans for overlap, useful information, and ideas.
 - d. Conduct an analysis of hazardous materials within the jurisdiction to identify the hazards, vulnerability, and risk.
 - e. Develop procedures to ensure a perpetual chemical hazard identification and risk assessment program within the jurisdiction.
 - f. Ensure the development and distribution of public awareness programs.
 - g. Ensure public access to information regarding hazardous materials within the jurisdiction.

- h. Ensure development of procedures for notification and warning in the event of an incident involving hazardous materials.
 - i. Identify individuals and groups within risk areas who have special needs such as transportation, advanced medical care, and special warning (sight or hearing impaired) where possible.
 - j. Provide that training is available for all responders to a hazardous material incident (including management) in accordance with applicable policies, procedures, and standards.
 - k. Develop and maintain Standard Operating Procedures (SOP) for hazardous materials response operations.
 - l. Identify resources needed for response to a hazardous material incident from public and private sources and make recommendations to Tribal officials about emergency response matters.
 - m. Ensure an on-going program for plan implementation, maintenance, training, and exercising.
 - n. Ensure compliance with the provisions of Title III, Superfund Amendments and Reauthorization Act of 1986.
 - o. Assure coordination of planning efforts between jurisdictions (the Boundary, municipalities, counties, facilities, etc.) including the development of notification and warning, response, and remediation procedures for covered facilities.
8. State of North Carolina
- a. The State Emergency Management Plans and Operations staff, in accordance with State Statutes, is responsible for support to the local jurisdictions. The State Emergency Response Team (SERT) is available, as required, for assistance in the event of an incident. Most State agencies, especially those with a response role such as Environmental Management, Solid and Hazardous Waste, State Highway Patrol, National Guard, and others are available to assist local jurisdictions through the State Emergency Response organization.
 - b. The Western Branch Manager, NCDWM, has been empowered by the Secretary of Crime Control and Public Safety to act on his behalf as prescribed in G.S. 166A, and is responsible for local assistance when requested during an incident and will be the single on-scene coordinator for State resources.

Specific Fixed Facility Information

- 1. Information about each facility identified under SARA Title III as having extremely hazardous materials exceeding the threshold planning quantities will be collected, kept current, and the information distributed to responders as required.
- 2. The information on each identified facility is available in a facility Information file located in the EBCI Emergency Management Office.

Fixed Facility Emergency Coordinator

- 1. Ensure that reportable information required by SARA, Title III is provided to the LEPC in a timely manner. In accordance with SERC policy where required, Tier II report forms shall be submitted in lieu of Tier I forms.

2. Ensure that the facility's emergency response procedures are current and effective for its property. Procedures shall specify actions for the immediate and follow-up notification of the affected jurisdictions, State, and Federal authorities in the event of a hazardous material incident. Emergency procedures shall be submitted in writing to the LEPC.
3. Ensure that facility personnel are trained in emergency response procedures, including but not limited to, determining that a release has occurred, notifying appropriate facility personnel and public officials, and initiating protective and/or hazard suppression activities.
4. Ensure that the facility has a current inventory of equipment and resources available for response to a hazardous material emergency.
5. Provide a technical representative to the Incident Commander and the EOC during an incident.

Hazardous Materials Transportation

1. The routes for the transportation (highways, railways, pipelines, etc.) of hazardous materials, identified by the LEPC during the hazard analysis process, are listed in the situation statements of the basic plan, and in the individual facility information data.
2. The provisions of this Multi-Hazard Emergency Operations Plan (EOP) as well as the DOT Emergency Response Guidebook will be used for guidance during a transportation incident involving hazardous materials.
3. Other sources of guidance may be utilized during a transportation incident involving hazardous materials. The first responder to an incident should follow their agency's standard operating guide for the initial actions involving a transportation incident.

Direction and Control

1. The overall direction and control of emergency activities in a disaster situation is vested with the Principal Chief who has delegated such responsibility to EBCI Emergency Management. The on-site Incident Commander (IC) will establish management.
2. The entire Boundary Emergency Response Organization, including activation of the EOC, may not be required to handle every type of emergency involving hazardous material.

Continuity of Government

Lines of succession for agencies and officials involved in a hazardous materials incident are in accordance with established procedures.

Appendices

1. North Carolina Regional Response Team Coverage Map
2. Emergency Support Function (ESF) #10
3. Fixed Facility Hazardous Materials Risk Analysis

Law Enforcement

Primary Agency: EBCI Police Department

Support Agency: FBI, SBI, Surrounding County Sheriff's Departments, Others as requested.

Purpose

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

Situation and Assumptions

Situation

During emergencies, the Cherokee Police Department will expand its operations to provide the increased protection required by disaster conditions. Federal, State, and other law enforcement agencies are available to provide support.

Assumptions

Activities of the Cherokee Police Department will increase significantly during emergency operations. Adequate law enforcement resources and services will often be available through existing mutual aid agreements. If local capabilities are overtaxed, support will be obtained from State and Federal law enforcement agencies.

Concept of Operations

1. In joint local, State and Federal operations and under the National Response Framework, Law Enforcement is considered an Emergency Support Function (ESF). ESF#13 is Public Safety and Security and will be referenced as such while conducting joint disaster operations (See Appendix 31).
2. Emergency law enforcement operations will be an expansion of normal functions and responsibilities. These responsibilities will include maintenance of law and order, traffic control, crowd control and security.
3. Law enforcement activities will remain under the control of the senior law enforcement officer (LEO) for the jurisdiction in which the emergency operation is taking place. Absent a senior law enforcement official in the jurisdiction, the Police Chief is the chief law enforcement officer for the Boundary, the Sheriff will be Chief LEO for other jurisdictions.
4. Law enforcement agencies are responsible for warning the public and for traffic control in and near evacuated areas and in other areas of emergency operations.
5. During technological, natural, or civil disturbance threat or actual occurrence, the Chief of Police or identified designee will coordinate law enforcement operations from the Tribal Emergency Operations Center (EOC) if needed. At the same time, municipal law enforcement agencies will be responsible for directing law enforcement activities within their local EOCs. Coordination among law enforcement agencies will ensure security for vacated hazard areas, essential industries, prisoners, evacuating populations and congregate care facilities. Additionally, coordination among law enforcement agencies will establish roadblocks, checkpoints and traffic control points and parking areas as needed.

6. Law enforcement officers are responsible for checking security or other credentials at the EOC and on the scene of any incident when they are called upon to do so. The purpose of credentials is to ensure that only authorized persons are permitted into specified areas. Security credentials may include, but not be limited to:
 - a. Government/Tribal Employee ID Cards
 - b. Picture ID Cards (i.e. Driver's License)
 - c. Security Passes Issued by the EOC
 - d. Security Credentials Issued by the EOC
 - e. Security Credentials Issued by the Sheriff
 - f. If required or requested, law enforcement officers log all persons into and out of an area and, if necessary, all vehicles that have entered or left a specified area.
7. Records vital to the law enforcement function will be protected during emergency situations.

Organization and Assignment of Responsibilities

Organization

1. The Chief of Police is responsible for coordinating law enforcement operations on the Boundary.
2. The Chief of Police, or their designee, is responsible for the direction and control of law enforcement activities during emergencies.
3. Routine law enforcement procedures will be followed during emergency situations if feasible.

Responsibilities

The Cherokee Chief of Police will:

1. Develop and update on an annual basis this Law Enforcement section of the Emergency Operations Plan and Law Enforcement SOGs.
2. Obtain or develop mutual aid agreements with other law enforcement agencies.
3. Maintain current internal notification/recall rosters and communication systems.
4. Provide direction and control for law enforcement operations.
5. Assist in warning and notifying the affected population of an existing or impending emergency.
6. Provide security and protection for the damaged area and critical facilities and control access to affected areas.
7. Assist in evacuation of the disaster area and movement to shelter.
8. Provide security in the area or the emergency, the EOC, reception centers, shelters, lodging and feeding facilities during emergency operations.
9. Relocate and house prisoners when necessary during periods of evacuation.
10. Coordinate additional law enforcement support with State Highway Patrol and other counties, and/or municipalities during response activities.
11. Deliver radiological monitoring kits when requested.
12. Limit access to the evacuation area during response and recovery operations.

Continuity of Government

Chain of Command

The chain of command within an organized law enforcement organization is established by senior rank and position to ensure continuous leadership and does not change during emergency operations.

Line of Succession

1. Cherokee Chief of Police
2. Cherokee Assistant Chief of Police
3. Cherokee Captain of Investigations
4. Cherokee Captain of Patrol

Appendices

1. Emergency Support Function (ESF) #13
2. Sample Vehicle Pass
3. Law Enforcement Disaster Preparedness/Response Checklist

Mitigation

Primary Agency: EBCI Emergency Management

Support Agency: Secretary of Operations, Tribal Council, Others as requested.

Purpose

This section outlines the mitigation procedures that the EBCI engages through its various departments to protect its citizens from the effects of natural and manmade disasters.

Situation and Assumptions

Situation

1. Day to day mitigation efforts are performed by the various departments and divisions of the EBCI government in accordance with Tribal ordinances, State Code, as well as through State and Federal laws and regulations.
2. The Qualla Boundary is susceptible to many hazards, which have the potential to cause damage.
3. In response to these hazards, the EBCI engages in daily efforts to mitigate the impact of potential hazards through regulation and enforcement in the interest of public safety, and the health and well-being of its citizens.

Assumptions

1. Current mitigation programs enforced by the EBCI play a significant role during local emergencies and/or disasters to protect its citizens from natural and human-caused hazards.
2. The EBCI participates in the Smoky Mountain Regional Hazard Mitigation Plan in accordance with 44 CFR 201.6.

Organization and Assignment of Responsibilities

General

1. Planning and Inspections Department
 - a. Subdivision Ordinance
 - b. Erosion Control Ordinance
 - c. Federal Flood Insurance Program
 - d. Building Code Enforcement
 - e. Watershed Protection Ordinance
2. Environmental Health
 - a. Sanitation
 - b. Water and Septic Tank
 - c. Solid Waste Ordinance
 - d. Hazardous Waste Management
3. Fire Chief/EBCI Emergency Management
 - a. Civil Emergencies
 - b. State Fire Code

- c. Hazardous Materials Ordinance
 - d. Blasting
- 4. Police Department
 - a. Civil Disorder
 - b. Terrorism
 - c. Mass Gatherings

Concept of Operations

1. On-going evaluation and assessment of the programs and program needs will be conducted by all agencies to increase awareness of potential hazards and the necessary responses that may be made within the Boundary to further enhance mitigation efforts.
2. An evaluation will be conducted following an emergency and/or disaster to review and assess the effectiveness of EBCI mitigation programs relative to the impact and damages incurred within the Boundary.
3. Identified areas in which hazards mitigation could be improved to lessen the impact of a future disaster shall be recommended by the department head as a written synopsis and forwarded to Tribal administration.
4. Hazard assessment relative to mitigation functions is necessary and vital as a federally declared disaster occurring in any portion of the state makes all counties/entities eligible to apply for hazard mitigation grants.

Administration and Logistics

The post-disaster review will be performed to identify needed mitigation staging for the EBCI. Recommendations for such review should be made in the following succession:

1. Tribal Administration
2. EBCI Emergency Management
3. Planning

Vulnerability Assessment

The EBCI is vulnerable to the broad range of threats to include, but not limited to, the following:

1. Flooding
2. Winter / Ice Storm
3. Tornadoes / Severe Thunderstorms
4. Earthquakes
5. Dam Failure
6. Civil Disorder / Terrorism
7. Hazardous Materials Incidents
8. Active Threat
9. Pandemic
10. Inland Flooding (Landslides)
11. Cyber Attack
12. High Rise Fire

As such, mitigation of these threats, which would lessen their effect on the citizens and their property within the Boundary, will be the primary concern and purpose of this annex.

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Mass Fatalities

Primary Agency: Emergency Medical Services

Support Agency: Cherokee Indian Hospital, Fire Department, Police Department, Others as requested.

Purpose

This section outlines the procedures to be followed when a disaster results in mass fatalities to the extent that the number of dead exceeds the resources of the local CIH Clinical Director's capabilities.

Organization

By law, a Medical Examiner is responsible for the dead. The Mass Fatalities Team and other local funeral service personnel, when activated, will be available to assist under the direction of the CIH Clinical Director, and/or Medical Examiners from Jackson or Swain Counties.

Situation and Assumptions

Any major disaster may result in extensive property damage and possibly a large number of deaths, which may require extraordinary procedures. DMORT assistance will be made through the State EOC.

Concept of Operations

1. The Mass Fatalities Team focus is to establish the means and methods for the sensitive respectful care and handling of deceased human remains in multi-death disaster situations. The team will be available to aid in the necessary acts of evacuation, identification (sanitation and Boundary, such as preparation or embalming as authorized), notification of the next-of-kin, counseling and facilitating the release of identified remains to the next-of-kin or their representative under the direction of authorized persons.
2. When disaster conditions permit, and an estimate can be made of the dead, temporary morgue sites will be selected and activated. Remains will be recovered and evacuated to the temporary morgues for identification purposes and safeguarding of personal effects found on the dead. Necessary information about each victim will be compiled and processed for the CIH Clinical Director and/or a Medical Examiner (from Jackson or Swain County - who is responsible for issuing final death certificates). When authorized by officials and the family, the Mass Fatalities Team shall prepare, process and release the remains for final disposition.
3. As an assistant group to the Clinical Director/Medical Examiner, the local funeral directors will provide needed supplies, equipment, vehicles and personnel as available. The State Funeral Directors Association may also assist in identifying other necessary resources.
4. Only when registered burial sites are exhausted, losses are massive, and as a last resort should interment be in burial areas selected by local, county, and/or State officials.

Direction and Control

1. Operations will be coordinated by the CIH Clinical Director and/or Medical Examiner, working with the Emergency Management Program Manager, and where designated, the Mortuary Response Team's Coordinator.
2. When a disaster occurs, the CIH Clinical Director or Medical Examiner, should immediately contact the State Funeral Directors Association through its offices or through staff members. They, in turn, will notify the appropriate members of the Mortuary Response Team.

Temporary Morgue Site

1. A morgue site is to be selected, organized, and put into operation if the number of dead exceeds the resources of the CIH Clinical Director's, or Medical Examiner's office. Once a morgue site has been selected, the Clinical Director/Medical Examiner, or the designated Mortuary Response Team Coordinator, will organize its operations and assign personnel to some or all the following jobs: uniformed guards, information clerks, counselors, interviewers, telephone communicators, admissions clerk, general supervisor, identification personnel, orderlies, personal effects custodian, embalming supervisor, embalmers, secretaries, inventory clerk, distribution clerk, etc.
2. The temporary morgue should be located as near as possible to areas with heavy death toll and should have: showers, hot and cold water, heat or air conditioning (depending on climate), electricity, drainage, ventilation, restrooms, parking areas, communication capabilities, and rest areas. It should be fenced or locked for security of remains and personal property, should be removed from public view and have sufficient space for body identification procedures. It should also be subject to partitioning for separation of functions such as body handling, x-ray, autopsy, records maintenance, interviewing, etc. The functions carried out at each morgue site will be determined by the circumstances.

Mass Burial Guidelines

1. Mass burial may become necessary when the number of remains cannot be managed and become a public health concern, or when remains cannot be adequately refrigerated or embalmed, identified or processed in an acceptable manner.
2. Any decision to begin mass burial must be made at the highest levels of state government. Their direction will be essential before such an effort can be initiated for the public health, safety and welfare.
3. The above agencies, taking into consideration the number of remains to be buried, distance and transportation considerations must also agree upon the location of any mass burial site. Plans should include the probability of exhumation later.

Cremations

Cremations should not take place for a minimum of seven (7) days after the last body has been processed. Cremation should never be used as a form of disposition for unidentified remains or tissue. Religious considerations as well as the possibility of future identification affect this decision.

Remains Not Recovered

Conditions and circumstances sometimes preclude the recovery of remains in spite of exhaustive efforts and resources expended by those involved. Once the determination has been made that one or more remains are unrecoverable, non-denominational memorial services should be arranged. If more than one, all efforts should be made to notify and include the surviving family members in this service. Assistance in post-death activities should be extended to the surviving family members. The family should be given the opportunity to select the locale of the non-denominational service, if so desired.

Appendices

1. EBCI Emergency Medical Services Casualty Plan
2. S.T.A.R.T. Triage Diagram

Public Health and Medical

Primary Agency: Public Health and Human Services (PHHS), Cherokee Indian Hospital Authority (CIH)

Support Agency: EBCI Emergency Management, Emergency Medical Services, Cherokee Fire and Rescue, Cherokee Indian Police Department, Natural Resources, Cherokee Water and Sewer Department, EBCI Transit Services, EBCI Department of Housing, Cherokee Central Schools, Cherokee Boys Club, C-DOT, 5 service-area counties, Others as requested.

Purpose

Emergency Support Function (ESF) #8 is the Public Health and Medical Services Annex within the Federal Emergency Management Agency's (FEMA) National Response Framework. It outlines the tribal government's coordinated response to supplement state, tribal, and local resources during public health and medical emergencies.

The priorities of ESF #8 include:

1. **Assessment of public health/medical needs:** Evaluating the immediate and long-term health and medical needs of the affected population.
2. **Health surveillance:** Monitoring injury and disease patterns, potential outbreaks, and behavioral health concerns.
3. **Medical surge:** Providing resources to augment existing healthcare systems, including personnel, equipment, supplies, and facilities.
4. **Health/medical/veterinary equipment and supplies:** Ensuring access to necessary medical equipment, pharmaceuticals, and other supplies.
5. **Patient movement:** Coordinating the transportation of patients to appropriate medical facilities.
6. **Patient care:** Delivering medical care through various means, including hospitals, clinics, and field treatment stations.
7. **Safety and security of drugs, biologics, and medical devices:** Protecting the supply chain and ensuring the safety of medical products.
8. **Behavioral healthcare:** Addressing mental health and substance abuse needs.

These priorities are not exhaustive but represent the core functions of ESF #8 in supporting the nation's public health and medical needs during emergencies.

Situation and Assumptions

Situation

The following considerations should be considered when planning for and implementing ESF 8 activities:

1. Imminent or occurring incidents may result in mass casualties or fatalities, disruption of food and/or water distribution and utility services; loss of water supply, and wastewater; and other situations that could create potential health hazards or serious health risks.
2. Disasters often trigger a cascade of health issues.

3. Hospital health services are provided for members of federally recognized tribes.
4. In an emergency, Cherokee Indian Hospital Authority will triage and stabilize non-beneficiary patients then be transported to the nearest hospital that can provide necessary care. Beneficiary patients will also be transported if medical needs exceed hospital capabilities.
5. Tribal sovereignty allows the discretion of the Eastern Band of Cherokee Indians to implement phased scheduling or distribution of priority populations.
6. A well-connected health and medical system are essential during imminent and occurring emergency situations.
7. MOAs are in place to request additional assistance; when a local public health response exceeds local capabilities, expertise and resources from the State and Federal level can be requested through Emergency Management and mobilized to augment local efforts
8. PHHS, in conjunction with EBCI Emergency Management, maintains an Emergency Responder contact list: [EOP Emergency Responder Contact List FEB 2025.xlsx](#)

Assumptions

1. The Eastern Band of Cherokee Indians prioritizes cultural preservation and the protection of Cherokee people, land, and heritage. Major disasters or emergencies may occur with or without warning.
2. A large-scale emergency is likely to overwhelm the tribal health and medical system and severely impact the availability of staff, hospital bed capacity, medical supplies, and equipment.
3. Public Health and Human Services and the Cherokee Indian Hospital Authority works in close collaboration to promote and protect health. When ESF 8 is activated, other appropriate support ESFs will be activated to support the incident.
4. Large-scale morgue and remains disposal is a significant issue for communities of any size.
5. Resources available through area and regional medical, health, and mortuary services mutual aid agreements will be provided.
6. Crisis and emergency risk communications will be critical to inform the public about emergency situations and health information.

Concept of Operations

General

1. Cherokee Indian Hospital Authority and Public Health and Human Services will have representation at the Tribal EOC.
2. Emergency health and medical services should be an extension of normal duties. Operations will be adjusted to the size and type of disaster.
3. ESF 8 will be organized using the Incident Command System. Based on the incident, Public Health and Human Services or Cherokee Indian Hospital will maintain Incident Command.
4. The following circumstances could result in an activation of ESF #8 operations:
 - a. Tribal EOC activation
 - b. Chemical, biological, radiological, nuclear, or technological event; communicable disease or pandemic; terrorism; cyber threat

5. During a public health emergency, the EOC will coordinate with PHHS to act/operate in alignment with the Public Health All-Hazards Plan.
6. Indian Hospital Authority and Public Health and Human Services will develop, disseminate, and coordinate accurate and timely public health and medical information.

Specific

1. Cherokee Indian Hospital Authority (CIH)
 - a. The primary concern of Cherokee Indian Hospital Authority is performing and coordinating clinical samples and laboratory testing.
 - b. Providing behavioral health services including crisis counseling and psychological first aid to relieve mental health and/or substance abuse problems caused or aggravated by a disaster or its aftermath.
 - c. Acting as a CHEMPACK cache site which provides antidotes in the event of a nerve agenda attack and can be requested and deployed to requestor.
 - d. Manage mass casualty plans and coordinate with other organizations.
 - e. In the case of hazardous material incidents, decontaminate patients according to established protocols.
2. Public Health and Human Services (PHHS)
 - a. The primary concern of public health is the services, equipment, and staffing essential to protect the public from communicable diseases and contamination of food and water supplies; development and monitoring of health information; inspection and control of sanitation measures; disease vector and epidemic control; immunization; and communicating accurate, timely, and accessible information to the public about public health issues, programs, and emergencies.
 - b. Coordinates medical countermeasures and non-medical interventions to stop or slow the spread of communicable disease, including the request activation of Strategic National Stockpile.
 - c. Assist with management for mass fatality events.
 - d. Serves as liaison and coordinates environmental health inspections with MOA counties.
 - e. Refer to ESF # 8- Public Health All-Hazards Plan.
3. Emergency Medical Services
 - a. The primary concern of Emergency Medical Services is the coordination of public health and medical support and patient movement requirements throughout the incident.
4. Mortuary Services
 - a. The primary concern of Mortuary Services is to provide assistance in victim identification, forensic and medical services, and mortuary services. The Emergency Room physician on-duty will make the initial pronouncement of any death at the CIHA. The Medical Examiner of Jackson or Swain Counties will make the final certification of death for both Indians and non-Indians.
 - b. Request assistance from the Office of the State Medical Examiner as needed.
 - c. Assist with management for mass fatality events.

Roles and Responsibilities

1. Cherokee Indian Hospital Authority
 - a. Diagnose patients through recommended laboratory tests.
 - b. Deploy skilled behavioral health and mental health services for a range of incidents such as psychological first aid, critical incident stress management, and pediatric behavior health including school crisis intervention; maintain a 24-hour Crisis Line.
2. Chief Executive Officer
 - a. Activate CIHA emergency operations; prepare procedures for emergency operations and mutual aid.
 - b. Report to Tribal EOC upon activation.
3. Director of Clinical Services
 - a. Provide technical assistance and consultations on disease and injury prevention.
 - b. Identify gaps in resources and develop strategies to address them.
 - c. Work with PIO/ JIC to ensure that essential updates, guidelines, and health advisories reach the community effectively.
4. Manager of Safety and Security
 - a. Implement hospital disaster plans.
 - b. Acquire health and medical equipment and supplies needed for the incident.
 - c. Assist in providing health care at emergency facilities.
 - d. Maintain a list of medical facilities in local, regional jurisdictions.
 - e. Identify space(s) that could be expanded into emergency treatment centers.
 - f. Arrange for the re-stocking of medical supplies and equipment during the recovery phase.
 - g. Facilitate training and preparedness for medical personnel.
5. Public Health and Human Services
 - a. Maintain MOA with 5-service area counties.
 - b. Maintain communication and provide situational awareness updates to CIHA and other collaborators as necessary.
 - c. Conduct epidemiological surveillance and investigation procedures.
 - d. In conjunction with partners and stakeholders develop, implement, train on, and test procedures, field operations guides, and tools to conduct local receiving sites and point of dispensing (POD) operations.
 - e. Assists with emergency shelter logistics and operations; perform shelter facility inspections.
 - f. Provides guidance regarding the proper disposal of contaminated food products and the decontamination of affected food facilities to protect public health; also, water safety, air quality, disease vectors.
 - g. Evaluate the effectiveness of the public health response and identifying areas for improvement in future preparedness plans.
6. Secretary of Public Health and Human Services
 - a. Activate PHHS emergency operations; prepare procedures for emergency operations and mutual aid.
 - b. Report to Tribal EOC upon activation.

- c. Prepare situational awareness and briefing to distribute to PHHS directors and managers.
- 7. Public Health Director
 - a. Prepare programs according to emergency operations response and recovery measures, support shelter and mass care operations.
 - b. Identify specific areas of concern to public health.
 - c. Identify gaps in resources and develop strategies to address them.
 - d. Work with PIO/ JIC to ensure that essential updates, guidelines, and health advisories reach the community effectively.
- 8. Emergency Medical Services
 - a. Provide an initial scene response and evaluation.
 - b. Provide emergency medical services including patient triage and transport.
 - c. Transport patients with highly infectious disease by ground to a facility able to provide higher level of care or to an airfield for air transport.
 - d. Provide clinical personnel capable of providing patient care to augment hospital workforce.
 - e. Disseminates public health information on protective actions related to exposure to health threats.
- 9. Mortuary Services
 - a. Report to Tribal EOC upon request and/or activation.
 - b. Manage deceased victims via identifying, tracking, and documenting incident details.
 - c. Support the establishment of temporary morgues to accommodate a surge in facilities.
 - d. Ensure the safe and respectful handling of human remains according to public health protocols.
 - e. Work with hospital and public health teams to ensure adequate resources are available; request additional resources such as collaboration with private funeral homes to augment mortuary services during a disaster situation or equipment like refrigerated trucks and morgue supplies.
- 10. Other(s)
 - a. CIPD- Provide on-scene security, protection, and law enforcement.
 - b. C-DOT- Provide route planning assistance and detour passes for delivery vehicles and route status information.
 - c. CCS/CBC- Coordinate buses and drivers, on request, for evacuation of medical and health care facilities. Provide school facilities for temporary medical treatment facilities, health and medical staff as needed.
 - d. ARC- Support emergency response- shelter operations, workforce assistance/volunteers, etc.

Direction and Control

ESF 8 operations within the Incident Command System (ICS) framework to ensure a clear line of authority and facilitate cross coordinated efforts across various agencies.

Continuity of Operations

Line of Succession

1. Cherokee Indian Hospital Authority
 - a. Chief Executive Officer
 - b. Chief Operating Officer
 - c. Director of Clinic Services
2. Public Health and Human Services
 - a. Secretary of Public Health and Human Services
 - b. Public Health Director
 - c. Operations Director
3. Mortuary
 - a. Clinical Director
 - b. Jackson / Swain / Tribal Medical Examiner
 - c. State Medical Examiner

Appendices

1. Emergency Support Function (ESF) #8
2. Public Health All-Hazards Plan

Public Information

Primary Agency: Public Information Officer

Support Agency: EBCI Emergency Management, Community Services, Principal Chief, Vice Chief, Others as requested.

Purpose

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

Situation and Assumptions

Situations

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

Assumptions

1. Local print and broadcast media will cooperate in broadcasting and publishing detailed disaster-related instructions to the public.
2. Depending on the severity of the emergency, telephone communication may be disrupted. Local and regional radio/television stations without emergency power may also be off the air. If this occurs, public address systems on emergency vehicles and door-to-door sweeps may be initiated.
3. Demand for information may be very heavy; therefore, sufficient staff will be provided and trained.

Concept of Operations

General

1. Public Information efforts will focus on specific, event-related information.
2. This information generally will be of an instructional nature focusing on such things as warning, evacuation, and shelter. It also is important to keep the public informed of the general progress of events. A special effort will be made to report the facts as accurately as

possible and provide advice concerning necessary protective actions. Rumor control will be a major aspect of the information program and will operate from the EOC.

3. When operating jointly with local, State and Federal agencies, Public Information is considered an emergency support function (ESF#15). ESF15 is part of the National Response Framework. EBCI Public Information Officers are aware that joint public information functions will be imperative during major disasters / emergencies. (See Joint Information Center).

Execution

1. Ongoing public education programs will be conducted to increase public awareness of potential hazards and necessary responses.
2. The EBCI Public Information Officer (PIO) will coordinate with local and area media to provide information and education programs relating to EBCI Emergency Management.
3. Emergency Public Information documents for major hazards will be prepared and maintained during normal periods of readiness. When evacuation is imminent, public information will expand its capabilities to answer public inquiries and prepare new or modified public announcements.
4. The EBCI Public Information Officer will coordinate, as needed, a bank of phones to assist residents with problems associated with the disaster.
5. Support staff to the Public Information Officer will come from different agencies, who will reassign staff to be used temporarily. Expansion and demobilization of this assignment will be made depending on the demand of the public.
6. The Public Information Officer will coordinate locations and time for press briefings and releases. A briefing room will be set up for this purpose and the location will be determined at the time of the disaster.

Organization and Assignment of Responsibilities

Organization

1. Once the type of disaster has been identified, an EMS, police, or fire representative will be the official spokesperson for the Cherokee Boundary during time(s) this plan is activated.
2. The Boundary will establish an emergency information center at the EOC as a point of contact for the media during an emergency and provide necessary staff and equipment to support its operation.

Responsibilities

1. Emergency Management Program Manager
 - a. Develop and maintain a public information and education program.
 - b. Establish and maintain a working relationship with the media.
 - c. Ensure the implementation of all public information activities.
 - d. Direct and assist the PIO in disseminating public information during emergencies.
2. Public Information Officer
 - a. Prepare an annex and SOGs for the coordination of the public information during emergencies.

- b. Prepare and maintain a current internal notification/recall roster of staff to man the EOC Media Center.
- c. Maintain working relationships with the media and a current list of radio stations, television stations and newspapers to be used for public information releases.
- d. Establish procedures for the flow of information to the public in a disaster which shall include the Emergency Alert System (EAS).
- e. Prepare written statements of agreements with the media to provide for dissemination of essential emergency information and warning to the public, including the appropriate protective actions to be taken.
- f. Arrange points of contact for release of public information in an emergency and for briefings to media representatives when appropriate.
- g. Assist in the preparation and review of Emergency Public Information (EPI) newspaper supplements for all hazards affecting the Boundary.
- h. Report to the EOC upon activation and coordinate the release of disaster related information with local agencies and State and Federal governments.
- i. Provide rumor control and publicize the telephone number of a rumor control line where the public can obtain official disaster information.
- j. Clear information with the Chief Executive before release to the media.
- k. Prepare and distribute pre-scripted EPI materials to the media (newspapers, radio and television, etc.).
- l. Ensure that EPI materials for visually impaired and non-English speaking groups are disseminated.
- m. Ensure that all sources of information being received are authenticated and verified for accuracy.
- n. Assist in handling inquiries and information to families about places of contact for missing relatives, continued emergency services, restricted areas, etc.
- o. Prepare and release announcements urging residents to share homes with evacuees when appropriate.

Direction and Control

General

The Public Information Officer, at the approval of the Principal Chief, Vice Chief, or Emergency Management Program Manager, is responsible for all news releases and public information disseminated for the Boundary. In times of emergency the Public Information Officer will operate for the EOC if appropriate.

Educational and Public Information Programs

The Public Information Officer will provide the media with information on new developments affecting Emergency Management. The Public Information Officer also will utilize other types of information and programs on Emergency Management such as delivering lectures or presentations, organizing tours of the EOC, distributing educational brochures and showing films.

Continuity of Government

Line of Succession

1. Vice Chief / Public Information Officer
2. EBCI Emergency Management
3. Principal Chief

Appendices

1. Emergency Support Function (ESF) #15
2. Public Information Disaster Preparedness/Response Checklist

Public Information Officer Guide

Primary Agency: Public Information Officer

Support Agency: EBCI Emergency Management, Community Services, Principal Chief, Vice Chief, Others as requested.

Purpose

This guidance is designed to assist the Public Information Officer in developing the timely release of accurate information to the Eastern Band of Cherokee Indians (EBCI) Qualla Boundary residents and media in the event of an emergency or disaster.

Situation and Assumptions

Situation

1. EBCI has continuing programs, which use various channels of communication, including the mass media, to provide needed and desired information about local government activities and services to the public.
2. During periods of emergency, the public needs, and generally desires, detailed information regarding protective action to be taken for minimizing loss of life and property. There are times however, when disaster strikes without warning and the public information system cannot react rapidly enough to properly inform the public about the hazard. For this reason, it is important that prior to the occurrence of an emergency the public be made aware of potential hazards and the protective measures that can be employed.
3. In major emergency or disaster situations, there may be large numbers of media representatives seeking information about the situation and about response actions. It is the policy of EBCI to cooperate fully with the media in all phases of Emergency Management. EBCI officials have developed procedures in cooperation with local media to disseminate emergency information to the public. However, they recognize that a large emergency or disaster will attract regional and national media representatives not parties to, or knowledgeable of, local media arrangements.
4. Local media outlets serving the Boundary are found in the Public Information Annex.
5. There is a growing percentage of non-English speaking residents within the Boundary. The largest group of non-English speaking residents is Hispanic.

Assumptions

1. The media serving the Boundary will cooperate with local officials in the dissemination of information to the public.
2. The media will demand information about emergency situations and disasters. The local media, particularly television and radio, will perform an essential role in providing emergency instructions and up-to-date information to the public. Depending on the severity of the emergency, or the media's perception of the severity of the emergency, regional and national media will also cover the story and demand information and comments from local officials.
3. Media personnel may attempt to obtain information from other than "official sources."

4. An effective public information program will reduce casualties and damages.
5. During emergency situations and disasters, the public will demand information about the emergency and instruction on proper response actions.
6. Depending on the severity of the emergency or disaster, telephone communication may be sporadic or impossible. Local and regional radio and television stations without emergency power may also be off the air.
7. Demand for information will be overwhelming if sufficient staff is not provided and if staff is not trained and operating from a pre-established set of procedures.

Concept of Operations

General

1. Unless the EOC Command Group directs the Public Information Officer (PIO) to directly support the On-Scene IC, the PIO will be in the EBCI EOC, which will serve as the single official point of contact for the media during an emergency.
2. Dissemination of public information will use all available media: television, radio, and newspaper. Activation of the Emergency Alert System (EAS) will be in accordance with the State EAS Operational Plan.
3. A rumor control section will answer inquiries from the public and will monitor media broadcasts to ensure the public is receiving accurate information. Rumor control will be managed by the PIO.
4. Coordination will be maintained with State, Federal, and/or private agencies so that essential information can be obtained for release to the public. If necessary, a Joint Information Center (JIC) will be established to ensure proper coordination can be achieved.
5. Release of official public information will be approved by the Principal Chief, Vice Chief or the EOC Command Group. Only that information released by the designated PIO and approved by the EOC Command Group will be considered official.
6. The PIO will establish procedures to inform families about the status of relatives that are injured or missing, emergency services that are available, and areas that are damaged or restricted.
7. The PIO will coordinate with the EOC Command Group to prepare instructions for people who must evacuate from hazardous areas as a result of flooding, dam failure, hazardous materials incident, etc. These materials will include the following for each threat:
 - a. Definition of the population at risk
 - b. Evacuation routes
 - c. The type of quantities of clothing, food, medical items, etc., evacuees should take with them
 - d. Safe travel routes for return to residences
 - e. Locations of shelters, feeding facilities, and medical centers
 - f. Centrally located staging areas and pick-up points for evacuees without a means of transportation.
8. When operating jointly with local, State and Federal agencies, Public Information is considered an emergency support function (ESF#15). ESF15 (External Affairs) is part of the

National Response Framework. EBCI Public Information Officers are aware that joint public information functions will be imperative during major disasters/emergencies.

Actions to be Taken by Operating Time Frames

1. Pre-Emergency
 - a. Develop Public Information materials describing the health and property risks associated with a particular hazard and the appropriate mitigation actions that should be taken
 - b. Develop EPI materials for the visually impaired residents
 - c. Develop and conduct public information programs stressing hazard awareness and personal and property protection measures
 - d. Develop procedures for:
 - i. Rumor control
 - ii. News releases (Print and Broadcasting)
 - iii. Coordination with departmental and other local jurisdictional PIOs
 - iv. Record keeping
 - e. Coordinate with agencies who have access to technical information for release to the media and the public
 - f. Establish contact with local EBS stations and develop procedures for emergency release of information
 - g. Prepare EPI packages for release during emergencies and distribute them to local media
 - h. Participate in tests and exercises
2. Increased Readiness
 - a. Analyze the potential disaster to ensure pertinent information is prepared for release
 - b. Issue information through the media and EBS stations to allow the public to take protective actions
 - c. Begin rumor control operations
3. Emergency Response
 - a. Release emergency information as necessary, as well as reception and care locations for evacuees
 - b. Schedule and conduct briefings for the media
 - c. Monitor news media reports for accuracy and conduct other rumor control activities
 - d. Maintain a chronological record of news releases (see Media Releases below)
4. Recovery
 - a. Continue to distribute public information as needed
 - b. Continue rumor control and news briefings
 - c. Supply information concerning the status of emergency or disaster-affected individuals
 - d. Maintain operational level until the situation returns to normal
 - e. Participate in after-action reports and critiques

Direction and Coordination

1. The EBCI Public Information Officer will coordinate public information (preparedness / awareness campaigns) during normal (day-to-day) times. When emergency incidents arise which call for the establishment of an Information Officer at the scene of an emergency, the Incident Commander on-scene is responsible for establishing this function. Once the Information Officer function has been established it is the responsibility of the on-scene Information Officer to contact other PIO's when deemed necessary and appropriate. During major emergencies and disasters the PIO will report directly to the EOC if activated. Other PIO's will report to their respective manager or municipality.
2. The PIO's will be available to advise their managers, department heads and chief elected and appointed officials on communication with the media and the public. All information releases should be coordinated with the EOC before dissemination. When deemed necessary and appropriate, the EBCI EOC Command Group, after consultation with the EBCI Principal Chief, will activate the JIC to coordinate information with all EBCI departments and private organizations as well as the State and Federal government.

Coordination of Public Information

1. It is essential that the Emergency Information System Organization and activity be recognized as a coherent system. In the State of North Carolina, this organization includes Operational Areas, Mutual Aid Regions, State and Federal PIO's and many public information officers from local government and private agencies. For proper coordination in a major emergency or disaster, it is essential that emergency information be released from a single point to assure consistency and authenticity. Just as the establishment of the Incident Command System (ICS) avoids multiple command posts, the establishment of a JIC will avoid multiple releasing points. The following approach is a typical one for emergency incidents and major emergencies / disasters.
2. At emergency incidents, on-scene Information Officers will release information at a single location. It is desirable that the public information representatives from other involved agencies join the Information Officer in releasing information through a single coordination point on-scene. The Information Officer will coordinate all information releases with final approval given by the Incident Commander.
3. If the emergency worsens, or if in another situation the EOC is activated, the coordination of information falls to the EBCI PIO. The PIO will coordinate information releases for the emergency from the EOC and stay in touch with on-scene PIO's and other PIO's for details about the incident.
4. If the emergency continues to worsen, or if in another situation the JIC is activated, the coordination of information falls to the designated Lead PIO in the JIC. Appropriate local, state, federal and private PIO's will work together at the JIC in disseminating information. The Lead PIO in the JIC will be designated at the time of the major emergency or disaster. All information gathering, verification, and dissemination will be coordinated at the JIC by participating public information personnel.

Organization and Assignment of Responsibilities

Organization

1. The Emergency Information System organization in the Boundary are integral parts of the Direction and Coordination Organizations. For most situations, the Emergency Information System will be handled by a single PIO. For major emergencies or disasters, the Emergency Information System staff will be set up with an organization as shown below.
2. The Vice Chief, or designee, shall serve as the EBCI Emergency Public Information Officer (PIO). This individual will be assisted as necessary by the Principal Chief, Emergency Management Program Manager and departmental PIOs.

Assignment of Responsibilities

1. EBCI Emergency Management
 - a. When the EBCI Emergency Management Organization is activated, the EOC Command Group will provide information concerning operations to the Emergency Information System organization and issue all emergency information to the news media and the public through the Emergency Information System organization to assure proper coordination.
 - b. Develop and maintain hazard-specific EPI materials, as requested by the EBCI PIO.
2. Public Information Officer (PIO)
 - a. Develop a capability to rapidly release emergency instructions and information to the public through all available means.
 - b. Receive all calls from the media and the public concerning an emergency and respond with official information or relay calls to other PIO's, and/or the EOC staff.
 - c. Obtain reports or situation summaries from the Planning Group to maintain current estimates of the situation.
 - d. Prepare news releases.
 - e. Conduct situation briefings for visitors, media, etc.
 - f. Conduct tours of the area affected by the disaster, as appropriate.
 - g. Serve as an on-scene Information Officer, as appropriate.
 - h. Establish a field information center, if appropriate, at a location near the command post. Be prepared to work with the EOC and JIC if activated.
 - i. Arrange interviews with key personnel, when requested by the media, Emergency Management PIO, or Lead PIO.
3. American Red Cross
 - a. Develop Public Information materials describing the health and property risks associated with a particular hazard and the appropriate mitigation actions that should be taken.
 - b. Develop EPI materials for the visually impaired residents.
 - c. Develop and conduct public information programs stressing hazard awareness and personal and property protection measures.
 - d. Additional assignments are included in other sections of this annex.

Administration and Logistics

1. As an integral part of the Command Staff, the EBCI PIO is assigned space in the EBCI EOC and its needs for communications, supplies, and equipment are covered in the EOC annex.

2. A location for a Joint Information Center or Media Center will be established by either the Public Information Officer or the EOC Command Group and based upon the incident or emergency and will be dependent upon availability of space and whether media attention is local, state or national.
3. A listing of media resources is included in the Public Information annex.
4. A major activity of Emergency Management in non-emergency times is the development and refinement of Public Information. The EBCI PIO and the Emergency Management Program Manager will coordinate programs of this nature.

Emergency Alert System Plan

The primary dissemination of emergency information will be through the media, which serves the area or areas adjacent to the emergency / disaster. The Emergency Alert System (EAS) provides for an effective, prompt and reliable way to disseminate information to the public during emergencies/disasters. It is estimated that EAS is now activated more than 100 times a month for emergencies nationwide. The National Weather Service of the National Oceanic and Atmospheric Administration requests over 90% of these activations.

Concept of Operations

1. When an emergency incident, major emergency, disaster, or threat of any of the previously mentioned items occurs, the EAS system will be used by authorities of the EBCI to inform the public.
 2. Upon notification, the designated official (Emergency Management Program Manager, EOC Command Group or designee), once informed of the consequences of the incident, and if requested to ask for an EAS activation, will contact the N.C. Emergency Operations Center and make a request for an Emergency Alert notification due to the emergency situation. In the meantime, additional information should be prepared for transmission via other media avenues.
 3. The designated official will at that time further identify himself / herself and officially request the activation of the EAS and broadcast the emergency message.
 4. The North Carolina Emergency Management Agency and the EBCI Emergency Management Program Manager have developed the authentication procedures and have distributed them accordingly, on a need-to-know basis, to those authorized to request activation of the EAS.
 5. When the above authorization is complete the designated official will read the prepared announcement to the Primary Radio Station (LP-1) at which time it will be tape recorded by the station and broadcast to the public.
 6. It is recommended that the designated official use this format when recording the emergency announcement: "This is _____ of the _____. We have requested the activation of the Emergency Alert System for the Town of Cherokee and the Eastern Band of Cherokee Indians Boundary to inform the public of an emergency incident at the _____."
- a. **Note:** *Announcements should describe conditions, the area and people affected, and what procedures the public should follow. The announcement should be **very specific** and should be repeated at least twice. It should conclude with rather exact*

information as to when further details and announcements will be available to the public.

7. Upon completion of the above transmission procedures, the LP-1 Station will broadcast the fact that they will continue to broadcast information as it is received, and resume normal programming. When further information is needed to instruct the public, the designated official will contact the LP-1 Station and record additional messages as necessary. Member stations in the area will monitor LP-1, record any announcements and rebroadcast them as they become available. LP-1 will give advance notice that another message is coming up and will provide a count-down in event other stations desire to broadcast live.
8. Upon receipt of the termination notice from the activating official, the official should record an announcement through LP-1 giving a re-cap of the incident and stating that the emergency is now over and any other information the public should be aware of. This recording will be immediately broadcast by LP-1 and either broadcast live by other area stations or recorded for immediate broadcast at their station.

Organization and Assignment of Responsibilities

The "designated official" for EAS broadcasts is EBCI Emergency Management, EOC Command Group or designee. Other officials are also authorized to broadcast EAS messages. These include the following public officials:

1. Principal Chief
2. Tribal Council
3. Vice Chief
4. Police Chief
5. Fire Chief

Appendices

1. Emergency Alert System (EAS) Activation Checklist
2. PIO Procedures
3. PIO Hazard Specific Checklist
4. News and Media Resources
5. PIO Resources

Public Works

Primary Agency: Operations Division

Support Agency: EBCI Emergency Management, Principal Chief, Vice Chief, Communications, Others as requested.

Purpose

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

Situation and Assumptions

Situation

1. Tribal government has the capability to provide water, sewage and sanitation (trash pick-up) services, within the contiguous parcels of the Boundary.
2. The Tribal DOT has the equipment and manpower to provide debris removal, road construction and repair services to the Boundary.
3. During emergencies requiring the services of the BIA (Bureau of Indian Affairs), Road Branch, the Road Engineer will function as the Emergency Public Works Coordinator (EPWC) and coordinate all public works activities.

Assumptions

1. The necessary equipment exists on the Boundary to provide emergency services for debris removal, restoration of essential utilities and shelter upgrading.
2. Assistance will be available from the Bureau of Indian Affairs in a timely manner.

Concept of Operations

1. Daily services (i.e. water, sewage, and sanitation) are provided by the Boundary and coordinated by their respective agencies.
2. During emergencies, the EPWC will operate from the EOC and coordinate public works related emergency operations. The EPWC will be responsible for coordinating with other agencies, public and private, to obtain additional resources as needed. The EPWC will obtain approval for procurement of resources through the EM. (Reference: Resource Management).
3. Within the National Response Framework, Public Works is considered an Emergency Support Function. ESF#3 outlines operations of the Federal government when operating with local, State and Federal agencies.

Organization and Assignment of Responsibilities

Organization

1. During emergency situations operational control remains the same as during day-to-day activities; however, operations may then require twenty-four-hour coverage.

2. All agencies participating in emergency operations must be prepared to assist in lengthy operations which start in response and continue through recovery and involve cleanup activities and return of resources.

Responsibilities

1. Operations Division/Personnel
 - a. Prepare procedures to provide public works functions during emergencies (e.g., roads, streets, sewer, water and utility services).
 - b. Develop and maintain resource lists with source, location, and availability of equipment, fuel, and operational personnel to support response/recovery operations.
 - c. Ensure that training for selected personnel in radiological protection and radiological monitoring is available.
 - d. Informational data and maps pertaining to facilities, streets, and utility systems will be maintained by the EPWC.
 - e. Records of personnel and equipment will be maintained. Records and reports regarding expenditures incurred during emergency response activities (e.g. personnel and equipment, time and supplies consumed) will be kept.
 - f. Develop mutual aid agreements.
 - g. Obtain equipment to protect public works personnel assigned to respond to hazardous material incidents including radiological emergencies.
 - h. Provide containers and/or vehicles for removal of contaminated hazardous materials.
 - i. Assist in decontamination operations.
 - j. In disasters/emergencies conduct shelter marking and upgrading operations as requested.
 - k. Jointly with Department of Transportation (DOT) direct and dispatch public works mutual aid from other jurisdictions and the State.
 - l. Provide backup electrical power to the EOC.
 - m. Conduct debris clearance operations.
 - n. Provide emergency potable water.
 - o. Store and provide fuel for emergency vehicles.
 - p. Coordinate the provision of sanitation services during emergencies.
 - q. Prepare required reports and forward to the EOC.
 - r. Maintain emergency power, water, and sanitation resources at vital on the Boundary during emergencies.
 - s. Assist in damage assessment operations and relay damage assessment information to the EOC.

Direction and Control

1. The EPWC will coordinate public works activities during emergencies.
2. The EPWC will maintain direct communication with on-site personnel via the public works radio system.

3. When notified of an emergency, the EPWC will determine the resources to be committed and alert the appropriate personnel.
4. On-site control will be coordinated by the Assistant EPWC or individual designated in the SOG.

Continuity of Government

Line of Succession

1. Secretary of Operations
2. Road Engineer (EPWC)
3. EBCI Emergency Management

Appendices

1. Public Works Preparedness/Response Checklist

Receiving and Distribution

Primary Agency: EBCI Emergency Management

Support Agency: Tribal Administration, Public Works, Law Enforcement, Fire Department, Others as requested.

Purpose

This guideline establishes procedures and responsibilities for establishing and operating the EBCI Central Receiving & Distribution Point (CRDP).

Concept of Operations

1. The EBCI Receiving and Distribution Point is defined as a designated area that receives supplies and equipment requested during a disaster. The supplies and equipment will either be distributed to smaller receiving points in the Boundary, and/or distributed to the general population from the CRDP. EBCI assets and/or assets requested and received by the EBCI will be used for shipment from the CRDP to points within the Boundary.
2. The current site for this CRDP is located at 1212 Birdtown Road, Cherokee, and known as the Peaches Squirrell Recreation Complex/Gym. This building is a single occupancy that houses office space for managers and staff, a large open space and parking area for trucks and equipment. This property is owned by EBCI.
3. Pre-event, the EBCI will attempt to resolve resource shortfalls.
4. The EBCI will exhaust local resources by means of mutual aid or contracts before requesting resources from the State.
5. The EBCI operates under the NIMS/Incident Command System.

Direction and Control

1. Support agencies requested by and assigned to support the tribe will work under the direction and control of the EBCI.
2. Resources provided by the State will only be shipped directly to the EBCI Receiving and Distribution Point.
3. An audit trail will be maintained at all levels to include recovery of resources.
4. All recovered resources will be processed through the EBCI Receiving and Distribution Point for demobilization or reassignment. Supporting documentation must be completed prior to release.

Roles and Responsibilities

1. EBCI Emergency Management
 - a. Responsible for the EBCI Receiving and Distribution Point management and operations.
 - b. Ensure that all EBCI Receiving and Distribution Point personnel are trained. Those individuals requiring certification will be either OSHA or military certified. All others should be trained and qualified either through ICS (civilian) or Military Occupation Specialty (MOS, military).

- c. Provide the State with the following information on the EBCI Receiving and Distribution Point (include information on alternate sites):
 - i. Site Location
 - ii. Directions (written and map)
 - iii. Points of Contact (all pertinent contact information for day/night)
 - iv. GPS Coordinates
- d. Provide communications to support agencies operating within the Boundary.
- e. Responsible for redistribution of resources to EBCI Staging Areas or other points of distribution (PODs). Transportation resources assigned to the EBCI to assist in redistribution will only be used within the county.
- f. Responsible for internal logistics (feeding distribution staff, personnel, etc.).
- g. Local personnel will staff the EBCI Staging Areas or other PODs.
- 2. State of North Carolina
 - a. Responsible for the distribution of resources to the EBCI Receiving and Distribution Point.
 - b. Upon request, provide assistance to counties to staff EBCI Receiving and Distribution Point.
 - c. Ensure that any required Receiving and Distribution Point personnel are trained. Those individuals requiring certification will be either OSHA or military certified. All others will be trained and qualified either through ICS (civilian) or Military Occupation Specialty (MOS, military).

Site Requirements

- 1. Equipment
 - a. Forklift (minimum of 1)
 - b. Dock Plate (minimum of 10,000 lb. capacity)
 - c. Pallet jacks (minimum of 2)
 - d. Pallets and large bins
 - e. Hand trucks
 - f. Shrink wrap and stretch wrapper
 - g. Refrigerated trailers (locally procured)
 - h. Sufficient parking
 - i. Telephone, fax/copier, and office supplies
 - j. Tables/chairs
 - k. Warehouse space (8,500 sq. ft. recommended)
 - l. Equipment maintenance capability
 - m. Supplies (fuel)
 - n. Port-a-Potty(s)
 - o. Emergency lighting for the site
 - p. Security
 - q. Electricity
 - r. Dumpster (Large)
- 2. Personal Requirements (Per shift: some positions may be combined)
 - a. EBCI Receiving and Distribution Point Manager (1)

- b. Recorder (1)
- c. Warehouse Workers (6)
- d. Forklift operators (3) Certified
- e. Safety Officer (1)
- 3. Other Site Considerations
 - a. Paved Parking
 - b. Loading dock
 - c. Ease of movement
 - d. Generator capability
 - e. Safety considerations (lighting for night operations)

Distribution Sites

1. Pre-selected sites for distribution of supplies are not listed. These will be selected as needed, depending on the area of need and on the supplies to be distributed.
2. Fire Departments are located throughout the Qualla Boundary and would be first choice for selected sites. Otherwise, various locations throughout the Boundary will be used. If county sites are used, they will be coordinated with the various county EOCs.
3. Staffing of these sites would be by using volunteers along with other available personnel to assist with tracking in and sending out supplies.
4. All supplies are to be accounted for and unused supplies are to be returned to the main CDRP once no longer needed at that site.
5. Equipment for off-loading supply trucks will be needed on site as well as moving supplies around for staging.

Distribution Sites Planning Factors

1. Commodity information/amounts:
 - a. Ice – 1 truck load (40,000 lbs, 8 lbs/per) serves 5000 people
 - b. Water – 1 truck load (18,000 liters, 3+ liters/per) serves 5000 people
 - c. MREs – 1 truck load (21,744 ea, 2 ea/per) serves 10,000 people
 - d. Tarps – 1 truck load (4,400 ea) serves 4000 families with roof damage
 - e. 1 car represents 1 family or 3 people
2. Each car is provided:
 - a. 2 or 3 bags of ice
 - b. 1 case of water (9-12 liters)
 - c. 6 MREs
 - d. 1 tarp, if they state they have roof damage
3. Distribution Point (DP) with one (1) supply lane can serve 1,660 cars or 5,000 in one (1) day, (Type III Distribution Point)
4. Staffing recommendation for a Type III DP

	Day Operations	Night Operations
Team Leader	1	0
Forklift Operator	1	1
Labor	14	2

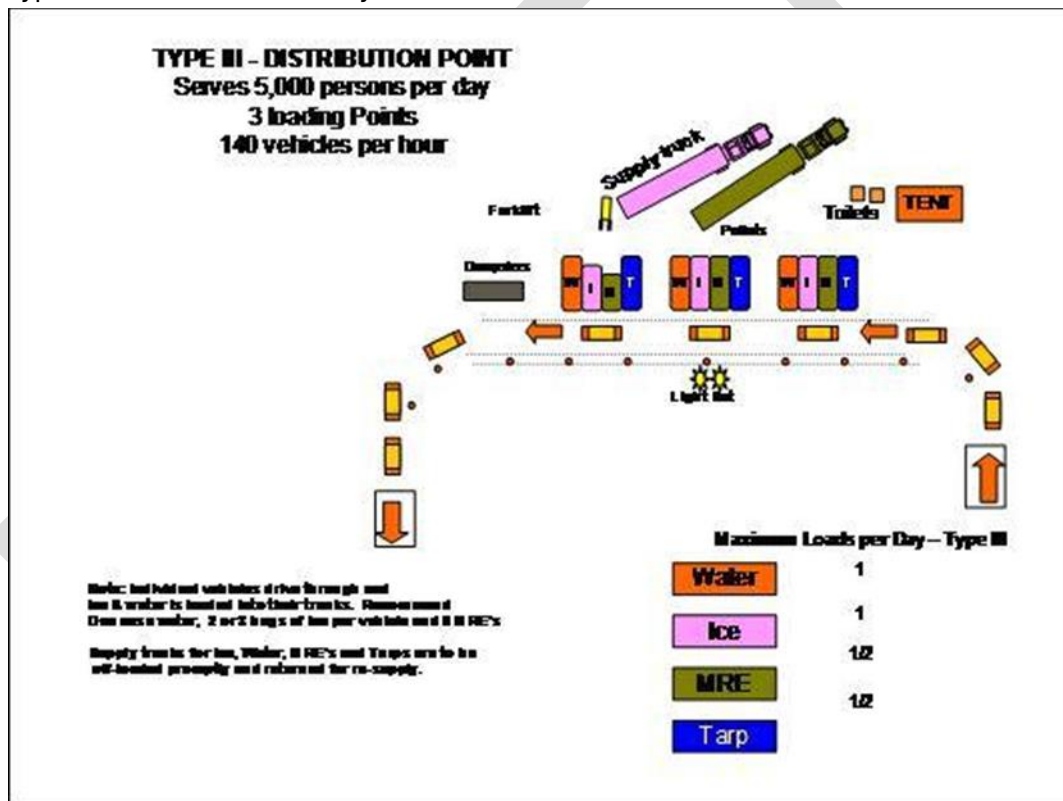
EASTERN BAND OF CHEROKEE INDIANS

Law Enforcement	2	1
Community Relations	1	0

5. Equipment recommendation for a Type III DP

Equipment	Number
Forklift	1
Pallet jack	1
Power light set	1
Toilets	2
Tent	1
Dumpster	1
Traffic cones	10

6. Type III DP recommended layout



Appendices

1. Recommended Forms/Templates
2. EBCI Receiving and Distribution Point Personnel Job Descriptions
3. EBCI Receiving and Distribution Point Overhead Team Recommendations
4. CRDP General Area Map

Resource Management

Primary Agency: EBCI Emergency Management

Support Agency: Community Service Director, Finance, Principal Chief, Tribal Council, Fire Department, Law Enforcement, Emergency Medical Services, Others as requested.

Purpose

This section provides a methodology to identify, locate, and request resources for the EBCI within the Qualla Boundary and a method to activate resources during an emergency.

Situation and Assumptions

Situation

1. The Tribal government lacks adequate resources to effectively manage a disaster.
2. Tribal DOT, Tribal Construction, and Cherokee Water and Sewer have heavy equipment and manpower necessary during major disasters.

Assumptions

1. The required resources will be available to provide warning, evacuation, and shelter/mass care needs of the affected population.
2. Pre-disaster arrangements/agreements have been made with area and local contractors to provide resources such as generators.
3. The State of North Carolina will be able to aid with resources within its capability as requested by the EBCI.

Concept of Operations

1. Tribal government, with BIA, will use local resources and equipment during emergencies and will manage resources when needed to respond to an emergency.
2. The Finance Officer will prepare routine procurement procedures for acquiring or replacing resources during daily operation and develop a procurement system to acquire expendable supplies during emergencies.
3. A resource manual identifying the resource, control agency, and procedures needed to activate the resource at any time will be kept with EBCI Emergency Management.
4. EBCI Emergency Management will identify available resources and capabilities including local business, industry, and other contributing organizations to then develop the mutual aid agreements required to acquire those resources that support emergency conditions.
5. When operations are carried out in coordination with local, State and Federal agencies, Logistics Management and Resource Support are an Emergency Support Function within the National Response Framework. ESF#7 describes Federal agency roles and operations in a joint response effort.

Organization and Assignment of Responsibilities

Organization

1. EBCI Emergency Management will be responsible for resource coordination.

2. The department or agency having primary control on a day-to-day basis of a resource needed during emergency operations will continue to control that resource during emergencies.
3. The acquisition or replacement of a resource will follow routine procurement procedures exercised by the Finance Officer. In emergency situations, they will develop the means and the authority for the immediate procurement of expendable supplies.

Responsibilities

1. EBCI Emergency Management
 - a. Analyze personnel and equipment requirements to meet potential hazards and maintain a resource manual.
 - b. Develop mutual aid agreements for use of resources. Accountability, use, maintenance, and operational costs for resources outside government control will be predetermined by mutual aid agreements. These documents are reviewed following each emergency event in which they are used and amended or corrected as needed.
 - c. Identify additional emergency resources from local business, industry, and other agencies.
 - d. Coordinate resource use under emergency conditions and provide a system to protect these resources.
 - e. Request additional resources as determined necessary.
2. Finance Officer
 - a. Identify resources and maintain current inventories of resources including sources and quantities.
 - b. Develop procedures for initiating and maintaining financial accounting records for all agencies during emergencies.
 - c. Provide for maintaining a current internal notification/recall roster.
 - d. Maintain records and reports pertaining to resource management and expenses.
 - e. Compile a record of equipment usage and supply consumption from the feeder reports provided by the various departments and agencies during emergency operations.
 - f. Develop procedures for the procurement and delivery of essential resources and supplies on a timely basis.
 - g. Provide for the storage, maintenance, and replenishment/replacement of essential equipment and materials.
 - h. When requested, provide resources and implement resource controls to restore essential services.
 - i. Set priorities on available resources and implement resource controls to restore essential services.
 - j. Provide for the procurement of additional protective equipment, instruments, antidotes, and clothing for use in a hazardous chemical or radiological environment.
 - k. Request for the deployment, recall, and monitoring of resource equipment.
 - l. Report to the EOC upon activation and assist EBCI Emergency Management in the direction and control of resource management operations.

Direction and Control

1. Utilization of resources under the operational control of government response forces will be coordinated by EBCI Emergency Management from the EOC under the direction of the Principal Chief or Vice Chief.
2. The commitment of resources from outside government will be initiated by EBCI Emergency Management with operational control being exercised by the on-site Incident Commander of the service requiring that resource.
3. The mutual aid agreement developed pre-disaster will determine who will move, operate, maintain, and bear the cost of operation for equipment used under emergency conditions.

Continuity of Government

Line of Succession

1. EBCI Emergency Management
2. Finance Officer
3. Secretary of Operations
4. Principal Chief
5. Vice Chief

Appendices

1. Emergency Support Function (ESF) #7
2. Requesting a Resource
3. Available Resources
4. Simplified Resource Request Flow Chart

Shelter and Mass Care

Primary Agency: EBCI Emergency Management, EBCI Education and Recreation Division, Public Health and Human Services

Support Agency: American Red Cross, Cherokee Indian Hospital Authority, EBCI Natural Resources Program, Emergency Medical Services, Cherokee Fire and Rescue, Cherokee Indian Police Department, Cherokee Water and Sewer Department, EBCI Transit Services, EBCI Department of Housing, Cherokee Central Schools, Cherokee Boys Club, C-DOT, 5 service-area counties, Others as requested.

Purpose

The purpose of this document is to provide the Eastern Band of Cherokee Indians with a framework for shelter operations during a response to a disaster incident and may be modified based on response requirements. The function of shelter and mass care is to provide temporary emergency relief to disaster victims which range from shelter, food, health care, and crisis support counseling. Other capabilities will be determined based on the incident.

Scope

This plan describes the coordination steps and implementation procedures necessary to meet the shelter support requirements within the Qualla Boundary in order to support and respond to the needs of the population(s) affected by an incident.

The objectives of this plan include:

1. Coordinate and provide food, shelter, medical and mental health services, and reunification and other basic disaster-caused needs
2. Meet the public health and safety jurisdictional roles
3. Clearly outline the responsibilities of all participating entities

Situation and Assumptions

Situation

The Eastern Band of Cherokee Indians will operationalize shelters based on disaster assessment, the scope of resources, and jurisdictional emergency plans. The following should be considered when deciding on sheltering needs and types:

1. The number of people who are likely to be displaced
2. The anticipated duration of shelter needs
3. Locations of facilities relative to disaster-caused hazards

Shelters are temporary facilities, that can serve multiple purposes, during disasters or emergencies. They often offer basic amenities; however, they are not equipped as a medical care facility.

There will be no doctor, no acute care nurses, and no specialty care nurses. The shelter's public health nurses will be providing general oversight and low-level monitoring and will not be available to provide homecare activities of daily living or administration of medications/injections. Tribal In-Home Care Services maintains emergency plans, which can be requested, to coordinate care in shelters.

The EBCI has established mutual aid agreements with neighboring communities to enhance emergency preparedness and response capabilities. These agreements stipulate that in the event of an emergency, if the Tribe's designated shelters become inoperable, they are significantly impacted, or reach full capacity, neighboring community and/or county shelters can be utilized to accommodate displaced individuals. Mutual aid sheltering support will be considered when:

1. EBCI-operated shelters become inaccessible due to structural damage, hazardous conditions, or loss of critical infrastructure.
2. EBCI shelter capacity is exceeded, requiring additional shelter locations to house displaced individuals.
3. Specialized medical or functional needs support is required beyond available local resources.

If additional sheltering assistance is needed, the EOC will:

1. Coordinate with neighboring counties (Graham, Swain, Jackson, and Cherokee) to determine available county-operated shelters.
2. Engage State-level resources (NC Emergency Management, American Red Cross, FEMA) for additional sheltering support if necessary.
3. Ensure tribal members are accounted for and receive necessary accommodation in county-operated shelters.
4. Provide Tribal liaison officers to assist with coordination and address any cultural or logistical concerns for EBCI evacuees.

Pre-identified shelter locations will be assessed for accessibility, ADA compliance, and logistical feasibility before activation. Regular coordination with county emergency management will ensure up-to-date shelter status and capacity tracking. EBCI will retain oversight of Tribal evacuees to ensure their needs are met within any mutual aid sheltering arrangement.

Assumptions

1. Regardless of official guidance, people in crisis situations will typically make decisions based on their personal circumstances. This includes staying put, seeking shelter, leaving the affected area, or relying on family and friends.
2. EBCI Emergency Management maintains a list of equipment and resources necessary to furnish shelter operations for 15-20 individuals which include but are not limited to cots, blankets, etc. EBCI Emergency Management will request additional resources from the American Red Cross.
3. Mutual aid agreements have been established across the Qualla Boundary. These will be used as part of shelter operations as needed. Depending on the scope of the event and

need for additional resources, the five service-area counties, State and Federal emergency agencies will also be available to assist.

4. Private non-profit organizations and community-based organizations that normally respond to disaster situations will do so e.g. free labor groups, Medical Reserve Corps, American Red Cross, Salvation Army, and the faith community.
5. The EBCI complies with all aspects of the Americans with Disabilities Act and will make every attempt to continue to comply with the ADA in emergency / disaster circumstances.
6. The Eastern Band of Cherokee Indians has within the general population access and functional needs individuals and families that will require individual and/or special assistance in the event evacuation and transport to shelter is required. Some persons with special needs may, with minimal assistance, be able to function in a mass care shelter, while those persons with special health needs requiring constant care and/or life support systems, will require circumstantial sheltering or placement at a medical facility.

Individuals in need of additional assistance may include the people who are:

- a. Seniors and/or tribal elders
 - b. Medically fragile or dependent
 - c. Limited English proficiency or with other language capability
 - d. Limited mobility or hearing or vision impairment
 - e. Unaccompanied minors
 - f. People with disabilities
 - g. Visitors and travelers
 - h. People who are economically disadvantaged
 - i. People who are homeless
 - j. People with pets
 - k. People with special dietary needs
 - l. People with diverse religious practices
 - m. Infants, toddlers, and school-aged children
7. Service animals remain with the persons to whom they are assigned throughout every stage of emergency assistance and are allowed in the human shelter. Service animal and household pet owners are expected to help care for their animals.

Shelter Types

Shelter Type	Description
General Population Emergency Shelter	An emergency shelter opened within the first 72 hours of an event. It is designed to provide temporary shelter from one - thirty days; but generally from five - seven days. The following essential universal services for the entire affected population: • Feeding • Dormitory/temporary housing • Basic medical/behavioral health services

	• Supply distribution • Safety and security • Universal design to accommodate those with access and functional needs • Accommodation for ADA approved service animals • Pet shelters may be available based on incident needs
Sub-regional Shelter	This multi-jurisdictional shelter serves a contiguous group of communities within the region such as the five service-area counties.
Care Station	This type of shelter is operational for less than 72 hours. It can be opened with specific intake hours to offer basic needs such as: • Warming during extreme weather conditions • Cooling during extreme weather conditions • Water and/or food distribution • Personal care (showers, restrooms, charging or power for electronic devices- medical and personal) This type of shelter does not offer dormitory accommodations.
Circumstantial Shelter	This shelter is intended for individuals and families whose conditions do not allow them to meet their basic needs in a general population emergency shelter. Eligibility is determined through an approval process administered by Emergency Management and/or Public Health and Human Services.
Animal Shelter	Animal shelters may be available based on incident needs. These can be co-located with the shelter but may be off-site. A companion animal support trailer can be set up for small and large animals.

Plan Activation

Situations that could lead to a decision to activate the Tribal Emergency Shelter and Mass Care Plan include:

1. Loss of essential services
2. Threats to critical infrastructure such as damage to roads, bridges, and power lines
3. Large scale evacuations
4. A tribal, federal or state-declared emergency that necessitates sheltering
5. A large event that impacts multiple communities within the Qualla Boundary
6. A situation where local municipalities have exhausted local sheltering resources and cannot meet the needs of the sheltering population AND the Eastern Band of Cherokee Indians has the capacity to assist

Authority to Request Opening an Emergency Shelter

An emergency shelter should open only at the request of Tribal Executive Office, Emergency Management, and/or Public Health and Human Services.

A jurisdiction may ask the Eastern Band of Cherokee Indians to open a shelter. The request can be verbal but should be followed with a request signed by an appointed or elected official, who is authorized to request the activation and to commit tribal resources.

Concept of Operations*Pre-Incident*

1. Identify shelter locations – EBCI Emergency Management, Public Health and Human Services, and the American Red Cross have identified shelter locations within the Qualla Boundary; EBCI Emergency Management maintains this list. Shelter Facility Surveys are updated every four years to assess the suitability of a facility for sheltering and to record information about a facility.
2. Plan and exercise shelter operations
3. Increase readiness for an elevated threat; initial assessment of the event and need/level of mass care required

Response

1. Activate emergency response plans
2. Activate Incident Command
3. Re-assessment of the event and need/level of mass care required
4. Risk Communications and Emergency Public Information and Warning
 - a. PIO(s) coordinate with EOC
 - b. Back-up communications- radio
5. Opening Inspection
 - a. Contact the shelter representative to arrange to meet at the facility to walk through and conduct an opening inspection with the Public Health and Human Services Environmental Health and Safety Manager
 - b. Verify that a Shelter Agreement and Shelter Facility Survey are on file. If they are not completed, complete them with the facility representative

- c. Make note of any accessibility concerns; discuss any concerns and resolutions with facility representatives
- 6. Shelter Set-Up and Open
 - a. Maintain plans for shelter operations until closing is possible, including staffing and supply needs
 - b. Establish contact with facility representatives and activate the building when ready.
 - c. Survey and lay out the space plan for the shelter including registration, dormitory, health services, food, and other
 - d. Routinely inspect the safety and sanitation of the facility, including the kitchen, dormitories, bathrooms, exterior and registration area and ensure that health standards and clients' needs are being met
 - e. Just-In Time Training for shelter staff

Recovery

- 1. Demobilization
 - a. Determine and initiate triggers for demobilization
 - b. Coordinate plans to close shelter with EOC staff, shelter staff, and residents
 - c. Inventory of shelter location, donated items, return all rented or borrowed equipment
 - d. Submit required paperwork for any expenses and/or reimbursement opportunities
- 2. Case Management
 - a. Prepare shelter residents with closing procedures
 - b. Coordinate shelter residents with support services, assistance, and resource list
 - c. Ensure timely and appropriate placement of all remaining shelter occupants; consider interim housing needs
 - d. Reunification
- 3. Shelter Closing
 - a. Conduct a closing site assessment with shelter location
 - b. Arrange for the cleaning of the facility and have it returned to the pre-occupancy condition or as close to the pre-occupancy condition as possible
- 4. After Action Report and Improvement Plan
 - a. Conduct an After-Action Report within 90 days of the incident closure
 - b. Identify training and exercise needs
 - c. Update emergency plans based on AAR and IP

Organization and Assignment of Responsibilities

Organization

The ICS Organizational Chart will be filled based on the event.

Responsibilities

- 1. EBCI Emergency Management
 - a. Determine what type(s) of shelters is needed for incident and which shelter location(s) will be activated
 - b. Arrange for shelter survey with EBCI PHHS Environmental Health

- c. Work with Unified Command to complete the ICS organization chart as necessary
 - d. Advertise/ mark shelter locations- i.e. message boards
 - e. Manage resource requests
 - f. Follow procedures with coordinating agencies to deactivate shelter
 - g. Maintain procedures for radiation hazard evaluation and exposure control
 - h. Requests American Red Cross assistance in providing shelter/mass care
 - i. Arrange accommodation for shelter provisions
2. EBCI Education and Recreation Division
- a. Coordinate with EBCI Emergency Management which shelter location(s) will be activated
 - b. Provide shelter supervisors to oversee shelter operations; shelter incident commander.
 - c. Coordinate with support agencies to assign staff roles and responsibilities.
 - d. Assist in the recruitment of shelter staff and volunteers; provide Just-In-Time Training (JITT).
 - e. Coordinate resource requests with EBCI Emergency Management/ EOC.
 - f. Manage shelter layout.
 - g. Inventory facility materials, resources.
 - h. Assist with coordinating agencies to deactivate shelter.
3. Public Health and Human Services (PHHS)
- a. Report to EOC upon activation to assist in shelter operations as needed.
 - b. Prevent outbreaks of infectious diseases in crowded shelters by implementing sanitation measures, promoting hygiene practices, and ensuring proper ventilation
 - c. Environmental Health and Safety Manager surveys shelter site for safety, food, and lodging criteria.
 - d. Assist evacuees by ensuring that they have access to necessary medications and medical care; public health nurses will not provide clinical care.
 - e. Provide health education on hygiene, health risks, etc.
 - f. Maintain current internal notification/recall rosters.
4. Cherokee Boys Club
- a. Provide bus services to transport individuals from residences to designated shelters during evacuations.
 - b. Assist in relocating shelter occupants if primary shelters become compromised or overcapacity.
5. Cherokee Transit Authority
- a. If sheltering operations involve a smaller-scale population, provide transportation services instead of deploying large Boys Club buses.
 - b. Incorporate the shelter as a designated stop in regular transit routes, allowing shelter occupants access to daily transit services.
 - c. Ensure that individuals in shelters can reach critical services, such as grocery stores, healthcare, and government offices.

Direction and Control

EBCI Emergency Management and American Red Cross will direct and control ARC shelter/mass care operations in coordination with PHHS if and when an incident exceeds local capacity or when local resources are exhausted (whichever comes first).

Continuity of Government

Line of Succession

1. EBCI Emergency Management
2. American Red Cross (ARC)
3. Public Health and Human Services (PHHS)
4. EBCI Education and Recreation Division

Appendices

1. Special Needs Sheltering and Mass Care
2. Shelter Manager Checklist
3. Public Health Nurse Job Description

Terrorism/Terrorist Threats and Acts

Primary Agency: Cherokee Police Department

Support Agency: Fire Department, EBCI Emergency Management, Public Health, Emergency Medical Services, Others as requested.

Purpose

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

Situation and Assumptions

Situation

1. The threat of an incident involving terrorism has increased.
2. Initial emergency response efforts would focus on protecting human health, the environment, and property. Such measures could involve parallel efforts to include command and control, evacuations, fire suppression, rescue, mass casualty/triage operations, containment/control, and cleanup. Additional response will be associated with recovery and consequence management.
3. The successful response to and management of a terrorist incident requires a well-planned, integrated and coordinated response from local government, neighboring jurisdictions, the private sector, and State and Federal agencies.
4. The 911 Telecommunicator is usually the first interface between the terrorist incident and the emergency responders. The information obtained from callers can have a crucial impact on the safety and welfare of emergency responders.
5. Some of the major issues that will require attention during management and control of a chemical or biological terrorist incident include:
 - a. Agent Detection
 - b. Identification and Isolation
 - c. Downwind Evacuation or Shelter-In-Place
 - d. Traffic Rerouting, Congestion, and Control
 - e. Disposition of the Deceased
 - f. Hospital Casualty Overload
 - g. Public Fear
 - h. Public Information Dissemination
 - i. Spread of Contamination and Disease
 - j. Safety and Welfare of Emergency Responders
 - k. Evidence Identification and Preservation
 - l. Suspect Identification, Arrest, and Criminal Prosecution
6. Mass casualty triage and medical management, as well as mass decontamination procedures, must be practiced with sufficient frequency to build both confidence and competence in emergency responders.

7. A chemical, biological or explosives-related terrorist incident is a Federal crime scene, and in accordance with Presidential Decision Directive 39, the FBI has overall responsibility for crime scene management.
8. Because of the likelihood of mass casualties and large numbers of emergency responders from the Eastern Band of Cherokee Indians and other nearby jurisdictions, and from State and Federal agencies, it is imperative that a comprehensive accountability system be implemented and maintained throughout the incident.
9. A terrorist incident involving a chemical or biological agent is still a hazardous materials incident, but with the potential for far greater consequences and challenges for emergency responders. It is also likely to be a mass casualty incident, however biological agent release will evolve over time, as the bacterial/viral symptoms may take hours or days to present, and the infected people may or may not be infecting others.
10. Communication is an extremely critical element in the management of terrorism incidents. It is important that timely and accurate information be shared with the various agencies involved in the incident. The community must also be kept apprised of matters that could potentially impact their safety and welfare.

Assumptions

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

L. Product containers

Definitions

Terrorism

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

1. Crisis Management – Addresses the cause of a terrorist incident, the identity, motivation, and capability of the terrorists and the weapons they employ. It includes the broad spectrum of data collection and dissemination of information. Crisis Management is a law enforcement function and includes measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve the threat or act of terrorism. In a terrorist incident, a crisis management response may include traditional law enforcement missions such as intelligence, surveillance, tactical operations, behavioral assessment, negotiations, forensics, and investigations, as well as technical support missions such as agent identification, search, render safe procedures, transfer and disposal, and limited decontamination.
2. Consequence Management – Addresses how the incident affects or potentially might affect public health, safety, and the environment. Consequence management includes measures to protect public health, safety, and the environment, to restore essential government services, and to provide relief to governments, businesses, and individuals affected by the consequences of terrorism. In an actual or potential terrorist incident, command and control of local government resources may transition between the EBCI's Police Department, EMS, Fire Department, and the EBCI Emergency Management Office. The Unified Command team approach shall be utilized to transition Incident Command and control among these agencies. These efforts will include the roles, responsibilities, and functional duties as described in New Entry Protocols (see below).

Concept of Operations

Awareness Program

As part of the awareness program associated with acts of terrorism, the first responders (Fire, EMS, Police) must first insure their own protection and the protection of all responding departments. A new way of thinking, a new assessment process, and new response protocols will be required for first-in response departments. Listed below are the primary components associated with acts of terrorism. The primary first responders can address some of these components; the Incident Command System, and/or the EOC, when activated, will address other components. The Public Safety Director directs the activities of the Cherokee Fire Department and its First Responders Unit. This department has the manpower, equipment, and expertise to suppress fires and extricate victims within the contiguous parcel of the Boundary. Protocol includes, but is not limited to:

1. Threat assessment levels
2. Notification process-internal-external-primary and support
3. Command and control function – Incident Command System and Unified Command

4. New entry protocols
5. Crisis management
6. Consequence management
7. Roles, responsibilities, and checklist
8. Chain of evidence and evidence preservation
9. Other primary considerations as identified by response organizations

Threat Assessment

The responsibility of law enforcement agencies that consist of the EBCI Police Department, State Bureau of Investigation, Federal Bureau of Investigation, Bureau of Indian Affairs (BIA), and Bureau of Alcohol Tobacco and Firearms, and other law enforcement agencies that provide information on terrorist groups, individuals, and threat situations based on collected intelligence. The FBI will have primary responsibility for coordinating intelligence and threat assessment information. The EBCI Police Department will coordinate distribution of information to the primary response departments.

Primary Response and Support Departments

Listed below are the primary response and primary support departments that would be part of the notification process. This list can be expanded as the need arises or as the scope of operations expands. The Incident Commander can demobilize departments if the situation changes. Each agency should develop its own internal notification procedures.

1. Primary Response Departments:
 - a. All Law Enforcement Agencies (local, State, and Federal)
 - b. Fire Service
 - c. Emergency Medical Service
 - d. Emergency Management
2. Primary Support Departments:
 - a. Hospital
 - b. Public Health Department
 - c. NC Division of Emergency Management
 - d. Department of Social Services
 - e. Mental Health
 - f. Debris Removal Organizations
 - g. Public Information
 - h. American Red Cross
 - i. Poison Control Center – Charlotte, NC

Command and Control

This function is critical for ensuring a successful operation. It is imperative that a team approach for command and control be used for response.

1. Consequence Management – In all incidents within the EBCI Boundary, the Fire Department will assume command of the consequence management phase of the incident. Due to the nature of these incidents, the responsibility of stabilizing the immediate area of operations within the definition of consequence management lies solely with the Fire Department.

2. Crisis Management - Within the definition of crisis management, the affected law enforcement agency will assume responsibility for the situation and take appropriate action. There may be situations where consequence and crisis management must be addressed simultaneously where Police and Fire share command and control.
3. Unified Command Structure – As soon as possible, the core group will establish a Unified Command structure for tactical and investigative functions.
 - a. The core group will consist of:
 - i. Affected law enforcement agency
 - ii. NCSBI
 - iii. FBI
 - iv. BIA
 - v. Volunteer fire departments (based on jurisdictional boundaries)
 - vi. EMS
 - vii. Police Departments
 - b. Once established, the Unified Command will agree upon criminal tactical and investigative issues.
 - c. There is no clear separation between consequence and crisis management in instances where both consequence and crisis are operational concurrently. The Unified Command will prevail in instances where the consequence and crisis functions cross the determination made, to insure the health and safety of responders, the general public, and evidence in that order.
 - i. It is possible that command of the scene may be transferred back and forth between consequence and crisis based on needs, several times before the incident is brought to a resolution. The various agencies that comprise both consequence and crisis management may be brought to the forefront depending on the immediate circumstances and requirements faced as the situation unfolds.
 - ii. It is imperative that immediate command and control be established to ensure control measures are implemented for life, safety, and evidence preservation.
 - iii. All responding departments of local government must be prepared to interface with their State and Federal counterparts at both the incident site and the EOC.
 - iv. The EOC, when activated, will be the command and control center. Operational command will be maintained at the incident site.

Unified Command

This type of command and control is represented by multiple levels of government and is more often than seen in the EOC environment. A Unified Command System consists of a core group of agencies from city, EBCI, State, and Federal governments in a common location. This command structure is found in large-scale incidents such as terrorist acts or WMD events.

New Entry Protocols

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

Crisis Management and Consequence Management

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

Roles, Responsibilities, and Checklist

This part of the planning document is detailed in each of the core group's internal standard operating guidelines (SOGs.) The listing represents the primary factors associated with response to terrorist incidents.

Preserving and Collecting Evidence

Each agency's SOG addresses this operational area in more detail in below. This function may be part of the new site entry protocols. Life safety issues will take precedence over this area of operation. However, maintaining the chain of evidence is a crucial element. The preservation and maintenance of evidence should be considered and exercised at every opportunity.

Implementing Guidelines

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

Threat Assessment Levels

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

As part of this ongoing initiative, information discovered or obtained from other sources will be shared with other law enforcement agencies as appropriate for law enforcement action and later with appropriate local and/or State officials. In the event of danger to the health or welfare of the general public, the FBI will share all information necessary to safeguard the safety, health, and welfare of the general public.

Since a threat may be received by or relayed to the 911 Emergency Telecommunicator, it is imperative that the 911 staff and supervisors receive awareness training to recognize a terrorist threat/act and respond accordingly. The 911 emergency communication center supervisors will be provided with information to better fulfill their role and responsibilities. All 911 communications center supervisors/managers should be involved in the intelligence briefings that are part of threat level assessment.

The EBCI Tribal Council has chosen to establish threat levels to assist in response to a terrorist incident. The Department of Homeland Security (DHS) classifies threat levels in one of five categories. They are as follows:

1. **Threat Level 5 – Low Condition (Green):** Low risk of terrorist attacks. The following Protective Measures may be applied:
 - a. Refining and exercising preplanned Protective Measures.
 - b. Ensuring personnel receive training on HSAS, departmental or agency-specific Protective Measures.
 - c. Regularly assessing facilities for vulnerabilities and taking measures to reduce them.
2. **Threat Level 4 – Guarded Condition (Blue):** General Risk of Terrorist Attacks. In addition to the previously outlined Protective Measures, the following may be applied:
 - a. Checking communications with designated emergency response or command locations.
 - b. Reviewing and updating emergency response procedures.
 - c. Providing the public with necessary information.
3. **Threat Level 3 – Elevated Condition (Yellow):** Significant risk of terrorist attacks. In addition to the previously outlined Protective Measures, the following may be applied:
 - a. Credibility assessment process is initiated.
 - b. Increasing surveillance of critical locations.
 - c. Notification of primary response departments is required. Primary response departments are appropriate law enforcement, fire department, rescue, EMS and Emergency Management coordinating emergency plans with nearby jurisdictions.
 - d. Assessing further refinement of Protective Measures within the context of the current threat information.
 - e. Implementing, as appropriate, contingency and emergency response plans.
 - f. Request and deployment plans for resources should be made, should the resources be required.
4. **Threat Level 2 – High Condition (Orange):** High risk of terrorist attacks. In addition to the previously outlined Protective Measures, the following may be applied:
 - a. Threat Level 2 requires the tailoring of response actions needed to anticipate, prevent, and/or resolve the crisis.

- b. Development of Unified Command structure should be implemented among the primary response departments.
 - c. Activation of the Joint Operations Center (JOC) and the Joint Information Center (JIC), with representation limited to the primary response departments should be considered.
 - d. Coordinating necessary security efforts with armed forces or law enforcement agencies.
 - e. Taking additional precautions at public events.
 - a. Preparing to work at an alternate site or with a dispersed workforce.
 - b. Restricting access to essential personnel only.
5. *Threat Level 1 – Severe Condition (Red)*: Severe risk of terrorist attacks. In addition to the previously outline Protective Measures, the following may be applied:
- a. A terrorism incident has occurred which requires the immediate use of local resources in response to limited or major consequences of the event.
 - b. Activation of the Emergency Operations Center is required.
 - c. Incident Command will be transferred to the EOC. Operational Command(s) will be maintained at the incident site.
 - d. Assigning emergency response personnel and pre-positioning specially trained teams.
 - e. Monitoring, redirecting or constraining transportation systems.
 - f. Closing public and government facilities.
 - g. Increasing or redirecting personnel to address critical emergency needs.

Entry Protocols

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

1. Awareness of the possibility of secondary explosive devices or secondary hazards
2. Personal protective equipment (when and what to wear as minimum requirements for entry into an incident site)
3. Who should enter the facility
4. Maintaining the chain of evidence process
5. Training standards (all training is the same format to ensure uniformity)
6. Clearly defined hot zones, warm zones, and safe zones
7. Signs and symptoms (critical for early identification of agent or chemical)
8. SOG development team
9. Other

Roles, Responsibilities, and Checklist

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

Areas of Concern – Threat Level Conditions

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

1. Develop internal notification procedures for responding departmental personnel.
2. Ensure internal distribution of response plan.
3. Follow directions of Unified Command through the Incident Commander and the EOC.
4. Ensure implementation of adequate departmental training programs.
5. Develop control measures for Chain-of-Evidence process.
6. Provide department representatives to incident site and EOC.
7. Document all response activities from time of notification until termination.
8. Participate in Direction and Control team as directed by Incident Commander or EOC.
9. Anticipate the committing of all available departmental resources to response and recovery effort.
10. Provide department needs assessment for operation to Incident Commander or EOC.
11. Develop a need-to-know list for internal operations (each department).
12. Other as directed by Incident Commander or EOC.
13. Adhere to site entry protocols.

Law Enforcement Agencies – Cherokee Police Department

1. Develop or enhance intelligence gathering capability for acts of terrorism.
2. Establish distribution of notification process for sharing of information.
3. Determine threat level based on information assessment.
4. Initiate notification process to all organizations listed as Primary Response and Support Departments.
5. Maintain open lines of communications on intelligence with State and Federal agencies.
6. Review Personal Protective Equipment (PPE) requirements and site entry protocols.
7. Initiate a meeting of organizations based on assessment of conditions.
8. Assign representative to development team for SOGs.
9. Establish site security based on hot zones, warm zones, and safe areas.
10. Assist in site evacuation of personnel.
11. Provide shelter security for activation of shelters resulting from incident.
12. Provide guidance or training for maintaining Chain-of-Evidence process.
13. Provide awareness level training to all employees.
14. Provide Incident Commander level training to all supervisors.
15. Provide standby capabilities for security at hospitals and medical facilities.
16. Establish Incident Command System if first on scene.
17. Develop Bomb Tech/Haz-Mat Tech SOGs.
18. Attend ICS classes/training.
19. Other as identified by local law enforcement.

Fire Service – Cherokee Fire Department

1. Assign representative to SOG development team (all departments).
2. Provide fire suppression at site and surrounding location as required.
3. Determine hot zone, warm zone, and safe zone.
4. Assist in evacuation of personnel from site.
5. Determine areas to be evacuated for public safety.
6. Work with law enforcement for preservation of site evidence.
7. Identify, to the maximum extent possible, injured personnel and facilities.
8. Assist medical examiner with remains recovery.
9. Establish Incident Command System if first on scene.
10. Provide operations level training to all employees/members.
11. Provide Incident Commander level training to all supervisors.
12. Provide Haz-Mat level training to all Haz-Mat Technicians.
13. Train personnel in signs and symptoms of chemical and biological agents.
14. Provide Incident Commander and EOC with needs assessment for incident resolution.
15. Observe site entry protocols.
16. Provide mass decontamination of on-site personnel.
17. Provide mass decontamination at local hospitals needed by a predetermined system.
18. Develop mutual aid plans to allow for the immediate utilization of on duty resources.
19. Develop new site entry protocols as part of SOG team development.

Search and Rescue – Local

1. Assist with mass decontamination of onsite personnel.
2. Assign representative to SOG development team.
3. Determine hot zone, warm zone, and safe zone.
4. Provide rescue and search resources for operation.
5. Provide Emergency Medical Technician (EMT) level for medical assistance.
6. Assist in evacuation of personnel from site.
7. Interface with EMS paramedics on medical assistance issues.
8. Develop new site entry protocols as part of SOG team development.
9. Assist medical examiner with remains recovery.
10. Establish Incident Command System if first on scene.
11. Provide operations level training to all employees.
12. Provide Incident Commander level training to all supervisors.
13. Provide or arrange to assist with medical coverage at shelter sites.
14. Provide for medical monitoring of response personnel.
15. Train personnel in signs and symptoms of chemical and biological agents.
16. Provide Incident Commander and EOC with needs assessment for incident resolution.
17. Observe site entry protocols.
18. Develop mutual aid plans to allow for the immediate utilization of on duty resources.
19. Other (to be determined)

Emergency Medical Services

1. Assume lead role for on-site medical assistance.

2. Develop interface with medical doctors for on-site triage of patients.
3. Develop procedures for notification of medical service providers.
4. Assign representative to SOG development team.
5. Identify to the maximum extent possible injured personnel and fatalities.
6. Assist medical examiner with remains recovery.
7. Provide Awareness level training to all employees.
8. Provide Incident Commander level training to all supervisors.
9. Provide or arrange for medical coverage at shelter sites.
10. Provide for medical monitoring of response personnel.
11. Train personnel in signs and symptoms of chemical and biological agents.
12. Provide Incident Commander or EOC with needs assessment for incident resolution.
13. Observe site entry protocols.
14. Assist with mass decontamination of on-site personnel.
15. Other (to be determined)

Review General Guidelines for Roles, Responsibilities, and Checklists

All other agencies listed in Primary Response and Support Departments will review general guidelines for Roles, Responsibilities, and Checklists and will develop more detailed protocols as part of the consequences management of response efforts.

Chain of Evidence

New Site Entry Protocols

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

Considerations

1. Do not throw away any debris or trash from the scene.
2. Debris removal will be controlled by law enforcement agency at local, State, or Federal level.
3. Rescue personnel and medical personnel at the site and at the hospital should be familiar with this operation and will do all within their power to insure preservation of evidence short of life safety or life and death situation.
4. Private contractors for debris removal must follow the direction of law enforcement agencies.
5. Debris disposal will also be directed by law enforcement agencies.
6. Other (to be determined)

Mass Decontamination

Primary Departments

This segment of response to terrorist incidents or WMD events is critical for response. The ability to conduct mass decontamination of large numbers of people in a very short period is imperative to

limit exposure, possible burden to hospitals, and spread of contamination. The role of decontamination falls under the Cherokee Fire Department. The primary departments assigned this program element include:

1. Cherokee Fire Department
2. Mutual Aid Fire Departments for:
 - a. Dependable source of clean water
 - b. Adequate workforce to conduct operation
 - c. Adequate workforce to perform mission
 - d. Ability to conduct operation at multiple locations
 - e. What other resources are needed?
3. EMS Units for Trained Manpower
4. State Resources Located within Local Jurisdiction

Local Resources

Local resources will be the primary source for this program element. The State will provide assistance as well as mutual aid requests for additional resources and personnel. Elements of the military and other rapid response agencies can assist in this phase of the operation. Prior agreements with the local and State units listed above will be part of local and State plans to address mass/large-scale decontamination.

Public Information

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

Demobilization/Deactivation

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

Documentation

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

information can be passed on to the next Incident Commander. This documentation/record shall be passed on to the lead agency conducting the investigation.

Critical Incident Stress Debriefing

The Incident Commander shall consider the need for on-scene debriefing of personnel. Each agency shall establish internal SOGs for debriefing within their respected agency. Combined or common debriefing sessions should be made available to first responders as soon as the crisis phase is over.

DRAFT

Training and Exercise

Primary Agency: EBCI Emergency Management

Support Agency: All

Purpose

To identify training and exercise programs available to Tribal/county personnel in support of the EBCI planning efforts and response/recovery operations.

Scope

This annex covers the programs listed below and identifies the target and audiences along with other information for each. The programs listings below are only a partial listing of the variety of courses offered.

Description

The EBCI maintains a structured training and exercise program to ensure that emergency personnel, Tribal leadership, and community stakeholders are prepared to respond effectively to disasters and emergencies. Training and exercises are designed to:

1. Familiarize personnel with the EOP and emergency response protocols.
2. Ensure compliance with Federal, State, and EBCI Emergency Management standards, including ICS (Incident Command System), NIMS (National Incident Management System), and IEMS (Integrated Emergency Management System).
3. Enhance interagency coordination through tabletop, functional, and full-scale exercises.
4. Prepare responders, Tribal leadership, and support staff for real-world disaster scenarios.

Components and Requirements

The EBCI training program includes the following core components:

1. OP Orientation: Annual training to review and familiarize responders with the EOP, roles, responsibilities, and activation protocols
 - a. Frequency: Annually
 - b. Target Audience: Tribal leadership, EOC staff, public safety, support agencies
 - c. Purpose: Ensure personnel understand EOP activation, response structure, and coordination procedures
2. ICS/NIMS Training: Required ICS 100, 200, 300, 400, 700, and 800 courses for key personnel
 - a. Frequency: Ongoing (as required by position)
 - b. Target Audience: Emergency management personnel, first responders, and relevant tribal officials
 - c. Purpose: Ensure compliance with federal, state, and EBCI Emergency Management standards
3. IEMS (Integrated Emergency Management System) Training: Required for personnel involved in interagency coordination with State and Federal resources
 - a. Frequency: Ongoing (as required by position)

- b. Target Audience: Emergency management personnel, first responders, and relevant Tribal officials
 - c. Purpose: Ensure compliance with Federal, State, and EBCI Emergency Management standards
- 4. Tabletop Exercises (TTX): Discussion-based sessions to test emergency plans and decision-making in a simulated scenario
 - a. Frequency: At least twice per year
 - b. Target Audience: EOC staff, tribal leadership, and key response agencies
 - c. Purpose: Test decision-making, coordination, and situational awareness in a discussion-based format
- 5. Functional Exercises (FE): Hands-on, simulated emergency situations focusing on command-and-control functions, resource management, and coordination
 - a. Frequency: Annually
 - b. Target Audience: EOC personnel, first responders, and mutual aid partners
 - c. Purpose: Test specific operational components, such as resource deployment, communication systems, and command structure
- 6. Full-Scale Exercises (FSE): Large-scale, multi-agency exercises involving actual deployment of personnel, equipment, and communication systems in a simulated disaster environment
 - a. Frequency: Every two to three years (or as required by federal/state funding)
 - b. Target Audience: All tribal departments, first responders, mutual aid partners, and supporting agencies
 - c. Purpose: Test real-world response capabilities in a simulated disaster environment
- 7. Hazard-Specific Training: Specialized training for incidents such as wildfires, floods, hazardous materials spills, and active threat response
 - a. Frequency: As needed (based on identified threats and gaps)
 - b. Target Audience: Fire, EMS, law enforcement, public health, shelter staff
 - c. Purpose: Ensure personnel are trained in specialized response areas, such as wildfires, flooding, active shooter incidents, and mass care/sheltering operations
- 8. Shelter Operations & Mass Care Training: Ensures EBCI sheltering personnel are trained in shelter management, ADA compliance, and mass care coordination
 - a. Frequency: As needed (based on identified threats and gaps)
 - b. Target Audience: Fire, EMS, law enforcement, public health, shelter staff
 - c. Purpose: Ensure personnel are trained in specialized response areas, such as wildfires, flooding, active shooter incidents, and mass care/sheltering operations

Organization and Assignment of Responsibilities

Responsibilities

The following individuals/agencies have primary responsibility for ensuring the implementation, coordination, and evaluation of training and exercise programs:

- 1. EBCI Emergency Management Personnel
 - a. Oversees development, implementation, and evaluation of training and exercises
 - b. Ensures compliance with FEMA, NIMS, ICS, and IEMS requirements

- c. Maintains a training and exercise calendar and ensures participation of key personnel.
 - d. Ensures EOC staff receive necessary training in EOC operations, resource management, and situational awareness tools
 - e. Coordinates tabletop and functional exercises with response agencies
- 2. Tribal Leadership & Department Heads
 - a. Ensures Tribal government officials receive EOP and ICS training
 - b. Participates in tabletop and full-scale exercises
 - c. Provides personnel for training and exercises as required
- 3. Public Safety & Response Agencies (Fire, EMS, Law Enforcement)
 - a. Ensures first responders complete required NIMS/ICS training
 - b. Participates in functional and full-scale exercises
- 4. Training & Exercise Planning Committee
 - a. Conducts an annual Training and Exercise Planning Workshop (TEPW) to set training priorities and schedule exercises
 - b. Ensures after-action reviews (AARs) are conducted following exercises and real incidents

Exercises/Drills

EBCI Emergency Management will conduct an exercise that will test all or portions of the EOP annually. EBCI Emergency Management shall coordinate exercises or drills, and the Tribal leadership will ensure that exercises or drills are conducted and documented.

A critique will be conducted after each exercise, drill or actual event and a "lessons learned" approach will be used to enhance or modify the EOP, annexes, attachments, policies or procedures. An after-action review (AAR) will be conducted immediately after an event or action in accordance with HSEEP guidelines. All relevant stakeholders should participate (this includes anyone involved in the event).

Unmet Needs

Primary Agency: EBCI Emergency Management

Support Agency: Public Health and Human Services (PHHS), Principal Chief, Community Services Director, Others as requested.

Purpose

This section describes the process for addressing unmet needs following an emergency/disaster.

Situation and Assumptions

Situation

1. "Unmet needs" refers to those needs of individuals that are not met, or cannot be met, through a variety of service organizations (e.g. Red Cross, Salvation Army) or Federal, State, and local government programs. Typical unmet needs include:
2. An Unmet Needs Committee is in place consisting of the following representatives:
3. This Committee is chaired by the Community Services Director and is responsible for the identification of individuals that did not receive assistance or sufficient assistance to get them back to pre-disaster levels.
4. There are many sources of assistance available to be utilized through church groups, civic groups, individual contributions and others.

Assumptions

1. There will be people with unmet needs following an emergency/disaster.
2. The committee will work with all available sources to identify those people with needs and all victims will be identified.
3. Assistance will be available to help with unmet needs.
4. All victims will be returned to pre-disaster levels

Concept of Operations

1. The Committee will meet following an emergency/disaster and start assessing the needs, monitoring assistance and creating files on the victims and their needs.
2. The Committee will coordinate with other relief agencies to eliminate duplication of aid.
3. Pre-disaster situations of victims will be determined on a case-by-case basis.
4. Assistance other than the normal Federal, State, and local programs will be identified and utilized in meeting needs.
5. The Committee will maintain a presence in the Disaster Application Center.

Direction and Control

1. The Community Services Director is the lead for all unmet needs of citizens of the Boundary that are determined after a disaster has occurred.
2. The Community Services Director is supported by multiple government and private sector agencies and organizations that may have resources that could be made available to citizens who otherwise have not or do not qualify for State or Federal assistance.

3. Private donations or other donations will be sought based upon the Donations Management procedures/
4. The Community Services Director will convene the Unmet Needs Committee as the circumstances and situations dictate.

Continuity of Government

Line of Succession

1. EBCI Emergency Management
2. Community Services Director

Vital Facilities

Primary Agency: EBCI Emergency Management

Support Agency: All

Purpose

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

Situation and Assumptions

Situation

1. Many of the identified facilities are vital to emergency response during a disaster event. Other facilities would be critical for immediate and long-term recovery operations.
2. Several categories of vital facilities and resources have been identified within the Boundary including:
 - a. Vital Facilities
 - i. Shelter facilities
 - ii. Medical facilities
 - iii. Government facilities
 - iv. Communications facilities
 - v. Public buildings
 - vi. Emergency service facilities
 - b. Vital Utilities
 - i. Communications network components
 - ii. Electric distribution system components
 - iii. Transportation networks
 - iv. Energy facilities
 - v. Water distribution and wastewater facilities
 - c. Vital Resource and Service Sites
 - i. Private shelter/reception centers
 - ii. Landfill and debris collection sites
 - iii. Public/private supply centers
 - iv. Helicopter landing sites
 - d. Special Needs Facilities
 - i. Correctional facilities
 - ii. Congregate care facilities
 - iii. Day care facilities
 - iv. Hospitals
3. EBCI Emergency Management maintains a list of public and private sector resources that could be obtained during an emergency/disaster response.
4. Vital facility information is updated on a regular basis.

Assumptions

1. Identification of vital facilities will make it possible to predict the consequences of disaster, and to expedite the response of necessary resources from outside the area of impact.
2. Knowledge of the location and function of vital facilities will reduce the dependence on unwritten and assumed information.
3. Knowledge of vital facilities will expedite damage assessment and loss estimation.
4. The identification of vital facilities allows for the prioritization of post-disaster areas and restoration.

Concept of Operations

1. Information pertaining to vital facilities and resources will be maintained in EBCI computer systems and accessible to the EOC.
2. The annual update of the vital facilities inventory will be maintained through EBCI Emergency Management.
3. Vital facilities may serve as the basis for establishing mutual aid and statements of understanding with other governmental or non-governmental agencies.
4. Knowledge of the location and function of vital facilities allows for the implementation of planned mitigation approaches/projects to reduce vulnerabilities.

Appendices

Alert and Warning Annex Appendices

Appendix 1 – Emergency Support Function #2

Introduction

Purpose

Emergency Support Function (ESF) #2 – Communications supports the restoration of communications infrastructure, coordinates communications support to response efforts, facilitates the delivery of information to emergency management decision makers, and assists in the stabilization and reestablishment of systems and applications during incidents.

Scope

ESF #2 acts to meet the telecommunications and essential elements of information needs of local, state, tribal, territorial, insular area, and Federal Government agencies; nongovernmental organizations; industry essential service providers; other private sector partners; and individuals, families, and households, including individuals with disabilities and others with access and functional needs. The following are responsibilities of ESF #2:

1. Provides disaster emergency communications, which consists of the technical means and modes required to provide and maintain operable and interoperable voice and data communications in an incident area.
2. Supports the temporary re-establishment of the basic public safety communications infrastructure and assists in the initial restoration of the commercial telecommunications infrastructure.
3. Coordinates the provisioning of priority and other telecommunications services at incident support facilities, provides capabilities and services to aid response and short-term recovery operations, and ensures a smooth transition to long-term recovery efforts.
4. Leads communications planning, training, exercising, and coordination of the enterprise capabilities of the Federal Government to support a whole government approach to disaster response.
5. Facilitates the delivery of mission critical information to maintain situational awareness for emergency management decision makers and support elements.
6. Develops and maintains a cyber and communications common operating picture with federal, state, and industry partners.
7. Develops cyber and communications restoration priorities during disasters.
8. Coordinates and deconflicts incident radio frequencies in disaster event areas of operation.

The ESF #2 structure may be used in non-Stafford Act and non-disaster situations where the National Response Framework applies

Relationship to Whole Community

This section describes how ESF #2 relates to other elements of the whole community. Basic concepts that apply to all members of the whole community include:

Local, State, Tribal, Territorial, and Insular Area Governments

1. Gain situational awareness through reporting that occurs at each level: from local, state, tribal, territorial, insular area, and Federal governmental agencies; nongovernmental organizations; industry essential service providers; other private sector partners; and residents. Information and support requests generally flow from the incident level, through operations and coordination centers, to decision makers. At the same time, decision makers and operations and coordination centers provide accurate, actionable, and relevant information to support incident operations.
2. Initiate actions to save and sustain lives, reduce human suffering, and provide additional resources and assistance to response efforts. ESF #2 accomplishes this by providing assistance to stabilize and reestablish critical communications infrastructure quickly and efficiently, coordinating requests for additional support, identifying and integrating resources and capabilities, and coordinating information flow.

Local authorities are responsible for obtaining required waivers and clearances related to ESF #2 support.

Private Sector/Nongovernmental Organizations

The private sector owns or operates most of the Nation's communications infrastructure and is a partner and/or lead for the rapid restoration of their networks.

Through planning and coordination, private sector entities provide critical information for incident action planning and decision making during an incident. Private sector mutual aid and assistance networks also facilitate the sharing of resources to support response.

Federal Government

Communications management primarily occurs on a bottom-up basis—decisions are made at the lowest level possible; only issues requiring adjudication or additional resources are referred to the next higher management level. Issues of national security may also be handled at a higher level.

Agencies that provide communications assets in support of incident response control their own organic assets and coordinate location and use with the Disaster Emergency Communications (DEC) Group.

Specific information on Federal Government actions is described in the following section.

Core Capabilities and Actions

ESF Role Aligned to Core Capabilities

ESF #2 supports the core capability of Operational Communications. The following table lists specific ESF #2/agency actions that support this capability. Though not listed in the table, all ESFs, including ESF #2, support the core capabilities of Planning, Operational Coordination, and Public Information and Warning.

1. Operation Communications
 - a. Coordinates with state and federal partners to ensure the capacity to communicate with both the emergency response community and the affected populations.
 - b. Coordinates the establishment of interoperable voice and data communications between local, state, tribal, territorial, insular area, and Federal first responders.
 - c. Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities; provide basic human needs, including the needs of individuals with disabilities and others with access and functional needs; and transition to recovery.
2. Department of Homeland Security (DHS)
 - a. National Protection and Programs Directorate/Office of Cybersecurity and Communications
 - i. Coordinates the planning and provision of national security/emergency preparedness (NS/EP) communications for the Federal Government under all circumstances, including crisis or emergency, attack, stabilization, and reestablishment.
 - ii. Coordinates the restoration of communications infrastructure and supports Federal departments and agencies in procuring and coordinating NS/EP communications services.
 - iii. Coordinates with the Federal Emergency Management Agency (FEMA) and support agencies to develop ESF #2 documentation, policies, and procedures.
 - iv. Coordinates with FEMA and support agencies to train and deploy personnel to support ESF #2 operations.
 - v. Acts to achieve, maintain and enhance interoperable emergency communications capabilities; and to support and promote the ability of emergency response providers and relevant government officials to communicate in the event of natural disasters, acts of terrorism, and other man-made disasters.
 - vi. Provides a consultative structure to coordinate the cybersecurity activities of participating agencies and ensures the Federal agencies have access to and receive information and intelligence needed to execute their respective cybersecurity missions.
 - vii. Provides shared situational awareness and recommendations on cybersecurity risks, incidents, analysis, and warnings for Federal and non-Federal entities to enable real-time, integrated, and operational actions.
 - viii. Provides timely technical assistance, risk management support, and incident response capabilities to Federal and non-Federal entities with respect to cybersecurity risks and incidents, which may include attribution, mitigation, and remediation
 - b. Federal Emergency Management Agency
 - i. Activates Federal ESF #2 under the Stafford Act as required.
 - ii. Provides short-term restoration support to local, state, tribal, territorial, and insular area government emergency communications.

- iii. Provides personnel to support ESF #2 operations.
 - iv. Coordinates with the Office of Cybersecurity and Communications (CS&C) and support agencies to develop appropriate documentation, policies, and procedures.
 - v. Provides communications support to local, state, tribal, territorial, and insular area first responders as requested by the State Coordinating Officer and as approved by the Federal Coordinating Officer.
 - vi. Coordinates activities to assist with the restoration of public safety communications systems and first responder networks as requested by the State Coordinating Officer and approved by the Federal Coordinating Officer.
 - vii. Provides communications and information technology (IT) to Federal response/recovery facilities within the area of operation.
3. Department of Agriculture/Forest Service and Department of the Interior
- a. Radio communications systems to support firefighters, law enforcement officers, and incident response operations.
 - b. Engineers, technicians, and liaison staff to assist the DEC Group.
 - c. National Interagency Radio Support systems for damage reconnaissance teams and other applications.
 - d. A communications officer to accompany radio systems for user training and operator maintenance indoctrination.
 - e. Additional radio systems.
4. Department of Commerce
- a. Manages the use of the Federal radio frequency spectrum.
 - b. Coordinates Federal radio frequency interoperability.
 - c. Coordinates Federal telecommunications assistance to local, state, tribal, territorial, and insular area governments.
 - d. Resolves radio frequency use conflicts.
5. Department of Defense
- a. Promptly notifies the DEC Group of all communications requirements and assets deployed to the incident area.
 - b. Provides resources and capabilities to disaster response operations upon request should other Federal resources and capabilities become overwhelmed.
6. Department of Homeland Security
- a. Office of Infrastructure Protection
 - i. Provides situational awareness, cross-sector coordination, and prioritized recommendations regarding critical infrastructures and key resources.
7. General Services Administration (GSA)
- a. Provides Regional Manager staffing support for disaster or event response operations when requested by the Director, National Coordinating Center for Communications (NCC).
 - b. The GSA Office of Mission Assurance ESF #2 Program Coordinator coordinates and authorizes deployment of Regional Managers.
8. Other Federal Agencies

- a. Use organizational resources to meet their mission requirements before requesting emergency communications support.
- b. Notify the Regional Response Coordination Center (RRCC) or unified coordination staff promptly of all communications requirements and available assets to eliminate the possibility of service duplications and ensure prompt provision of needed services and facilities to the proper user.
- c. Coordinate with the RRCC or unified coordination staff when a representative of an organization at an incident location has requested regional communications resources or support.
- d. Coordinate with the NCC as necessary for any required national-level communications support.
- e. Notify the RRCC or unified coordination staff of any radio frequency devices being brought to the incident area.
- f. Notify the RRCC or unified coordination staff when communications resources are to be withdrawn or discontinued.
- g. Notify the RRCC or unified coordination staff when communications resources provided by ESF #2 are no longer required.

Appendix 2 – Emergency Action System (EAS)

Purpose

This attachment provides specific instructions and procedures for Tribal government and suggested procedures for designated Administrative Officials to follow in the dissemination of emergency alerting and warning information and protective action instructions to the citizens of the Boundary over the Emergency Alert System (EAS).

Definitions

1. Emergency Alert System (EAS) - The EAS is composed of AM, FM and TV broadcast stations and non-governmental industry entities operating on a voluntary, organized basis during emergencies at Federal, State or Operational (local) area levels.
2. Primary Station - Broadcasts or re-broadcasts a common emergency program for the duration of the activity of the EAS at National, State or Operational (local) area level. The EAS transmission of such stations are intended for direct public reception as well as inter-station programming.
3. Local Program Station (LP-1) - This is a Primary Station in an Operational (local) area which is responsible for originating and coordinating the broadcast of an emergency action notification for its area.

Concept of Operations

1. The prompt reporting of emergency information and recommended protective actions by Federal, State, business, industry and utility officials to the Tribal Warning Point. These reports include severe weather watches and warnings as well as other hazards, such as dam failures, hazardous materials and other threats to the citizens of the Boundary as shown in the Basic Plan.

2. The prompt reporting of emergency information and recommended protective action to the Tribal Warning Point by emergency service personnel or others at the scene of the emergency.
3. The decision by local government to disseminate the emergency alerting, warning and protective actions instructions over the LP-1.
4. The preparation of the information to be disseminated in written form.
5. The activation of the EAS procedure.
6. The termination of the procedure when it is no longer required.

Appendix 3 – Emergency Alert System Broad Procedure

Purpose

This procedure provides a list by title of government persons who are authorized to activate the Emergency Alert System (EAS) at or from the local level and prescribes the steps to be followed by government and which should be followed by the broadcast media to disseminate emergency information to the public.

Authorized Personnel

The individuals shown below are authorized to request activation of the EAS to disseminate emergency information and instructions. A list of these individuals by title has been provided to the Operational Area LP-1 and a mutually agreeable method of authentication by code has been established. The EAS LP-1 has furnished EBCI Emergency Management and the Communications Center with a list of telephone numbers to be used by the authorized personnel when requesting activation of the EAS.

1. Principal Chief or their designated representative
2. Vice Chief or their designated representative
3. EBCI Emergency Management or their designated representative
4. Incident Commander

Activation Request Procedures

1. Notification Procedure
 - a. Prepare in writing the exact information to be broadcast.
 - b. Call the State Warning Point (Emergency Management - Operations) and give title, name and political subdivision represented and request the EAS be activated for the Operational Area.
 - c. Upon request, give authentication code.
 - d. The State Warning Point will / should acknowledge the authentication code.
 - e. Upon request of the Warning Point, read text prepared for emergency action notification.
 - f. Follow other instructions as given by the State Warning Point (Emergency Management).
2. Broadcast Activation Procedure

- a. LP-1 (or primary station) will disseminate emergency information through AM-FM radio or TV according to the State Plan.
 - b. A Primary Station will disseminate emergency information only through its own facility.
 - c. Follow-up messages as needed, upon request of the originating officials.
3. Termination Procedure
 - a. Have a written termination notice specifying the hazard to be terminated.
 - b. Call the State Warning Point and give title, name and political subdivision represented and request the EAS be terminated.
 - c. Upon request, give authentication code.
 - d. Upon request, read the termination message, concluding with the statement "This concludes this activation of the Emergency Alert System".

Testing the EAS Plan

Scheduled or random tests are regularly, but randomly, conducted so that a radio station and Tribal operations become familiar with this procedure on all shifts.

Procedures Development and Maintenance

1. The North Carolina Division of Emergency Management will be responsible for updating the authentication code annually.
2. EBCI Emergency Management will be responsible for advising the stations of current Warning Point telephone numbers.
3. Tribal officials will confirm current authentication code lists with the stations.

Communications Annex Appendices

Appendix 4 - List of Individuals/Organizations to Notify of Emergency

Telephone numbers, including home numbers, cell numbers, etc. are maintained in a separate document in Communications and in the Office of Emergency Management. Authorized individuals, with appropriate security levels may obtain information found in the Personnel/Contacts portion of the database.

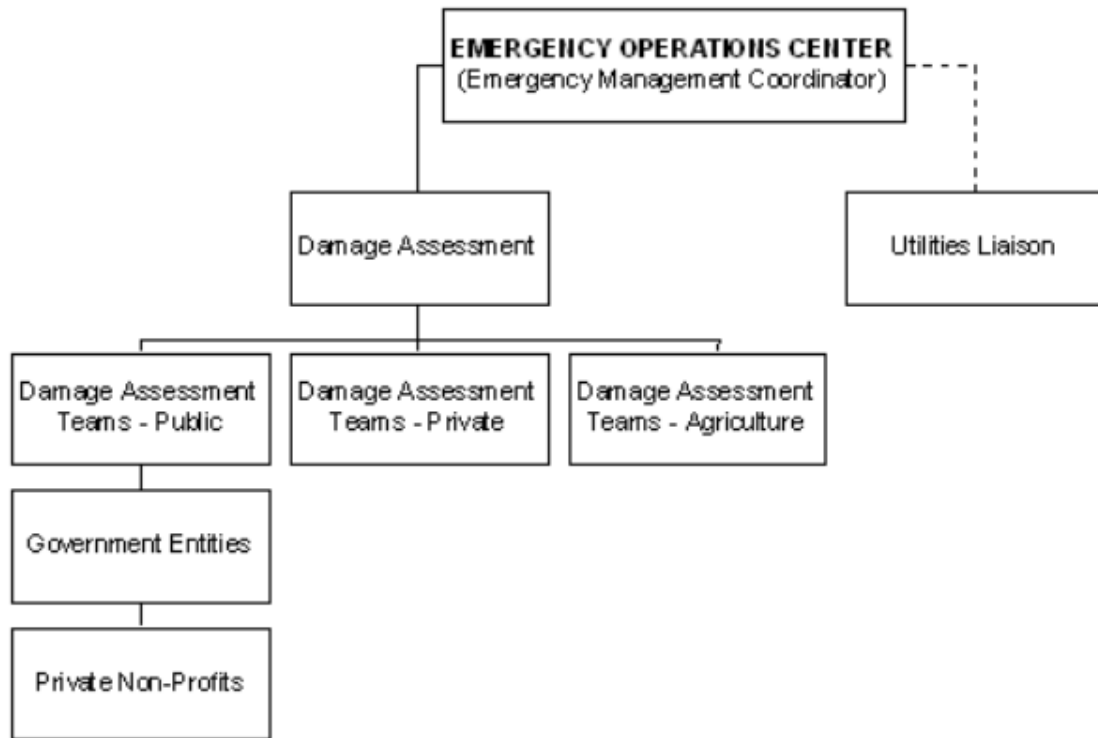
1. Principal Chief
2. Vice Chief
3. EBCI Emergency Management
4. Community Service Director
5. Assistant Chief of Police

As appropriate:

1. Additional communications personnel
2. Chief of Police
3. Fire Chief
4. Emergency Medical Services Director
5. Public Health and Human Services Director
6. Solid Waste
7. Public Works/Maintenance
8. American Red Cross
9. Others as directed

Damage Assessment and Recovery Annex Appendices

Appendix 5 – Organizational Structure



Appendix 6 – Damage Assessment Officer Checklist

- ☐ Report to the Emergency Operations Center.
- ☐ Receive a briefing from the Emergency Management Program Manager or Incident Commander regarding the anticipated primary areas of suspected damage. The briefing may include:
 - ☐ General description of suspected damage area.
 - ☐ Maps.
 - ☐ Blocked roads or blocked access.
 - ☐ Other damage assessment teams from other organizations (i.e. fire departments, Red Cross, State, etc.) that may be called on or are already deployed.
 - ☐ Equipment available (i.e. vehicles, drivers, computers, forms, etc.).
 - ☐ Location of equipment and supplies and the time the equipment and supplies will be available for use.

- ☐ Additional resources already requested to assist.
- ☐ Locations of security check points or roadblocks and credentials necessary to gain entry into secured areas.
- ☐ Contact damage assessment teams and advise them where and when to report for a briefing.
- ☐ If transportation and supplies have not been pre-arranged, then arrange for transportation (including drivers) and necessary supplies.
- ☐ Once DA Teams have assembled at the designated area, brief the teams and include in the briefing:
 - ☐ Safety and security. Be sure to include potential dangers in the area (i.e. downed power lines, loose animals, etc.).
 - ☐ General description of suspected damage area.
 - ☐ Maps.
 - ☐ Blocked roads or blocked access.
 - ☐ Other damage assessment teams from other organizations (i.e. fire departments, Red Cross, State, etc.) that may be called on or are already deployed.
 - ☐ Equipment available (i.e. vehicles, drivers, computers, forms, etc.).
 - ☐ Location of equipment and supplies and the time the equipment and supplies will be available for use.
 - ☐ Additional resources already requested to assist.
 - ☐ Locations of security check points or roadblocks and credentials necessary to gain entry into secured areas.
 - ☐ Other information that may be important (i.e. predicted weather).
 - ☐ Advise teams to log both vehicle mileage and their time and return that information at the debriefing along with reports, materials and supplies.
- ☐ Assign or issue necessary equipment and supplies (i.e. forms, computers, pencils, pens, paper, camera, safety vests, flashlights, hard hats, etc.).
- ☐ Issue security credentials if required.
- ☐ Mark vehicles if necessary or appropriate to indicate they are official vehicles.
- ☐ Establish times that teams are to report back and a location they are to report to (not the EOC).
- ☐ Track each team and remain in contact by radio or telephone.
- ☐ At the appointed time and location greet each team and log the time of their return.

- ☐ Debrief each team individually
 - ☐ Gather returning supplies.
 - ☐ Gather damage report forms or computer records.
 - ☐ Ensure each returning team member is in good health and has received no injury. If injury did occur, ensure prompt medical attention and write a full narrative report.
 - ☐ If information is received during the debriefing regarding the damaged area that in your judgment warrants the attention of Emergency Management or Incident Commander and/or law enforcement, report it immediately to Emergency Management or Incident Commander and/or law enforcement. Report potential occupancy safety concerns to Building Inspections / Code Enforcement.
- ☐ Ensure all teams and all personnel have returned safely. If a team has not returned at the appointed time, attempt contact with the team. If no contact is made, inform Emergency Management or Incident Commander and/or law enforcement.
- ☐ Gather, collate and compile as necessary all damage reports from all locations.
- ☐ Calculate the total estimated dollar loss and report this figure to Emergency Management and/or Incident Commander. Enter the information into State computer systems as requested or required.
- ☐ Makes copies of all reports. Deliver one copy to Emergency Management and/or Incident Commander and retain one copy in a secure location.
- ☐ As required or requested, meet with State and/or Federal damage assessment teams or officials and make copies of your reports as required or requested, for them.
- ☐ As required or requested, provide personnel to assist State and/or Federal teams/officials.
- ☐ Prepare and brief, as requested, the Community Services Director and/or Tribal Council and include projected economic and tax base impacts.
- ☐ Perform other duties as requested or required by the Community Services Director and/or Tribal Council.

Appendix 7 – Damage Assessment Team Member Checklist

- ☐ When contacted by the Damage Assessment Officer (DAO) report to the designated location at the appointed time.
- ☐ If you are not familiar with the designated area by name, ask for directions.
- ☐ Dress appropriately for the field and for the weather such as:
 - ☐ Work clothes

- ☐ Boots or appropriate footwear (generally tennis shoes or similar footwear are not appropriate...there may be nails or other debris that can easily penetrate soft sole footwear)
- ☐ Rain jacket or other appropriate jacket
- ☐ Gloves
- ☐ Hard hat (if not to be issued at briefing)
- ☐ Safety vest (if not to be issued at briefing)
- ☐ Bring food, water, personal medications or other items you deem necessary to support you.
- ☐ Paper and pens / pencils.
- ☐ Tell your immediate family where you are going and (if known) the approximate time of your return.
- ☐ Attend the briefing that will be conducted by the Damage Assessment Officer. Take notes and/or gather instructions.
- ☐ Be familiar with the damage assessment report forms issued to you and/or the computer database.
- ☐ Meet your driver or transportation provider.
- ☐ Ensure you have all the supplies you will need for the duration of your assignment.
- ☐ Receive your assigned area and maps of your area.
- ☐ Familiarize yourself with the area assigned and address any concerns with the Damage Assessment Officer during the open briefing.
- ☐ Understand your route and exactly what you are supposed to do.
- ☐ Begin your route or assignment.
 - ☐ Safety is first!
 - ☐ As you enter your assigned area, get the "big" picture by observing overall damages (i.e. trees blown over, downed power lines, roads blocked, emergency crews working in the area, etc.).
 - ☐ When you observe a home or business that has obviously sustained damage, Stop! Get out of the vehicle slowly, taking your forms with you.
 - ☐ On the form record the address of the location (if known).
 - ☐ On the form record the name of the owner if it can be determined.

- ☐ If the owner or occupant is available, speak to them. Identify yourself as Damage Assessment. Ask if anyone is/was injured, if so how badly? Is immediate emergency medical attention needed? If so, call 911.
- ☐ Ask the owner or occupant their opinion of the amount (in dollars) of their loss. Do not argue, simply record the figure on the form.
- ☐ Ask if the owner or occupant has home owners insurance. Ask if they have contacted their agent. Record the answers on your form.
- ☐ If the owner or occupant is not available, estimate the total structural damage and record it on your form.
- ☐ If you are speaking with the owner or occupant, do not give information you do not have. If they need information (i.e. location of shelters) get an answer by contacting the Damage Assessment Officer or Public Information Officer at the Emergency Operations Center.
- ☐ Be polite and professional but expedite gathering the information necessary to assess the damage.
- ☐ Ensure you have all necessary information available before you leave that location and move on to the next. Write it down!
- ☐ Move to the next home or business and follow the same process as above until your assigned area has been covered.
- ☐ Return to the designated "debriefing" area at the appointed time.
- ☐ Gather from the vehicle all paper, computers and other issued supplies.
- ☐ Report to the Damage Assessment Officer (DAO).
- ☐ Present your written reports/forms to the DAO.
- ☐ Advise the DAO of any relevant information and your observations. Report potential occupancy safety concerns to the DAO.
- ☐ During the debriefing turn in all issued equipment, paper, forms and supplies to the DAO.
- ☐ Turn in all mileage and time reports to the DAO.
- ☐ Be prepared to accept a new assignment or return for a new assignment at an appointed time and location.
- ☐ If you have questions, comments or suggestions that would be beneficial to other damage assessment teams present that information to the DAO during debriefing.

Appendix 8 – Damage Assessment Forms/Reports

☐ Damage assessment forms and reports (paper forms) are available from Emergency Management and are kept in the Emergency Operations Center. Copies of those forms are available here in PDF format.

☐ See [Damage Assessment - Residential](#) - EM 39 (also see form instructions, by clicking here)

☐ See [Damage Assessment - Business](#) - EM 40-A (also see form instructions, by clicking here)

☐ See [Damage Assessment - Public Entity](#) - EM 40 (also see form instructions, by clicking here)

☐ The use of computerized (database) forms is encouraged whenever possible. The forms below require the database to be functioning (online).

☐ See [Damage Assessment - Residential](#)

☐ See [Damage Assessment - Business](#)

☐ See [Damage Assessment - Public Entity](#)

Debris Management Annex Appendices

Appendix 9 – Recommended Debris Removal and Disposal Operations

The Debris Manager will coordinate debris removal and disposal operations for all portions of the Boundary.

Identified contractors will collect and haul mixed debris from their assigned Debris Management Site to a designated C&D Debris Management Site or to a designated private landfill site. Clean wooded debris will be hauled to the nearest designated vegetative Debris Management Site for eventual burning, grinding or composting.

Mixed debris will be hauled to a designated C&D Debris Management Site or to a designated landfill site off the Boundary. Clean wooded debris will be hauled to the nearest designated vegetative Debris Management Site for eventual burning or grinding or composting.

All vehicles hauling debris and contractor debris haulers will obtain a certified scale ticket and / or load ticket for each load of debris deposited at a private landfill or at a temporary debris storage and reduction site (TDSRS). The contractors' scale ticket / load tickets will be turned into their supervisors at the end of each day. The supervisors will forward the scale tickets daily to the Debris Manager. The scale tickets / load tickets will be the verification documentation for landfill invoices.

Private haulers will pickup garbage according to current procedures, routes and removal schedules.

Appendix 10 – Recommended Contractor Debris Removal and Disposal Operations

The Finance Officer or his / her authorized representative will be in contact with the firm(s) holding Debris Removal and Disposal Contract(s) and advise them of impending conditions. The contract is designed to have a qualified contractor(s) remove and lawfully dispose of all-natural disaster generated debris, industrial or commercial hazardous waste. Debris removal may be limited to unincorporated streets, roads and other public rights-of-way based on the extent of the disaster by N. C. Department of Transportation. Debris contract haulers may be limited to disaster related material placed at, or to debris immediately adjacent to, the edge of the rights-of-way by residents within designated Debris Management Site.

The contractor, upon Notice to Proceed, will mobilize such personnel and equipment as necessary to conduct all debris removal and disposal operations as were previously detailed in the Debris Removal and Disposal Contract. All contractor operations will be subject to review by Tribal officials.

The EBCI recognizes the economy of disaster debris disposal using a local vegetative Debris Management Site designated for volume reduction of clean woody debris. The EBCI has pre-designated a vegetative Debris Management Site (old landfill) for the sole purpose of temporarily storing and reducing clean woody debris through either burning or grinding. The contractor will

operate the Debris Management Site made available by the EBCI. The contractor will be responsible for all site setup, site operations, rodent control, closeout and remediation costs. The contractor is also responsible for the lawful disposal of all debris reduction by products as his / her operations may generate at a Debris Management Site. A listing of all approved EBCI Debris Management Sites will be provided.

A Debris Management Site will be established for mixed debris. This site will be centrally located to handle construction and demolition (C&D) material. This site will be used to expedite the removal of mixed and C&D material from rights-of-way within the Boundary. A valid load ticket must accompany all material delivered to an EBCI C&D Debris Management Site by any/all contractors. All material deposited at C&D Debris Management Sites will eventually be taken to a properly permitted landfill for final disposal or transfer to another permitted area.

The Debris Manager may direct contractors to bypass C&D Debris Management Sites and approve the hauling of mixed C&D debris directly to a properly permitted landfill for disposal.

The Debris Manager, or their designee, will monitor the contractor's performance for debris removal and disposal operations in each Debris Zone. The Debris Manager will supervise the Field Inspections Team consisting of EBCI personnel. The Field Inspection Teams will monitor all contractor operations. The contractor will keep the Field Inspection Teams informed of cleanup progress and any problems encountered or expected.

The contractor will restore the Debris Management Site as close to the original condition as is practical so that it does not impair future land uses. All sites are to be restored to the satisfaction of the EBCI with the intent of maintaining the utility of each site.

Loading Site and Disposal Site Monitors

All contracted loads will be taken directly to an approved landfill for final disposal. The contractor should avoid multiple hauling of debris. The contractor shall comply with all terms of the contract.

Disposal Site Monitors will be provided by either the EBCI or from identified sources. The Loading Site Inspectors will be assigned to each contractor loading site within designated Debris Management Sites. The Loading Site Monitor will initiate the load tickets that verify that the debris being picked up is eligible under the terms of the contract. Disposal Site Monitors will be stationed at all Debris Management Sites and landfill disposal sites for the purpose of verifying the quantity of material being hauled by the contractor through the use of load tickets.

The contractor shall construct and maintain Inspection Stations at each Debris Management Site and landfill disposal site. The inspection stations will consist of an inspection tower with furniture and portable sanitary facilities. The contractor will construct the inspection towers of pressure treated wood with a floor elevation that affords the Disposal Site Monitor a complete view of the load bed of each piece of equipment being utilized to haul debris.

A Disposal Site Monitor will be located at each inspection station to verify the load and estimate the volume in cubic yards. The Disposal Site Monitors will estimate the cubic yards of debris in each truck entering the contractor's selected Debris Management Site or landfill disposal site and will record the estimated quantity on pre-numbered debris load tickets.

The contractor will only be paid based on the number of cubic yards of material deposited at the disposal site as recorded on the debris load tickets.

The contractor will be paid based on the number of cubic yards of eligible debris hauled per truckload. One part of the debris load ticket will be given to the truck driver and the other retained by the Disposal Site Monitor. The truck driver's portion of the load ticket will be turned in daily to their supervisor. The Disposal Site Monitor's copy will be turned in daily to the Debris Manager. Payment for hauling debris will only be approved upon presentation of the duplicate debris load ticket with the contractor's invoice. The EBCI will process contractor invoices within ten working days of receipt.

Field Inspection Team

The Debris Manager will appoint Field Inspection Team personnel responsible for monitoring all contractor debris removal and disposal operations. The Field Inspection Teams will periodically inspect each Debris Management Site to ensure that operations are being followed as specified in the Debris Removal and Disposal Contract with respect to local, state and federal regulations and the Debris Management Site Baseline Checklist. Each Field Inspection Team will submit a daily written report to the Debris Manager outlining their observations with respect to the following:

1. Is the contractor using the site properly with respect to layout and environmental considerations?
2. Has the contractor established lined temporary storage areas for ash, household hazardous wastes and other materials that can contaminate soils and groundwater?
3. Has the contractor established environmental controls in equipment staging areas, fueling and equipment repair areas to prevent and mitigate spills of petroleum products and hydraulic fluids?
4. Are plastic liners in place under stationary equipment such as generators and mobile lighting plants?
5. Has the contractor established appropriate rodent control measures?
6. Are burn sites constructed and operating according to the Environmental Checklist for Air Curtain Pit Burners?
7. Has the contractor established procedures to mitigate:
 - a. Smoke: Are the incineration pits constructed properly and being operated according to the contract statement of work?
 - b. Dust: Are water trucks employed to keep the dust down?
 - c. Noise: Have berms or other noise abatement procedures been employed?
 - d. Traffic: Does the Debris Management Site have a suitable layout for ingress and egress to help traffic flow?

Field Inspection reports will also include observations at loading sites and the locations of any illegal dumping sites.

Debris Management Site Setup and Closeout Procedures

The contractor will be responsible for preparing and closing out a Debris Management Site according to specifications in the contract.

Private Property Debris Removal

Dangerous structures are the responsibility of the owner to demolish to protect the health and safety of adjacent residents. However, experience has shown that unsafe structures will remain because of the lack of insurance or absentee landlords. Care must be exercised to ensure that Building Code Enforcement / Inspections properly identifies structures.

The Debris Manager will coordinate with Building Code Enforcement/Inspections regarding:

1. Demolition of private structures.
2. Removing debris from private property.
3. Local law and / or code enforcement agencies.
4. Historic and archaeological sites.
5. Qualified environmental contractors to remove hazardous waste such as asbestos and lead-based paint.
6. Abandoned vehicles.
7. Receipt of Right of Entry Agreements with landowners.

The topography and soil / substrate conditions should be evaluated to determine best site layout. When planning site preparation, think of ways to make restoration easier. For example, if the local soil is very thin, the topsoil can be scraped to bedrock and stockpiled in perimeter berms. Upon site closeout, the uncontaminated soil can be spread to preserve the integrity of the tillable soils.

The following site Baseline Data Checklist should be used to evaluate a site before a contractor begins operations and used during and after to ensure that site conditions are properly documented.

Debris Management Site Operations

Lined temporary storage areas should be established for ash, household hazardous waste, fuels and other materials that may contaminate soils and groundwater. Plastic liners should be placed under stationary equipment such as generators and mobile lighting plants. These actions should be included as a requirement in the contract scope of work. If the site is also an equipment storage area, fueling and equipment repair should be monitored to prevent and mitigate spills of petroleum products and hydraulic fluids.

Be aware of and lessen the effects of operations that might irritate occupants of neighboring areas. Establishment of a buffer zone can abate concerns over smoke, dust, noise and traffic. Consider on-site traffic patterns and segregate materials based on planned volume reduction methods. Operations that modify the landscape, such as substrate compaction and over excavation of soils when loading debris for final disposal, will adversely affect landscape restoration.

Debris removal / disposal should be viewed as a multi-staged operation with continuous volume reduction. There should be no significant accumulation of debris at temporary storage sites. Instead, debris should be constantly flowing to burners and grinders, or recycled with the residue and mixed construction and demolition materials going to a landfill.

Debris Management Site Closeout Inspection

Each Debris Management Site will eventually be emptied of all material and be restored to its previous condition and use. The contractor is required to remove and dispose of all mixed debris, construction and demolition debris, and debris residue to approved landfills. Appropriate Tribal inspectors will monitor all closeout activities to ensure that the contractor complies with the Debris Removal and Disposal Contract. Additional measures may be necessary to meet local, state and federal environmental requirements because of the nature of the Debris Management Site operation.

Debris Management Site Closeout Planning

The contractor must assure the EBCI that all Debris Management Sites are properly remedied. There will be significant costs associated with this operation as well as close scrutiny by the local press and environmental groups. Site redemption will go smoothly if baseline data collection and site operation procedures are followed.

Debris Management Site Closeout Steps:

1. Contractor is responsible for removing all debris from the site.
2. Contractor conducts an environmental assessment with EBCI and landowner.
3. Contractor develops a remediation plan.
4. Remediation plan reviewed by EBCI, landowner and appropriate environmental agency.
5. Remediation plan approved by the appropriate environmental agency.
6. Contractor executes the plan.
7. Contractor obtains acceptance from EBCI, appropriate environmental agency and the landowner.

Debris Management Site Remediation

During the debris removal process and after the material has been removed from each of the Debris Management Sites, environmental monitoring will be needed to close each of the sites. This is to ensure that no long-term environmental contamination is left on the site. The monitoring should be done on three different media: ash, soil and groundwater.

Ash

The monitoring of the ash should consist of chemical testing to determine the suitability of the material for either agricultural use or as a landfill cover material.

Soil

Monitoring of the soil should be by portable inspection methods to determine if any of the soils are contaminated by volatile hydrocarbons. The contractors may do this if it is determined that hazardous material, such as oil or diesel fuel was spilled on the site. This phase of monitoring should be done after the stockpiles are removed from the site.

Ground Water

The monitoring of the groundwater should be done to determine the probable effects of rainfall leaching through either the ash areas or the stockpile areas.

Debris Management Site Closeout Coordination

The contractor will coordinate the following closeout requirements through the EBCI Damage Assessment Team staff:

1. Coordinate with local and state officials responsible for construction, real estate, contracting, project management, and legal counsel regarding requirements and support for implementation of a site remediation plan.
2. Establish an independent testing and monitoring program. The contractor is responsible for environmental restoration of both public and leased sites. The contractor will also remove all debris from sites for final disposal at landfills prior to closure.
3. Reference appropriate and applicable environmental regulations.
4. Prioritize site closures.
5. Schedule closeout activities.

Debris Management Site Baseline Data Checklist

Before Activities Begin:

- ☐ Take ground or aerial video / photographs.
- ☐ Note important features, such as structures, fences, culverts and landscaping.
- ☐ Take random soil samples.
- ☐ Take random groundwater samples.
- ☐ Take water samples from existing wells.
- ☐ Check the site for volatile organic compounds.

After Activities Begin:

- ☐ Establish groundwater monitoring wells.
- ☐ Take groundwater samples.
- ☐ Take spot soil samples at household hazardous waste, ash and fuel storage areas.

Progressive Updates:

- ☐ Update videos / photographs.
- ☐ Update maps / sketches of site layout.
- ☐ Update quality assurance reports, fuel spill reports, etc.

Site Number and Location:

- ☐ Date closure complete.
- ☐ Household hazardous waste removed.
- ☐ Contractor equipment and temporary structures removed.

- ☐ Contractor petroleum spills remediated.
- ☐ Ash piles removed.
- ☐ Comparison of baseline information to conditions after the contractor has vacated the temporary site.

Appendix 11 – Sample Debris Load Ticket

	
EASTERN BAND OF CHEROKEE INDIANS	
Load Ticket	
Ticket Number:	
Contract Number:	
Contractor's Name:	
Date:	
Driver's Name & Driver's License Number:	
Truck License Number:	
Measured Bed Capacity in Cubic Yards:	
Pickup Site Location:	
Time:	
Debris Classification:	
	Burnable Clean Wood Debris
	Non-Burnable Treated Lumber, Metals, C&D
	Mixed Burnable and Non-Burnable
	Other (Define)
Printed Name of Loading Site Monitor:	
Signature:	
Debris Disposal Site Location:	
Time:	
Estimated Quantity of Debris on	
Truck:	
Cubic Yards:	
Printed Name of Disposal Site Monitor:	
Signature:	
Remarks:	

Appendix 12 – Environmental Checklist for Air Curtain Pit Burners

- ☐ Incineration site inspections will also include an assessment of the environmental controls being used by the contractor. Environmental controls are essential for all incineration methods, and the following will be monitored.
- ☐ A setback of at least 1,000 feet should be maintained between the debris piles and the incineration area. Keep at least 1,000 feet between the incineration area and the nearest building. Contractor should use fencing and warning signs to keep the public away from the incineration area.
- ☐ The fire should be extinguished approximately two hours before anticipated removal of the ash mound. The ash mound should be removed when it reaches 2 feet below the lip of the incineration pit.
- ☐ The incineration area should be placed in an aboveground or below ground pit that is no wider than 8 feet and between 9 and 14 feet deep. Above ground incineration pits should be constructed with limestone and reinforced with earth anchors or wire mesh to support the weight of the loaders. There should be a 1 foot impervious layer of clay or limestone on the bottom of the pit to seal the ash from the aquifer.
- ☐ The ends of the pits should be sealed with dirt or ash to a height of 4 feet. A 12 inch dirt seal should be placed on the lip of the incineration pit area to seal the blower nozzle. The nozzle should be 3 to 6 inches from the end of the pit.
- ☐ There should be 1 foot high, unburnable warning stops along the edge of the pit's length to prevent the loader from damaging the lip of the incineration pit.
- ☐ Hazardous or contaminated ignitable material should not be placed in the pit. This is to prevent contained explosions.
- ☐ The airflow should hit the wall of the pit about 2 feet below the top edge of the pit, and the debris should not break the path of the airflow except during dumping. The pit should be no longer than the length of the blower system and the pit should be loaded uniformly along its length.

Appendix 13 – Right of Entry Agreement



Right of Entry Agreement Eastern Band of Cherokee Indians

I / We _____, the owner(s) of the property commonly identified as,
(street) _____,

of Cherokee, State of North Carolina do hereby grant and give freely and without coercion, the right of access and entry to said property in the Qualla Cherokee Reservation its agencies, contractors, and subcontractors thereof, for the purpose of removing and clearing any or all storm-generated debris of whatever nature from the above described property. It is fully understood that this permit is not an obligation to perform debris clearance. The undersigned agrees and warrants to hold harmless the Eastern Band of Cherokee Indians, its agencies, contractors, and subcontractors, for damage of any type, whatsoever, either to the above described property or persons situated thereon and hereby release, discharge, and waive any action, either legal or equitable that might arise out of any activities on the above described property. The property owner(s) will mark any storm damaged sewer lines, water lines and other utility lines located on the described property.

I / We (have, have not) (will, will not) received any compensation for debris removal from any other source including SBA, ASCS, private insurance, individual and family grant program or any other public assistance program. I will report for this property any insurance settlements to me or my family for debris removal that has been performed at government expense.

For the considerations and purposes set forth herein, I set my hand this _____ day of _____, 20__.

Witness _____

Owner / Telephone Number / Address _____

Appendix 14 – Construction and Demolition Debris Management Site Operational Guidelines

When local governments are preparing temporary facilities for handling debris resulting from the cleanup efforts due to storm damage, the following guidelines should be considered when establishing Debris Management Sites for Construction & Demolition (C&D) debris.

These guidelines apply only to sites for staging/transferring C&D storm debris (roof shingles / roofing materials, carpet, insulation, wallboard, treated and painted lumber, etc.). Arrangements

should be made to screen out unsuitable materials, such as household garbage, white goods, asbestos containing materials (ACM's), and household hazardous waste.

Debris Management Sites

1. Locating Debris Management Sites for staging / transferring C&D waste can be accomplished by evaluating potential sites and by revisiting sites used in the past to see if site conditions have changed or if the surrounding areas have changed significantly to alter the use of the site. The following guidelines are presented in locating a site for "staging / transferring" and are considered "minimum standards" for selecting a site for use:
2. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location to verify these areas. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected.
3. Hauler unloading areas for incoming C&D debris material should be at a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
4. Storage areas for incoming C&D debris shall be at least 100 feet from the site property boundaries, on-site buildings / structures, and septic tanks with leach fields or at least 250 feet from off-site residential dwellings, commercial or public structures, and potable water supply wells, whichever is greater.
5. Materials separated from incoming C&D debris (white goods, scrap metal, etc.) shall be at least 50 feet from site property lines. Other nontransferable C&D wastes (household garbage, larger containers of liquid, household hazardous waste) shall be placed in containers and transported to the appropriate facilities as soon as possible.
6. Sites that have identified wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site the areas should be flagged and a 100-foot buffer shall be maintained for all activities on going at the site.
7. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks / trailers used to haul debris, and underground utilities need to be identified due to the potential for site disturbance by truck/equipment traffic and possible site grading.
8. Sites shall have an attendant during operating hours to minimize the acceptance of unapproved materials and to provide directions to haulers and private citizens bringing in debris.
9. Sites should be secure after operating hours to prevent unauthorized access to the site. Temporary measures to limit access to the site could be the use of trucks or equipment to block entry. Gates, cables, or swing pipes should be installed as soon as possible for permanent access control, if a site is to be used for longer than two weeks.
10. When possible, signs should be installed to inform haulers and the general public on types of waste accepted, hours of operation and who to contact in case of after-hours emergency.
11. Final written approval is required from the EBCI Emergency Management to consider any debris management site to be closed. Closure of processing/recycling sites shall be within

one (1) year of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site by the Solid Waste Section may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed. Closure of sites shall be in accordance with the closure and restoration of temporary debris management sites guidelines.

Appendix 15 – Establishing Debris Management Sites for Burning and Grinding Operations

General

When preparing temporary facilities for handling debris resulting from the cleanup efforts due to storm damage, the following guidelines should be considered when establishing Debris Management Sites for Burning and Grinding Operations.

These guidelines apply only to sites for grinding or burning vegetative storm debris (yard waste, trees, limbs, stumps, branches and untreated or unpainted wood). Arrangements should be made to screen out unsuitable materials.

The two method(s) of managing vegetative and land clearing storm debris are "chipping / grinding" for use in landscape mulch, compost preparation, and industrial boiler fuel or using an air curtain burner (ACB), with the resulting ash being land applied as a liming agent or incorporated into a finished compost product as needed.

Specific

Chipping and Grinding Debris Management Sites

1. Locating Debris Management Sites for chipping / grinding of vegetative and land clearing debris will require a detailed evaluation of potential sites and possible revisits at future dates to see if site conditions have changed or if the surrounding areas have changed significantly to alter the use of the site.
2. The following guidelines are presented in locating a site for "chipping / grinding" and are considered "minimum standards" for selecting a site for use:
3. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected.
4. Storage areas for incoming debris and processed material should be at a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
5. Storage areas for incoming debris and processed material shall be at least 100 feet from the site property boundaries and on-site buildings / structures. Management of processed material shall be in accordance with the guidelines for reducing the potential for spontaneous combustion in compost / mulch piles.

6. Storage areas for incoming debris shall be located at least 100 feet from residential dwellings, commercial or public structures, potable water supply wells and septic tanks with leach fields.
7. Sites that have identified wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site, the areas shall be flagged and a 100 foot buffer shall be maintained for all activities on-going at the site.
8. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks / trailers used to haul debris, and underground utilities need to be identified due to the potential for site disturbance by truck / equipment traffic and possible site grading.
9. Sites shall have an attendant(s) during operating hours to minimize the acceptance of unapproved materials and to provide directions to haulers and private citizens bringing in debris.
10. Sites should be secure after operating hours to prevent unauthorized access to the site. Temporary measures to limit access to the site could be the use of trucks or equipment to block entry. Gates, cables, or swing pipes should be installed as soon as possible for permanent access control, if a site is to be used longer than two weeks. Sites should have adequate access that prohibits traffic from backing onto public rights-of-way or blocking primary and / or secondary roads to the site.
11. When possible, signs should be installed to inform haulers and the general public on types of waste accepted, hours of operation, and who to contact in case of an after hours emergency.
12. Grinding of clean wood waste such as pallets and segregated unpainted / untreated dimensional lumber is allowed.
13. Final written approval is required from EBCI Emergency Management to consider any debris management site to be closed. Closure of staging and processing sites shall be within six (6) months of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed. Closure of sites shall be in accordance with the closure and restoration guidelines for Debris Management Sites.

Air Curtain Burner Sites

1. Locating sites that are intended for air curtain burning (ACB) operations is a coordinated effort between the Solid Waste Authority and local air quality officials for evaluating the surrounding areas and to reevaluate potential sites used in the past. The following guidelines are presented for selecting an ACB site and operational requirements once a site is in use:
2. Contact the local fire marshal or fire department for input into site selection in order to minimize the potential for fire hazards, other potential problems related to fire fighting that could be presented by the location of the site and to ensure that adequate fire protection resources are available in the event of an emergency.
3. The requirements for ACB device(s), in accordance with local air quality rules require the following buffers: a minimum of 500 feet from the AC13 device to homes, dwellings and

other structures and 250 feet from roadways. Contact the local office of air quality for updates or changes to their requirements.

4. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected. If ACB pit devices are utilized, a minimum two foot separation to the seasonal high water table is recommended. A larger buffer to the seasonal high water table may be necessary due to on-site soil conditions and topography.
5. Storage areas for incoming debris should be at a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
6. Storage areas for incoming debris shall be located at least 100 feet from property boundaries and on-site buildings / structures.
7. Air Curtain Burners in use should be located at least 200 feet from on-site storage areas for incoming debris, on-site dwellings and other structures, potable water supply wells and septic tanks and leaching fields.
8. Wood ash stored on-site shall be located at least 200 feet from storage areas for incoming debris, processed mulch or tub grinders (if a grinding site and ACB site is located on the same property). Wood ash shall be wetted prior to removal from the ACB device or earth pit and placed in storage. If the wood ash is to be stored prior to removal from the site, then rewetting may be necessary to minimize airborne emissions.
9. Wood ash to be land applied on-site or off-site shall be managed in accordance with the guidelines for the land application of wood ash from storm debris burn sites. The ash shall be incorporated into the soil by the end of the operational day or sooner if the wood ash becomes dry and airborne.
10. Sites that have identified wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site it will be necessary to delineate areas of concern. Once areas are delineated, the areas shall be flagged, and a 100 foot buffer shall be maintained for all activities ongoing at the site.
11. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks / trailers used to haul debris and the intense heat generated by the ACB device. Underground utilities need to be identified prior to digging pits for using the ACB device.
12. Provisions should be made to prevent unauthorized access to facilities when not open for use. As a temporary measure, access can be secured by blocking drives or entrances with trucks or other equipment when the facilities are closed. Gates, cables, or other more standard types of access control should be installed as soon as possible.
13. When possible, post signs with operating hours and information about what types of cleanup waste may be accepted. Also include information as to whether only commercial haulers or the general public may deposit waste.
14. Closure of air curtain burner sites shall be within six (6) months of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed. Closure of sites

shall be in accordance with the guidelines for closure and restoration of Debris Management Sites.

Appendix 16 – Guidelines for the Land Application of Wood Ash from Storm Debris Burn Sites

1. Whenever possible, soil test data and waste analysis of the ash should be available to determine appropriate application rate.
2. In the absence of test data to indicate agronomic rates, application should be limited to 2 to 4 tons per acre / one time event. If additional applications are necessary, due to the volume of ash generated and time frame in which the ash is generated, then an ash management plan will be needed.
3. Ash should be land applied in a similar manner as agricultural limestone.
4. Ash should not be land applied during periods of high wind to avoid the ash blowing off the application sites.
5. Ash should not be land applied within 25 feet of surface waters or within 5 feet of drainage ways or ditches on sites that are stabilized with vegetation. These distances should be doubled on sites that are not vegetated and the ash should be promptly incorporated into the soil.
6. Records should be maintained to indicate where ash is applied and the approximate quantities of ash applied.
7. As an option to land application, ash may be managed at a permitted municipal solid waste landfill after cooled to prevent possible fire.
8. Assistance in obtaining soil test data and waste analysis of ash should be available through contiguous county offices of the NC Cooperative Extension Service.

Appendix 17 – Guidelines for Reducing the Potential for Spontaneous Combustion in Compost or Mulch Piles

1. When ground organic debris is put into piles, microorganisms can very quickly begin to decompose the organic materials. Microorganisms generate heat and volatile gases as a result of the decomposition process. Temperatures in these piles can easily rise to more than 160 degrees Fahrenheit. Spontaneous combustion can occur in these situations.
2. Spontaneous combustion is more likely to occur in larger piles of debris because of a greater possibility of volatile gases building up in the piles and being ignited by the high temperatures. If wind rows can be maintained 5 feet to 6 feet high and 8 feet to 10 feet wide, volatile gases have a better chance of escaping the piles and the possibility of spontaneous combustion will be reduced.
3. Turning piles when temperatures reach 160 degrees can also reduce the potential for spontaneous combustion. Pile turning provides an opportunity for gases to escape and for the contents of the pile to cool. Adding moisture during turning will increase cooling. Controlling the amount of nitrogen bearing (green) wastes in piles will also help to reduce the risk of fire. The less nitrogen in the piles the slower the decomposition process and consequently the less heat generated and gases released.

4. Large piles should be kept away from wooded areas and structures and should be accessible to fire fighting equipment, if a fire were to occur. Efforts should be made to avoid driving or operating heavy equipment on large piles because the compaction will increase the amount of heat buildup, which could increase the possibility of spontaneous combustion.

Appendix 18 – Guidelines for Closure and Restoration of Debris Management Sites

Closure or re-approval of a Debris Management Site should be accomplished within 30 days of receiving the last load of debris.

Site Closure

Once a site is no longer needed, it should be closed in accordance with the following guidelines. Closure is not considered complete until the following occurs:

Material Removal

1. All processed and unprocessed vegetative material and inert debris shall be removed to a properly approved solid waste management site.
2. Tires must be disposed of at a scrap tire collection / processing facility; white goods and other metal scrap should be separated for recycling.
3. Burn residues shall be removed to a properly approved solid waste management site or land and applied in accordance with the guidelines.
4. All other materials (unrecoverable metals, insulation, wall board, plastics, roofing material, painted wood, and other material from demolished buildings that is not inert debris as well as inert debris that is mixed with such materials shall be removed to a properly permitted C&D recycling facility, C&D landfill or municipal solid waste landfill.

Stabilization

Sites shall be stabilized with erosion control measures, including establishment of vegetative cover, in accordance with regulations of Department of Environmental Protection.

Agency Approval

The Department of Environmental Protection reserves the right to review any temporary site to determine if the provisions outlined herein have been adequately addressed.

Site Re-approval

Sites that were approved as temporary staging or processing sites will require re-approval for long term storage, continuing reduction processing, permanent disposal if site is not closed out in accordance with guidelines stated here. Sites shall be managed and monitored in accordance with the Department of Environmental Protection and to prevent threats to the environment or public health.

Direction and Control Annex Appendices

Appendix 19 – State of Emergency

Introduction

This proclamation declares a State of Emergency for the Eastern Band of Cherokee Indians (EBCI) in response to a threat, occurrence of disaster, or emergency.

Authority

This proclamation is issued by the Principal Chief of the EBCI in accordance with tribal laws, ordinances, and emergency management protocols.

Purpose

The State of Emergency proclamation is enacted to facilitate the mobilization of resources, coordination of response efforts, and implementation of emergency measures to protect the health, safety, and welfare of the EBCI residents.

Scope

This proclamation applies to all Tribal lands, communities, facilities, and tribal members within the Qualla Boundary.

Declaration

I, (Insert Name), Principal Chief of the Eastern Band of Cherokee Indians, hereby declare a State of Emergency for the EBCI within the Qualla Boundary, effective immediately.

Justification

This proclamation is issued due to [brief description of emergency situation or disaster], which poses a significant threat to life, property, or the environment within the Qualla Boundary.

Actions Authorized

The State of Emergency proclamation authorizes the activation of the EBCI Emergency Operations Plan (EOP), deployment of emergency resources, issuance of emergency orders, and implementation of protective measures to address the emergency situation.

Duration

The State of Emergency shall remain in effect until further notice or until the emergency situation is resolved and the EBCI authorities determine that normal conditions have been restored.

Coordination

All tribal departments, agencies, partners, and stakeholders are directed to coordinate in response efforts under the guidance of the EBCI Emergency Management Department.

Communication

This proclamation shall be communicated to all relevant parties, including tribal members, local authorities, and regional emergency management agencies, to ensure awareness and compliance with emergency directives.

Enforcement

The provisions and directives outlined in this State of Emergency proclamation are legally enforceable. Non-compliance may result in penalties or sanctions as per tribal regulations.

Conclusion

The Proclamation State of Emergency for the Eastern Band of Cherokee Indians (EBCI) establishes the legal basis, authority, purpose, scope, and actions authorized to address the emergency situation and safeguard the well-being of the EBCI community. By proclaiming a State of Emergency, the EBCI reaffirms its commitment to providing a coordinated, effective, and timely response to emergencies and disasters impacting tribal lands and residents.

Donations Management Annex Appendices

Appendix 20 - Donations Management Preparedness/Response Checklist

EBCI Emergency Management

- ☐ Appoint a Donations Manager / Coordinator or donations management organization (i.e., United Way).
- ☐ Donations Manager then becomes part of EOC Logistics Group.
- ☐ Pre-determine locations that will be both suitable and available to receive large quantities of donated goods (i.e. warehouses).

Donations Manager

- ☐ Develop detailed plans and procedures to quickly establish Receiving and Distribution Center(s) that will support this annex.
- ☐ Report to the EOC and serve with the Logistics Group until relieved.
- ☐ Receive a situational briefing and understand your assignment. Ask questions and receive answers during the briefing.
- ☐ Appoint a secondary or assistant Donations Manager (Assistant Director, Parks and Recreation).
- ☐ Establish Donations Receiving and Distribution Center(s).
- ☐ Assign or appoint a Distribution Center manager (or as many managers as necessary for the number of distribution centers that will operate). *Note: Distribution Center managers should be familiar with stocking, classifying materials and methods of bulk material handling.*
- ☐ Assign or appoint a Receiving Center manager (or as many managers as necessary for the number of receiving centers that will operate). *Note: Receiving Center managers should be familiar with stocking and classifying materials and methods of bulk material handling and shipping. Receiving Center managers are likely to deal with truck drivers as well as members of the public who may desire receipts for materials they are delivering.*
- ☐ Coordinate with the Public Information Officer to release information:
 - ☐ Types and quantities of supplies or materials needed.
 - ☐ Location of Distribution Center(s).
 - ☐ Dates and times of Distribution Center operations.
 - ☐ What the Distribution Center has available for the public.
 - ☐ General public guidelines (rules) for the distribution of donated goods.
- ☐ Coordinate with the EOC Logistics Group for:

- ☐ [Additional resources](#) such as manpower, equipment, and additional locations.
- ☐ Security and traffic control.
- ☐ Locations for reception area(s) - (where donated goods will be received).
- ☐ Transportation resources to transport donated goods to Distribution Centers.
- ☐ Ensure adequate staffing of Receiving and Distribution Center(s).
- ☐ Once Receiving and Distribution locations are established, establish, and maintain communications.
- ☐ Ensure adequate safety guidelines are followed (OSHA) for use of equipment (i.e. forklifts).
- ☐ Ensure Receiving Center personnel are provided with adequate and appropriate safety equipment and receive appropriate training.
- ☐ Ensure Distribution Center personnel are provided with adequate and appropriate safety equipment and receive appropriate training.
- ☐ Prepare written reports to submit to the EOC Logistics Group as required or requested.
- ☐ Track personnel and equipment and keep appropriate logs.
- ☐ Perform other tasks as assigned.

Emergency Medical Services Annex Appendices

Appendix 21 - Emergency Medical Services Director Checklist

- ☐ Upon notification report to the EOC.
- ☐ Receive a situational briefing from the EOC. Ask questions and address concerns during the briefing.
- ☐ Brief the EOC and/or the Incident Commander regarding:
 - ☐ Number of BLS and ALS units available
 - ☐ Number of personnel available to operate both BLS and ALS units
 - ☐ Status of hospitals and number of beds available or total persons that may have to be evacuated by EMS
 - ☐ Status of other medical or care facilities that may require EMS
 - ☐ Status and number of medical personnel that may be on call (EMS/Rescue/First Responders, etc.)
- ☐ Based upon briefing anticipate the number of units that will be necessary to carry out the EMS mission.
- ☐ Request mutual aid assistance if warranted.
- ☐ If mutual aid is not available from surrounding jurisdictions, request additional resources through the Emergency Management Program Manager/Incident Commander.
- ☐ Brief EMS supervisors.

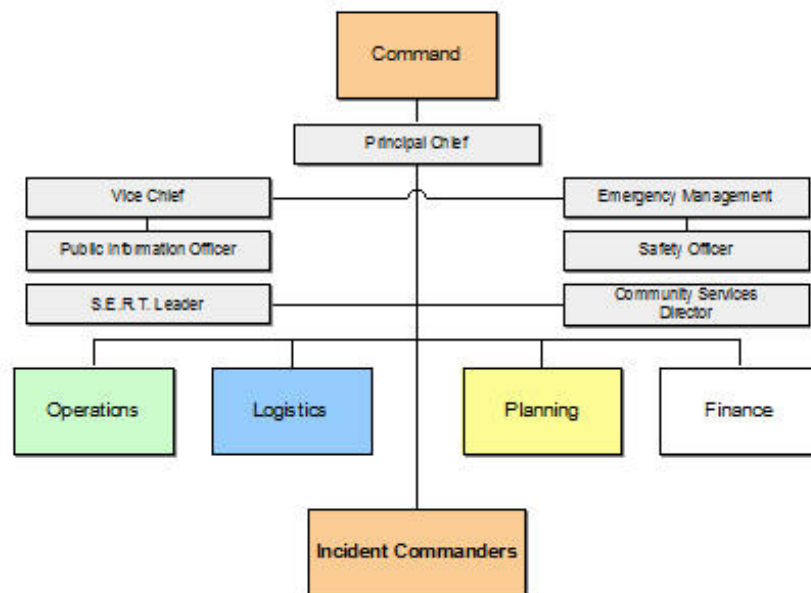
Appendix 22 – Emergency Medical Services Supervisors Checklist

- ☐ Receive a situational briefing from the EMS Director and/or Incident Commander. Ask questions and address immediate concerns.
- ☐ Prepare a briefing for BLS and/or ALS personnel and include:
 - ☐ Number of BLS and ALS units available.
 - ☐ Number of personnel available to operate both BLS and ALS units.
 - ☐ Status of hospitals and number of beds available or total persons that may have to be evacuated by EMS.
 - ☐ Status of other medical or care facilities that may require EMS.
 - ☐ Safety.
 - ☐ Location of replacement medical supplies if different from normal locations.

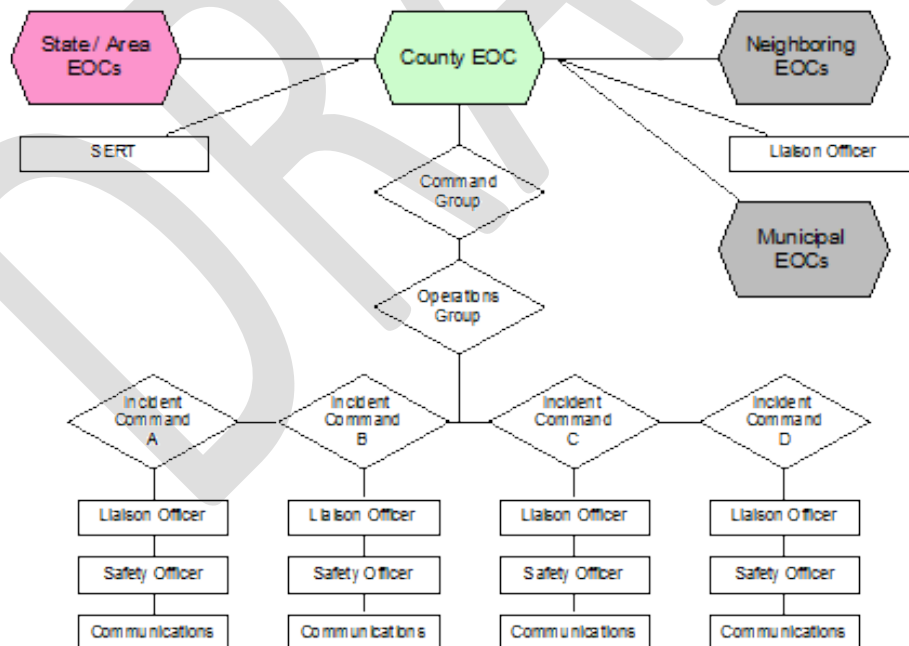
- ☐ Special instructions, maps, charts or other information (i.e. evacuations are occurring or about to occur).
- ☐ Current and forecasted weather.
- ☐ Inspect units and ensure they are properly equipped and supplied at the beginning of each shift.
- ☐ Carry out other duties that are "normal" day-to-day functions of a supervisor.
- ☐ Ensure accurate mileage records and personnel time records are kept, and during a disaster ensure copies are made and appropriate reports filed regarding overtime.
- ☐ Prepare and submit required or necessary reports to the Director in a timely manner.
- ☐ Immediately report any death or injury of personnel to the Director.
- ☐ Immediately report any unit damaged or in need of repair that may take it out of service.
- ☐ Establish and maintain communications with all units at all times.
- ☐ If not already established, prepare a staging area for EMS units that will be coming to assist and appoint a Staging Officer if one has not already been appointed.
- ☐ If staging has been established maintain communications with the Staging Officer and dispatch relief or additional units from the staging area as required.
- ☐ Ensure you or the Staging Officer briefs all units that will be coming to assist, and that they have a clear understanding of their mission assignments.
- ☐ Do not hesitate to inspect credentials of assisting personnel and/or equipment and supplies. Relieve any personnel that are not properly trained for the assignment or remove any unit from service that does not meet BLS or ALS standards.
- ☐ If, upon arrival at the scene of any emergency where multiple agencies are involved and Incident Command has not been established, establish Incident Command and assume the command function until relieved or the circumstances no longer require Incident Command.
- ☐ Carry out other functions as the circumstances dictate or by instruction of the Director and/or Incident Commander

Emergency Operation Center Annex Appendices

Appendix 23 – Incident Command Direction and Control Flow



Appendix 24 – EOC to Field Command and Control Flow



Evacuation and Transportation Annex Appendices

Appendix 25 – Evacuation and Transportation Checklist

Principal Chief or designee, or Incident Commander:

- ☐ When notified, report to the Emergency Operations Center or command post.
- ☐ Receive a situational briefing.
- ☐ Determine if an evacuation is warranted and, if so, to what extent (localized or widespread, voluntary or ordered).
- ☐ Determine if a declaration of a state of emergency is necessary and, if so, to what extent (localized or widespread, voluntary or ordered).
- ☐ Examine the ramifications of ordering evacuation:
 - ☐ Security of evacuated area.
 - ☐ Weather conditions (i.e., Is it safe to drive?).
 - ☐ Potential traffic congestion and traffic control issues.
 - ☐ Available sheltering/mass care and shelter/mass care resources (i.e., shelter managers, staff, bedding, food supplies).
 - ☐ General public guidelines (rules) for evacuation.
 - ☐ Informing the public.
 - ☐ Transportation availability.
 - ☐ Other concerns brought out during the briefing.
 - ☐ Special needs/special medical needs/special transportation needs (i.e., elderly, non-ambulatory, etc.).
- ☐ If an evacuation is ordered determine which agencies will carry out the evacuation.
- ☐ Prepare necessary documentation.

Transportation Coordinator:

- ☐ When notified, report to the Emergency Operations Center or command post.
- ☐ Receive a situational briefing.
- ☐ Determine what transportation resources are available (i.e., vehicles, personnel, fuel supplies, railroad, aircraft, etc.)

- ☐ Determine transportation needs of the public (i.e., special medical needs/special transportation needs).
- ☐ Assess weather and related road conditions to determine the ability to safely move people and/or supplies.
- ☐ Determine the availability of fuel and emergency vehicle repair.
- ☐ Ensure drivers are appropriately licensed and adequately trained.
- ☐ Determine additional insurance needs.
- ☐ Determine potential legal ramifications. Be familiar with emergency ordinance, declaration of emergency and NCGS 115C-242 (use of school buses) and other transportation concerns.
- ☐ Determine or designate pick-up points.
- ☐ Communicate pick-up point locations, times or schedules to the Public Information Officer and the EBCI Emergency Management.
- ☐ Dispatch or cause to be dispatched, appropriate transportation to pre-determined or designated pick-up points.
 - ☐ Brief drivers.
 - ☐ Transportation availability.
 - ☐ Security and Safety.
 - ☐ Mission assignments and maps.
 - ☐ Weather conditions (i.e., Is it safe to drive?).
 - ☐ Potential traffic congestion and traffic control issues.
 - ☐ Available sheltering/mass care and shelter/mass care locations.
 - ☐ General public guidelines (rules) for evacuation.
 - ☐ Location of fuel and maintenance.
 - ☐ Location of emergency worker food.
 - ☐ Other concerns brought out during the briefing.
- ☐ Special needs/special medical needs/special transportation needs (i.e., elderly, non-ambulatory, etc.).
- ☐ Communicate with and maintain communications with drivers.
- ☐ Make sure drivers maintain a mileage and time log and return their logs at the end of their shift or assignment.

- ☐ Communicate and maintain communications with fuel suppliers and maintenance personnel.
- ☐ Develop an ongoing staffing and vehicle availability plan and be prepared to brief the EOC and/or Incident Commander when called on to do so.
- ☐ Carry out other functions necessary to provide transportation in emergency situations.

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Fire and Rescue Annex Appendices

Appendix 26 – Emergency Support Function (ESF) #4

Introduction

Purpose

Emergency Support Function (ESF) #4 – Firefighting provides Federal support for the detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, an all-hazard incident requiring a coordinated national response for assistance.

Scope

Emergency Support Function (ESF) #4 – Firefighting provides Federal support for the detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, an all-hazard incident requiring a coordinated national response for assistance.

Relationship to Whole Community

This section describes how ESF #4 relates to other elements of the whole community.

Local, State, Tribal, and Territorial

Firefighting is an inherently local responsibility. Local fire resources often receive assistance from other fire departments/agencies through established mechanisms identified in local mutual aid agreements. Further assistance can be obtained through an established intrastate mutual aid system. If additional assistance is required, firefighting resources can be requested from other jurisdictions through processes established under mutual aid agreements, state-to-state or regional compacts, or other agreements. If the governor of the affected state has declared an emergency, firefighting resources may be requested through the Emergency Management Assistance Compact (EMAC). If the President has declared an emergency or major disaster under the Stafford Act, firefighting resources may also be requested through ESF #4. Using existing authorities and agreements, ESF #4 can mobilize wildland and structure firefighting resources from across the country, as well as from several foreign countries, through the national firefighting mobilization system to incidents anywhere in the United States.

Except where specified in agreements or through a formal delegation of authority, assisting firefighting resources report to and become part of the command structure of the requesting jurisdiction. Coordination with and support of local, state, tribal, territorial, and insular area fire suppression organizations is accomplished through the state (or equivalent) forester, state fire marshal, state emergency management agency, or other appropriate state, tribal, territorial, or insular area agency or tribal fire suppression organization. Responsibility for situation assessment and determination of resource needs lies primarily with the local Incident Commander.

Shortages of critical firefighting resources are adjudicated at the lowest jurisdictional level. Many firefighting agencies provide additional functions such as emergency medical services, technical rescue, and hazardous materials response. During a Federal response, these resources may support multiple ESFs in support of different core capabilities. Local authorities are responsible for obtaining required waivers and clearances related to ESF #2 support.

Private Sector/Nongovernmental Organizations

Private sector and nongovernmental organizations resources for firefighting support are mobilized through standard contract procedures.

Federal Government

All requests for wildland or structural firefighting resources through ESF #4 will be coordinated through the existing national firefighting mobilization system managed by the Department of Agriculture (USDA) Forest Service.

USDA Forest Service will coordinate at the national and regional levels with the Federal Emergency Management Agency (FEMA); appropriate state, tribal, territorial, and insular area agencies; and cooperating agencies on all issues related to response activities.

FEMA/U.S. Fire Administration will coordinate with appropriate state, tribal, territorial, and insular area agencies and local fire departments to expand structural firefighting resource capacity in the existing national firefighting mobilization system and provide information on the protection of emergency services sector critical infrastructure.

Specific information on Federal Government actions is described in the following sections.

Core Capabilities and Actions

ESF Role Aligned to Core Capabilities

The following table lists the response core capabilities that ESF #4 most directly supports along with the particular ESF #4 actions related to each of these core capabilities. Though not listed in the table, all ESFs support the following core capabilities: Planning, Operational Coordination, and Public Information and Warning.

1. Fire Management and Suppression
 - a. Provides wildland and structure firefighting resources to local, state, tribal, territorial, insular area, and Federal agencies in support of firefighting and emergency operations.
 - b. Provides command, control, and coordination of resources (to include incident management teams, area command teams, and multi-agency coordination group support personnel) to local, state, tribal, territorial, insular area, and Federal agencies in support of firefighting and emergency operations.
 - c. Provides direct liaison with local, state, tribal, territorial, or insular area emergency operations centers (EOCs) and fire chiefs in the designated area, as appropriate.
 - d. Provides support to enhance the resilience of local, state, tribal, territorial, and insular area firefighting agencies.
2. Situational Assessment
 - a. Obtains an initial fire situation and damage assessment through established intelligence procedures; determines the appropriate management response to meet the request for assistance.
 - b. Analyzes each request before committing people and other resources; ensures employees will be provided with appropriate vaccinations, credentials, and

personal protective equipment to operate in the all-hazard environment to which they are assigned; and ensures that all employees involved in all-hazard response will be supported and managed by an agency leader, agency liaison, or interagency incident management team.

- c. Ensures that an all-hazard incident-specific briefing and training are accomplished prior to task implementation. This preparation will usually occur prior to mobilization where incident description, mission requirements, and known hazards are addressed. Key protective equipment and associated needs for tasks that employees do not routinely encounter or perform will be identified.
3. Infrastructure Systems
 - a. Provides expertise and personnel to assist with assessment of emergency services sector critical infrastructure.
4. Operation Communications
 - a. Provides radio communications systems to support firefighters, law enforcement officers, and incident response operations.
5. Department of Agriculture (USDA)/Forest Service
 - a. Coordinates Federal firefighting activities. This function is accomplished by mobilizing firefighting resources in support of local, state, tribal, territorial, and insular area wildland, rural, and urban firefighting agencies nationwide.
 - b. Provides qualified ESF #4 personnel to serve at the national and regional area levels during Stafford Act incidents.
 - c. Provides support personnel at the national, regional, and incident levels.
 - d. Requests assistance from supporting agencies as necessary to accomplish ESF #4 responsibilities.
 - e. Provides logistics support through the appropriate Geographic Area Coordination Center and/or National Interagency Coordination Center for mobilizing resources for firefighting.
 - f. Assumes full responsibility for suppression of wildfires burning on National Forest System lands and joins in a unified command with the local jurisdiction on incidents threatening National Forest System lands.
 - g. Provides and coordinates firefighting assistance to other Federal land management; state forestry; and local, tribal, territorial, and insular area fire organizations as requested under the terms of existing agreements and the National Response Framework (NRF).
 - h. Arranges for and provides direct liaison with local, state, tribal, territorial, and insular area EOCs and fire chiefs in the designated area, as appropriate, to coordinate requests for firefighting assistance in structural or industrial fire detection, protection, and suppression operations.
6. Department of Commerce (Support)
 - a. Provides fire/weather forecasting as needed, from the National Interagency Fire Center in Boise, Idaho, or from a nearby National Weather Service Forecast Office under the terms of existing interagency agreements.
 - b. Provides urban and industrial hazard analysis support through the Building and Fire Research Laboratory of the National Institute of Standards and Technology.

- c. Provides fire/weather support under the terms of the National Agreement for Meteorological Services in Support of Agencies with Land Management and Fire Protection Responsibilities.
 - d. Provides forecasts of the dispersion of smoke in support of planning and response activities.
- 7. Department of Defense (Support)
 - a. Assumes full responsibility for firefighting activities on DOD installations.
 - b. Supports firefighting operations on nonmilitary lands with personnel, equipment, and supplies under the terms of the current interagency agreement between DOD, USDA, and DOT, including arrangement of liaisons as required.
 - c. Provides contracting services through ESF #3 to urban and rural firefighting forces to obtain heavy equipment and/or demolition services to suppress incident-related fires as needed.
- 8. Department of Homeland Security (Support)
 - a. FEMA/U.S. Fire Administration
 - i. Provides qualified ESF #4 personnel to serve at the national and regional area levels during Stafford Act incidents.
 - ii. Establishes liaison with EMAC personnel on governor-to-governor requests for firefighting resources to ensure the ESF#4 primary agency and appropriate support agencies are aware of any firefighting resources provided through EMAC.
 - iii. Assists with identification of local structure fire resources not currently available through the existing national firefighting mobilization system, and assists with incorporating these resources into the system.
 - iv. Provides contact with appropriate fire service organizations/associations at the national level to ensure any actions by these organizations relative to disaster planning, preparedness, or response are coordinated with the ESF #4 primary agency and other appropriate support agencies.
 - v. In conjunction with the ESF #4 primary agency and other appropriate support agencies, provides direct liaison with local, state, tribal, territorial, and insular area EOCs and fire chiefs in the designated area, as appropriate.
 - vi. Disseminates information and provides subject matter experts to improve infrastructure protection efforts within the emergency services sector.
 - vii. Provides assistance with assessment of impacted emergency services sector critical infrastructure.
 - b. U.S. Coast Guard
 - i. Provides marine firefighting assistance, as available, commensurate with each unit's level of training and the adequacy of available equipment.
 - ii. Assumes responsibility and direct authority for safeguarding ports and may exercise Federal control over vessels, ports, harbors, and waterfront facility operations and vessel movements as deemed necessary.
- 9. Department of Interior (Support)

- a. Assumes full responsibility for fighting wildfires burning on lands within its jurisdiction and joins in unified command with the local jurisdiction on incidents threatening lands within its jurisdiction.
 - b. Assists the USDA/Forest Service in managing and coordinating firefighting operations.
 - c. Provides firefighting assistance to other Federal land management; state forestry; and local, state, tribal, territorial, and insular area fire organizations as requested under the terms of existing agreements and the NRF.
 - d. Provides qualified ESF #4 personnel and support personnel at the national, regional, and incident levels during Stafford Act incidents.
 - e. In conjunction with the ESF #4 primary agency and other appropriate support agencies, provides direct liaison with local, state, tribal, territorial, and insular area EOCs and fire chiefs in the designated area, as appropriate.
10. Department of State (Support)
- a. Coordinates with foreign governments on identification and movement to the United States of assets and resources for firefighting assistance.
 - b. Coordinates with foreign states concerning offers of support, gifts, offerings, donations, or other aid.
11. Environmental Protection Agency (Support)
- a. Provides technical assistance and advice in the event of fires involving hazardous materials.
 - b. Provides assistance in identifying an uncontaminated, operational water source for firefighting.
 - c. Provides assistance in identifying critical water systems requiring priority restoration for firefighting.
 - d. Provides technical assistance on issues concerning the impacts of firefighting chemicals on wastewater treatment facilities.
12. Other Organizations (Support)
- a. State forestry organizations in most states are responsible for wildland firefighting on non-Federal lands.
 - b. Local fire departments are typically responsible for structural firefighting. Local, state, tribal, territorial, and insular area governments, including state forestry organizations and local fire departments, may assist other local, state, tribal, territorial, and insular area government and Federal agencies in firefighting operations through existing agreements.
 - c. Private sector resources are mobilized through standard contract procedures.

Appendix 27 - Fire Service Disaster Preparedness/Response Checklist

Fire Chief

- ☐ When notified, report to the Emergency Operations Center (Operations Group).
- ☐ Receive a situational briefing. Ask questions and address concerns.

- ☐ Advise the EOC of the availability of firefighting and Fire Service response resources, including the number of personnel and apparatus that may be available.
- ☐ Advise the EOC of any special apparatus or personnel needs that are immediately known.
- ☐ Review mutual aid agreements to ensure such agreements are formalized.
- ☐ Implement mutual aid as necessary, requested or required.
- ☐ Be familiar with the process to request RRTs (Regional Response Team) and make such requests as needed.
- ☐ Ensure Incident Command is implemented at each incident. If appropriate, Fire Service Incident Commanders should report their situations and special requests for assistance to the Fire Chief who is also the Tribal Fire Service liaison in the Emergency Operations Center. "Normal" requests for assistance (i.e. additional personnel, additional equipment, etc.) will be made through the Communications Center.
- ☐ Establish and maintain communications with Fire Service Incident Commanders.

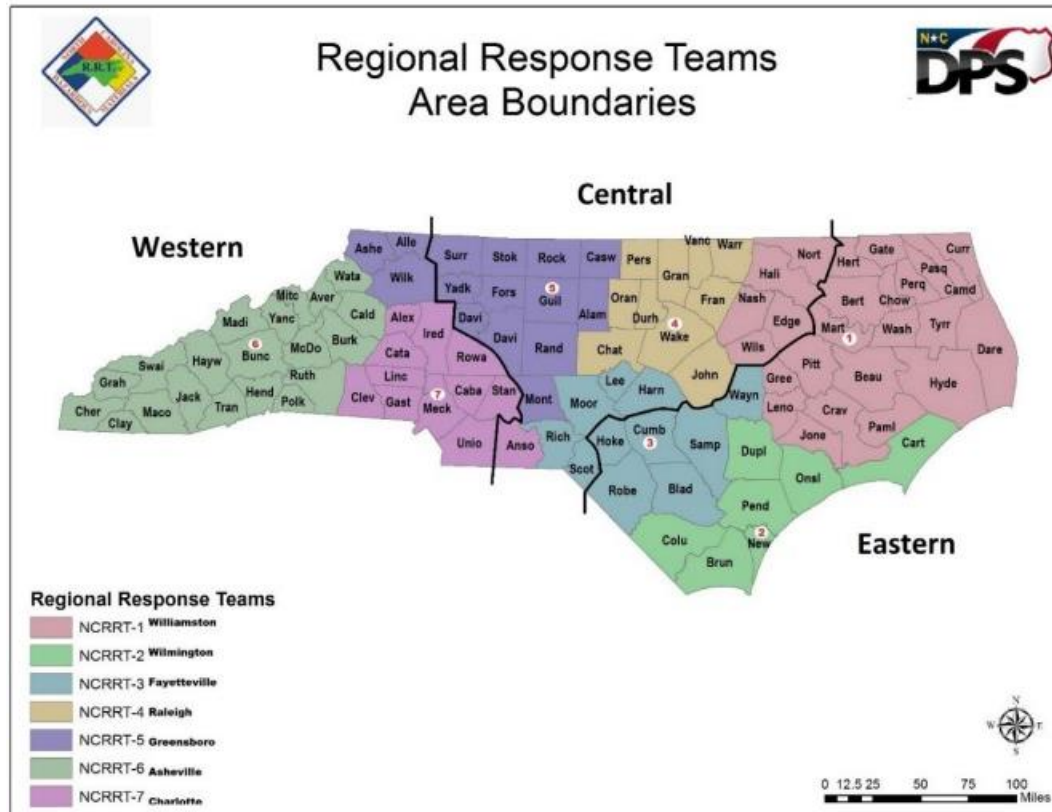
Incident Commander

- ☐ Receive a situational briefing from the Fire Chief or Fire Service Emergency Operations Center liaison. Ask questions and address concerns.
- ☐ Advise the Fire Chief of the availability of department response resources, including the number of personnel and apparatus that may be available.
- ☐ Advise the Fire Chief of any special apparatus or personnel needs that are immediately known.
- ☐ Hold a situational briefing with all response personnel and include in the briefing:
 - ☐ Ensure the department's primary functions are done (i.e. fire suppression, protection of lives and property, etc.).
 - ☐ Overall situation (i.e. impending hurricane, severe weather, damages, power lines down, roads blocked, etc.).
 - ☐ Maps of area as necessary.
 - ☐ Specific mission assignments (i.e. damage assessment, search operations assistance, debris clearance, etc.).
 - ☐ Current weather and forecast weather reports.
 - ☐ Safety.
 - ☐ Specific personnel assignments (who will serve as Incident Commander, communications, safety, liaison, etc.).
 - ☐ Location of staging areas, check points, fuel supplies, food, etc.

- ☐ Advise personnel to log mileage of all vehicles used and the amount of time (in hours) that all equipment was used, including but not limited to all apparatus, chainsaws, fuel, hose, pumps, lighting equipment, etc.
- ☐ If the department is a "paid" department, advise personnel to track and record all overtime and report this to their supervisor in writing at the end of each shift.
- ☐ Be prepared to conduct damage assessment of the area and report findings to the Emergency Operations Center.
- ☐ Request, as necessary, assistance through the EOC.
- ☐ If first on the scene and Incident Command has not been established, establish Incident Command and utilize the appropriate Incident Command Forms to assist you. Assume the role of Incident Commander until relieved.
- ☐ Establish and maintain communications with:
 - ☐ Personnel on the scene
 - ☐ Communications Center
 - ☐ Emergency Operations Center
 - ☐ Staging area
- ☐ See Hazard Specific Checklists that are attached to the Emergency Operations Plan, for assistance in determining potential/necessary actions for your department.
- ☐ File reports with the Fire Chief and/or designated EOC representative when requested or required.

Hazardous Materials Annex Appendices

Appendix 28 – Regional Response Team (RRT 6 – Asheville)



Appendix 29 – Emergency Support Function (ESF) #10

Introduction

Purpose

Emergency Support Function (ESF) #10 – Oil and Hazardous Materials Response provides Federal support in response to an actual or potential discharge and/or release of oil or hazardous materials when activated.

Scope

ESF #10 may be activated as described in the National Response Framework (NRF) for a Stafford Act response, at the Secretary of Homeland Security's discretion, and/or in response to a request for Federal-to-Federal support. Federal response to oil or hazardous materials incidents may also be carried out under another key Federal response authority called the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), which is a regulation with the force of law found at 40 CFR Part 300. The NCP serves as an operational supplement to the NRF and may be used in conjunction with, or independent from, the Stafford Act. This annex provides an overview of both ESF #10 and NCP responses. The scope of ESF #10 includes the appropriate actions to prepare for

and respond to a threat to public health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents. For purposes of this annex, “hazardous materials” is a general term intended to mean hazardous substances, pollutants, and contaminants as defined in the NCP.¹ Hazardous materials include chemical, biological, radiological, and nuclear substances, whether accidentally or intentionally released. When responding under the Stafford Act, however, ESF #10 may be used to take actions and respond to environmental contamination beyond what is covered by the NCP.

Appropriate general actions under ESF #10 can include, but are not limited to:

1. Actions to prevent, minimize, or mitigate a release.
2. Efforts to detect and assess the extent of environmental contamination, including environmental monitoring; and sampling and analysis of contaminated media such as air, water, soils, sediments, debris, buildings, and structures.
3. Provision of environmental technical expertise to support development of Federal recommendations for public protective actions.
4. Actions to stabilize the release and prevent the spread of contamination.
5. Analysis of options for environmental cleanup and waste disposition, including options for cleanup and disposal of debris that is contaminated by oil discharges and hazardous materials releases.
6. Implementation of environmental cleanup efforts, including but not limited to:
 - a. Collection of orphaned oil and hazardous materials containers.
 - b. Collection of household hazardous waste.
 - c. Removal of contaminated soil.
 - d. Decontamination of buildings and structures.
 - e. Disposition of animal carcasses contaminated by oil or hazardous materials.
 - f. Storage, treatment, and disposal of oil and hazardous materials, including contaminated debris.
 - g. Actions to protect natural resources.
 - h. Monitoring debris disposal.

Two key areas where the scope of ESF #10 intersects with the scope of other ESFs are described below:

1. The Nuclear/Radiological Incident Annex (NRIA) to the Response and Recovery Federal Interagency Operational Plans (FIOPs) describes the role of the Federal Radiological Monitoring and Assessment Center (FRMAC) when coordinating Federal radiological environmental monitoring, sampling, and assessment activities. When a FRMAC is activated for a radiological or nuclear incident response under the Stafford Act, the Environmental Protection Agency (EPA) provides FRMAC assets under ESF #10. The Department of Energy (DOE) provides FRMAC assets under ESF #12. If the radiological/nuclear incident also involves the release of oil or other hazardous materials, ESF #10 would coordinate environmental monitoring, sampling, and assessment activities for those other contaminants.

2. Under a September 7, 2010 Memorandum of Understanding (MOU) between the EPA, U.S. Army Corps of Engineers (USACE), and Federal Emergency Management Agency (FEMA), during a Stafford Act response to a blast/explosion incident involving chemical, biological, radiological or nuclear (CBRN) threat agents, USACE conducts certain contaminated debris and environmental cleanup activities under ESF #3, and in consultation with ESF #10. These activities include: initial emergency debris route clearance; stabilization of contaminated buildings/structures, as needed; and demolition of contaminated structures. ESF #10 conducts the remaining contaminated debris and environmental cleanup activities, including building/structure decontamination, contaminated water/wastewater management, and final waste (including contaminated debris) disposition. For Stafford Act responses to CBRN threat agent incidents that do not involve blasts/explosions, ESF #10 conducts all environmental cleanup activities, including all contaminated debris activities, building/structure decontamination/demolition, and contaminated water/wastewater management.

National Oil and Hazardous Substances Pollution Contingency Plan

The NCP is authorized by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), Section 311 of the Clean Water Act (CWA), and the Oil Pollution Act of 1990 (OPA). The NCP provides an organizational structure and procedures for preparing for and responding to discharges and substantial threats of discharges of oil and releases; and substantial threats of releases of hazardous substances, pollutants, and contaminants. The NCP addresses Federal authorities for both “removal” and “remedial” responses. Because the NRF generally addresses oil and hazardous materials incidents that are considered “removal” responses, the remainder of this discussion focuses on how the NCP operates for “removal” responses.

Federal NCP “removal” authorities differ from Stafford Act authorities in important ways, as described further below:

1. The Federal Government makes an independent evaluation of the need for Federal response rather than waiting for a local, state, tribal, territorial, or insular area government request.
2. The Federal Government may, and in some circumstances must, lead the response.
3. The Federal Government has tactical, on-scene command authorities.
4. The Federal Government has enforcement authorities over the parties responsible for oil discharges and hazardous substance releases.
5. Requests for Federal assistance from local, state, and tribal governments do not have to be made from the level of the governor.

While these differences in authority result in some differences in how NCP responses are conducted compared to Stafford Act responses, NCP emergency removal responses are conducted in accordance with the National Incident Management System and the Incident Command System (ICS), which are the common incident response management systems underlying the NRF.

NCP actions are carried out through the National Response System (NRS), which is an organized network of agencies, programs, and resources with authorities and responsibilities in oil and hazardous materials preparedness and response at the local, state, tribal, territorial, insular area, and Federal levels. Key Federal response components of the NRS include the National Response Center, Federal On-Scene Coordinators (OSCs), 13 Regional Response Teams (RRTs), and the National Response Team (NRT).

The NCP requires that oil discharges and reportable quantities of hazardous substance releases be reported to the National Response Center. The Center forwards these notifications to pre-designated OSCs from the EPA and Department of Homeland Security/U.S. Coast Guard (DHS/USCG). In general, the EPA provides the Federal OSC for incidents in the inland zone, and the DHS/USCG provides the Federal OSC for incidents in the coastal zone.

EPA and DHS/USCG OSCs conduct an independent evaluation of the need for a Federal response to such incidents and may take action in accordance with existing delegations of authority without a request from local, state, tribal, territorial, and insular area governments. Typically, however, the OSC coordinates with local, state, tribal, territorial and insular governments on the need for Federal response and may work with local, state, tribal, territorial, or insular area responders under a Unified Command. EPA and DHS/USCG OSCs respond at the tactical, on-scene Incident Command Post (ICP) level and carry out responsibilities under the NCP to coordinate, integrate, and manage overall oil and hazardous materials response efforts. EPA and DHS/USCG OSCs may conduct and lead Federal response actions using Federal and contractor resources; provide technical assistance; or provide oversight of local, state, tribal, territorial, insular area, or responsible party responses. In some cases involving substantial threats to public health and welfare, the Federal OSC is required to direct the response.

When overseeing a response by a responsible party, that party is generally included in the incident command structure, although the EPA or DHS/USCG OSC maintains final decision-making authority over the response effort.

The RRTs and NRT are key regional- and national-level multiagency coordination groups led by EPA and DHS/USCG that provide support to the Federal OSC as needed during incidents, including interagency technical assistance and resource support. The RRTs and NRT include representatives from 13 additional Federal agencies that provide oil and hazardous materials expertise and support, and some have specific responsibilities for natural resource protection. (These 13 agencies are also ESF #10 support agencies.) For responses requiring extraordinary Federal interagency support in terms of the extent or type of resources, requests may be made to the Secretary of Homeland Security for Federal-to-Federal support or elevated to other senior executive branch officials. Further, the Secretary of Homeland Security may coordinate a response, pursuant to Presidential directive.

The NCP provides that EPA or DHS/USCG may classify an oil discharge as a Spill of National Significance (SONS). For a SONS classification, EPA may name a Senior Agency Official who assists the EPA OSC with certain functions (e.g., communicating with affected parties and public, coordinating resources at the national level), and DHS/USCG may name a National Incident Commander who assumes these functions of the DHS/USCG OSC. Under the NRF, EPA and

DHS/USCG maintain authority for classifying a discharge as a SONS for purposes of the NCP as well as maintain OSC authorities and responsibilities. (DHS/USCG coordinates the decision for a SONS designation with the Secretary of Homeland Security as appropriate.) The Secretary of Homeland Security may or may not decide to coordinate the Federal response to a SONS, pursuant to Presidential directive. If not, EPA or DHS/USCG lead the Federal response.

NCP emergency removal responses are conducted using the ICS structures that correspond to NCP authorities. Figure 1 presents an example of how an NCP response structure may be stood up for a SONS that impacts two states and requires multiple ICPs. State and local government coordination mechanisms may include the following:

1. States would be requested to deploy a state OSC to the Unified Area Command and Unified Incident Commands.
2. The Unified Incident Commands would establish branches, as appropriate, that take local political subdivisions into consideration and include local government representatives.
3. The Unified Incident Commands would assign Liaison Officers to local and state elected officials as appropriate.
4. The EPA Senior Agency Official or DHS/USCG National Incident Commander would conduct regular calls with affected governors and include state OSCs in the call invitations.
5. The RRT(s) would support the Federal OSC in the Unified Area Command and may also provide support to the Unified Incident Commands within their region(s), coordinating through the Federal OSC.

Most NCP oil and hazardous materials incidents are not as large as a SONS and are managed by the Federal OSC working in Unified Command with local and state responders at the ICP level. Federal funding of NCP response actions is provided through:

1. **The CERCLA (Superfund) Trust Fund.** For hazardous materials releases as defined by CERCLA. The Superfund Trust Fund is administered by EPA and may be accessed by EPA and DHS/USCG OSCs to fund Federal responses, enforcement actions, and cost recovery actions to recover response costs from responsible parties. CERCLA states that Federal “removal” responses may not exceed \$2 million in cost or 12 months in duration unless certain findings can be made. EPA issued Local Government Reimbursement regulations that also allow first responders to seek cost reimbursement for up to \$25,000 per response to help lighten financial burdens related to emergency response to hazardous materials. This reimbursement does not replace funding that local governments normally provide for emergency response.
2. **The Oil Spill Liability Trust Fund (Fund).** For oil discharges as defined by CWA/OPA. The Fund is administered in part by the DHS/USCG National Pollution Funds Center (NPFC). Certain amounts administered by NPFC may be accessed by EPA and DHS/USCG OSCs to pay the cost of Federal activities to remove the discharge of oil to protected waters and shorelines under CWA Section 311(c). The Fund is also available for NPFC payment of certain claims for removal costs and damages resulting from an oil discharge to waters and shorelines as described in OPA and NPFC regulations. In general, claimants must first present their claims to a responsible party under OPA before presenting their claim to the

NPFC. States, however, may present claims for oil removal costs consistent with the NCP directly to the NPFC. Fund payments, including payments for Federal oil-related activities under CWA Section 311(c) and claims payments, are limited to \$1 billion per incident of which no more than \$500 million may be expended for natural resource damage assessments and claims.

Relationship to Whole Community

This section describes how ESF #10 relates to other elements of the whole community.

Local, State, Tribal, Territorial, and Insular Governments

Local and tribal government fire departments generally provide the first response to oil and hazardous materials incidents. State and territorial governments may have environmental response programs that supplement local governments for larger-scale or more complex responses.

Each of the 13 RRTs includes a representative of each state and territory within the region covered by the RRT. Tribes may also provide a representative to RRTs.

When activated to respond to a Stafford Act incident, the primary agencies for ESF #10 develop work priorities in coordination with local, state, tribal, territorial, and/or insular area governments. Activities are coordinated, as appropriate, at the ICP, Joint Field Office (JFO), and local/state EOCs.

Private Sector/Nongovernmental Organizations

The private sector owns many of the facilities that manufacture, use, and manage oil and hazardous materials. Under the NCP, the parties responsible for oil discharges and hazardous substance releases must clean them up or reimburse the government for the response. (The CERCLA and CWA/OPA provide certain defenses to liability.)

EPA and DHS/USCG OSCs employ private contractor resources to assist in conducting Federal response actions. Other parties responsible for cleaning up releases may also hire private contractors to perform the work.

EPA and DHS/USCG prepare regional and area contingency plans that include participation by representatives from relevant NGO partners and the oil and chemical sector.

Area contingency plans include procedures for volunteer management. Due to the hazardous nature of the work, public volunteers are not normally used in oil and hazardous materials response. However, in extraordinary situations, they may be used to assist in less hazardous support functions. Some NGOs may also contribute specific skills such as wildlife recovery and rehabilitation.

Federal Government

Federal actions in support of the whole community are described below.

Core Capabilities and Actions

ESF #10 provides for a coordinated Federal response to actual or potential oil and hazardous materials incidents when activated for Stafford Act incidents or Federal-to-Federal support. ESF #10 responses to oil and hazardous materials incidents are generally carried out in accordance with the

NCP. NCP response structures and coordination mechanisms remain in place but coordinate with NRF mechanisms. EPA and DHS/USCG OSCs respond at the on-site tactical level, and RRTs and the NRT may be activated to coordinate ESF #10 interagency actions and provide support to the OSC. EPA and DHS/USCG also provide representatives as appropriate to the JFO, Regional Response Coordination Centers (RRCCs), and National Response Coordination Center (NRCC). Some procedures in the NCP may be streamlined or may not apply. FEMA Public Assistance Policy 9523.8 applies to funding for ESF #10 activities. During Stafford Act responses, EPA and DHS/USCG OSCs retain their authority to take action under the NCP if necessary.

EPA serves as the primary agency for ESF #10 actions in the inland zone, and DHS/USCG serves as the primary agency for ESF #10 actions in the coastal zone (as defined in Regional and Area Contingency Plans). For incidents affecting both, EPA is the primary agency and DHS/USCG serves as the deputy.

ESF Role Aligned to Core Capabilities

The following table lists the response core capabilities that ESF #10 most directly supports, along with the particular ESF #10 roles related to these core capabilities. In addition, all ESFs, including ESF #10, support the following core capabilities: Planning Operational Coordination, and Public Information and Warning.

1. Environmental Response/Health and Safety
 - a. Conducts actions to detect and assess the nature and extent of oil and hazardous materials releases.
 - b. Takes appropriate actions to stabilize the release and prevent the spread of contamination; conducts environmental cleanup actions; and decontaminates buildings and structures; and manages wastes.
 - c. Follows applicable health and safety requirements for ESF #10 responders and coordinates, as needed, with Worker Health and Safety Support Annex response activities.
2. Critical Transportation
 - a. For incidents where transportation infrastructure or routes are contaminated by oil or hazardous materials
 - i. Helps to identify safe evacuation and ingress routes; assesses the nature and extent of contamination; and cleans up and/or decontaminates infrastructure and routes.
 - b. For incidents involving a blast or explosion associated with CBRN threat agent resulting in contaminated debris field
 - i. ESF #3 leads Federal actions to clear critical transportation routes of CBRN-contaminated debris during the emergency phase, in consultation with ESF #10. ESF #10 assumes leadership for management of CBRN-contaminated debris after the emergency phase is over.
3. Infrastructure Systems (For incidents where infrastructure is contaminated by oil or hazardous materials)
 - a. Assesses the nature and extent of contamination and cleans up and/or decontaminates infrastructure.

4. Public Information and Warning

- a. Provides the technical expertise to support the preparation of Federal public information related to the environmental response in support of ESF #15.
 - i. It is recognized, however, that in some cases it may be necessary for responding EPA and DHS/USCG OSCs to communicate with the media/public on tactical operations and matters affecting public health and safety directly from the scene, particularly during the early stages of the emergency response.

5. Environmental Protection Agency (EPA)

- a. For incidents for which EPA is the primary agency
 - i. Maintains close coordination, as appropriate, between EPA headquarters and the affected regional office(s), DHS/USCG, the NRCC, other ESFs and Support Annexes, and the NRT.
 - ii. Provides damage reports, assessments, and situation reports to support ESF #5.
 - iii. Facilitates resolution of conflicting demands for oil and hazardous materials response resources and ensures coordination between NRT, RRT, and Unified Coordination activities, as appropriate. For national level incidents coordinates through EPA headquarters the provision of backup support from other regions to the affected area.
 - iv. Provides technical, coordination, and administrative support; and personnel, facilities, and communications for ESF #10.
 - v. Coordinates, integrates, and manages the overall Federal effort to detect, identify, contain, decontaminate, clean up, dispose of, or minimize discharges of oil or releases of hazardous materials; or to prevent, mitigate, or minimize the threat of potential releases.
 - 1. Provides OSCs for incidents within its jurisdiction.

b. In General

- i. Provides expertise on the environmental effects of oil discharges or releases of hazardous materials and environmental pollution control techniques.
- ii. Provides Chair for NRT and Co-Chairs for RRTs.
- iii. Manages EPA special teams under the NCP, including the Environmental Response Team, CBRN Consequence Management Advisory Team, and Radiological Emergency Response Team, which provide specialized technical advice and assistance to responders.
- iv. Coordinates, integrates, and provides investigative support, intelligence analysis, and legal expertise on environmental statutes related to oil and hazardous materials incidents, including regards to criminal cases, in support of responders.
- v. Manages the National Criminal Enforcement Response Team that is composed of investigative and scientific personnel to provide investigative, scientific, and forensic technical advice, assistance, and other threat assessment needs in support of responders.

- vi. Provides expertise and assistance for waste management from oil discharges and hazardous materials releases, including: reviewing waste management plans and proposed waste management facilities and temporary storage and staging sites; conducting independent sampling and analysis of waste streams; monitoring or visiting waste management facilities and temporary storage and staging sites; and reporting and posting waste sampling results on an appropriate incident website.
 - vii. Provides personnel and equipment to support the FRMAC, when activated. Augments the DOE-led FRMAC during the initial response then assumes FRMAC leadership from DOE at a mutually agreed upon time based on criteria listed in the NRIA.
6. Department of Homeland Security (DHS)
- a. U.S Coast Guard (For incidents in which DHS/USCG is the primary agency)
 - i. Maintains close coordination, as appropriate, between DHS/USCG headquarters and the affected Area and District office(s), the EPA, the NRCC, other ESFs and Support Annexes, and the NRT.
 - ii. Provides damage reports, assessments, and situation reports to support ESF #5.
 - iii. Facilitates resolution of any conflicting demands for oil and hazardous materials response resources and ensures coordination between NRT, RRT, and Unified Coordination activities, as appropriate. Coordinates through DHS/USCG headquarters the provision of personnel and logistical support from other districts to the affected area.
 - iv. Provides technical, coordination; administrative support; and personnel, facilities, and communications for ESF #10.
 - v. Coordinates, integrates, and manages the overall Federal effort to detect, identify, contain, clean up, dispose of, or minimize releases of oil or hazardous materials; or to prevent, mitigate, or minimize the threat of potential releases.
 - vi. Provides OSCs for incidents within its jurisdiction, including for the coastal zone response for incidents in which EPA is the primary agency but where the incident affects both the inland and coastal zone.
 - b. In General
 - i. Provides expertise on environmental effects of oil discharges or releases of hazardous materials and environmental pollution control techniques.
 - ii. Assists in planning and preparedness efforts as Vice Chair of the NRT and Co-Chairs for RRTs.
 - iii. Maintains the National Response Center.
 - iv. Manages the Coast Guard Incident Management Assistance Team (CGIMAT), Public Information Assist Team (PIAT), and the National Strike Force, which is composed of the National Strike Force Coordination Center and three strike teams located on the Pacific, Atlantic, and Gulf coasts.

1. Provides response capabilities, technical advice, documentation and support assistance, communications, and incident management support for response activities.
 - v. Offers expertise in domestic and international port safety and security, maritime law enforcement, ship navigation, and the manning, operation, and safety of vessels and marine facilities.
 - vi. Maintains continuously staffed facilities that can be used for command, control, and surveillance of oil discharges and hazardous materials releases occurring within its jurisdiction.
7. Department of Agriculture (Support)
 - a. Measures, evaluates, and monitors the impact of the emergency incident on agricultural systems, National Forest System land, and natural resources under USDA's jurisdiction.
 - b. Assists in developing protective measures and damage assessments.
 - c. Provides technical assistance in the disposition of livestock, poultry, pets, and other animals contaminated with hazardous materials.
 - i. USDA/Animal and Plant Health Inspection Service maintains the lead for animal health emergencies that impact agricultural production (e.g., avian influenza, naturally occurring anthrax, foot-and-mouth disease), including the disposition of diseased livestock and poultry.
 - d. If available, provides technical assistance, including laboratory analysis, aerial photography interpretation, mapping, and Incident Management Teams. Other USDA agency support is obtained through either ESF #4 or ESF #11.
 - e. Through ESF #4, coordinates fire management and suppression activities in the event fires involve oil or hazardous materials.
8. Department of Commerce (Support)
 - a. National Oceanic and Atmospheric Administration
 - i. Provides operational weather data and prepares forecasts tailored to support the response.
 - ii. Provides expertise on natural resources and coastal habitat; the environmental effects of oil and hazardous materials; emergency consultations for protected resources; best management practices; and appropriate cleanup and stabilization alternatives.
 - iii. Provides a Scientific Support Coordinator (SSC) to the OSC for responses in coastal and marine areas. The SSC serves as the principal advisor for addressing scientific issues and communicating with the scientific community. When requested, may provide this scientific coordination support for responses in the inland zone.
 - iv. Predicts pollutant fate, effects, and transport as a function of time. For atmospheric releases, coordinates through the Interagency Modeling and Atmospheric Assessment Center (IMAAC), when activated.
 - v. Provides information on meteorological, hydrological, ice, and oceanographic conditions for marine, coastal, and inland waters. This includes satellite surveillance, remote sensing, and aerial photogrammetry.

- vi. Provides charts and maps for coastal and territorial waters and the Great Lakes.
 - vii. Conducts emergency hydrographic surveys, search and recovery, and obstruction location to assist safe vessel movement.
 - viii. Manages fisheries in Federal waters. Develops and conducts seafood safety sampling and fisheries reopening protocols in conjunction with the Food and Drug Administration and local authorities.
9. Department of Defense (Support)
- a. Provides an OSC and directs response actions for releases of hazardous materials from its vessels, facilities, vehicles, munitions, and weapons.
 - b. Provides Defense Support of Civil Authorities (DSCA) in response to requests for assistance during domestic incidents. With the exception of support provided under Immediate Response Authority, and by USACE and Navy Supervisor of Salvage as described below, the obligation of DOD resources to support requests for assistance is subject to the approval of the Secretary of Defense.
 - c. U.S. Army Corps of Engineers
 - i. Provides response assistance for incidents involving contaminated debris, including CBRN contamination. The scope of actions may include waste sampling, classification, packaging, transportation, treatment, demolition, storm water management, and disposal. (These services are available independent of the DSCA process through an ESF #10 subtask to USACE.)
 - d. Navy Supervisor of Salvage
 - i. In accordance with its statutory authorities, provides technical, operational, and emergency support in the ocean engineering disciplines of marine salvage, pollution abatement, and diving services. (These services are available independent of the DSCA process through MOUs with DHS/USCG and USACE.)
10. Department of Energy (Support)
- a. Provides an OSC and directs response actions for releases of hazardous materials from its vessels, facilities, and vehicles.
 - b. Provides advice in identifying the source and extent of radioactive releases relevant to the NCP; and in the removal and disposal of radioactive contamination.
 - c. Provides additional assistance for radiological incidents pursuant to, or in coordination with, ESF #8 activities.
 - d. Under ESF #12, provides personnel and equipment to deploy the FRMAC for coordination of Federal radiological environmental monitoring, when activated. DOE establishes and leads the FRMAC for the initial response, then transitions FRMAC leadership to EPA at a mutually agreed upon time based on criteria listed in the NRIA.
 - e. Provides radiological support to local, state, and other Federal agencies through the DOE/National Nuclear Security Administration (NNSA). Response to releases from its own facilities or of its own materials may be provided by DOE/NNSA or another DOE component.
11. Department of Health and Human Services (Support)

- a. Centers for Disease Control and Prevention/Agency for Toxic Substances and Disease Registry
 - i. Provides assistance on all matters related to the assessment of health hazards at a response and protection of response workers and the public health.
 - ii. Determines whether illnesses, diseases, or complaints may be attributable to exposure to a hazardous material.
 - iii. Establishes disease/exposure registries and conducts appropriate clinical testing.
 - iv. Develops, maintains, and provides information on the health effects of toxic substances
 - b. Food and Drug Administration
 - i. Works in cooperation with EPA and USDA to ensure the proper disposal of contaminated food or animal feed.
12. Department of Homeland Security (Support)
- a. Customs and Border Protection
 - i. Where hazardous materials are transported by persons, cargo, mail, or conveyances arriving from outside the United States, provides extensive analytical and targeting capabilities through its National Targeting Center, full examination capabilities by trained CBP officers equipped with radiation detection and nonintrusive inspection technology, and nationwide rapid technical response capabilities through its Laboratory and Scientific Services Division.
 - b. Federal Emergency Management Agency
 - i. Provides coordination support during ESF activations, as well as recovery and mitigation assistance during Federally declared major disasters or emergencies under the Stafford Act.
 - ii. Under ESF #5, leads the IMAAC to coordinate, produce, and disseminate atmospheric dispersion modeling and hazard prediction products that represent the Federal position during an actual or potential incident to aid emergency responders in protecting the public and environment.
 - c. Office of Infrastructure Protection
 - i. Designates an Infrastructure Liaison to address issues regarding the protection and stabilization of critical infrastructure affected by a release of oil or hazardous materials.
 - ii. Maintains access to a database of sites with hazardous materials; provides detailed knowledge of various hazardous material sites as a result of site visits and vulnerability assessments; and assists in the reduction of vulnerabilities and risks associated with certain hazardous material sites.
 - iii. Conducts routine inspections of high-risk chemical facilities with 24- hours' notice and conducts inspections with less than 24-hours advance notice if warranted by exigent circumstances or if any delay in conducting an inspection might be seriously detrimental to security.
13. Department of Interior (Support)

- a. Provides scientific/technical advice, information, and assistance to help prevent or minimize injury to natural and cultural resources and historic properties, such as public lands; units of the National Park System; National wildlife refuges and fish hatcheries; Alaska Native allotments and town sites; wildlife and associated habitats, including threatened and endangered species and migratory birds; and National monuments.
 - b. Provides scientific expertise and assistance in mapping, biological resources, geology, and hydrology; earthquakes and other natural hazards; minerals; and identification of hazards.
 - c. Provides expertise in and information on offshore drilling; production practices and facilities; and offshore minerals.
 - d. Maintains computer models for oil spill trajectory analysis and calculation of pipeline oil discharge volumes.
 - e. Provides information from response research.
 - f. For spills involving Outer Continental Shelf facilities, assists in source identification, oversees spill abatement as provided in the April 3, 2012, Memorandum of Agreement between USCG and DOI/Bureau of Safety and Environmental Enforcement, and approves resumption of operations.
14. Department of Justice (Support)
- a. Provides expert advice on complex legal issues, including potential criminal cases as well as potential affirmative and defensive civil litigation issues.
 - b. The Attorney General
 - i. Leads responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States or directed at U.S. citizens or institutions abroad where such acts are within the Federal criminal jurisdiction of the United States.
 - ii. Generally acting through the FBI, the Attorney General, in cooperation with other Federal departments and agencies engaged in activities to protect national security, shall also coordinate the activities of the other members of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the United States.
 - iii. Represents the United States in affirmative and defensive civil litigation and has other legal responsibilities, including resolving legal disputes between Federal agencies.
15. Department of Labor (Support)
- a. Mine Safety and Health Administration
 - i. Provides mobile laboratory equipment and technical expertise for gas sampling and analysis.
 - b. Occupational Safety and Health Administration
 - i. Serves as the Coordinating Agency for the NRF Worker Safety and Health Support Annex; and provides technical assistance and support to EPA, DHS/USCG, and other NRT/RRT agencies, as well as to the OSC, concerning the health and safety of response and recovery workers.
 - ii. DOL/OSHA may provide technical assistance with:

1. Risk assessment and risk management.
 2. Identification, assessment, and control of health and safety hazards.
 3. Development and oversight of site health and safety plans.
 4. Site safety monitoring.
 5. Worker exposure monitoring, sampling, and analysis.
 6. Personal protective equipment selection, including respirator fit testing.
 7. Incident-specific worker safety and health training.
 8. Emergency worker decontamination.
- c. The Worker Safety and Health Support Annex
 - i. Provides additional information on worker safety and health technical assistance. DOL/OSHA support is also directly available to NRT agencies under the NCP and under ESF #10 through a request by the primary agency.
16. Department of State (Support)
- a. Provides expertise on all modes of transporting oil and hazardous materials, including information on the requirements for packaging, handling, and transporting regulated hazardous materials.
 - b. Issues special permits to facilitate movement of hazardous materials, hazardous waste, and hazardous debris in support of response efforts.
17. Department of Transportation (Support)
- a. Provides expertise on all modes of transporting oil and hazardous materials, including information on the requirements for packaging, handling, and transporting regulated hazardous materials.
 - b. Issues special permits to facilitate movement of hazardous materials, hazardous waste, and hazardous debris in support of response efforts.
18. General Services Administration (Support)
- a. Supports local, state, tribal, territorial, insular area, and Federal governments in the direct purchase and assisted acquisition of supplies, services, and equipment utilizing the GSA Schedules. Additionally, GSA provides leasing services for facilities and real property.
19. Nuclear Regulatory Commission (Support)
- a. Coordinates the Federal response activities for a radiological incident involving a facility licensed by the NRC or an Agreement State; shipment of NRC- or Agreement State-licensed materials; or radioactive materials licensed under the Atomic Energy Act.
 - b. Provides support to DHS as the coordinating agency for incidents requiring a coordinated Federal response, in accordance with the NRIA. The NRC and EPA coordinate their responses to an emergency involving both a radiological and chemical release in accordance with joint NRC/EPA implementing procedures

Appendix 30 – Fixed Facility Hazardous Materials Risk Analysis

Facility Identification and Points of Contact

1. Facility information should be dated for each update.
2. Identify the facility by name, address (or geographical location), and normal business phone number.
3. Complete the chart by identifying a (1) primary and (2) alternate Facility Emergency Coordinator and additional applicable facility officials

Building Information

1. Building Name / ID – The company identification for each building on site (example: Building A, Building # 1, etc.).
2. Square Feet – Estimated total floor space.
3. Water Shutoff – Location of water control valve for each building.
4. Gas Shutoff – Location of gas control valve for each building.
5. Electric Shutoff – Location of electric switch to de-energize the entire building.

Knox Box Location

Location of the Knox Box for each building or the building where the Knox Box is located. A Knox Box is a locked box mounted on the outside of a building, which contains keys to allow entrance. Emergency response agencies possess an access key to this box. Delete if not applicable to your jurisdiction.

NFPA 704 M Ratings

The building ID and the overall health (BLUE), flammability (RED), reactivity (YELLOW), and special hazards (WHITE), information for each building. The commercial HMIS Rating System may be substituted if applicable to your jurisdiction.

Location of Material Safety Data Sheets

The building ID and location of the material safety data sheets (MSDS) for each building.

Description of Building Occupancy/Use

What is the general use of the building (warehouse, office, manufacturing, etc.)? Include a description of any chemical handling processes.

Type of Hazardous Materials

For each of the identified classes (Extremely Hazardous, CERCLA, and OSHA) of chemicals, list the chemical name, the four digit UN identification number the maximum quantity on-site, and the location of the substance. Additional sheets may be attached if necessary

Occupancies Subject to Additional Risk

The primary purpose of this section is to give the Incident Commander (IC) and the Emergency Operations Center (EOC) a quick estimate of the population that may have to be evacuated.

Facility Population

The number of employees at this facility for each shift and their hours of operation. Insert “N/A” for shifts that are not applicable.

In each general direction from the site, identify the type of occupancy and estimate the maximum number of occupants that may be subject to additional risk as a result of a release that goes off-site from this facility. (Example: residential, commercial, nursing home, hospital, school, day care center, etc.). List evacuation routes for each occupancy. Population figures should be listed according to the time of day if significant differences are evident (Schools, daytime businesses, etc.). If evacuation zones have been developed around a facility, modify this area of the form to reflect the zones instead of compass directions.

Occupancies Contributing to Additional Risk

In each general direction from the site, identify the type of occupancy and list the population of the adjacent facility along with the source of the additional risk because of a release that goes off-site from this facility. (Example: other facility with volatile chemicals such as flammable gas). Population figures should be listed according to time of day if significant differences are evident (School, daytime businesses, etc.)

Facility Emergency Response Equipment

Chemical Alarm System

Does the facility have an automatic release detection or monitoring system? Use the chart to indicate the building, the type or system (Monitoring or detecting, local / remote alarm), and the substance being monitored.

Fire Suppression / Containment

Account for the presence or absence of sprinkler systems in each building. Identify the location or the control valve particularly in the building with water reactive chemicals. Describe any other special fire suppression systems (halon, dry chemical, carbon dioxide, etc.) that are present or required. Designate main size(s), hydrant locations, static and residual pressures, flow test results, storage tank capacity, etc. can be noted here and on site maps.

Availability and Location

Special Extinguishing Agents

Flammable metals and flammable combustible liquids frequently require special fire extinguishing agents. List available supplies by location, type and quantity.

Breathing Apparatus

Indicate the number and type of each on hand at the facility. Type should indicate self-contained (state rating such as 30 minutes, 45 minutes, etc.), respirator, filter mask, or describe any other type. Location is where the apparatus is located at the facility. A visual inspection is recommended to assure proper maintenance.

Personal Protective Equipment

This item should include chemical resistance clothing, decontamination showers, personal monitoring devices, etc., that are available at the facility.

Threat to Water Sources

The answer to these questions can be found by checking with the local jurisdiction's building inspections department, flood insurance administrator, or EBCI Emergency Management. Locations of water sources and access points near the facility should indicate on maps. These questions are simply flags to tell the Incident Commander (IC) to look carefully at the maps.

Transportation Routes

List each extremely hazardous substance shipped or received by the facility and describe each of the routes used for transportation of the material in and out of the facility. Include all methods of transportation (highway, railway, airline, marine, etc.)

Personnel Training

Briefly describe the level of training or special expertise possessed by facility personnel that will be available to the Incident Commander (IC) during an incident. If the facility has a Hazmat Response Team use additional sheets to give a more complete description of its capabilities.

Site Sketch

Draw an overhead view of the facility, immediate surroundings, runoff and evacuation routes. Show the facility, property boundaries, permanent equipment, fences, gates, drains, shut-off valves for gas and other chemical lines, hydrants, ponds, sprinkler systems (and shut-offs).

Area Map

Provide an off-site map of the area around this facility. Identify the vulnerability zones, transportation and evacuation routes, possible shelter sites, and facilities subjected to or contributing additional risk. Incident Command System bases may also be indicated such as the command post, multi-level staging areas, deacon stations, triage area, public information area, etc. Draw a North arrow for orientation.

Law Enforcement Annex Appendices

Appendix 31 – Emergency Support Function (ESF) #13

Introduction

Purpose

Emergency Support Function (ESF) #13 – Provides Federal public safety and security assistance to local, state, tribal, territorial, and Federal organizations overwhelmed by the results of an actual or anticipated natural/manmade disaster or an act of terrorism.

Scope

ESF #13 resources include those from all Federal law enforcement departments or agencies and may provide a wide array of Federal law enforcement capabilities, personnel, and equipment to assist local, state, tribal, territorial, insular area, and Federal authorities to accomplish the core mission of public safety and security.

This annex does not supersede or override the policies or mutual aid and assistance agreements of any local, state, tribal, territorial, insular area, or Federal jurisdiction, government, or agency. Federal law enforcement departments and agencies retain all specific responsibilities accorded to them by statute, regulation, policy, or custom.

All ESF #13 support is managed by a Bureau of Alcohol, Tobacco, Firearms, and Explosives ESF#13 primary representative at coordination and operations centers, including the National Response Coordination Center (NRCC), the activated Regional Response Coordination Centers (RRCC), National Coordination Center (NCC), ESF #13 Field Coordination Center (FCC), Joint Field Offices (JFO) and active state Emergency Operations Centers (EOCs).

For Stafford Act incidents, ESF #13 support is obtained through the Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) mission assignment process.

Terrorism

ESF #13 is a support mission function and separate from the law enforcement mission outlined in the Terrorism Incident Law Enforcement and Investigation Incident Annex to the National Response Framework (NRF). ESF #13 will not impede or conflict with the Federal Bureau of Investigation's (FBI) responsibilities to prevent and investigate acts of terrorism.

ESF #13 activations in response to an act of terrorism will focus on support to the impacted local, state, tribal, territorial, insular area, and Federal law enforcement Emergency Support Function #13 – Public Safety and Security Annex ESF #13-2 ESF #13 – Public Safety and Security Annex June 2016 departments and agencies and their ability to provide public safety and security within their jurisdictions. If needed, the FBI may, but is not required to, call upon ESF #13 to assist as with terrorism investigation and prevention efforts.

ESF #13 missions generally fall into two categories:

1. Missions that require ESF #13 Federal Law Enforcement Officers (FLEO)1 to use existing or an expanded Federal law enforcement authority. This category normally applies to ESF #13 resources supporting other Federal departments and agencies.
2. Missions that require ESF #13 FLEOs to possess the authority to enforce state laws. This category applies when FLEOs are supporting local or state law enforcement departments and agencies.

Notwithstanding the granting of local, state, tribal, territorial, or insular area law enforcement authority to ESF #13 FLEOs, either as a matter of law or granting of authority by the appropriate official, the ESF #13 deployed FLEOs will still be considered to be performing their Federal duties and will be entitled to all appropriate privileges and immunities.

Relationship to Whole Community

This section describes how ESF #13 relates to other elements of the whole community.

Local, State, Tribal, Territorial, and Insular Governments

Local law enforcement responsibility and authority rests with local, state, tribal, territorial, and insular area law enforcement departments and agencies. During disasters or acts of terrorism, when these departments and agencies are overwhelmed and unable to fulfill their public safety and security missions, additional resources should be obtained through mutual aid and assistance agreements, such as the Emergency Management Assistance Compact and/or activation of the state National Guard. Once these means of support are exhausted or unavailable, Federal public safety and security needs can be requested through ESF #13.

In a catastrophic incident, a state governor may also choose other options to restore order and ensure public safety. These actions may include:

1. Requests for Federal law enforcement assistance under the Emergency Federal Law Enforcement Assistance Act coordinated through the Attorney General (AG) or the AG's designee.
2. Designates members of the National Guard under state control to the extent permitted by state law.

Private Sector/Nongovernmental Organizations

Safety and security responsibilities performed by private sector and NGOs are generally limited to requirements at specific locations, such as shopping centers; private sector buildings; locations that house critical infrastructure; special events; and when contracted, local, state, tribal, territorial, insular area, and Federal buildings. However, overall public safety and security responsibility always defaults to local, state, tribal, territorial, insular area, and Federal law enforcement departments and agencies.

During the response to disasters or acts of terrorism, private sector and/or NGO security forces continue to perform assigned safety and security missions to the best of their ability. The local, state, tribal, territorial, or insular area law enforcement department or agency responsible for public safety and security will determine the need for law enforcement resources to assist or augment these private sector/NGOs. Should the responsible local, state, tribal, territorial, or

insular area law enforcement department or agency be overwhelmed and unable to provide the needed assistance, ESF #13 may be tasked to provide this support through the DHS/FEMA mission assignment process upon request for Federal assistance.

Traditionally the vast majority of ESF #13 missions require sworn FLEOs armed and trained in the execution of a wide range of law enforcement activities. However, based on the requirements of specific missions, ESF #13 may use non-traditional resources from private sector and/or NGOs to meet the requirements of the missions.

These resources may be in the form of individuals and/or organizations with specific skills or capabilities that are trained, capable, and willing to assist ESF #13 as volunteers or contracted support. The specific skills or capabilities of these individuals or groups must match the requirements of the mission. The identification of these private sector/ nongovernmental individuals and organizations will be closely coordinated by the ESF #13 Regional Law Enforcement Coordinator with each state within a DHS/FEMA region.

These non-traditional resources will not be used to fill Federal-to-Federal ESF #13 support missions or other inherently governmental missions (e.g., public safety). Any use of these resources to meet ESF #13 mission assignments will be closely coordinated with the requesting entity before these resources are assigned to fulfill the mission.

Federal Government

Specific information on Federal Government actions is described in the following sections.

Core Capabilities and Actions

The following table lists the response core capabilities that ESF #13 most directly supports along with the related ESF #13 actions. Though not listed in the table, all ESFs, including ESF #13, support the following core capabilities: Planning, Operational Coordination, and Public Information and Warning.

ESF Role Aligned to Core Capabilities

1. On-Scene Security, Protection, and Law Enforcement
2. Department of Justice
 - a. The Attorney General (AG) may appoint a Senior Federal Law Enforcement Official (SFLEO) during an incident requiring additional coordination of all Federal law enforcement, public safety, and security operations with intelligence or investigative law enforcement operations directly related to the incident.
 - i. If appointed, the SFLEO shall also oversee the activities of FLEOs deployed as a result of this annex.
 - ii. If appointed, the SFLEO serves as a member of the Unified Coordination Group (UCG) and as such, is responsible for ensuring that allocation of law enforcement requirements and resource allocations are coordinated as appropriate with all other members of the group.
 - iii. If the AG does not appoint an SFLEO as set forth above, the AG may, if appropriate, appoint an SFLEO to oversee the activities of FLEOs deployed as a result of this annex.

- b. The AG maintains a cadre of trained individuals to serve as the SFLEO when appropriate.
- c. **Bureau of Alcohol, Tobacco, Firearms, and Explosives**
 - i. Functions as the ESF #13 Coordinator.
 - ii. Coordinates all ESF #13 activities at the national level and across all 10 DHS/FEMA Regions.
 - iii. Holds regular ESF #13 Stakeholder Committee and Advisory Board meetings for all ESF #13 partners.
 - iv. Attends the ESF Leaders Group on behalf of DOJ and ESF #13.
 - v. When activated, mobilizes and deploys ESF #13 Field Support Teams (FST) to the affected areas of responsibility to accomplish public safety and security situational assessment/awareness.
 - vi. Activates the ESF #13 NCC to coordinate all ESF #13 operations.
 - vii. Deploys liaison personnel to staff the NRCC, RRCCs, JFO, and/or state EOCs during activations.
 - viii. Deploys liaison personnel to other operations centers when required.
 - ix. Staffs state and Federal staging areas to coordinate the reception and assignment of ESF #13 resources to their missions.
 - x. Provides general and specialized resources to assist in the ESF #13 response.
- c. **Drug Enforcement Administration**
 - i. Assists in the national and regional coordination functions of ESF #13 and participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - ii. Provides general and specialized resources to assist in the ESF #13 response.
- d. **Federal Bureau of Investigation (FBI)**
 - i. Assists in the national and regional coordination functions of ESF #13 and participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - ii. Provides general and specialized resources to assist in the ESF #13 response.
 - iii. Coordinates the FBI's prevention and investigative efforts with ESF #13 activities as appropriate during terrorist events.
- e. **Federal Bureau of Prisons**
 - i. Assists in the national and regional coordination functions of ESF #13 and participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - ii. Provides general and specialized resources to assist in the ESF #13 response.
 - iii. Provides Federal Corrections Officers to assist state departments of corrections during ESF #13 responses.
- f. **United States Marshal Service**
 - i. Assists in the National and regional coordination functions of ESF #13 and participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - ii. Provides general and specialized resources to assist in the ESF #13 response.

- iii. Manages the Special Deputation Program to provide expanded Federal law enforcement authority to FLEOs assisting in the ESF #13 response when required.
- 3. Department of Homeland Security (Support)
 - a. Provides Federal law enforcement resources to support an ESF #13 response through its member departments and agencies, including Customs and Border Protection, Immigration and Customs Enforcement, Federal Protective Service, United States Secret Service, Office of the Inspector General, United States Coast Guard, Transportation Security Administration, and Federal Air Marshals.
 - b. Assists in staffing the FSTs if required.
 - c. Participates in the ESF #13 Stakeholder Committee and Advisory Board.
- 4. Department of Defense (Support)
 - a. Participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - b. Provides liaison personnel to ESF #13 during activations to determine the role of DOD in ESF #13 support.
- 5. Department of Interior
 - a. Participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - b. Provides general and specialized resources to assist in the ESF #13 response.
 - c. Bureau of Indian Affairs Emergency Management**
 - i. Coordinates ESF #13 liaisons with Federally recognized Native Indian tribes.
- 6. Department of State
 - a. Participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - b. Provides general and specialized resources to assist in the ESF #13 response.
- 7. Department of the Treasury
 - a. Participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - b. Provides general and specialized resources to assist in the ESF #13 response.
- 8. Other Federal Departments or Agencies with Law Enforcement Resources
 - a. Participates in the ESF #13 Stakeholder Committee and Advisory Board.
 - b. Provides general and specialized resources to assist in the ESF #13 response.

Appendix 32 – Sample Vehicle Pass

VEHICLE PASS	
TEMPORARY PASS	
DRIVERS NAME _____	
SOCIAL SECURITY NO. _____	DRIVERS LICENSE NO. _____
VEHICLE TYPE _____	VEHICLE LICENSE NO. _____
THE DRIVER OF THIS VEHICLE IS AUTHORIZED TO ENTER OR REMAIN IN THE EMERGENCY AREA DURING THE FOLLOWING PERIOD:	
FROM: _____	TIME _____
TO: _____	DATE _____
AUTHORIZED SIGNATURE _____	TITLE _____

1. This is a temporary pass to enter or remain in the emergency area on official business/duty during the specified period only. 2. The authorized person must carry this pass at all times while in the emergency area. 3. This pass shall be surrendered to the issuing authority upon exit from the emergency area.
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THIS PASS WILL BE ISSUED TO THE DRIVER OF THE VEHICLE ENTERING THE EMERGENCY AREA. IN ADDITION, THE DRIVER WILL BE ISSUED IDENTIFICATION TO BE POSTED PROMINENTLY IN UPPER CENTER OF WINDSHIELD (BEHIND REVIEW MIRROR) AND REMAIN ON THE VEHICLE WHILE IT IS IN THE EMERGENCY AREA. ISSUING AUTHORITIES WILL MAINTAIN A RECORD OF ALL PASSES ISSUED AND SURRENDERED.

Appendix 33 – Law Enforcement Disaster Preparedness/Response Checklist

Chief of Police or Law Enforcement EOC designee

- ☐ When notified, report to the EOC.
- ☐ Receive a situational briefing. Ask questions and address concerns.
- ☐ Advise the EOC of the availability of local law enforcement response resources, including the number of personnel and units that may be available.
- ☐ Advise the EOC of any special units or personnel needs that are immediately known.
- ☐ Advise the EOC of the need to request or deploy municipal, State, and/or Federal law enforcement personnel.
 - ☐ If State and/or Federal law enforcement is deployed have a representative report to the EOC to provide coordination under Unified Command.
 - ☐ Ensure communications are available for any municipal, State and/or Federal law enforcement personnel.

- ☐ Ensure Incident Command is established with field personnel.
- ☐ Establish and maintain communications with field commanders/supervisors.
- ☐ Coordinate law enforcement actions from the EOC and coordinate with other response emergency services (i.e. fire service, EMS, rescue, etc.).
- ☐ Provide security personnel for the EOC.
- ☐ Provide security at established staging areas.
- ☐ Give a situational briefing to law enforcement supervisors.

Assistant Chief of Police / Police Supervisor

- ☐ Receive a situational briefing from the Sheriff or designated EOC law enforcement representative. Ask questions and address concerns.
- ☐ In turn, give a situational briefing to all departmental personnel, including support personnel, such as records, jail, civil division, courts, etc.
- ☐ During the situational briefing include:
 - ☐ Ensure the primary functions of the department are carried out (i.e. the protection of lives and property, enforcement of laws, ordinances, curfews, etc.).
 - ☐ Maps of areas.
 - ☐ Mission specific assignments (i.e. security, patrol, checkpoints, roadblock, traffic control, etc.).
 - ☐ Safety issues or concerns (i.e. power lines down, roads blocked, flooding, etc.).
 - ☐ Location of to-be-established checkpoints.
 - ☐ Location of staging area.
 - ☐ Current weather and forecast weather reports.
 - ☐ Incident Command structure and Incident Commander.
- ☐ Ensure personnel are advised to track and record all vehicle mileage and use (in hours) as well as all overtime hours and to file reports with supervisor.
- ☐ Establish and maintain communications with:
 - ☐ Field supervisors and/or on scene personnel
 - ☐ Incident Commanders
 - ☐ Communications Center
 - ☐ Emergency Operations Center

- ☐ Municipal/State/Federal law enforcement agencies that are involved in the incident.
- ☐ Request, as necessary, assistance through the EOC.
- ☐ Carry out other functions assigned by the Sheriff.
- ☐ Collect and/or develop and maintain accurate records of personnel, expenditures, damages, injuries to personnel, etc.
- ☐ File reports with the Sheriff and/or designated EOC representative when requested or required.
- ☐ See Hazard Specific Checklists that are attachments to the County Emergency Operations Plan, for assistance in determining potential/necessary actions for your department.

Mass Fatalities Annex Appendices

Appendix 34 – EBCI Emergency Medical Services Casualty Plan

Purpose

The purpose of the EBCI EMS Mass Casualty Incident Management Plan is to provide medical services to civilians and other responders in natural, or manmade, disaster situations. EMS will provide and coordinate triage, treatment, and transportation of sick and injured victims at the scene of the disaster. Depending on available resources and event duration, EMS will also attempt to provide medical surveillance and monitoring as needed for other responding agencies.

The first 30 minutes after the occurrence of an incident are the most critical. Decisions made and actions taken, or not taken, will set the stage for subsequent waves of responders. Having a pre-determined plan to deal with large-scale incidents and mass casualties, and successfully executing the plan, will be the key to effectively managing the incident.

For this plan to be effective, it must be practiced regularly. EMS personnel will use the plan when managing multiple patients with minor injuries and whenever a helicopter LZ is established. This will help EMS personnel, Communications, and other responding agencies become more familiar with the EBCI EMS MCI plan.

Unified Incident Command System

1. EBCI EMS personnel will coordinate their efforts with other responders under the authority of an established incident command “team.” EMS is a resource available to the incident command “team” and will be automatically dispatched to any incident where emergency medical care is known, or suspected, to be in demand.
2. The use of a command “team” provides agencies responsible for managing the incident with equitable representation in the command structure. This ensures that all agencies operate under a common set of incident objectives and strategies.
3. EMS personnel will cooperate with fellow team members from other response agencies and cooperate in the planning and execution of all phases of the incident management plan.

Mass Casualty Incident (M.C.I.)

1. Definition – An M.C.I. is any event that results in multiple patients or victims. It can range in size and complexity from seven (7) or more patients spread over a small or large area at a single location or at multiple locations.
2. Types – The type of M.C.I. depends on the ratio of victims to EMS resources available for providing triage, treatment, and transportation.
 - a. Level One – Any incident that can be handled with minimal EBCI EMS resources (i.e., no more than six ambulances).
 - b. Level Two – Any incident that can be handled with available EBCI EMS resources up to and including rescue squad and private ambulance services (i.e., no more than twelve ambulances).

- c. Level Three – Any incident that cannot be handled with in-county EMS & rescue resources (greater than twelve ambulances). The Region F Mutual Aid Plan must be activated.

Simple Triage and Rapid Treatment (S.T.A.R.T.)

1. The “START” method of performing patient triage will be utilized by all responding EMS agencies within EBCI. This includes all volunteer fire & rescue agencies and private ambulance services.
2. All patients will be tagged with a color-coded triage tag prior to arrival at the on-scene treatment area.

Requesting Activation of the Out-of-County Mutual Aid Plan

The following positions may request activation of, or authorize EBCI EMS participation in, the Regional EMS Mutual Aid Response Plan:

1. EMS Director
2. On-Duty EMS Shift Supervisor
3. EMS Operations Manager
4. EMS On-Duty Assistant Shift Supervisor

Key Plan Components

Communications

1. Dispatching of units will be made on the primary EMS/Rescue frequency. All out-of-county units will make initial contact on 155.205 or another assigned frequency.
2. Communications between ambulances and the hospital shall be on UHF Med Channels unless otherwise directed by EMS Command. The Transportation Officer will give numbers of victims and the condition of each as the unit is departing from the scene
3. On-scene EMS operations shall be conducted small handheld portable radios on a frequency designated by EMS Command.
4. Communications with Air MedEvac services will be conducted on a separate frequency when possible to reduce radio traffic.
5. It is important that all incoming equipment have the ability to receive instructions from EMS Command and when directed, to proceed to the staging area or to the incident scene.
6. All radio communications shall be consistent with EBCI EMS standard operating guidelines for radio operations.

Initial Response

1. Communications will estimate the initial number of transport ambulances needed.
2. Communications will activate EMS paging tones.
3. Send one (1) ambulance for every two (2) patients. For example, if it is reported that ten patients are involved, five ambulances will need to be dispatched - this could be a combination of private, volunteer, local EMS, and out-of-county EMS units if necessary.
4. *First arriving unit* establishes EMS Command, provides an initial “size up,” and begins patient triage.

- a. Critical Actions:
 - i. Establish command at a key location that allows good visual assessment of the entire scene if possible. Avoid high noise areas and distractions if possible.
 - ii. Quickly determine if additional resources are required, or if number of enroute units can be reduced, and report this information to Communications.
 - iii. Determine an area for unit staging and the best approach to the scene.
- 5. Upon arrival next in unit(s) report to EMS Command for assignment and will stage vehicle in an appropriate location.
 - a. Critical Actions:
 - i. Once enroute, contact Communications by radio for further instructions and assignment. Keep radio transmissions brief.
 - ii. Arriving units must stage appropriately to allow departing units to leave the scene without difficulty. Do not block vehicle entry to, or exit from, the scene.
 - iii. For large scale incidents proceed directly to the personnel and equipment staging area, be prepared to drop additional personnel and equipment.
 - iv. Vehicle drivers must stay with their ambulance at all times.
 - v. Turn off all emergency lights upon arrival.
 - vi. Ensure that wheeled ambulance stretchers remain in the ambulance until ready for use.
 - vii. ALL EMS PERSONNEL MUST WEAR AN EMS SAFETY VEST AT A MINIMUM – SECTION LEADERS WILL WEAR AN APPROPRIATE SECTION COMMAND VEST.

Transferring EMS Command

1. Transfer of EMS Command will occur when the next higher ranking, or next most senior, EMS personnel arrive on scene.
2. A face-to-face exchange of information will occur and the individual assuming EMS Command will notify Communications of the transaction after command has been transferred.

Staging

1. Initial Staging – A location for initial staging will be established for all MCI's
2. Secondary Staging – A secondary staging location will be established for all Level 2 & Level 3 MCI's
 - a. Critical Actions
 - i. Be careful not to cause gridlock in the initial staging area. Only the vehicles necessary to set-up EMS Command and Triage should be located in the initial staging area.
 - ii. Consider using large parking lots located near interstates or divided highways as secondary staging locations.

- iii. Churches, schools, shopping centers, etc. make ideal locations for secondary staging and are generally easy to find.
- iv. All staging sites should have one way in and one way out for all traffic.
- v. When moving vehicles, avoid backing whenever possible. If backing a vehicle is unavoidable, the driver must have an appropriately positioned spotter at all times.

Triage & Transportation

1. All patients will be triaged using the "START" method and will be tagged with a color-coded triage tag prior to arrival at an on-scene treatment area.
2. The EMS Transportation Officer will provide transport instructions to EMS personnel and direct patients to ambulances for transportation.
3. DO NOT communicate directly with the receiving hospital unless a patient's condition deteriorates dramatically while enroute. The EMS Transportation Officer will communicate directly with the receiving hospitals.
4. You will receive instructions from Communications regarding re-assignment when leaving the receiving hospital.
5. Follow the directions of law enforcement and/or fire personnel regarding traffic flow.

Management of On-Scene Conflicts

It is understood that each provider will make every effort to manage any multi-casualty incident in an efficient, effective, and professional manner. However, sometimes various factors may be present which hamper these efforts. Such factors may range from unforeseen circumstances of the incident to poor decision-making on the part of early on-scene personnel. These situations will occur – it is a documented fact, evident in studies of every mass-casualty situation in history – and no county is immune from them! There is a right and a wrong way to manage them, however.

Should any responding agency encounter situations that they believe are hampering their efforts, and other responders' efforts, to provide the most effective care, the following steps should occur:

1. The response agency personnel having questions/concerns about scene operations should:
 - a. Not argue with on-scene personnel
 - b. Contact your regular duty supervisor and report the situation.
 - c. The Supervisor will contact his/her peers in the host agency's response jurisdiction and work out the problem.
2. The host agency's response and/or incident management personnel should:
 - a. Acknowledge that mutual aid responders may operate somewhat differently than you do on a day-to-day basis.
 - b. Accept input from mutual aid providers' supervisory personnel.
 - c. Do nothing that compromises patient care

If problems cannot be managed on scene, responders are each bound by their local protocols and best judgment, and conflicts will be managed post-incident through medical review.

In order to minimize the possibility of responder conflicts, agencies are encouraged to respond a supervisor or ranking officer along with treatment and transport personnel for any incidents expected to be of extended duration (i.e., 1 hour or greater in duration).

Section Assignment and Duties

This information has been reproduced as a laminated card and will be kept in the visor of each vehicle in the EMS fleet. Refer to this card as a quick reference or as a quick study guide.

1. EMS Command Officer
 - a. Accountable for the EMS response to an incident including not only operations but also logistics, finance, planning, safety, public information, and other aspects of the local EMS system.
 - b. Assigns lead personnel to other sections such as staging, triage, treatment, and transportation.
 - c. Typically a “White Shirt” or the most senior paramedic present.
 - d. Performs accountability assessment of EMS personnel assigned to his/her section post-incident.
2. EMS Operations Officer
 - a. In charge of all operational sections of the EMS response including staging, triage, treatment, and transportation.
 - b. Ensures that sections operate smoothly and that problems are addressed early.
 - c. Performs accountability assessment of EMS section leaders assigned to him/her post-incident.
3. Staging Officer
 - a. The Staging Officer (SO) is in charge of vehicle movement in and out of a staging area. The SO may come from any discipline (either EMS, fire, or law enforcement) but should know the area including transportation routes and road conditions.
 - b. The SO will be in contact with on-scene command so as to know what type of units and how many to send in at what times.
 - c. Units responding into another county will report to the staging area, report IN PERSON to the SO, and move at his/her command. Out-of-county responding units do not leave the staging area to return home without clearance from the SO.
 - d. Performs accountability assessment of EMS personnel assigned to his/her section post-incident.
4. Triage Officer
 - a. This individual is responsible for patient sorting to ensure that the most critical patients receive treatment and transport first.
 - b. The individual selected as Triage Officer in any incident should have excellent patient assessment skills, and must be very skilled at use of triage and tagging systems. He/she again will likely represent the host county’s primary EMS provider (or possibly an emergency physician) except in unusual circumstances.
 - c. Out-of-county responders assigned to Triage will work under the command of this individual.

- d. Performs accountability assessment of EMS personnel assigned to his/her section post-incident.
- 5. Treatment Officer/Medical Officer
 - a. This individual is responsible for managing patient care either at the site of injury (if the patient cannot be extricated), at the triage area, and in the treatment area.
 - b. Assigns leadership positions for all treatment sectors.
 - c. The Treatment Officer will likely be a senior paramedic or member of the command staff of the host county's primary EMS provider (or possibly an emergency physician).
 - d. Out-of-county responders assigned to Treatment will work under the command of this individual.
 - e. Performs accountability assessment of EMS personnel assigned to his/her section post-incident.

Roles And Responsibilities by EMS Job Title

This information has been reproduced as a laminated card and will be kept in the visor of each vehicle in the EMS fleet. Refer to this card as a quick reference or as a quick study guide.

1. EMS Director – Fills the EMS Command position in the ICS flow chart as command is transferred upward. May activate regional mutual aid plan in the event of a Level 2 or Level 3 MCI. May serve as a direct liaison to the Emergency Operations Center.
2. EMS Operations Supervisor – May fill any leadership position in the ICS flow chart up to and including Command, Operations, Staging, Triage, Treatment, and Transportation sections. May activate regional mutual aid plan in the event of a Level 2 or Level 3 MCI. If off-duty at the time of callback, may serve as a direct liaison to the Emergency Operations Center.
3. EMS Shift Supervisor – May fill any leadership position in the ICS flow chart up to and including Command, Operations, Staging, Triage, Treatment, and Transportation section. May activate regional mutual aid plan in the event of a Level 2 or Level 3 MCI. If off-duty at the time of callback, may serve as a direct liaison to the Emergency Operations Center.
4. EMT-I, -II, -III – May fill any position in the ICS flow chart up to and including Command, Operations, Staging, Triage, Treatment, and Transportation section. Typically, will perform as a medical provider in Triage, Treatment, or Transportation sections.

Personnel Accountability

EMS Personnel will be accounted for during the post-incident stage – this will be the responsibility of each section leader. EMS personnel should not self-respond into areas where rescue operations are taking place without first requesting clearance from EMS Operations. It is very important that EMS personnel report any change in location at the scene of a major incident to his/her respective section leader prior to changing location.

EMS Rehabilitation

1. EMS personnel should avoid prolonged exposure to the following situations and should tentatively be rotated out on the following schedule:
 - a. Vehicle extrication: No more than thirty minutes at a time in ideal situations.

- b. Any MCI Section (such as Triage, Treatment, Transportation, etc.); no more than 3 hours at a time in ideal situations.
 - c. Rehabilitation of other Emergency Services Personnel: No more than 3 hours at a time in ideal situations.
2. All EMS personnel should remain mindful of the importance of staying hydrated and maintaining adequate food intake during prolonged incidents.
3. Ranking EMS officers and section leaders must monitor personnel assigned to their area for fatigue, possible dehydration, heat related-illnesses, and other conditions that may effect their performance.

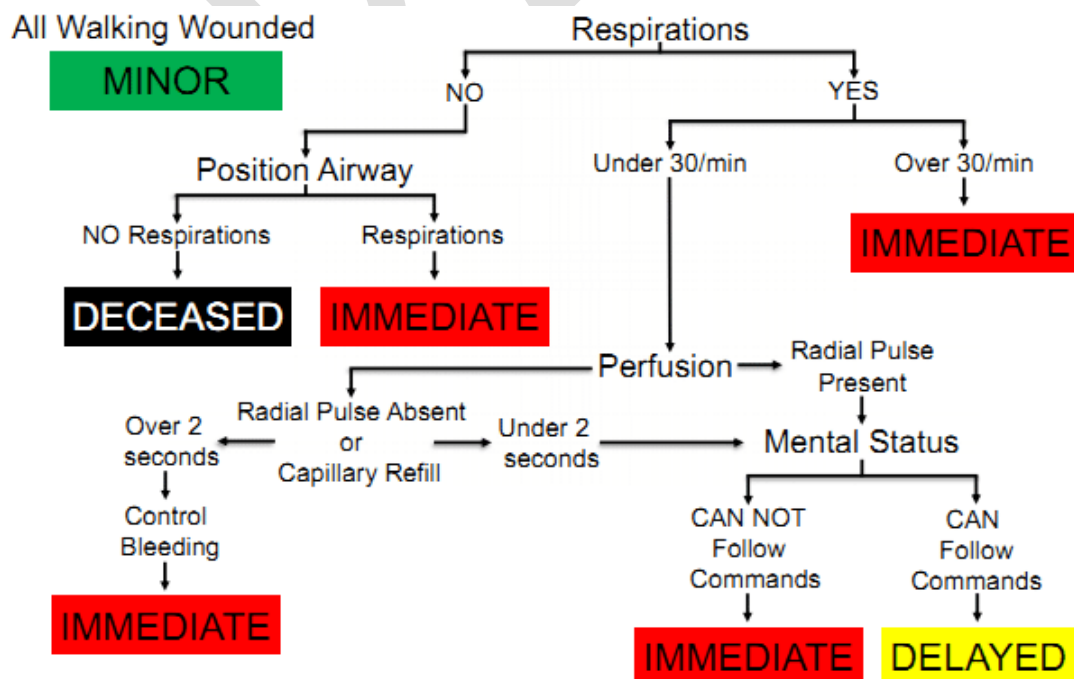
EMS Safety

1. The on-scene safety officer has the authority to stop unsafe activities in order to prevent injuries or harm.
2. All EMS must be clearly identifiable and easily scene.
3. Personnel must stage away from the scene of any violent event until proper safety measures have been put into place.
4. All EMS personnel must use appropriate PPE and safety equipment during an MCI.

CISD/EAP

The leader for each section's operations will evaluate all personnel for signs of post-traumatic stress disorder. EMS personnel will be encouraged to utilize available counseling services and attend critical incident stress debriefing.

Appendix 35 – S.T.A.R.T. Triage Diagram



Public Health and Medical Annex Appendices

Appendix 36 – Emergency Support Function (ESF) #8

Introduction

Purpose

Emergency Support Function (ESF) #8 – Public Health and Medical Services provides the mechanism for Federal assistance to supplement local, state, tribal, territorial, and insular area resources in response to a disaster, emergency, or incident that may lead to a public health, medical, behavioral, or human service emergency, including those that have international implications.

Scope

ESF #8 provides planning and coordination of Federal public health, healthcare delivery, and emergency response systems to minimize and/or prevent health emergencies from occurring; detect and characterize health incidents; provide medical care and human services to those affected; reduce the public health and human service effects on the community; and enhance community resiliency to respond to a disaster. These actions are informed through integrated biosurveillance capability, assessment of health and human service needs, and maintenance of the safety and security of medical products, as well as the safety and defense of food and agricultural products under the Food and Drug Administration's (FDA) regulatory authority.

Public health and medical services (e.g., patient movement, patient care, and behavioral healthcare) and support to human services (e.g., addressing individuals with disabilities and others with access and functional needs) are delivered through surge capabilities that augment public health, medical, behavioral, and veterinary functions with health professionals and pharmaceuticals. These services include distribution and delivery of medical countermeasures, equipment and supplies, and technical assistance. These services are provided to mitigate the effects of acute and longer-term threats to the health of the population and maintain the health and safety of responders. ESF #8 disseminates public health information on protective actions related to exposure to health threats or environmental threats (e.g., to potable water and food safety).

Jurisdictional medico-legal authorities are assisted in carrying out fatality management responsibilities by providing specialized teams and equipment to conduct victim identification, grief counseling and consultation, and reunification of human remains and effects to authorized person(s). ESF #8 may continue providing services and ensure a smooth transition to recovery while the community rebuilds their capability and assumes administrative and operational responsibility for services. ESF #8 provides supplemental assistance to local, state, tribal, territorial, and insular area governments in the following core functional areas:

1. Assessment of public health/medical needs
2. Health surveillance
3. Medical surge
4. Health/medical/veterinary equipment and supplies
5. Patient movement

6. Patient care
7. Safety and security of drugs, biologics, and medical devices
8. Blood and tissues
9. Food safety and defense
10. Agriculture safety and security
11. All-hazards public health and medical consultation, technical assistance, and support
12. Behavioral healthcare
13. Public health and medical information
14. Vector control
15. Guidance on potable water/wastewater and solid waste disposal
16. Mass fatality management, victim identification, and mitigating health hazards from contaminated remains
17. Veterinary medical support

Relationship to Whole Community

This section describes how ESF #8 relates to other elements of the whole community.

Local, State, Tribal, Territorial, and Insular Governments

While local, state, tribal, territorial, and insular area officials retain primary responsibility for meeting public health and medical needs, ESF #8 can deploy public health and medical resources to assist as needed.

In a major public health or medical emergency, demand for public health and medical resources may exceed local, state, tribal, territorial, and insular area capability. State, tribal, territorial, or insular area jurisdictions may request assistance through the Emergency Management Assistance Compact (EMAC) or may request Federal assistance, which may be executed under the Stafford Act or other authorities. When possible, a recognized spokesperson from the affected public health and medical community (local, state, tribal, territorial, or insular area) delivers relevant health messages.

Private Sector/Nongovernmental Organizations

The vast majority of public health and medical activities and services are provided by the private healthcare sector. ESF #8 augments the support provided by the private healthcare sector when requested by local, state, tribal, territorial, or insular area governments.

ESF #8 works with retail, wholesale, and other similar private industry associations for information sharing, planning, and exercises that would produce mutually beneficial results in coordinating how, when, where, and by whom critical resources will be provided during all types of incidents.

ESF #8 organizations work closely with the private sector (e.g., regulated industries, academic institutions, trade organizations, and advocacy groups); volunteer organizations (e.g., faith-based and neighborhood partnerships); and local and state agencies to coordinate ESF #8 response resources. ESF #8 organizations recognize that leveraging resources from these organizations and individuals with shared interests allows ESF #8 to accomplish its mission in ways that are the least burdensome and most beneficial to the American public and that enhance the resilience of

healthcare systems to deliver coordinated and effective care during public health emergencies and mass casualty events.

Nongovernmental organizations, including community-based organizations, are an important partner in recruiting and supporting health professional volunteers and providing medical and counseling services to victims and their families.

Federal Government

Specific information on Federal Government actions is described in the following sections.

Core Capabilities and Actions

The following table lists the response core capabilities that ESF #8 most directly supports along with the related ESF #8 actions. All ESFs support the following core capabilities: Planning, Operational Coordination, and Public Information and Warning.

ESF Role Aligned to Core Capabilities

1. Public Information and Warning
 - a. **Public Health and Medical Information**
 - i. Coordinates the Federal public health and medical messaging with jurisdictional officials.
 - ii. Continuously acquires and assesses information on the incident. Sources of information may include state incident response authorities; officials of the responsible jurisdiction in charge of the disaster scene; and ESF #8 support departments, agencies, and organizations.
 - iii. Provides public health, behavioral health, disease, and injury prevention information that can be transmitted to members of the general public and responders who are located in or near affected areas in multiple and accessible formats and languages in a culturally and linguistically appropriate manner that is understandable to all appropriate populations, such as individuals with access and functional needs; those with limited English proficiency; pediatric populations; populations with disabilities and others with access and functional needs; the aging; and those with temporary or chronic medical conditions.
 - iv. Supports a Joint Information Center (JIC) in the release of general medical and public health response information to the public.
2. Critical Transportation
 - a. Patient Movement
 - i. Transports seriously ill or injured patients and medical needs populations from point of injury or casualty collection points in the impacted area to designated reception facilities.
 - ii. Coordinates the Federal response in support of emergency triage and pre-hospital treatment, patient tracking, distribution, and patient return. This effort is coordinated with Federal and local, state, tribal, territorial, and insular area emergency medical services officials.

- iii. Provides resources to assist in the movement of at-risk/medically fragile populations to shelter areas and with the sheltering of the special medical needs population that exceeds the state capacity.
 - iv. Provides private vendor ambulance support to assist in the movement of patients through the National Ambulance Contract.
 - v. Provides support for evacuating seriously ill or injured patients through the National Disaster Medical System (NDMS). This is an interagency partnership between the Department of Health and Human Services (HHS), the Department of Homeland Security (DHS), the Department of Defense (DOD), and the Department of Veterans Affairs (VA).
 - Support may include providing accessible transportation assets; operating and staffing NDMS patient collection points (e.g., aerial ports of embarkation (APOEs)); and/or establishing Federal Coordinating Centers (FCCs) that conduct patient reception at ports of debarkation (e.g., aerial ports of debarkation (APOD)).
 - Federal support may also include processing and tracking patient movement from collection points to their final destination reception facilities through final disposition. (Note: DOD is responsible for tracking patients transported on DOD assets to the receiving FCC.)
 - vi. Provides patient tracking from point of entry to final disposition.
 - vii. Provides capability to identify bed capacity for the purposes of bed allocation among healthcare treatment networks.
3. Environmental Response/Health and Safety
- a. Supports the Worker Safety and Health Support Annex; provides technical assistance; and conducts exposure assessments and risk management to control hazards for response workers and the public.
4. Fatality Management Services
- a. Assists jurisdictional medico-legal authorities and law enforcement agencies in the tracking and documenting of human remains and associated personal effects; reducing the hazard presented by chemically, biologically, or radiologically contaminated human remains (when indicated and possible); establishing temporary morgue facilities; determining the cause and manner of death; collecting ante mortem data in a compassionate and culturally competent fashion from authorized individuals; performing postmortem data collection and documentation; identifying human remains using scientific means (e.g., dental, pathology, anthropology, fingerprints, and, as indicated, DNA samples); and preparing, processing, and returning human remains and personal effects to the authorized person(s) when possible; and providing technical assistance and consultation on fatality management and mortuary affair services. May provide behavioral health support to families of victims during the victim identification mortuary process.
 - b. May provide for temporary interment when permanent disposition options are not readily available.
5. Mass Care Services

- a. Provides technical expertise and guidance on the public health issues of the medical needs population.
 - b. Assists with applications for Federal benefits sponsored by HHS and ensures continuity of assistance services in affected states and in states hosting relocated populations.
 - c. Provides support for the provision of case management and advocacy services.
 - d. Provides support for human and/or veterinary mass care sheltering, as resources are available.
6. Logistics and Supply Chain Management
- a. Health, Medical, and Veterinary Equipment and Supplies**
 - i. Arranges for the procurement and transportation of equipment and supplies; diagnostic supplies; radiation detection devices; and medical countermeasures including assets from the Strategic National Stockpile (SNS); in support of immediate public health, medical and veterinary response operations.
 - b. Blood and Tissues**
 - i. Monitors and ensures the safety, availability, and logistical requirements of blood, blood products and tissue. This includes the ability of the existing supply chain resources to meet the manufacturing, testing, storage, and distribution of these products.
7. Public Health, Healthcare, and EMS
- a. Health Surveillance**
 - i. Uses existing all-hazards surveillance systems to monitor the health of the general and medical needs population, as well as that of response workers, and identify emerging trends related to the disaster; carries out field studies and investigations; monitors injury and disease patterns and potential disease outbreaks, behavioral health concerns, blood, blood products, and tissue supply levels; and provides technical assistance and consultations on disease and injury prevention and precautions. Provides support to laboratory diagnostics and through the Laboratory Response Network (LRN) provides a mechanism for laboratories to access additional resources when the capabilities or capacity have been exceeded.
 - b. Medical Surge**
 - i. Provides support for triage, patient treatment, and patient movement.
 - ii. Provides clinical public health and medical care specialists from the NDMS, U.S. Public Health Service, VA, and DOD to fill local, state, tribal, territorial, and insular area health professional needs.
 - iii. Coordinates with states to integrate Federal assets with civilian volunteers deployed from local, state, and other authorities, including those deployed through the Emergency System for Advance Registration of Volunteer Health Professionals and the Medical Reserve Corps.
 - c. Patient Care**
 - i. Provides resources to support pre-hospital triage and treatment, inpatient hospital care, outpatient services, behavioral healthcare, medical-needs

sheltering, pharmacy services, and dental care to victims with acute injury/illnesses or those who suffer from chronic illnesses/conditions.

- ii. Assists with isolation and quarantine measures as well as with medical countermeasure and vaccine point of distribution operations (e.g., mass prophylaxis).
- iii. Ensures appropriate patient confidentiality is maintained, including Health Insurance Portability and Accountability Act privacy and security standards, where applicable.

d. Assessment of Public Health/Medical Needs

- i. Supports national or regional teams to assess public health and medical needs. This function includes the assessment of the healthcare system/facility infrastructure

e. Food Safety, Security, and Defense

- i. In coordination with ESF #11, may task HHS components and request assistance from other ESF #8 partner organizations to ensure the safety, security, and defense of federally regulated foods.

f. Agriculture Safety and Security

- i. In coordination with ESF #11, ESF #8 may task components to ensure the health, safety, and security of livestock and food-producing animals and animal feed, as well as the safety of the manufacture and distribution of foods, drugs, and therapeutics given to animals used for human food production. ESF #8 may also provide veterinary assistance to ESF #11 for the care of research animals.

g. Safety and Security of Drugs, Biologics, and Medical Devices

- i. During response, provides advice to private industry regarding the safety and efficacy of drugs; biologics (including blood, blood products, tissues and vaccines); medical devices (including radiation emitting and screening devices); and other products that may have been compromised during an incident and are HHS regulated products.

h. All-Hazard Public Health and Medical Consultation, Technical Assistance and Support

- i. Assesses public health, medical, and veterinary medical effects resulting from all hazards. Such tasks may include assessing exposures on the general population, on children, and on those with disabilities and others with access and functional needs; conducting field investigations, including collection and analysis of relevant samples; advising protective actions related to direct human and animal exposures and on indirect exposure through contaminated food, drugs, water supply, and other media; and providing technical assistance and consultation on medical treatment, screening, and decontamination of injured or contaminated individuals. Provides for disaster-related health and behavioral health needs through direct services and/or referrals as necessary.

i. Vector Control

- i. Assesses the threat of vector-borne diseases.

- ii. Conducts field investigations, including the collection and laboratory analysis of relevant samples; provides vector control equipment and supplies.
- iii. Provides technical assistance and consultation on protective actions regarding vector-borne diseases.
- iv. Provides aerial spraying for vector control.
- v. Provides technical assistance and consultation on medical treatment of victims of vector-borne diseases.

j. Public Health Aspects of Potable Water/Wastewater and Solid Waste Disposal

- i. Assists in assessing potable water, wastewater, solid waste disposal, and other environmental health issues related to public health in establishments holding, preparing, and/or serving food, drugs, or medical devices at retail and medical facilities, as well as examining and responding to public health effects from contaminated water; conducting field investigations, including collection and laboratory analysis of relevant samples; providing equipment and supplies as needed; and providing technical assistance and consultation.

k. Veterinary Medical Support

- i. Provides veterinary medical support to treat ill or injured animals, and veterinary public health support through HHS National Veterinary Response Team and veterinary medical officers of the Commissioned Corps of the U.S. Public Health Service. ESF#8 is the primary Federal resource for treatment of ill or injured service animals, pets, working animals, laboratory animals, and livestock post-disaster.
- ii. Under HHS' statutory authority conduct animal response to zoonotic diseases in order to protect human health.
- iii. Support the United States Department of Agriculture (USDA) and its authority to manage a foreign animal disease response with the resources listed above for livestock or poultry diseases exotic to the United States that are either not or only mildly zoonotic

Integration with the National Disaster Recovery Framework

ESF#8 is linked closely with the Health and Social Services Recovery Support Functions (RSF) under the National Disaster Recovery Framework. The Health and Social Services RSF may stand up nearly as early as ESF#8, though initially to focus on planning and information sharing. The ESFs and RSFs coexist and share information about impacts and assistance provided while focusing on their respective core capability. There will be some overlap between ESF and RSF missions, but as the ESF requirements diminish, the RSFs will examine any outstanding ESF activities that are associated with long-term health and social services recovery and determine subsequent actions consistent with the Recovery Federal Interagency Operational Plan (FIOP). From the earliest period following the disaster, ESF#8 will work closely with the Health and Social Services RSF to synchronize the integration of long-term restoration activities as seamlessly as possible.

Agency Actions

1. Department of Health and Human Services

- a. Possesses statutory authority to take specific actions to prepare for, respond to, and recover from public health and medical emergencies.
- b. Declares a Public Health Emergency through the HHS Secretary.
- c. Assumes operational control of Federal emergency public health and medical response assets, as necessary, in the event of a public health emergency, except for members of the Armed Forces, who remain under the authority and control of the Secretary of Defense.
- d. Leads the Federal effort to provide public health and medical assistance to the affected area in an incident requiring a coordinated Federal response.
- e. Leads the Federal response to international requests for HHS public health and medical assets and coordinates with Federal departments/agencies and international partners on the acceptance of international public health and medical assistance.
- f. Maintains primary responsibility for the situational awareness of public health, medical, and behavioral health assistance; determining the appropriate level of response capability based on the requirement contained in the action request form; and developing status updates and assessments.
- g. Requests ESF #8 organizations to activate and deploy health professional and veterinary personnel, pharmaceuticals, equipment, and supplies in response to requests for Federal assistance, as appropriate.
- h. Assigns HHS personnel (i.e., U.S. Public Health Service Commissioned Corps, NDMS, Federal Civil Service) to address public health, medical, behavioral health, and veterinary needs.
- i. In cooperation with local, state, tribal, territorial, and insular area officials, conducts health surveillance to assess morbidity, mortality, and community needs related to the emergency.
- j. Prepares regional staff to deploy as the Incident Response Coordination Team and to provide initial ESF #8 support to the affected location.
- k. Assists and supports local, state, tribal, territorial, and insular area officials in monitoring for internal patient radiological contamination and administering pharmaceuticals for internal decontamination.
- l. Assists local, state, tribal, territorial, and insular area officials in establishing a registry of individuals potentially exposed to radiation in a radiological/nuclear incident; performing dose reconstruction; and conducting long-term monitoring of this population for potential longterm health effects.
- m. Monitors blood, blood products, and tissue supplies, shortages and reserves.
- n. Liaises with the American Association of Blood Banks (AABB) Interorganizational Task Force on Domestic Disasters and Acts of Terrorism (AABB Task Force) or the American Red Cross to assist in logistical requirements and to coordinate a national public blood announcement message for the need to donate blood.
- o. Activates NDMS as necessary to support response operations.

- p. Deploys or redeploys the SNS or other pharmaceutical or medical resources as appropriate.
 - q. Coordinates public health and medical support and patient movement requirements with supporting departments, agencies, and governments throughout the incident.
 - r. Assures the safety, defense, and security of food in coordination with other responsible Federal agencies (e.g., USDA). In cooperation with local, state, tribal, territorial, and insular area officials, assesses whether food manufacturing, food processing, food distribution, food service, and food retail establishments in the affected area are able to provide safe food.
 - s. Cooperates with local, state, tribal, territorial, and insular area officials as well as the food industry to conduct trace backs and/or recalls of adulterated products.
 - t. Cooperates with local, state, tribal, territorial, insular area, and Federal officials to provide guidance regarding the proper disposal of contaminated products and the decontamination of affected food facilities to protect public health.
 - u. Provides public health risk communication messages and advisories that communicate relevant information on health hazards or other situations that could potentially threaten the public in multiple and accessible formats (e.g. visual public announcements, interpreters, etc.) and in a culturally and linguistically appropriate manner.
 - v. Disseminates public health information on protective actions related to exposure to health threats or environmental threats.
 - w. Notifies or responds to foreign country potential health threats as required by International Health Regulations.
 - x. Provides support for public health matters for radiological incidents as a member of the Advisory Team for Environment, Food, and Health.
 - y. Consults public health and medical subject matter experts with ESF #8 supporting organizations. This includes partners representing all appropriate populations such as individuals with access and functional needs, which can include pediatric populations, individuals with disabilities, older adults, and individuals with temporary or chronic medical conditions.
2. Department of Agriculture (Support)
- a. Provides nutrition assistance.
 - b. Ensures the safety and defense of the Nation's supply of meat, poultry, and processed egg products.
 - c. Responds to animal and agricultural health and disease management issues.
 - d. Collaborates with HHS and the Department of the Interior (DOI) to deliver effective "one health" response that integrates human, animal, plant, and environmental health.
 - e. Supports public health matters for radiological incidents as a member of the Advisory Team for Environment, Food, and Health.
 - f. Provides technical expertise in support of animal and agricultural emergency management.
 - g. **United States Forest Service**

- i. Provides personnel, equipment, and supplies primarily for communications, aircraft, and base camps for deployed Federal public health and medical teams.
- 3. Department of Commerce (Support)
 - a. National Oceanic and Atmospheric Administration**
 - i. Provides near real-time transport, dispersion, and predictions of atmospheric releases of radioactive and hazardous materials that may be used by authorities in taking protective actions related to sheltering and evacuating affected populations.
- 4. Department of Defense (Support)
 - a. Subject to the availability of resources and the approval of the Secretary of Defense, DOD may perform the following when requested.
 - b. Alerts DOD NDMS FCCs and provides specific reporting instructions to support incident relief efforts.
 - c. Alerts DOD NDMS FCCs to activate NDMS patient reception plans in a phased, regional approach, and when appropriate, in a national approach, as determined by HHS.
 - d. At the request of HHS and in coordination with interagency partners, provides NDMS support for the aeromedical evacuation and medical management of NDMS patients at DoD patient collection points (APOE) to patient reception areas (APOD/FCC).
 - e. Coordinates reception, tracking, and management of patients evacuated on DOD assets from the APOE to the APOD, as well as patients received at DOD FCCs and transported to nearby NDMS hospitals and VA hospitals that are available and can provide appropriate care. Provides medical regulation of patients moved on DOD transportation assets.
 - f. Provides available logistical support (e.g., transportation) to public health/medical response operations.
 - g. Deploys available medical, surgical, and behavioral health personnel for casualty clearing and staging, patient management, and treatment. Deploys healthcare providers in a limited capacity to augment civilian hospital staff and Federal deployable teams, and supports points of medical countermeasure distribution. Deploys chemical, biological, radiological, and nuclear (CBRN) medical subject matter experts and/or teams for technical consultation and/or medical support. Mobilizes and deploys available Active Component, Reserve, and/or National Guard medical units or individuals when authorized for public health and medical response.
 - h. Provides deployable units (e.g., Expeditionary Medical Support System, Combat Support Hospitals) and platforms (e.g., U.S Naval hospital ships, and/or other Naval vessels) for patient medical and/or surgical care.
 - i. Provides epidemiological and occupational health support, telemedicine, and other specialized medical support.

- j. Provides available military medical personnel to assist ESF #8 in the protection of public health (e.g., food, water, hygiene, wastewater removal, solid waste disposal, and vector control).
 - k. Provides available veterinary personnel to assist in the treatment of animals and in food safety, security, and protection activities. Provides available zoonotic and food surveillance data to ESF #8 and ESF #11 partners (e.g., FDA, USDA).
 - l. Provides available DOD medical supplies and materiel for use at points of distribution, hospitals, clinics, or medical care locations operated for exposed populations, incident victims, or ill patients. Provides available DOD medical supplies and materiel for mass care centers.
 - m. Assists local, state, tribal, territorial, and insular area officials in the provision of emergency medical, surgical, and behavioral healthcare.
 - n. Provides the use of functional DOD military treatment facilities within or near the incident area for medical care of non-Military Healthcare System beneficiaries.
 - o. Provides available assistance for human fatality management services including remains collection, remains transport, mortuary services, victim identification, autopsy (if appropriate), and consultation and general assistance with temporary interment sites. Provide technical consultation for chemically or radiologically contaminated or infectious remains. Provides support to Victim Information Centers. Tracks decedents transported on DOD assets to fatality management facilities (e.g., mortuary, funeral home).
 - p. Provides evaluation and risk management support through use of Defense Coordinating Officers, Emergency Preparedness Liaison Officers, and Joint Regional Medical Plans and Operations Officers.
 - q. Provides available blood, blood products, and tissues in coordination with HHS.
 - r. Provides public health and medical surveillance, laboratory diagnostics, and confirmatory testing (e.g., United States Army Medical Research Institute of Infectious Disease, United States Naval Medical Research Center) in coordination with the Laboratory Response Network/HHS and the Integrated Consortium of Laboratory Networks/DHS.
 - s. U.S. Army Corps of Engineers**
 - i. Through ESF #3, provides technical assistance, equipment, and supplies in support of HHS to accomplish temporary restoration of damaged public utilities affecting public health and medical facilities. Through ESF #3, provides power (e.g. generators) to medical and public health facilities. Through ESF #3 and in coordination with State and local officials, provides site evaluation and site (e.g., ground) preparation for temporary interment of human remains.
5. Department of Energy/National Nuclear Security Administration (DOE/NNSA)
- a. Coordinates Federal assets for external monitoring and decontamination activities for radiological emergencies pursuant to criteria established by the state(s) in conjunction with HHS.
 - b. Provides, in cooperation with other state and Federal agencies, personnel and equipment, including portal monitors to support initial screening; and provides

advice and assistance to local, state tribal, territorial, and insular area personnel conducting screening/decontamination of persons leaving a contaminated zone.

c. Radiological Assistance Program

- i. Provides regional resources (e.g., personnel, specialized equipment, and supplies) to evaluate, control, and mitigate radiological hazards to workers and the public.
- ii. Provides limited assistance in the decontamination of victims.
- iii. Assists local, state, tribal, territorial, and insular area officials in the monitoring and surveillance of the incident area.

d. National Atmospheric Release Advisory Capability

- i. Provides near real-time transport, dispersion, and dose predictions of atmospheric releases of radioactive and hazardous materials that may be used by authorities in taking protective actions related to sheltering and evacuation of people.

e. Federal Radiological Monitoring and Assessment Center (FRMAC)

- i. Assists public health and medical authorities in determining radiological dose information; assists in providing coordinated gathering of environmental radiological information and data; assists with consolidated data sample analyses, evaluations, assessments, and interpretations; and provides technical information.

f. Radiological Emergency Assistance Center/Training Site

- i. Provides medical advice, specialized training, and on-site assistance for the treatment of all types of radiation exposure accidents.
- ii. Through the Cytogenetic Biodosimetry Laboratory (CBL), provides for post-exposure evaluation of radiation dose received.

6. Department of Homeland Security (Support)

- a. Provides communications support in coordination with ESF #2.
- b. Maintains situational awareness and the common operating picture via the Homeland Security Information Network.
- c. Assists in providing information/liaison with emergency management officials in NDMS FCC areas.
- d. Identifies and arranges for use of DHS/U.S. Coast Guard (USCG) search and rescue (SAR) aircraft and other assets in providing urgent airlift and other accessible transportation support:
 - i. Provides medical assistance to extracted victims.
 - ii. Assists in coordinating with local emergency medical systems for transfer of victims to appropriate healthcare facilities.
 - iii. Conducts search operations for human remains, as mission assigned.
- e. Provides location of human remains to facilitate humane recovery and collection of available forensic/ante-mortem data during course of SAR operations.
- f. Leads the Interagency Modeling and Atmospheric Assessment Center (IMAAC) to coordinate, produce, and disseminate dispersion modeling and hazard prediction products that represent the Federal position during an actual or potential incident to aid emergency responders in protecting the public and environment.

- g. Provides enforcement of international quarantines through DHS/USCG, Customs and Border Protection, and Immigration and Customs Enforcement.
 - h. **Federal Emergency Management Agency**
 - i. Provides logistical support for deploying ESF #8 medical elements required and coordinates the use of mobilization centers/staging areas; transportation of resources; use of disaster fuel contracts; emergency meals; potable water; base camp services; supply and equipment resupply; and use of all national contracts and interagency agreements managed by DHS for response operations.
 - ii. Provides total asset visibility through the use of global positioning system tracking services to enable visibility of some ESF #8 resources through mapping capabilities and reports.
 - iii. Provides support with the National Ambulance Contract for evacuating patients who are too seriously ill or otherwise incapable of being evacuated in general evacuation conveyances.
 - iv. Provides tactical communications support through Mobile Emergency Response Support, inclusive of all types (i.e., deployable satellite and radio frequency/radio communications).
 - i. **Office of Infrastructure Protection**
 - i. Provides situational awareness, cross-sector coordination, and prioritized recommendations regarding critical infrastructure and key resources.
7. Department of Interior (Support)
- a. If available, provides appropriate personnel, equipment, and supplies primarily for communications, aircraft, and the establishment of base camps for deployed Federal public health and medical teams. Resources will be assigned commensurate with each unit's level of training and the adequacy and availability of equipment. ESF #4 or the DOI Operations Center is the contact for this support.
8. Department of Justice (Support)
- a. Acts through the Federal Bureau of Investigation (FBI) to conduct evidence collection and analysis of all CBRN-related materials and controls potential crime scenes.
 - b. Assists in victim identification, coordinated through the FBI.
 - c. Provides local, state, tribal, territorial, and insular area officials with legal advice concerning identification of the deceased consistent with cultural sensitivity practices.
 - d. Provides HHS with relevant information of any credible threat or other situation that could potentially threaten public health. This support is coordinated through FBI headquarters.
 - e. Provides security for the SNS and secure movement of inbound medical equipment, supplies, blood, and tissues.
 - f. As the Coordinator for ESF #13, provides crowd control at fixed and deployed healthcare facilities for the protection of workers and to address public safety and security.
 - g. Provides quarantine assistance.

- h. Establishes an adult missing person call center and assists in the disposition of cases.
 - i. Shares missing person data with ESF #6, ESF #8, ESF #13, and the American Red Cross in support of identification of the deceased and seriously wounded.
 - j. Supports local death scene investigations and evidence recovery.
 - k. Provides guidance, promulgates regulations, conducts investigations and compliance reviews, and enforces Federal civil rights laws, including their application to emergency management.
9. Department of Labor (Support)
- a. Coordinates the safety and health assets of Federal departments and agencies designated as cooperating agencies under the NRF Worker Safety and Health Support Annex and of the private sector to provide technical assistance and conduct worker exposure assessment and responder and worker risk management within the Incident Command System. This assistance may include 24/7 site safety monitoring; worker exposure monitoring; health monitoring; sampling and analysis; development and oversight of the site-specific safety and health plan; and personal protective equipment selection, distribution, training, and respirator fit testing.
 - b. Provides personnel and management support related to worker safety and health in field operations during ESF #8 deployments.
10. Department of State (Support)
- a. Coordinates the diplomatic aspects of international activities related to CBRN incidents and events that pose transborder threats as well as the diplomatic aspects of naturally occurring disease outbreaks with international implications.
 - b. Assists with coordination with foreign states concerning offers of support, gifts, offerings, donations, or other aid. This includes establishing coordination with partner nations to identify the immediate support, validated by the United States, in response to an incident.
 - c. Acts as the health and medical services information conduit to U.S. embassies/consulates.
11. Department of Transportation (Support)
- a. Collaborates with DOD, the General Services Administration (GSA), and other transportation-providing agencies to provide technical assistance in identifying and arranging for all types of transportation, such as air, rail, marine, and motor vehicle and accessible transportation.
 - b. Coordinates with the Federal Aviation Administration for air traffic control support for priority missions.
 - c. At the request of ESF #8, provides technical support to assist in arranging logistical movement support (e.g., supplies, equipment, blood supply) from DOT resources, subject to DOT statutory requirements.
12. Department of Veteran Affairs (Support)
- a. Subject to the availability of resources and funding, and consistent with the VA mission to provide priority services to veterans, when requested.
 - b. Coordinates with participating NDMS hospitals to provide incident-related medical care to authorized NDMS beneficiaries affected by a major disaster or emergency.

- c. Furnishes available VA hospital care and medical services to individuals responding to, involved in, or otherwise affected by a major disaster or emergency, including members of the Armed Forces on active duty.
 - d. Designates and deploys available medical, surgical, mental health, and other health service support assets.
 - e. Provides a Medical Emergency Radiological Response Team for technical consultation on the medical management of injuries and illnesses due to exposure to or contamination by ionizing radiation.
 - f. Alerts VA FCCs and provides reporting instructions to support incident relief efforts.
 - g. Alerts VA FCCs to activate NDMS patient reception plans in a phased, regional approach and when appropriate, in a national approach.
 - h. Buries and memorializes eligible veterans and advises on methods for interment of the dead during national or homeland security emergencies.
13. Environmental Protection Agency (Support)
- a. Provides technical assistance and environmental information for the assessment of the public health/medical aspects of situations involving hazardous materials, including technical and policy assistance in matters involving water and wastewater systems for critical healthcare facilities.
 - b. Provides support for public health matters for radiological incidents by providing assets to the FRMAC under ESF #10 and to the Advisory Team for Environment, Food, and Health.
 - c. Assists in identifying alternate water supplies and wastewater collection and treatment for critical healthcare facilities.
 - d. Provides environmental technical assistance (e.g., environmental monitoring) and information in the event temporary interment is necessary and/or human remains are contaminated.
14. General Services Administration (Support)
- a. Provides resource support for ESF #8 requirements to meet the needs of the affected population, as requested.
 - b. Provides contract support for temporary storage capability of human remains in a catastrophic fatality incident, such as refrigerated trucks, trailers, or rail cars.
15. U.S. Agency for International Development (Support)
- a. Office of Foreign Disaster Assistance**
 - i. Assists in the tracking and distribution of international support assets.
16. U.S. Postal Service (Support)
- a. Assists in the distribution and transportation of medicine, pharmaceuticals, and medical information to the general public affected by a major disaster or emergency, as needed.
17. American Red Cross (Support)
- a. Provides for disaster-related health and behavior health needs through direct services and/or referrals as necessary.
 - b. Assists community health personnel subject to staff availability.
 - c. Provides mortality and morbidity information to requesting agencies.

- d. Provides supportive counseling for family members of the dead, injured, and others affected by the incident.
- e. Provides information regarding behavioral health surveillance and behavioral health trends to requesting agencies.
- f. Supports NDMS evacuation through the provision of services for accompanying family members/caregivers in coordination with local, state, tribal, territorial, insular area, and Federal officials.
- g. Provides available personnel to assist in temporary infirmaries, immunization clinics, morgues, hospitals, and nursing homes. Assistance consists of administrative support, logistical support, or health services support within clearly defined boundaries.
- h. At the request of HHS, coordinates with the AABB Task Force to provide blood and services as needed through regional blood centers.
- i. Supports reunification efforts through its Safe and Well website and in coordination with government entities as appropriate.
- j. Refers concerns regarding animal healthcare, safety, or welfare to authority having jurisdiction for animal issues

[Appendix 37 – Public Health All-Hazards Plan](#)

The Eastern Band of Cherokee Indians Public Health and Human Services All-Hazards Plan serves a critical role by functioning as Emergency Support Function 8 (ESF 8). This comprehensive plan is designed to ensure a coordinated response to public health emergencies and disasters, addressing a wide range of potential hazards. It outlines the responsibilities and actions necessary to protect the health and well-being of the community. For more detailed information and to access the full plan, please follow the link to the [Public Health All-Hazards Plan](#).

Public Information Annex Appendices

Appendix 38 – Emergency Support Function (ESF) #15

Introduction

Purpose

Emergency Support Function (ESF) #15 – External Affairs provides accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including children; those with disabilities and others with access and functional needs, and individuals with limited English proficiency.

Scope

ESF #15 encompasses all Federal departments and agencies that may require incident communications and external affairs support or whose external affairs assets may be employed during incidents requiring a coordinated Federal response. ESF #15 coordinates Federal actions to provide the required external affairs support to local, state, tribal, territorial, insular area, and Federal incident response entities.² ESF #15 integrates the components of Public Affairs, Congressional Affairs, Intergovernmental Affairs (local, state, tribal, territorial, and insular area coordination), and the private sector under the coordinating auspices of External Affairs. Another component, the Joint Information Center (JIC), ensures the coordinated release of information under ESF #15. The Planning and Products component of External Affairs develops all external and internal communications strategies and products for the ESF #15 organization. Personnel who work under the auspices of External Affairs must be familiar with the provisions of ESF #15 if the ESF is activated. Non-Federal external affairs elements are fully integrated into ESF #15.

During an incident, local, state, tribal, territorial, insular area, and Federal authorities share responsibility for communicating information regarding the incident to the public. These actions are a critical component of incident management and must be fully integrated with all other operational actions to ensure the following objectives are met:

1. Delivery of incident preparedness, health, response, and recovery instructions to those directly affected by the incident.
2. Dissemination of incident information to the public, including children; those with disabilities and other access and functional needs; and individuals with limited English proficiency populations.

The ESF #15 structure provides a supporting mechanism to develop, coordinate, and deliver messages. Federal department and agency communicators develop, coordinate, and deliver information and instructions to the public related to:

1. Federal assistance to the incident-affected area.
2. Federal departmental/agency response.
3. National preparations.
4. Protective measures. Impact on non-affected areas.

Relationship to the Whole Community

This section describes how ESF #15 relates to other elements of the whole community.

Individuals/Community Organizations

The public, both individuals and community organizations, have an important role in assisting with rapid dissemination of information, identifying unmet needs, and mutual support.

Local, State, Tribe, Territorial, and Insular Area Governments

Local, state, tribal, territorial, and insular area authorities retain the primary responsibility for communicating health and safety instructions for their population. Nothing in this annex limits the authority of these authorities to release information regarding an incident under their jurisdiction, particularly if it involves immediate health and safety issues. In the unlikely event that local, state, tribal, territorial, and insular area governments are unable to perform these responsibilities, the Federal Government may provide vital operational health and safety information to the affected population. Nothing in this document should be construed as diminishing or usurping those responsibilities.

Private Sector/Nongovernmental Organizations

The private sector is a component of external affairs. Coordinated communication and collaboration with the private sector supports effective incident response by integrating private sector capabilities and information into response operations. Information must be coordinated across various levels of government to identify needs, convey resources available for business recovery, and facilitate collaborative support for economic recovery.

Information must be disseminated about response and other important information to the private sector through public outreach and education methods, such as media campaigns, workshops, roundtables, and trainings.

Federal Government

Pursuant to Presidential directive, the Secretary of Homeland Security is charged with ensuring that, as appropriate, information related to domestic incidents is gathered and provided to the public.

External affairs efforts are coordinated in support of unified public information as directed by the Department of Homeland Security (DHS) Assistant Secretary for Public Affairs or the Federal Emergency Management Agency (FEMA) Director of External Affairs.

The DHS Public Affairs' National Joint Information Center (NJIC) is activated during incidents requiring a coordinated Federal response to serve as the Federal incident communications coordination center. The DHS/FEMA External Affairs Ready Room is also activated as needed in addition to all natural disasters and other incidents when DHS/FEMA is the lead Federal agency for coordinating communications.

The Department of Health and Human Services (HHS) and the Centers for Disease Control and Prevention (CDC) have communication centers to coordinate the release of public health and

medical information to the whole community, as appropriate. Specific information on Federal Government actions are described in the following sections.

Core Capabilities and Actions

ESF Role Aligned to Core Capabilities

The following table lists the response core capability that ESF #15 most directly supports, along with the particular ESF #15 actions related to that core capability. All ESFs support the following core capabilities: Planning, Operational Coordination, and Public Information and Warning.

1. Public Information and Warning

a. Intergovernmental Affairs

- i. Promotes Federal interaction and implements information sharing with local, state, tribal, territorial, and insular area governments.
- ii. Informs local, state, tribal, territorial, and insular area elected and appointed officials on response efforts and recovery programs.
- iii. Disseminates information with the assistance of state municipal leagues, county associations, and tribal governments.
- iv. Promotes Federal interaction with tribal governments on all aspects of incident response operations.
- v. Ensures inclusion of tribes in all aspects of incidents requiring a coordinated Federal response that affect tribes and incident response operations.

b. Joint Information Center (JIC)

- i. Serves as a central point for coordination of incident information, public affairs activities, and media access to information regarding the latest developments.
 - **Incident JIC** – Is the physical location where all public affairs professionals involved in the response work together to provide critical emergency information, media response, and public affairs functions.
 - **Virtual JIC** – Is the technological means (i.e., secure or non-secure) that link all participants when geographical restrictions, incident management requirements, and other limitations preclude physical attendance by public affairs leadership at a central location.
 - **Satellite JIC** – Is a forward-deployed component of an incident JIC.
 - **Area JIC** – Are multiple JICs that may be used when there are multiple Joint Field Offices (JFOs) to support the area command Unified Coordination structure and whenever multiple JICs are operating in support of the same or related incidents and jurisdictions.

c. Plans and Products

- i. Educates the public in the aftermath of an incident requiring a coordinated Federal response through news advisories, press releases, prepared materials, fliers, and talking points.

- ii. Develops new media products for dissemination, such as blog posts, messages for social media, update messages, video, and digital imagery.

d. Private Sector

- i. Provides strategic counsel and guidance to response leadership in actual or potential incidents.
- ii. Conducts outreach and education.
- iii. Promotes operational integration with the impacted private sector entity to support local economic response and recovery.
- iv. Supports situational awareness by engaging the private sector in information sharing efforts.

2. Department of Homeland Security

- a. **DHS Headquarters** – Coordinate Federal incident communications using a domestic communications strategy following an actual or potential terrorist threat or incident.
 - i. **National Terrorism and Advisory System (NTAS)** – Communicates information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, as well as the private sector. It recognizes that Americans all share responsibility for the Nation's security and should always be aware of the heightened risk of a terrorist attack in the United States and of what they should do. After reviewing the available information, the Secretary of Homeland Security will decide in coordination with other Federal entities whether an NTAS alert should be issued. NTAS will be conducted within the guidelines listed in the National Prevention Framework.
 - ii. **Federal Interagency NTAS Coordination** – The White House Office of Communications, supported by DHS Public Affairs, will immediately assess the requirement for a public announcement with appropriate senior Federal counterterrorism communicators. Recommendations will be coordinated with the National Security Staff and the DHS Counter Terrorism Advisory Board, which makes a formal recommendation to the Secretary of Homeland Security about releasing an NTAS alert. Announcement of an NTAS alert will be conducted within the scope of the overall Federal communications strategy as directed by White House Office of Communications.
- b. The following systems are used for any type of actual or potential incident to communicate pertinent preparedness or response information:
 - i. **National Incident Communications Conference Line (NICCL)** – A standing conference line designated, maintained, and supported by DHS Public Affairs as the primary means for interagency incident communications information sharing during an incident requiring Federal coordination.
 - ii. **State Incident Communications Conference Line (SICCL)** – A dedicated Federal-state incident communications conference line.

- iii. **Private Sector Incident Communications Conference Line (PICCL)** – A standing line to provide timely information to critical infrastructure communicators.
- c. **Federal Emergency Management Agency (FEMA)**
 - i. The organizational DHS/FEMA approach for external affairs and incident communications with the public includes the following coordination systems:
 - **Connectivity and Operations Center Support** – In the event that normal communications are lost or degraded, local, state, tribal, insular area, and Federal communicators coordinate with DHS/FEMA through respective emergency operations and command centers via the FEMA National Radio System.
 - **Integrated Public Alert and Warning System (IPAWS)**
 - Supports the President of the United States and other local, state, tribal, territorial, insular area, and Federal officials to provide critical emergency alerts and information to the American public during emergencies.
 - Provides authenticated alert messaging from emergency officials to the public via radio and television through the Emergency Alert System, cellular phones through the Commercial Mobile Alert System, and National Oceanic and Atmospheric Administration (NOAA) National Weather System All-Hazards Radio (NWR) through the HazCollect System.
- 3. **General Services Administration (Support)**
 - a. Maintains the follow Websites:
 - i. **USA.gov** – This website is the official web portal of the U.S. Government and the agreed-upon site where relevant incident content is to be aggregated and curated. All Federal websites are mandated to link to USA.gov, which lends authority to its content and improves its appearance in search queries.
 - ii. **GobiernoUSA.gov** – The Spanish-language sister site of USA.gov. GobiernoUSA.gov follows the same mandate to provide official government information to people with Limited English Proficiency.
 - iii. **National Contract Center (NCC)** – Also managed by the General Services Administration, the NCC serves as an information and referral service for the general public seeking information on a wide range of government programs, including those administered by the Executive, Legislative, and Judicial branches.
- 4. **Department of Health and Human Services (Support)**
 - a. HHS, its agencies and partners working under ESF #8, educate and inform the public, health care professionals, policymakers, partner organizations, and the media in a timely, accurate, and coordinated way during the response phase of a

public health and medical incident. HHS and DHS work together as the respective leads for ESF #8 and ESF #15 during a public health emergency.

5. Department of Commerce (Support)

a. National Oceanic and Atmospheric Administration (NOAA)

- i. NWR is a nationwide network of radio stations broadcasting continuous weather information direct from a nearby National Weather Service (NWS) office. NWR broadcasts NWS warnings, watches, forecasts, and other hazard information 24 hours a day. In conjunction with the Emergency Alert System (EAS), NWR provides an all-hazards radio network, making it a single source for comprehensive weather and emergency information. The Secretary of Homeland Security can use the NWR network to send target alerts anywhere in the country. In addition, this type of activation also activates DHS/FEMA's EAS network at the local level. NWR also broadcasts warning and postevent information for all types of hazards, including natural (e.g., earthquakes and volcano activity), manmade (e.g., chemical or environmental incidents), and terrorism-related hazards.

6. Department of Interior (Support)

a. Bureau of Indian Affairs Emergency Management

- i. Oversees the Tribal Assistance Coordination Group (TAC-G), consisting of multiple Federal partners, to assure the government-to-government relationship as it relates to cooperation, collaboration, information sharing, and emergency response.
- ii. Provides coordination support to DHS/FEMA by providing subject matter experts and tribal liaisons during incidents.
- iii. Manages Federal coordination and response to Tribal emergencies and incidents, in support of Tribal All Hazards Response Operations (AHERO) and the Tribal Coordination Support Annex

7. Department of Justice (Support)

- a. Through the Federal Bureau of Investigation (FBI), leads communications about the investigation if an incident is deemed to be terrorist-related.
- b. Provides an ESF #15 External Affairs Officer, through the FBI or Bureau of Alcohol, Tobacco, Firearms and Explosives, if ESF #15 is activated.
- c. Provides guidance, promulgates regulations, conducts investigations and compliance reviews, and enforces Federal civil rights laws, including their application to emergency management generally; and the use of appropriate auxiliary aids and services necessary for effective communication with individuals with disabilities and meaningful access to limited English proficient persons, such as the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, and the Civil Rights Act of 1964.

8. Department of State (Support)

- a. Serves, in conjunction with the White House Office of Communications, as the Federal lead for delivering communications pertaining to a domestic incident to international partners.
- b. Leads communications for U.S. residents living overseas.

- c. Uses the NICCL and SICCL protocols in conjunction with DHS during incidents when overseas incidents affect domestic audiences or when use of these Federal communications protocols would benefit communicators responding to U.S. media.
- 9. Other Department and Agencies (Support)
 - a. All Federal departments and agencies should support the National Response Framework ESF #15 organization and staff.
- 10. U.S. Coast Guard and Environmental Protection Agency (Support)
 - a. **National Response Team (NRT) JIC**
 - i. Uses the NRT JIC model to communicate with affected publics during oil discharges and hazardous materials releases. During instances when this model and ESF #15 are both activated, NRT JIC operations and ESF #15 align functions and communications efforts.
- 11. American Red Cross (Support)
 - a. Works collaboratively with state, tribal, territorial, insular area, and Federal government agencies, NGOs, the private sector, and local community officials as a direct provider of disaster relief services, including emergency sheltering, feeding, disaster-related health and mental health needs, disaster assessment, family reunification, and public information. Under ESF #15, the American Red Cross coordinates disaster messaging with Federal communicators and provides critical disaster relief and preparedness information to the public through proactive media outreach, its website (<http://www.redcross.org>), and social media platforms

Appendix 39 – Public Information Disaster Preparedness/Response Checklist

- ☐ When notified, report to the Emergency Operations Center and serve in the Command Group until relieved or the incident is terminated.
- ☐ Receive a situational briefing. Ask questions and address public information concerns.
- ☐ Advise the EOC of the availability of resources, including the number of personnel and communications to/from media representatives.
- ☐ Maintain a listing of local and area media outlets and the names and contact numbers for representatives of the media.
- ☐ Meet with and maintain a close working relationship with media personnel.
- ☐ Establish a media center and communicate its location to the media.
- ☐ The media center should be located in reasonable proximity to the EOC, but never in the EOC.
- ☐ Publish or post times for media briefings.
- ☐ Equip the media center with telephones, and/or other communications.
- ☐ Equip the media center with a copy machine or have one readily available to copy press releases, fliers or other information/handouts.

- ☐ Ensure the media center has backup power (generator).
- ☐ Equip the media center with "camera props" (i.e. Tribal seal, backdrop curtain, chairs, tables, charts, graphics, etc.).
- ☐ Ensure local/State/Federal officials that will be asked to speak to the media arrive at the media center at least fifteen (15) minutes before any media briefing.
- ☐ Prepare public information materials in accordance with the PIO Guide.
- ☐ Never release public information until it has been approved by the EOC Command Group and/or the Incident Commander.
- ☐ Establish and maintain communications with field Incident Commanders and shelters/mass care areas.
- ☐ Routinely contact each "field" location to determine their public information needs.
- ☐ Report needs to the Command Group and/or Incident Commander and make recommendations.
- ☐ At each contact with "field" locations, remind them not to speak directly with the media until information has been cleared for release.
- ☐ If necessary and/or time and personnel permit, visit "field" locations and assist with the media.
- ☐ Ensure that public information preparation materials and equipment are on hand or readily available (i.e. computer, word processors, copy paper, copier, printers, etc.).
- ☐ Train additional personnel to assist and/or relieve you.
- ☐ Whenever possible or appropriate, attend a media relations continuing education course each year.
- ☐ For general guidelines on dealing with the media, see the PIO Guide.
- ☐ Be prepared for and develop plans to distribute public information to citizens who are without power, without means of direct communications (i.e. no telephone) or who are in isolated areas.
- ☐ Be prepared for and develop plans to distribute public information in both English and Spanish.
- ☐ Be prepared for and develop plans to, if necessary, hand deliver fliers or other public information, door-to-door with minimal personnel, time and equipment.
- ☐ Ensure the public is informed about the location of:
 - ☐ Shelters
 - ☐ Distribution centers for food, water, ice, etc. and the "rules", and times of operation of distribution centers.

- ☐ Dangerous areas or areas that no one will be allowed.
- ☐ Emergency medical services (i.e. field trauma centers, field hospitals, etc.).
- ☐ Disaster Assistance Centers (if established).
- ☐ Carry out other functions that are relative to the Public Information Officer.
- ☐ Carry out other public information functions as directed by the Command Group and/or Incident Commander.

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Public Information Officer's Guide Annex Appendices

Appendix 40 – Emergency Alert System (EAS) Activation Checklist

The checklist items in this section have been developed to be followed by personnel when activating EAS. Persons authorized to activate EAS are designated in the EAS Plan. These checklist items should be reviewed periodically and updated annually. The checklist items should be followed during drills and exercises. The Emergency Information Organization should review any problems noted during an exercise. Changes to the checklist should be agreed upon and then implemented.

- ☐ A request for activation may be directed to the State EOC by any of the designated officials in the EAS plan, the National Weather Service or State Emergency Management officials.
- ☐ If an emergency message is deemed necessary for transmission via EAS, Emergency Information Organization officials will prepare the message for immediate broadcast.
- ☐ Announcements should be very specific and should be repeated twice. Write them that way!
- ☐ Check pre-scripted messages for examples. A sample format has been included in the EAS plan.
- ☐ Announcements should conclude with exact information on what citizens should be doing as a result of the disaster situation.
- ☐ Check hazard specific checklists for information if appropriate.
- ☐ Be specific on what areas of the community are affected by the situation.
- ☐ Call State EOC at 919-733-2925 and follow directions.
- ☐ While this is happening other Emergency Information Staff should be preparing to disseminate additional public information via all other available media avenues. Follow-up announcements can also be prepared.
- ☐ The designated official sending the EAS announcement will then be asked to further identify himself and officially request the activation of the EBCI EAS and broadcast the emergency message.
- ☐ Authorization procedures are kept at the EOC and the 9-1-1-dispatch center. All designated officials have been trained in the use of the procedures.
- ☐ When the authorization is complete the designated official will read the prepared announcement to the radio station, at which time the tape will be recorded by the station and broadcast to the public.
- ☐ When further information is needed to instruct the public, the designated official will contact the radio station and record additional messages.

☐ Emergency Information Staff members should be prepared with various announcements for the public in case the situation worsens.

Appendix 41– PIO Procedures

PIO Procedures for EOC Activation

EBCI Emergency Service personnel use the Emergency Operations Center concept for command and control of major emergencies and disasters. Depending on the scope of the emergency, it may become necessary to activate the EBCI Emergency Operations Center.

Emergency Information is an essential EOC function and needs to be staffed accordingly. The following checklist has been developed to assist PIO's in their role of gathering, verifying, coordinating and disseminating information from the EOC.

This checklist should be updated annually. An excellent time for revising the checklist would be immediately after EOC activation. All members of the Emergency Information Organization should participate in the revision of the checklist.

- ☐ Upon notification of EOC activation, report to the EOC.
- ☐ Initial notification will go out to the Emergency Management person on duty that day.
- ☐ Take PIO Guidelines for Emergency Situations Manual (this annex) with you!
- ☐ Review this checklist enroute to the EOC or when you arrive.
- ☐ Upon arrival, report to the EOC Command Group, Planning Group or Operations Group for an update on the situation.
- ☐ Contact the jurisdictional agency / community to begin coordination of public information activities.
- ☐ Contact on-scene Information Officer directly if possible, for any additional information.
- ☐ Review list of items needed to support PIO activities during EOC activation.
- ☐ Review PIO procedures for disasters or major emergencies.
- ☐ Review PIO hazard specific checklists if appropriate
- ☐ Call in additional support personnel if needed.
- ☐ Prepare initial information summary as soon as possible after arrival.
- ☐ Make sure media briefing room is set-up and ready for operation.
- ☐ Begin release of information to public / media. Make sure all appropriate personnel have seen and agreed to the information that is being released.

- ☐ Post and disseminate released information to other EOC Command and General staff members.
- ☐ Conduct tours of the EOC if deemed necessary.
- ☐ Establish specific times for news releases, fact sheets, statements or updates.
- ☐ Have staff prepared to "receive" media at the briefing center.
- ☐ Make sure every effort is made to keep other Emergency Information Organization staff informed! Coordination is the key! Staff may be scattered across the Boundary. Some may be on-scene or with their bosses at other locations. Communication is important!
- ☐ Make sure you know where key EBCI staff is located. You may need them to make statements to the public/media. Keep them briefed on all-important happenings.
- ☐ Consider activation of JIC to further enhance the coordination of information during the emergency situation.

PIO Procedures for Normal Activities

In this section of the annex, a general checklist for PIO's during normal (day-to-day) activities is provided. More specific checklists pertaining to other aspects of a PIO's role in an emergency management system are provided elsewhere in this annex.

This checklist should be reviewed periodically by members of the Emergency Information Organization and updated at least annually. This checklist would be useful for new members of the public information staff - the new members should review it when they join the organization.

- ☐ PIOs disseminate information by all available means to include the television, radio, newspaper, magazines, brochures, word-of-mouth, campaigns, presentations, special meetings, conferences, answering inquiries, newsletters, fliers, etc.
- ☐ PIOs need to be involved in emergency management mitigation and preparedness activities.
- ☐ An important function of the PIO during normal times is to educate the public through awareness / preparedness campaigns.
- ☐ PIOs need to work with other PIO's in the community when developing awareness / preparedness campaigns.
- ☐ PIOs need to work with community leaders and department heads when developing awareness / preparedness campaigns.
- ☐ PIOs should establish a yearly awareness / preparedness campaign program. Some topics that may be addressed will depend on the hazards in the community.
- ☐ PIOs need to participate in the community's drill and exercise program. Emergency Information plans and procedures can best be tested during realistic drills and exercises. Changes to the plans

and procedures can be undertaken after an exercise based on comments and suggestions from participants.

- ☐ PIOs need to prepare to provide information to the public for all kinds of emergencies and disasters. A thorough understanding of the hazards facing the community is essential.
- ☐ PIOs should make an effort to create a good image for the department or agency they represent.
- ☐ PIOs should maintain a comprehensive list of media and other government and industry contacts.
- ☐ PIOs should establish a good working relationship with local media.
- ☐ PIOs should be able to deal with the media - they need to know how different types of media function, what deadlines different media have, and which audiences each of the different types of media target.
- ☐ PIOs should be able to write media releases and articles when necessary.
- ☐ PIOs need to have a thorough knowledge of the department or agency they represent.
- ☐ PIOs need to have an understanding of the audience they represent - includes the public, media, state and local public officials, public interest groups, service organizations, church groups, trade organizations, industry, business, etc. - the target audience involves everyone who the PIO may need to contact for assistance during emergency situations.
- ☐ PIOs need to be familiar with the technology of the business - or the tools of the trade! Technology changes daily - a PIO must be able to keep up with the changing times!
- ☐ PIOs must be able to provide accurate, timely, understandable and honest information!
- ☐ PIOs must be able to budget their time - an emergency can occur at any moment! Duties may seem to be endless - stay organized!
- ☐ Remember to schedule time for the emergencies - you need to be prepared!

PIO Procedures for Emergency Incidents

In this section of the annex, a general checklist for PIO's during emergency incidents is provided. More specific checklists pertaining to other aspects of a PIO's role in an emergency management system are provided elsewhere in this annex.

This checklist should be reviewed periodically by members of the Emergency Information Organization and updated at least annually. This checklist would be useful for new members of the public information staff - the new members should review it when they join the organization.

- ☐ Maintain updated media contact list. Media and other contact lists need to be updated for use during emergency incidents.

- ☐ Make sure you have enough staff on-scene at the incident to handle media requests. Any PIO may be called to assist with the information function at the scene of an emergency situation. PIO's need to be prepared to function in the field when directed to do so!
- ☐ Remember that the Incident Commander is in charge of the emergency incident - take your directions from the IC - establish quickly what information you can release on your own.
- ☐ Contact with the Incident Commander must be maintained at all times - even when members of the Information Officer's staff are briefing the media.
- ☐ Be prepared to brief the media as soon as the Information Officer function is established. The media will more than likely already be on-scene when you arrive.
- ☐ Allow television and print photographers to get as close to the scene as possible. This must be an organized effort!
- ☐ Consider a pool set-up if that is the only way access to the scene can be arranged.
- ☐ Do not use danger as an excuse for keeping the media completely at bay - in most cases you will be able to arrange for footage and pictures to be taken near the actual scene of the incident.
- ☐ Know which media you have on the scene with you - this may prove to be beneficial later in the event!
- ☐ Remember that normal procedures change during emergency situations - the same media that has worked with you over the past several months in setting up a fire prevention campaign will begin to question aspects of policy decisions made during the incident. Mistakes are often magnified during emergency situations. Rely on the relationship you have built during normal (day-to-day) activities.
- ☐ Preparation is the key when dealing with the media at the scene of an incident. Although you may be under extremely difficult time factors - make sure the Incident Commander has briefed you on all happenings at the incident. Take a little extra time and make sure you have everything you need before you release any information.
- ☐ The media is going to want to talk to the Incident Commander at some point in the operation. Depending on the incident this may prove to be quite difficult. If you have built a strong relationship with the media - say as in your role of Fire PIO - you may be able to avoid putting the IC in front of the cameras for a while. Regardless, the media is eventually going to want to talk to the IC - be prepared to free up a few minutes of the IC's time for a media briefing.
- ☐ Emergency incidents can often evolve into major emergencies or disasters - PIO's need to be prepared to change modes of operation when necessary.
- ☐ If assigned as an Information Officer on-scene, it is important to keep other members of the Emergency Information Organization informed of what is going on.
- ☐ Review the written reports of past incidents - this will prevent the possibility of making the same mistakes twice or over and over again.

PIO Procedures for Disasters or Major Emergencies

In this section of the annex, a general checklist for PIO's during disasters or major emergencies is provided. Major emergencies are those that involve one or more natural or manmade catastrophic events that have the potential to overwhelm local resources beyond their means to respond. These incidents will more than likely involve multiple agencies. More specific checklists pertaining to other aspects of a PIO's role in an emergency management system are provided elsewhere in this guide.

This checklist should be reviewed periodically by members of the Emergency Information Organization and updated at least annually. This checklist would be useful for new members of the public information staff - the new members should review it when they join the organization.

PIO's must have an established system for the gathering, coordination, sharing and dissemination of information during an emergency. PIO's must have all-important information from field sites during an emergency. PIO's need to be updated by the EOC when situations change. PIO's must be able to have the firsthand emergency information data received by a communications center. With information coming into an EOC or a JIC from all different directions - coordination of this information becomes the key!

- ☐ A media briefing room needs to be established during a major emergency or disaster.
- ☐ Maintain updated media contact list.
- ☐ Keep in mind that the media may be camped on the steps of the EOC or JIC before you even arrive! Be prepared to move quickly into action in the event of a sudden emergency or disaster!
- ☐ It is extremely important to get out at least a summary statement or fact sheet as soon as possible after the emergency or disaster has happened.
- ☐ If you do not get the information out quickly the media will make every attempt to find out what is going on - this will certainly be disruptive to any system you have previously established.
- ☐ Emergency Information Organization staff needs to be able to assemble quickly to provide necessary public information.
- ☐ Remember that the media can provide PIO's with information - they have cameras in the field and may have access to some information before you do! Plan for this to happen and build it into your system.
- ☐ Provide timely briefings from the EOC or JIC - schedule them in advance. Make sure proper public officials are available to answer technical questions.
- ☐ PIO and staff members should monitor press briefings and news conferences. Questions may come up during the briefings that staff members can immediately begin to verify, confirm or research.
- ☐ Know which media are present at the briefings. This may be beneficial to you later when you want to target a specific media or audience.

- ☐ Be prepared for the media - coordination of information at the EOC or JIC is essential. No one wants to be blind-sided with a question they knew nothing about - especially when the information was available somewhere in the system!
- ☐ Make sure all media releases are posted in the briefing area and copies are distributed to members of the media.
- ☐ Be prepared to give tours of the EOC and JIC to the media. Have a system worked out ahead of time.
- ☐ Select spokespersons carefully - this person should be a respected community leader with excellent communication skills! Preplanning in this area is suggested!

PIO Procedures for Joint Information Center Activation

Protection of the public health and safety in the event of a major emergency or disaster requires many local, state, federal and private industry organizations to provide accurate and timely information to the public.

A community's information system must be able to provide the public with all the information they need in order to cope with the emergency situation. The coordination of this information and its timely dissemination is extremely important.

Through a Joint Information Center, it is possible for all public information releases to be coordinated by developing cooperative working relationships between local, State, and Federal government agencies, business and industry organizations and the news media.

A Joint Information Center needs to establish written procedures for operation during times of emergency or disaster. Procedures need to be developed around the following functions:

- General JIS / JIC operation and guidance
- Gathering and verifying information
- Information coordination
- Information dissemination
- Rumor control

General JIS/JIC Operation and Guidance

The Joint Information System is intended to meet the needs of public information officials in a wide variety of situations. At the direction of the EBCI Emergency Management Program Manager or EOC Command Group with concurrence from the Community Services Director and/or the Principal Chief, the Joint Information Center may be activated during major emergencies / disasters or other situations deemed appropriate by local government officials.

The **JIC will be located** in the Tribal Council Meeting room. If this facility cannot be used as the JIC, the procedures in this section of the guidebook have been developed for use in any location. Alternate locations for the JIC will be determined as the need arises.

General Guidance

1. The overriding concept of the JIC is that it recognizes that each of the individuals represented at the JIC may continue to represent his / her own agency, while at the same time receiving the benefits of a coordinated public information approach.
 - a. A JIC operation can result in the pooling of assets so that each individual agency will have far greater resources available than if it is functioning alone.
 - b. The results of 1 and 2 above are, that if implemented effectively, the public will receive information faster, more accurately, more thoroughly and with less risk of conflicting statements.
 - c. To ensure coordination among the parties present at the JIC, all PIO's will assemble in one general work area, and at briefings speak from one platform. Any conflict of information or opinion will be immediately identified, discussed, and hopefully resolved prior to news media briefings. All written releases will be coordinated through the Lead PIO's staff prior to their release to the public. To ensure coordination between the JIC and those parties not present, the following principles will be followed, to the extent possible.
2. Joint news conferences and briefings are preferred, however, in the event that this is not possible, scheduling will be coordinated so as to avoid conflict.
3. Hard-copy releases and broadcast scripts will be exchanged whenever possible before release time.
 - a. The JIC will make available to the media all emergency print and broadcast information releases received from other organizations.
 - b. The JIC will refer news media inquiries to appropriate official spokespersons. If requested, JIC members will assist agencies in responding to inquiries.
 - c. The JIC will make summaries of news conferences and fact sheets, etc. available to all organizations.
 - d. The JIC will make every effort to assemble spokespersons from all responding agencies in one location.
4. The information flow to and from the JIC can come from many directions. A system has been established for information flow within the JIC. JIC participants will more than likely be receiving information from the following sources: media inquiries, updates from State and local on-scene personnel, updates from EOC personnel and from news broadcasts.
5. The information coming into the JIC will either go to one of three areas - the local agency PIO room, the rumor control room, or the Emergency Operations Center.
6. Once the information request is in the JIC system, an action must be taken. Several types of action may be necessary - the person receiving the call may be able to respond to the inquiry immediately if the answer is known. The information may be of the type that must be disseminated immediately. The inquiry may need to be routed to another agency PIO. The inquiry may require some research or some verification.
7. Whatever action is required, the information needs to be coordinated with all agencies and the lead Public Information Officer.
8. As the information is being coordinated, a decision will need to be made on what to do about the information. A media release may be required or a news conference may be needed to address the issue.

9. Once a decision has been made on the information, arrangements need to be made to disseminate the information.

Gathering and Verifying Information

The function of gathering and verifying information rests with the Local Agency PIO's assigned to the JIC. The Local Agency PIO's will have access to information from on-scene PIO's, EOC staff members, individual department sources, and from news broadcasts. However, it is imperative that the Lead PIO or his designee approves all releases of information to the media. The following checklist has been established for the Local Agency PIO's who will be functioning in the JIC:

1. Report to JIC when notified.
2. Bring this annex with you to the JIC.
3. Receive update on situation from Lead PIO.
4. Report to work space and test equipment.
5. Make contact with any on-scene Information Officers in your discipline for an update.
6. Make contact with discipline personnel in EOC for an update if applicable.
7. Assist in the internal coordination within the Local Agency PIO room and keep the Lead PIO informed of any problems.
8. Respond to media inquiries and disseminate media releases and fact sheets relative to your agency.
9. Assist in making arrangements for news conferences, interviews, tours, etc.
10. Provide background information to the media on such things as handouts, special requests, videotape and special briefings.
11. Answer inquiries from the media, either in person or by telephone.
12. Disseminate media releases and fact sheets via news wires, media contacts, mail and automatic broadcast feed.
13. Monitor media reports and public perception of the event to ensure accuracy of reporting and public understanding.
14. Correct erroneous information.
15. Distribute information copies of releases and materials to other PIO's.
16. Assist the rumor control room if activated.
17. Maintain a log of media inquiries.
18. Coordinate information with the Lead PIO Office whenever appropriate.

Field Operations

On-scene Information Officers will also be responsible for gathering and verifying information. The following checklist has been developed for PIO's in the field.

The on-scene Information Officer serves as a principal link to the emergency. The Information Officer must have access to information at the incident site, must be knowledgeable about the needs of the agencies located at the JIC and must maintain communications with the JIC at all times.

1. Provide information for release preparation to JIC representatives.
2. Supervise media tours of on-site operations.
3. Respond to inquiries from the JIC.

Information Coordinator

The Lead PIO in the JIC will handle information coordination. The Lead PIO will assist / direct the Local Agency PIO's with the coordination of information prior to its release to the media.

Coordination will consist of verbal briefings between all PIO's prior to news conferences. If information is then documented in the form of a media release or a fact sheet, the Lead PIO ensures that all PIO's have access to current information. The following checklist has been established for the Lead PIO:

1. Responsible for promoting coordination among all parties at the JIC.
2. Any conflict of information or opinion will immediately be identified and brought to the attention of the Lead PIO Officer. If the Lead PIO Officer cannot resolve the issue, then it should be referred to the EOC Command Group.
3. The Lead PIO will clear all written media releases.
4. The Lead PIO will handle all coordination with agencies not present in the JIC.
5. The Lead PIO will also coordinate all media presentations with the JIC Coordinator.

Information Dissemination

An individual with media and administrative experience functions as a facilitator for news interviews. The JIC Lead PIO will designate a JIC Coordinator and staff to function in this role in the JIC. The following procedures have been established for the JIC Coordinator:

1. The JIC Coordinator will coordinate arrival of spokespersons for group briefings or one-on-one interviews.
2. The JIC Coordinator will set parameters for briefings such as length, question and answer periods, requests reporters to identify media affiliation, etc.
3. The JIC Coordinator also advises the media of the next briefing, distributes media kits or media manuals, familiarizes the media with JIC operations and provides telephone numbers for public and media contacts.
4. The JIC Coordinator facilitates overall operation of JIC with assistance from the Lead PIO and Rumor Control Manager.
5. The JIC Coordinators ensures that the PIO's have assistance disseminating written news releases and fact sheets.
6. The JIC Coordinator in conjunction with the Lead PIO will establish conditions that warrant media releases.

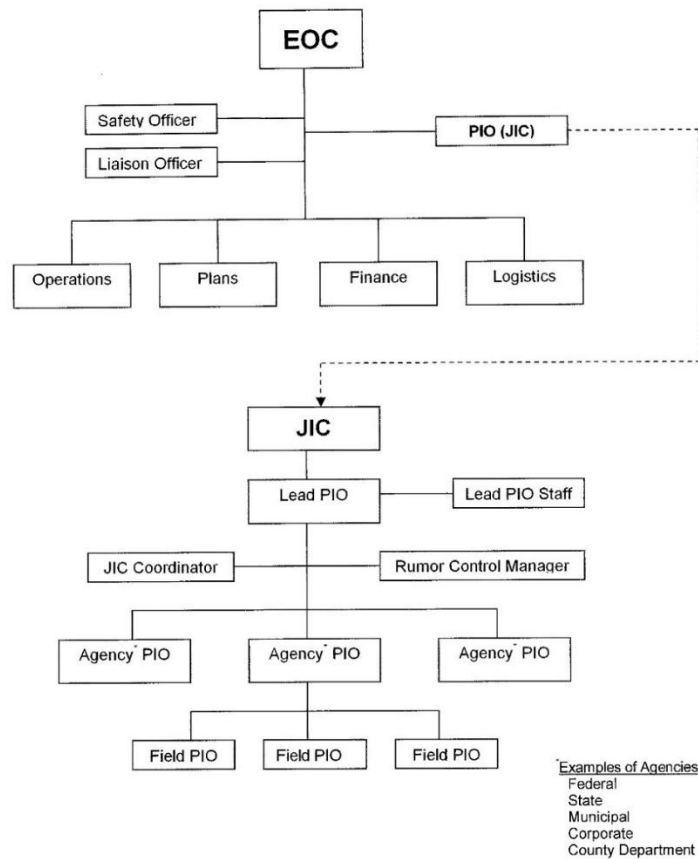
Public and Media Inquiry

If deemed necessary, the Lead PIO will activate the rumor control room of the JIC. The following checklist has been established for the rumor control room of the JIC:

1. The Public and Media Inquiry Group of the JIC will be staffed with a manager.
2. Rumors coming into the JIC should be given to the appropriate PIO.
3. The PIO will contact on-scene Information Officers and EOC contacts to verify rumors about their activities.
4. Rumor and rumor disposition should be logged and made available to all PIO's through status boards, log sheets, or other mutually acceptable methods.

5. The Manager of Public and Media Inquiry is responsible for delivering rumors to the PIO's and ensuring that response is documented and shared with other JIC members (usually by giving the information to the Lead PIO Office).
 6. The Manager of Public and Media Inquiry is responsible for delivering rumors to the PIO's and ensuring that response is documented and will also serve as the manager of the phone teams if activated.
 7. Phone teams can give out information to the public and media - if the information is taken from written media releases that have been officially coordinated and released from the JIC.
- Placement of Joint Information Center within Incident Command System.

Placement of Joint Information Center Within Incident Command System



Appendix 42 – PIO Hazard Specific Checklist

Included in this section are selected citizen suggestions for specific hazards. Public Information Officers should review the checklist for the hazard the community is facing and incorporate the comments into news releases if appropriate. The checklists have been designed to serve as reminders to PIO's during an incident. All hazard specific checklists should be reviewed several times a year and updated when necessary.

Hazardous Materials Spill/Release

1. Citizens should be encouraged to prevent chemical accidents at home - awareness programs can focus on the following items:

- ☐ Recognize that flammable liquids are extremely dangerous and should be used only in certain ways.
- ☐ Store all liquids such as gasoline, acetone, benzene and lacquer thinner in tightly capped metal cans, away from the house.
- ☐ Store 1 gallon or less of each.
- ☐ Use storage can with an Underwriter's Laboratories (UL) or Factory Method (FM) approved label.
- ☐ Keep hazardous materials away from heat sources and open flames.
- ☐ If materials are used in-doors, make sure the area is well ventilated.
- ☐ Never use gasoline or similar materials to start or freshen a fire.
- ☐ Paint thinner, kerosene, charcoal lighter fluid, turpentine and other combustible liquids are flammable especially when heated, when in a spray, or when spread in a thin layer over a large surface. Keep all such materials away from heat or any ignition source.
- ☐ Store all toxic chemicals away from children.
- ☐ Always wash thoroughly after exposure to strong chemicals. Change clothes and allow them to dry in a well-ventilated, cool area.
- ☐ The dangers from chemical exposure come from inhalation, skin exposure, swallowing, and eye exposure. Read the instructions on the chemical label for the first aid measure for each of these.

2. Citizens should be instructed to do the following in the event of a chemical accident at home:

- ☐ Get out immediately if there is a fire or explosion. Call the fire department. Do not fight the fire alone!
- ☐ Avoid breathing toxic fumes. Stay away from the house.
- ☐ Wash any chemicals off your skin immediately.

☐ Discard contaminated clothing.

3. Citizens should be instructed to do the following in the event of an industrial / transportation chemical accident:

☐ Stay out of the area.

☐ If near the area, don't panic. Follow the directions of those in charge.

☐ Leave instantly to avoid breathing the toxic fumes.

☐ Wash any chemicals off your skin. Discard contaminated clothing.

☐ Don't attempt to rescue someone who has been overcome by fumes unless you have proper respiratory equipment.

☐ Stay tuned to radio and television for directions from public officials.

☐ If directed to evacuate, move quickly, via designated routes, out of the area or to specified shelters.

☐ If directed to shelter-in-place, stay in-doors, seal windows and doors with tape, newspapers, plastic, or other similar material. Shut off any appliances, air- conditioners, etc. that take in air from the outside. Remain calm and await further direction.

☐ Stay out of the area.

☐ If near the area, don't panic. Follow the directions of those in charge.

☐ Leave instantly to avoid breathing the toxic fumes.

☐ Wash any chemicals off your skin. Discard contaminated clothing.

☐ Don't attempt to rescue someone who has been overcome by fumes unless you have proper respiratory equipment.

☐ Stay tuned to radio and television for directions from public officials.

☐ If directed to evacuate, move quickly, via designated routes, out of the area or to specified shelters.

☐ If directed to shelter-in-place, stay in-doors, seal windows and doors with tape, newspapers, plastic, or other similar material. Shut off any appliances, air- conditioners, etc. that take in air from the outside. Remain calm and await further direction.

Flood

1. Ensure flood warning information is disseminated to the public by radio, television, etc. Include information on shelters opened, evacuation routes, emergency assistance numbers, transportation assistance provisions, etc.

2. Based on flood hazard information have a general knowledge of those areas in community prone to flooding.
3. As conditions for flooding arise (increased rainfall, snow melt, etc.) instruct citizens to do the following:

- ☐ Stock food that requires little cooking and no refrigeration.
- ☐ Keep portable radio, flashlights, spare batteries, etc. available.
- ☐ Keep first aid and critical medical supplies at hand.
- ☐ Keep automobile fueled.
- ☐ Keep materials like sandbags, plywood, plastic sheeting and lumber handy for emergency waterproofing.
- ☐ Store drinking water in closed, clean containers. (water service may be interrupted)
- ☐ If time permits, and flooding is likely, move essential items and furniture to upper floors of home.
- ☐ If forced to evacuate, move to safe area as quickly as possible, before roads are closed.
- ☐ Shut off electric and water service to home and follow public announcements on what to do about gas service.

4. During flooding conditions instruct citizens to do the following:

- ☐ Monitor flooding / weather conditions on radio and television.
- ☐ Get to high ground and stay there.
- ☐ Don't try to cross a flowing stream or travel through flooded intersections / roads in a vehicle. (many flood-related deaths have occurred in vehicles).
- ☐ Avoid areas subject to flooding.
- ☐ If your vehicle stalls, abandon it immediately and seek higher ground.
- ☐ During evacuation, take warm clothing and blankets, flashlights, radio, personal documents and identification and necessary emergency supplies to include special food and medicine.
- ☐ During evacuation, follow recommended routes.

5. Immediately after a flood instruct citizens to do the following:

- ☐ Use flashlights instead of lanterns, matches or torches in damaged buildings.
- ☐ Report broken utility lines, etc. to proper authorities.
- ☐ Clean, dry, and check appliances and other equipment before use.

- ☐ Purify all water before drinking.
- ☐ Discard all food contaminated by floodwaters.
- ☐ Stay away from flood damaged areas. Sightseeing interferes with rescue efforts.
- ☐ Keep tuned to radio and TV for advice and instructions. Government should be providing information on where medical attention can be obtained, where to go for emergency assistance such as housing, clothing, food, etc. and other ways in which a citizen can recover from the flood emergency.

Hurricanes

1. Ensure hurricane information is disseminated to the public by radio, television, etc. Include information on shelters opened, evacuation routes, emergency assistance numbers, transportation assistance provisions, etc.
2. Coastal counties should review checklist on hurricane preparedness activities - well in advance of hurricane season - changes / revisions need to be made every year.
3. As hurricane approaches coastal area, instruct citizens to do the following:
 - ☐ Check drinking water and emergency supplies.
 - ☐ Have vehicles fueled.
 - ☐ Check all battery-powered equipment.
 - ☐ Keep tuned to radio or television for official instructions.
 - ☐ Board up windows or protect them with storm shutters or tape.
 - ☐ Secure all outdoor objects that might blow away.
 - ☐ Moor boat securely or move it to a designated safe area.
 - ☐ Unless advised to evacuate, stay at home if house is sturdy and on high ground.
 - ☐ If home is not sturdy, citizen lives in a flood prone area or a mobile home, evacuate to a designated shelter and stay there till the storm passes.
 - ☐ Once warning has been issued and evacuation has been ordered - quickly move out!
 - ☐ Remain indoors during the hurricane. Travel is extremely dangerous when winds and tides are whipping through the area.
 - ☐ Be careful during a sudden calm. This may be the eye of the storm. Once the eye has passed, the storm will start again with winds coming from the opposite direction.
4. Immediately after a hurricane instruct citizens to do the following:
 - ☐ Remain in shelters until those in charge say it is safe to return home.

- ☐ Keep tuned to local radio and television for advice and instruction. Government should be providing information on where to go for medical assistance, where to go for necessary emergency assistance such as housing, clothing, food, etc., ways to help a citizen recover from the emergency.
- ☐ Use extreme caution in entering buildings that may have been damaged or weakened by the hurricane.
- ☐ Don't take lanterns, torches or lighted cigarettes into buildings that have been damaged by a hurricane.
- ☐ Stay away from fallen or damaged electric wires, which may still be dangerous.
- ☐ Check for leaking gas pipes in homes. Do this by smell - don't light matches or candles. If there is a gas smell - open all windows and doors, turn off main gas valve at the meter, leave house immediately, and notify the gas company. Do not re-enter the house until told to do so!
- ☐ If any electrical appliances are wet, first turn off the power switch in house, then unplug the wet appliance, dry it out, reconnect it, and finally, turn on the main power switch.
- ☐ Check food and water supplies before use.
- ☐ Stay away from disaster areas. Sightseers could interfere with rescue work.
- ☐ Don't drive unless necessary. If citizens must drive - they should be instructed to do so with caution!
- ☐ Report broken sewer and water mains to proper authorities.

Tornado

1. Preparedness activities that should be encouraged include instructing citizens to do the following:

- ☐ Designate an area in home as a tornado shelter. Make sure everyone knows where it is and to go there immediately if there is a tornado threat.
- ☐ If there is no reasonably safe place in home, have alternate site selected or build a shelter area.
- ☐ Store valuables in tornado-proof structure.
- ☐ Attach tie-downs to mobile homes.

2. When a tornado warning has been issued, citizens should be instructed to do the following:

- ☐ Go immediately to a tornado shelter, basement, cave, or underground excavation, if time allows.
- ☐ In home or small building, go immediately to the basement or the middle part of the lowest level.

- ☐ If outdoors - move at right angles to the tornado's path.
- ☐ If outdoors - and can't escape, lie flat in the nearest ditch or depression.
- ☐ If outdoors - never stay in a car, get out and lie flat on the ground away from the car.
- ☐ If you are in a city - go to or stay inside a reinforced building.
- ☐ If you are in a city - stand against the inside wall on the bottom floor of an office building.
- ☐ Stay away from all windows.
- ☐ Evacuate immediately if in a mobile home.
- ☐ Keep tuned to radio or television for the latest tornado information.

3. Immediately after a tornado, citizens should be instructed to do the following:

- ☐ Check for injuries. Provide first aid.
- ☐ Stay away from damaged buildings. If home is severely damaged - leave.
- ☐ Check gas lines for leaks. If gas is smelled, open windows and shut off main valve. Leave and report gas leakage to authorities.
- ☐ Report broken sewer or water mains to local authorities.
- ☐ Stay away from disaster areas. Sightseeing interferes with rescue efforts.

Winter Storm

1. Preparedness activities that should be encouraged include instructing citizens to do the following:

- ☐ Insulate homes. Caulk and weather-strip doors and windows or cover windows with plastic. Walls and attics should also be insulated.
- ☐ Maintain a two-week supply of food, water, heating fuel, and clothing. Keep battery-operated radio and flashlight on hand.
- ☐ Prevent fire hazards due to overheated coal or oil burning stoves, fireplaces, heaters or furnaces by installing adequate heat sources.
- ☐ If citizens live in rural areas, they should be instructed to make trips for necessary supplies before the storm develops.
- ☐ Winterize vehicles.
- ☐ Keep a full tank of gas. In addition to being prepared to travel, this will lessen the chance of tank freezing.

- ☐ Carry a winter storm kit in vehicle. At minimum it should contain: blankets, matches or candles, first aid kit, shovel, sack of sand, flashlight, windshield scraper, booster cables, tow chains, road maps, extra clothing, and empty coffee can with lid for melting snow to drink and high-energy, nonperishable food.
- ☐ Keep pipes from freezing by wrapping them in insulation or layers of old newspaper, lapping the ends, and tying them around the pipes. Cover newspaper with plastic to keep out the moisture.
- ☐ When it is extremely cold, let faucets drip a bit. This may prevent freezing.
- ☐ Know where the valve is for shutting off the water. Shutting off the main valve and draining all the pipes may prevent freezing and bursting.
- ☐ Have emergency heating equipment - such as wood, kerosene, or coal burning stove, or fireplace - in case furnace won't operate.
- ☐ Listen the weather service bulletins for news of approaching storms.

2. During a winter storm, citizens should be instructed to do the following:

- ☐ Stay indoors.
- ☐ If outdoor activity is necessary - don't overwork; dress warmly in loose-fitting, layered, lightweight clothing. Wear a hat. Mittens will keep hands warmer than gloves.
- ☐ Watch for signs of cold weather exposure when outdoors. These include uncontrollable shivering, vague, slow, slurred speech, memory lapses, immobile or fumbling hands, frequent stumbling, lurching walk, drowsiness, exhaustion and inability to get up after a rest.
- ☐ Cold weather exposure can be treated in the following ways: get victim into dry clothing; put victim in a warm bed with a hot water bottle, warm towels, heating pad, or some heat source; concentrate heat on the trunk of the body first; keep the head low and feet up; give victim warm drinks; never give the victim alcohol, sedatives, tranquilizers, or pain relievers; keep the person quiet, don't massage or rub; call for professional help if symptoms persist.
- ☐ If house is without heat do the following:
 - ☐ Use alternate heat source such as wood stove or fireplace.
 - ☐ Use just one or two rooms. Close off the rest of house.
 - ☐ Hang blankets over windows. Stuff cracks around doors with rugs or newspapers.
 - ☐ Have all members of family dress warmly in layers. Eat well-balanced meals and quick-energy food such as raisins or other dried fruit.
 - ☐ Wear hats, especially when sleeping.
 - ☐ Sleep with several light blankets rather than one heavy one.
- ☐ Travel only if essential. If travel is essential - keep a full tank of gas, travel in pairs, convoy with other vehicles, plan travel before starting and select alternate routes, travel during the day, keep

radio on for the latest weather information, and seek shelter immediately if the storm becomes worse.

☐ If trapped in a vehicle during storm - avoid overexertion, stay in the vehicle, keep fresh air in the vehicle, beware of carbon monoxide poisoning, run motor / heater only when necessary, turn on inside light at night so work crews can see vehicle, exercise by clapping hands and moving arms and legs from time to time, avoid staying in one position, keep watch - one person should always stay awake.

Major Structural Fire

1. Citizens should be encouraged to practice basic fire safety habits. Awareness programs should be centered on the following safety considerations:

- ☐ Never smoke in bed.
- ☐ Store matches out of reach of children.
- ☐ Use large, noncombustible ashtrays in each room of house.
- ☐ Have members of family sleep with doors closed - this slows spreading of flames if fire breaks out.
- ☐ Use inflammable sleepwear for children.
- ☐ Always use screens on fireplaces.
- ☐ Keep yard and home area free of debris, particularly if trash is burned outdoors or outdoor cooking is an activity.
- ☐ Use only 15-amp fuses for household lightning circuits.
- ☐ Never overload electrical outlets.
- ☐ Use only electrical equipment labeled by the Underwriter's Laboratories (UL).
- ☐ Store flammable liquids in unbreakable containers and away from heat sources.
- ☐ Have heating equipment checked regularly - don't forget fireplace / woodstove, etc.
- ☐ Allow air space around television and stereo to prevent overheating.
- ☐ Never renew a fire by using flammable liquid.
- ☐ Avoid wearing loose clothing while cooking.
- ☐ Conduct fire drills in home / business / etc. Know escape routes in home / business / etc.
- ☐ Protect home / business with smoke detectors.
- ☐ Know how to extinguish small fires.

☐ Call fire department immediately!

2. Citizens should be instructed to do the following if they smell smoke, see flames or hear the sound of fire:

☐ Scream and shout to alert everyone in the building or house.

☐ Get people out! Help those who can't help themselves!

☐ If in a room with a closed door do the following: test door before opening; if smoke is pouring in around the bottom or if it feels hot along the top, keep it closed; open window for escape or fresh air while awaiting rescue; if no smoke is present and the door is not hot to touch, open it slowly; be prepared to slam it shut if there is too much smoke or fire in the hall; if the hall is passable, keep low to the floor, and move fast; breath through a wet cloth held over mouth and nose.

☐ Never use elevators. Use stairs or fire escapes.

☐ Always keep low. Smoke and gases collect near the ceiling.

☐ Close doors behind during escape efforts. This will slow the spread of fire.

☐ Second-floor windowsills are usually not more than 13 feet from the ground. An average person, hanging by the fingertips, will have a drop of only six feet to the ground.

☐ If in a high-rise building, get out immediately if hallway is not smoky; if hallway is smoke-filled, close doors between you and the fire; call fire department immediately!

3. Immediately after a fire, citizens should be instructed to do the following:

☐ Check for injuries. Provide first aid.

☐ Watch for smoldering remains when returning to home / business / etc. Be sure all wiring and utilities are safe. Discard food that has been exposed to heat, smoke or soot.

☐ Contact insurance agent. Do not discard damaged goods until after an inventory has been taken. Save receipts for money you spend relating to the fire loss.

Forest/Wildland Fire

1. As part of a community's awareness program, citizens should be encouraged to do the following:

☐ Install spark-arresting devices on all machinery.

☐ Smoking materials and matches should be handled carefully in woodland areas.

☐ Campfires should be extinguished thoroughly before leaving a campsite.

☐ When burning garbage or debris, materials should be on hand to extinguish the fire if it gets out of control.

☐ Never leave an area with a burning or smoldering fire.

2. Citizens should be instructed to do the following if they are trapped in a forest / wildland fire:

- ☐ Never attempt to outrun the fire.
- ☐ Look for nearby water and crouch down in it. Use wet clothing to cover head.
- ☐ If water cannot be found, lie flat on the ground. Cover body with wet or reflective material or soil.
- ☐ If possible, breathe through a wet cloth.
- ☐ Stay calm. Heavy exertion increases oxygen demand. Breathe the air close to the ground.

3. Citizens should be instructed to do the following when forest / wildland fires threaten populated areas:

- ☐ Stay tuned to radio and television so fire location is known.
- ☐ Have family members stay inside house.
- ☐ Pen or tie up all pets and livestock.
- ☐ Extinguish any fires in home or on property - campfires, burning trash, etc.
- ☐ Clear property of brush, litter and flammable vegetation up to 30 feet from home.
- ☐ Hook up hoses and prepare other water supplies.
- ☐ Evacuate immediately if ordered. Forest / wildland fires move quickly. Use designated escape routes.
- ☐ Once home is secured, assist community firefighters, if possible.

[Appendix 43 – News and Media Resources](#)

Media Releases

Media releases should be used if the information can get to the broadcast stations on time. Broadcast stations often receive releases long after the newspapers have run the story and long after the event has taken place. Media releases are fine if there's a lot of information to be relayed and if there's plenty of time for delivery. The phone or fax is the best way to get information to the broadcast media quickly, so they can release the information to the public as soon as possible.

This section of the annex will review how media releases are written and include specific instructions on how to complete the sample media release form included in the materials. PIO's should periodically review these guidelines and instructions when tasked to write a media release. These materials should be updated annually.

Writing Media Releases

- ☐ Cover the Who, What, When, Where, Why and How portions of information as soon as you can in the release.
- ☐ Double-space with one-inch margins. Print only on one side of the paper.
- ☐ Releases should be numbered for tracking purposes.
- ☐ Releases should be dated. Also include time of release.
- ☐ Make sure releases include a contact person - "For more information"...
- ☐ Insert "For immediate release" unless the release is of a preparedness or awareness nature and needs to be dated.
- ☐ Multi-paged releases need to have numbered pages.
- ☐ Insert "more" at the bottom of continued pages.
- ☐ Insert "end" after the last paragraph.
- ☐ Get the release out as soon as possible - make sure your system for signing off on releases is smooth and quick!
- ☐ Follow-up releases should contain new information!
- ☐ Keep a file on all released information so you can refer back to them when needed.
- ☐ Make sure everyone who needs to know about the release is informed ahead of time - don't catch your boss off guard!
- ☐ Remember media deadlines - write them down!
- ☐ Use of fax machines can help you meet deadlines.
- ☐ Remember that releases may generate requests for phone interviews, video and audiotape sessions, and news conferences. Be prepared!
- ☐ Clearly identify all quotes by name and title in the release. Keep the quotes short and avoid any technical jargon.
- ☐ Develop a comprehensive mailing list for the releases.
- ☐ Have all background information related to the release prepared - so when questions come up you are ready!

Media Release Instructions

The purpose of this form is for gathering information needed about a given situation in an orderly fashion to brief and update all media groups on the current situation. The form can also be used to write media releases. It also gives the PIO a formal record of all information released to the media.

It is suggested that one of these forms be prepared for every release of information to the media. Any announcement formats used should have copies attached to this form for the record. Instructions for completing the form:

- ☐ **PIO:** The name of the public information officer assigned to this situation. This may or may not be the same person preparing the form.
- ☐ **LOCATION:** The physical location of the media release point. Command post, EOC, JIC, Office, etc.
- ☐ **DATE:** The date of release.
- ☐ **TIME:** Time of release.
- ☐ **RELEASE:** Initial / Update / Final
- ☐ **INCIDENT NAME:** Every incident is given a name.
- ☐ **INCIDENT NUMBER:** Every incident is given a number for reference purposes.
- ☐ **INCIDENT COMMANDER:** Every incident has a commander, a person in-charge of the situation. During a major emergency or disaster this may be the Emergency Program Manager.
- ☐ **JURISDICTIONS INVOLVED:** List all cities, counties, states, etc. working at the event.
- ☐ **TYPE OF INCIDENT:** List general type of incident - flood, fire, earthquake, hurricane, etc.
- ☐ **AREA INVOLVED IN INCIDENT:** Indicate area involved in the incident - river flood basin, industrial park, etc.
- ☐ **TIME BEGAN:** Approximate time and date the incident began to unfold. When it was first reported or declared to be an emergency situation.
- ☐ **ESTIMATED DATE / TIME SITUATION WILL BE CONTAINED:** The official time estimated that the situation would be brought under control. (if it can be estimated).
- ☐ **GEOGRAPHIC AREA OF INVOLVEMENT:** The actual borders of the situation. Use streets, roads, highways, city boundaries, etc.
- ☐ **PERCENT OF CONTAINMENT:** Relates to fires or floods. Give description if applicable.
- ☐ **CONTROL DECLARED:** Relates primarily to wildland fires. Give date and time the situation is under control.
- ☐ **CURRENT THREATS:** List things that are being watched out for and attempts are being made to protect from damage or injury.
- ☐ **CURRENT PROBLEMS / POTENTIAL THREATS:** What special problems are currently being faced. Wind, heavy rain, access problems, equipment shortages, etc.

- ☐ ESTIMATED LOSS VALUE / CURRENT: Estimated value of lost or damaged property, structures, equipment, etc.
- ☐ INJURIES: List number and type of injuries.
- ☐ DEATHS: List number and type of deaths.
- ☐ COOPERATING AGENCIES: List all cooperating agencies participating in the response.
- ☐ CURRENT WEATHER CONDITIONS: Temperature, humidity, winds and any important general weather information should be listed.
- ☐ PREDICTED WEATHER-NEXT 24 HOURS: From NWS list forecast.
- ☐ NUMBER OF PERSONNEL INVOLVED: List total number of personnel involved in the incident.
- ☐ NUMBER OF PIECES OF EQUIPMENT INVOLVED: List total number of pieces of apparatus currently is utilized.
- ☐ PREPARED NARRATIVE / REMARKS: Type any prepared format comments you want to release or general remarks or continued information from any of the above boxes.
- ☐ LIST OF EQUIPMENT INVOLVED: Detailed list of equipment involved at the incident - by agency, type, etc.
- ☐ PLANS FOR NEXT 24 TO 36 HOURS: General plans that have been formulated for dealing with the situation.
- ☐ PREPARED BY: Name of the person who collected the information recorded on this form and the date and time they collected it.
- ☐ I/C APPROVAL: Incident Commander approval if appropriate or other official.
- ☐ RELEASE AUTHORIZED FOR: The Incident Commander or other appropriate official will indicate if the information can be released immediately or the earliest date and time that this information is authorized for release by the PIO.

Interview Preparation

Included in this section of the annex is a checklist of preparation activities for interviews. PIO's should review this checklist when they are preparing for an interview. The useful tips provided should be updated annually or whenever you have anything to add to the checklist!

Interview Checklist

- ☐ Be prepared - know what you plan to talk about!
- ☐ It is important that you, or the person you plan to have speak to the news media, know the subject matter involved thoroughly!
- ☐ If you don't know the answer to the question asked - say so! Never say "no comment".

- ☐ Avoid using jargon or acronyms.
- ☐ Live interviews are becoming more common on television - be aware that your answers are being transmitted via TV to the audience!
- ☐ First impressions are important - a clear, concise opening statement that covers basic facts is essential!
- ☐ Stay calm - don't lose your composure if the reporter is "rough" on you. Think through the question being asked. You can often turn a negative related question into a positive situation with a careful answer.
- ☐ Don't rush your answers - "buy" some time on a question by giving some background information on the issue before you directly answer the question!
- ☐ Remember that even if the interview is being taped, your remarks could be edited in such a fashion to cause problems - think through each answer!
- ☐ Policymakers should answer questions of policy. Let the policymakers field these comments.
- ☐ The Who, What, Where, When, Why, and How will always be a part of the interview - know your answers!
- ☐ Watch your body language - hand movements, involuntary smiles, squinting, etc. - they can be damaging on the air!
- ☐ Be sure your dress is appropriate, if you have time to prepare. Uniformed personnel should be in uniform!
- ☐ Be careful of any remarks made in the vicinity of a camera or microphones.
- ☐ When you are on the air, look at the reporter not the camera. Exceptions: when you have a strong point to make and when you are located away from the reporter. (field site and TV studio interview)

News Conference Preparation

Included in this section of the annex is a checklist of preparation activities for news conferences. PIO's should review this checklist when they are preparing for a news conference. The useful tips provided should be updated annually or whenever you have anything to add to the checklist!

News Conference Checklist

- ☐ Serious consideration should be given to who needs to be present at the news conference. Three things that will help determine this by asking and answering, So what?, Who cares? and What difference does it make?"
- ☐ Brief everyone even remotely involved on the subject matter ahead of time. Subject matter should help you decide who should participate.
- ☐ A brief meeting should be held prior to the conference with those going to be present, to cover questions that may be asked and the answers.

- ☐ When planning a news conference, make determinations on the following points:
 - ☐ Determine who will emcee / moderate the conference.
 - ☐ The sequence of speakers.
 - ☐ The person designated to take notes on what is covered and the unanswered questions.
 - ☐ Hold a post news conference critique when possible.
- ☐ The media can be notified of the news conference in a variety of ways - news release, phone calls, fax messages, computer news networks, PR wires, and AP and UPI day wires. In an emergency related news conference. The media will probably be waiting at your door - ready for the information!
- ☐ Scheduling is an important variable for news conferences. Know media deadlines in your community. Keep a list of deadlines if necessary. With the advent of new technology and the disappearance of most afternoon newspapers, news conferences can easily be scheduled for as late as 2:00 p.m.
- ☐ Most media types do not like to attend weekend news conferences - if the news conference relates to a preparedness or awareness activity check for other local events scheduled that week. You will want to get as much coverage as possible!
- ☐ Even impromptu news conferences won't be covered unless it's sensational news - don't plan news conference within the time of deadline restrictions. Remember that evening events need to happen in time for the 11:00 p.m. television and radio news.
- ☐ The location of the news conference is critical - space consideration must be addressed in your planning efforts.
- ☐ The space provided for the news conference should not be too large - locate the room somewhere easily accessible to the media.
- ☐ Room set-up considerations should address the following:
 - ☐ Rows of chairs, auditorium style - reporters need to be able to hear speakers and ask questions.
 - ☐ Wide aisles should be established between chairs.
 - ☐ Raised stage area in the back of the room is important - cameramen will then be able to get their shots. If not possible, the back of the room should be wide open for cameramen use.
 - ☐ Include a lectern in set-up - most presenters feel more comfortable standing behind a lectern. Microphones can then be attached to the lectern.
 - ☐ Check room set-up yourself before the news conference.

- ☐ Whenever possible, provide the media and other guests attending the news conference with handouts (media kit). All background information, organizational charts, bios, paper and pencils and the news release of the event (if applicable) should be included in the media kit.
- ☐ Whenever possible, include various visual materials as part of the presentation. Maps and charts depicting the disaster scene or evacuation routes are extremely useful to the presenter and are helpful to the viewing audience. Set them high enough so they can be seen, photographed, etc.
- ☐ If you have conducted news conferences before, you should have an idea of what equipment is needed by the media. If not or if you are at a different location than usual ask the media what they may need.
- ☐ Check the room lighting before the conference.
- ☐ Provide water and glasses for presenters.
- ☐ If possible, prepare an agenda and have a dress rehearsal for the presenters.
- ☐ If possible, provide a holding room for the presenters in the news conference - keep them away from the media until you are ready to start the presentation.
- ☐ Hold the news conference to 30 minutes - no longer than an hour. Allow plenty of time for media questions.
- ☐ If the spokesperson for the news conference isn't the expert - be sure the expert is available for questions.
- ☐ During emergency/disaster related news conferences, it may be necessary to set a time limit for questions and answers. Make sure the media knows when the next news conference is scheduled. Any questions that cannot be answered at the news conference should be researched with answers being provided in a release or at the next scheduled news conference.

General Guidelines Working with the Media

Part-time or full-time Public Information Officers either with emergency management agencies or with emergency response agencies / departments or assigned to the office of a chief elected or appointed official will need to deal with the media. A good working relationship with the media will make the job of the PIO somewhat easier!

These general guidelines should be reviewed periodically by PIO's and should be used as reminders whenever problems with the media arise or when you may need the media to assist you. The checklist should be revised annually. Any specific techniques you have utilized over the past year should be included in the revision of this checklist.

General Guidelines

- ☐ The media should be your ally in keeping the people informed about what is happening in the community.

- ☐ The media should be part of your emergency planning process - they should be utilized in awareness campaigns and plan and procedure development especially in the areas of alert, notification and warning.
- ☐ The media can help you in many ways - reduce panic, prepare for action and alert and warn the public.
- ☐ The media can be used as a source of information during times of emergency - television can provide you with information about your own disaster!
- ☐ Get to know your media - personal contacts with your local media are extremely important in developing stories or getting your information told to the media.
- ☐ When meeting with the media before an emergency, explain to them your various departmental policies, procedures, and tactics.
- ☐ Meet with top editors in addition to reporters. Meet with television station managers as well as other broadcast personnel. Know radio station managers and other key radio personnel.
- ☐ It is important that you know the different types of media in your community.
- ☐ Remember it is a reporter's business to ask questions - even those that you may not like to answer. Be prepared for the questions - preparation can be the key in any interview or news conference situation.
- ☐ Bad news travels fast - news coming out of city hall of a negative nature will reach the media. Expect to be contacted and once again - be prepared!
- ☐ Utilize various ways to reach the media to include: telephone or personal contact, news releases, briefings, backgrounders, media advisories, radio public service announcements, audio clips, spot announcements, television releases and/or interviews.
- ☐ Remember any public information programs, preparedness or awareness campaigns will need the cooperation and support of the media.
- ☐ During emergency situations, the importance of the media is increased - because information is often needed quickly by the public, the media can provide the means for transmitting this information.
- ☐ Treat all branches of the media equally! Try to stay away from special relationships and trusts

Media Considerations Checklist

Included in this section is a checklist of media considerations. The checklist should be reviewed periodically and used as reminders when media concerns arise. This section should be updated annually or whenever you come across media tips or concerns that can be included here!

- ☐ Maintain updated media contact list.
- ☐ Keep media informed of all awareness / preparedness campaigns.

- ☐ Keep daily contact with various media - build personal working relationships - this will help during an emergency situation.
- ☐ Know your local media - there may be specialized newspapers in your community that reach certain audiences. These audiences may need to be targeted during awareness / preparedness campaigns. Radio stations also reach certain audiences. Know the formats of the various radio stations in your community. A rock and roll station that generally has an audience with ages ranging from 13-25 may be used for a public service spot on fire prevention and home fire drills. Be creative!
- ☐ Make sure the media knows what your role is in the community joint information system.
- ☐ Explain to the media the various departmental responsibilities, policies, procedures and tactics.
- ☐ Involve the media in all preparedness drills and exercises - have them play their real roles during the exercise in addition to covering the event.
- ☐ Make an attempt to treat the various branches of the media equally - this will benefit you during emergency situations.
- ☐ Explain to the media public information policies and procedures during emergency incidents (at a command post), during EOC activation, and during JIC activation. An understanding of how official information will be disseminated during these conditions will help you in your role as a PIO when something actually does occur.
- ☐ During preparedness training sessions, invite local media to participate in the program - have them explain their roles in disseminating information.
- ☐ Positive relationships built during normal (day-to-day) activities will be valuable during emergency situations. People who have worked together on a regular basis everyday - will work better together when the community is facing a crisis!

Appendix 44 – PIO Resources

Every community needs to have established guidance for the management of resources in an emergency situation. Procedures must be established for requesting assistance and resources during an emergency. A resource inventory is essential for any integrated emergency management system.

The EBCI area has developed a comprehensive resource manual for use during normal (day-to-day) activities and during emergencies. The resource manual contains listings for the following agencies and organizations to include private resources:

1. Key Facilities and Critical Workers
2. Information Listing
3. Emergency Management
4. Communications
5. Fire Service

6. Law Enforcement
7. Emergency Medical
8. Public Works / Utilities
9. Health
10. Medical Facilities
11. Private Resources Available
12. Shelter Information
13. Transportation
14. Educational Facilities
15. Social Services
16. Special Facilities
17. Emergency Water Facilities
18. National Guard Facilities
19. Disaster Assistance Center Locations
20. Disposal Areas
21. Media Resources

Because of the role of the Public Information Officer in gathering, verifying, coordinating and disseminating information during times of emergency, it is important that they have a handle on the emergency resources that can be utilized during an event. When updating the media or helping citizens, a complete knowledge and understanding of the community's resource inventory is beneficial to a PIO.

PIO Log Sheets

This document provides several log sheets for PIO operations. You are encouraged to keep a daily log sheet of incoming calls, messages, or assignments. The log sheets are organized under the following categories:

Normal (Day-to-Day) Activities

As a full-time or part-time PIO you will have many assignments on a day-to-day basis. If you are a PIO for a major emergency response department (fire, police, etc.) you probably receive numerous phone calls every day that need to be answered. You may be working on several preparedness or awareness campaigns that need your complete attention. Log sheets help keep you organized!

Emergency Incidents

Depending on your position, there may be several emergency related incidents that you need to attend to daily / weekly. They could involve simple news releases on traffic accidents; fires, road closures or they may involve supplying public information at the scene of an emergency. The log sheets should assist you in keeping track of the information.

Disaster or Major Emergencies

Several times a year in your role as Public Information Officer, a disaster or major emergency may occur in your community / state. Your Emergency Operations Center may be activated and it may become necessary to establish a Joint Information Center to disseminate public information. The log sheets should assist you in that effort.

Disaster/Major Emergency Log Sheet (EOC Operation and JIC Activation)

JOINT INFORMATION SYSTEM FUNCTION:

CONTACT NUMBER:

CONTACT NAME:

CALL BACK #:

INFORMATION SUPPLIED / REQUESTED / ETC:

FOLLOW-UP:

PUBLIC AND MEDIA INQUIRY INFORMATION SHEET

PERSON RECEIVING CALL:

CALLER:

CALL BACK NUMBER:

INFORMATION:

ACTION TAKEN:

1. SUPPLIED THE FOLLOWING ANSWER:

2. ROUTE TO FOLLOWING FOR VERIFICATION / CONFIRMATION ETC.

____ FIRE

____ LAW ENFORCEMENT

____ PUBLIC WORKS

____ EMERGENCY MANAGEMENT

____ RED CROSS

____ UTILITIES

____ EMS

____ HEALTH

____ OTHER: _____

RESOLUTION: ____ CALL BACK ____ NEWS RELEASE ____ STATEMENT

Items Needed for PIO Operations

Included in this section are lists of items (in checklist fashion) that are needed to support PIO operations. They include supplies, materials, equipment, and planning documents. Four checklists are provided to include:

1. Normal (Day-to-Day) Activities
2. Emergency Incident
3. Disaster or Major Emergency (JIC Activation)
4. Disaster or Major Emergency (EOC Activation)

Obviously, there will be some overlap in the checklists as transitions are made from normal activities to disasters. These checklists should be updated periodically as materials and equipment are purchased or new technology comes on the market.

Items for Normal Day-to-Day Activities

- ☐ Update Media Contact List monthly.
- ☐ Update Other Useful Contact List monthly.
- ☐ Dedicated phone line has been established for use.
- ☐ Fax machine available for your use.
- ☐ Paper supplies and maintenance available for fax machine.
- ☐ Copy machine available for your use.
- ☐ Paper supplies and maintenance available for copy machine.
- ☐ Appropriate letterhead has been established for news releases fax information and correspondence.
- ☐ Portable audio tape recorder available for use.
- ☐ Batteries and spare cassette tapes available for tape recorder.
- ☐ VCR available for your use.
 - ☐ Tapes, labels, cords and maintenance available for VCR.
 - ☐ Television available for your use.
 - ☐ Maintenance available for television set.
 - ☐ Computer available for your use.
 - ☐ Boot disk, word processing program, telecommunication program, data and blank disks, power supply and maintenance available for the computer.
 - ☐ Printer available for the computer to include cords, cables, ribbon and paper.

- ☐ General office supplies available for your use.
- ☐ Purchase orders / research has been done on how and where additional supplies, materials and equipment can be bought if necessary.
- ☐ Other items (list separately)

Items for Emergency Incident

The following items would be useful to an Information Officer at the scene of an emergency incident. PIO's should be prepared to take along these items to the scene when the Information Officer function is activated under the Incident Command System.

- ☐ This guide!
- ☐ Pens and pencils
- ☐ 3 ballpoint pens
- ☐ 2 pencils (#2)
- ☐ 1 black permanent pen
- ☐ 1 large black marking pen
- ☐ 1 yellow highlighter pen
- ☐ 4 felt writing pens
- ☐ Assorted colored markers
- ☐ Paper
- ☐ 2 yellow lined tablets
- ☐ 20 sheets of white typing paper
- ☐ 2 large "post-it" pads
- ☐ 2 small "post-it" pads
- ☐ 1 package of 3x5 cards
- ☐ Stapler / staples
- ☐ Paper clips
- ☐ Thumbtacks
- ☐ Masking and scotch tape
- ☐ 10 file folders
- ☐ 10 manila envelopes

- ☐ Portable computer (if available)
- ☐ Maps of incident area (if available)

Items for Disaster/Major Emergency (JIC Activation)

- ☐ Workspace to support operation of JIC.
- ☐ Workspace adjacent to EOC operations or adequate communication with EOC.
- ☐ Briefing area to hold news conferences and update the media.
- ☐ Dedicated phones lines established for participating PIO's in the JIC.
- ☐ Sufficient fax machines available for use to the PIO's.
- ☐ Copy machine available for use.
- ☐ VCR's available for use by participating PIO's.
- ☐ Sufficient televisions strategically placed for PIO viewing during the duration of the incident.
- ☐ Computers available for use.
- ☐ Printers available for use.
- ☐ Typewriters available for use.
- ☐ General office supplies available for use.
- ☐ Community maps, which can be marked and used as visuals for presentations.
- ☐ Access to EOC members, department heads and chief elected and appointed officials to collect and verify information.
- ☐ Access to EOC members, department heads, and chief elected and appointed officials for briefings, news conferences and permission to release information (if needed)
- ☐ Access to information from EOC, dispatch and field.
- ☐ Bulletin board to post media releases.
- ☐ Bulletin board to post JIC procedures and administrative items.
- ☐ Administrative staff to assist in record keeping and filing of information.
- ☐ Pre-printed letterhead, fax headers, media release headers, etc.
- ☐ Copy of community resource manual.
- ☐ Copy of community basic emergency plan and annexes.
- ☐ Copy of appropriate departmental procedures pertaining to the emergency situation.

☐ Other items (list separately).

Items for Disaster/Major Emergency (EOC Activation)

- ☐ Workspace to support operation in EOC.
- ☐ Briefing area to hold news conferences and update the media.
- ☐ Dedicated phone line established for use.
- ☐ Radio communications with on-scene personnel.
- ☐ Fax machine available for use.
- ☐ Copy machine available for use.
- ☐ VCR available for use.
- ☐ Television available for use.
- ☐ Computer available for use.
- ☐ Printer available for use.
- ☐ Typewriter available for use.
- ☐ General office supplies available for use.
- ☐ Community maps, which can be marked and used as visuals for presentations.
- ☐ Access to other EOC members to collect and verify information.
- ☐ Access to information from dispatch.
- ☐ Access to community department heads and chief elected and appointed officials for briefings, news conferences and permission to release information (if needed).
- ☐ Bulletin board to post media releases.
- ☐ Pre-printed letterhead, fax headers, media release headers, etc.
- ☐ Copy of community resource manual.
- ☐ Copy of community basic emergency plan and annexes.
- ☐ Copy of any appropriate departmental procedures pertaining to the emergency situation.
- ☐ Other items (list separately).

Public Works Annex Appendices

Appendix 45 – Public Works Preparedness/Response Checklist

- ☐ When requested or required, report to the EOC and serve in the Operations Group until relieved or the incident is terminated.
- ☐ Receive a situational briefing at the EOC. Ask questions and address concerns during the briefing.
- ☐ Advise the EOC of the availability of response resources, including the number of personnel and/or equipment/services that may be available.
- ☐ Advise the EOC of the preparedness activities that have taken place to ensure adequate potable water supplies and generator power.
- ☐ Advise the EOC of any shortcomings or vulnerabilities Tribal-owned properties may experience or have experienced that would cause extended loss of the use of the building/property.
- ☐ Develop plans and recommendations in the event of partial or total electrical failure at any Tribal-owned vital facility.
- ☐ Develop mutual aid and resource agreements with surrounding counties and contractors.
- ☐ Implement mutual aid agreements as necessary.
- ☐ Brief your personnel regarding the current or impending situation based upon information received at the EOC briefing. Include in your briefing:
 - ☐ Current overall situation as it relates to the emergency/disaster.
 - ☐ Maps of affected areas.
 - ☐ Current personnel status (i.e. is someone out on leave).
 - ☐ Safety.
 - ☐ Location of supplies if different from "normal" locations (i.e., emergency worker food supplies, fuel, etc.).
 - ☐ Security.
 - ☐ Advise personnel to log mileage of all vehicles used and the amount of time (in hours) that all equipment was used.
 - ☐ Work assignments including additional shifts if required.
 - ☐ Telephone numbers of key personnel.
- ☐ Establish and maintain communications with your personnel and/or public works (municipal) facilities as necessary for the duration of the emergency/disaster.

- ☐ Establish and maintain communications with the Emergency Operations Center for the duration of the emergency/disaster.
- ☐ Ensure personnel are advised to accurately record overtime and file reports with their immediate supervisor.
- ☐ Ensure personnel are advised to accurately record expense incurred in the performance of their duty and file reports with their immediate supervisor.
- ☐ Issue equipment or supplies (i.e., gloves, face shields, etc.).
- ☐ Ensure a tracking method is in place to track and record expenditures.
- ☐ Prepare reports regarding the overall system status as needed, required or requested and forward such reports to the Community Services Director and/or Emergency Management Program Manager for the duration of the emergency/disaster.
- ☐ Prepare or appoint personnel to prepare records and reports for personnel overtime, equipment use and expenditures. Forward these reports to the Finance Office or other department as directed by the Community Services Director.
- ☐ Carry out other functions related to your department as required or requested by the Community Services Director and/or Emergency Operations Center.

Receiving and Distribution Annex Appendices

Appendix 46 – Recommended Forms/Templates

[illegible]

Item	Description	Quantity Requested	Units Encase	Quantity Shipped	Amount B/Ordered	Filled by (Initial)	Comments
1	Bottled Water						
2	ICE						
3	Meals, Ready to Eat						
4	Baby Food						
5	Baby Formula						
6	Adult Formula						
7	Blankets						
8	Personal Hygiene Items						
9	Latex Gloves						
10	Cotton Gloves						
11	Leather Gloves						
12	Cleaning Kits						
13	Sand Bags						
14	Paper/plastic bags						
15							
16							
17							
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Appendix 47 – EBCI Receiving and Distribution Point Personnel Job Descriptions

EBCI Receiving and Distribution Point Manager

Responsible for all operations in the EBCI Receiving and Distribution Point to include the receiving and distribution of all supplies and equipment and the service and repair of tools and equipment. The EBCI Receiving and Distribution Manager reports to the Logistics Sections Chief in the EBCI EOC. Other responsibilities include:

1. Order personnel required to operate the Receiving/Distribution Point.
2. Organize physical layout of the Receiving/Distribution Point.
3. Establish procedures for operations in the Receiving/Distribution Point.
4. Maintaining accountability and current inventory of all incoming and outgoing resources to include special attention to leased and rented property.
5. Maintain inventory of supplies and equipment.
6. Develop security requirements for the Receiving/Distribution Point.
7. Establish procedures for receiving and distributing supplies and equipment
8. Package and distribute supplies and equipment to the EBCI Staging Areas at the direction of the Logistics Section Chief.
9. Submit required and/or necessary reports to the Logistics Section Chief.
10. Set up filing system for receipt and distribution of supplies and equipment.

Assistant Safety Officer

Responsible for monitoring and assessing hazards and unsafe situations and developing measures that assure personnel and equipment safety. The Assistant Safety Officer will correct unsafe acts or conditions through the regular line of authority, although the Assistant Safety Officer may exercise emergency authority to stop or prevent unsafe acts. Individual reports to the EBCI Receiving and Distribution Point Manager. Other responsibilities include:

1. Establish system to monitor activities for hazards and risks. Take appropriate preventive action.
2. Place hazards and risks in priority for actions.
3. Present safety briefing at receiving point.

Recorder

It shall be the responsibility of the Recorder to ensure that all resources assigned to the incident are accounted for. The Recorder reports to the EBCI Receiving and Distribution Point Manager. Other duties include:

1. Post signs so incoming resources can easily find the EBCI Receiving and Distribution Point.
2. Transmit check-in information to EBCI Receiving and Distribution Point Manager on a regular basis.
3. Forward completed Check-in list (ICS Form 211) to the EBCI Receiving and Distribution Point Manager.

4. Prepare, post, and maintain Resource Status Cards (ICS Form 219) or T-Cards.
5. Ensure all resources sign out on ICS Form 211.
6. Ensure all forms required for accountability of receiving and distribution of supplies and equipment to EBCI Staging Areas are signed and filed.

Appendix 48 – EBCI Receiving and Distribution Point Overhead Team

Recommendations

Assumptions

1. EBCI can only provide a CRDP Manager (both shifts) and yard personnel.
2. Only an administrative (Overhead) team will be required.
3. Power will be available, either normal or generator.
4. EBCI will have necessary equipment to physically operate the CRDP.
5. EBCI will provide life support to the team.
6. Team will work a 16-hour shift.

Recommended Team

1. Assistant CRDP Manager (may function as Warehouse Manager)
2. Safety Officer
3. Yard Leader
4. Recorders (recommend 2 per shift if the CRDP has heavy shipping & receiving requirements)
5. Load Verifier

Recommended Equipment

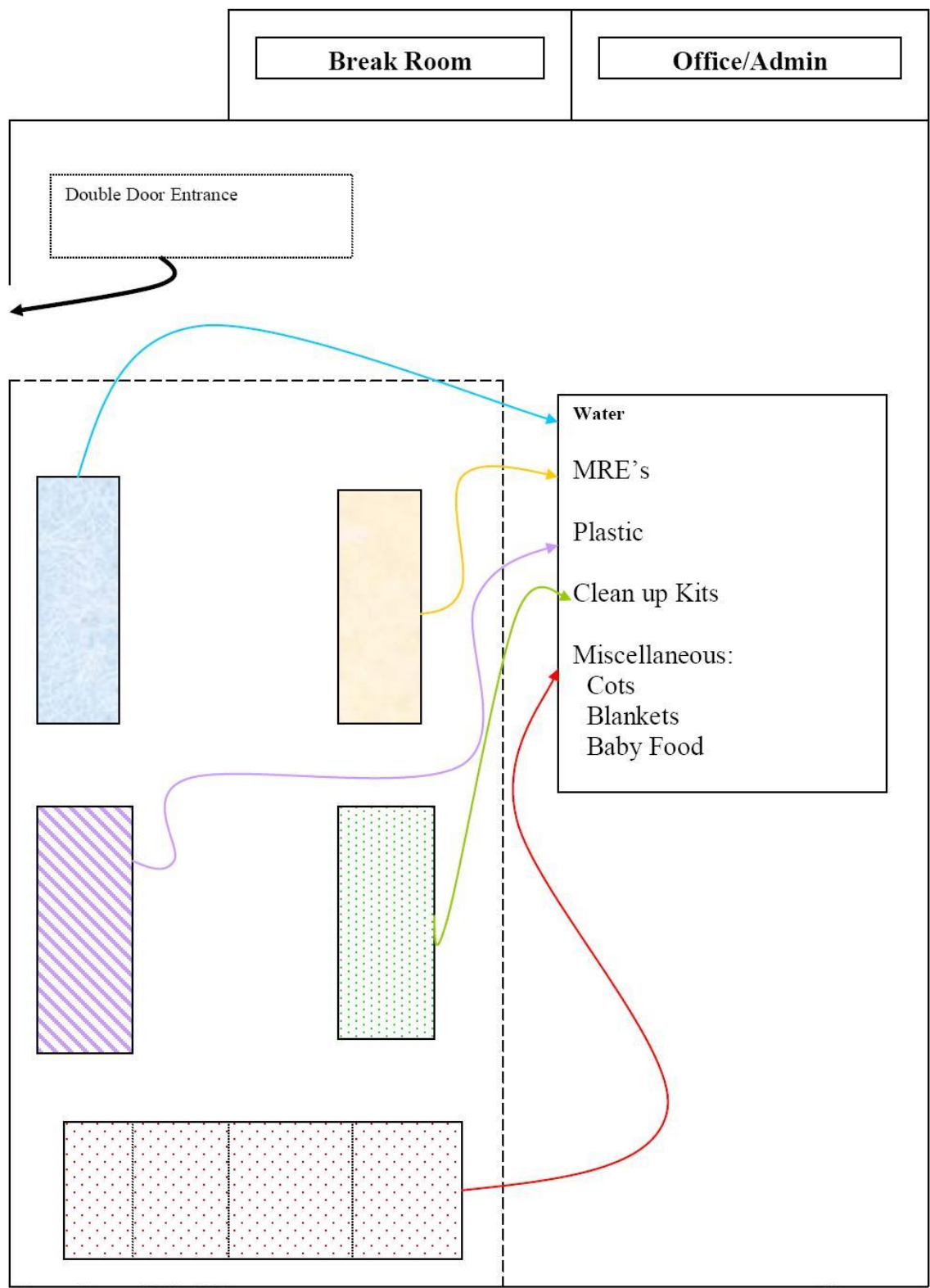
1. Vehicle (especially if EOC and sleeping facilities are not on site).
2. Computer with the following software:
3. State Web EOC
4. Microsoft Word
5. Power Point
6. Excel
7. OPERA (good for basic requirements computations)
8. Internet (both Modem and High-Speed capability)
9. Email capability
10. Folder with printable ICS Forms
11. Floppy and CD capability
12. Printer/Copier/Scanner (ensure compatibility with computer the team will have or use)
13. Hand-held radios (minimum of 4)
14. One cell phone

Recommended Office Supplies

1. Case of copy paper
2. Pens, pencils, magic markers, etc.

3. Stapler (at least two)
4. Staples (at least two boxes)
5. Staple remover
6. Clipboards (at least two)
7. Masking tape
8. Duct tape
9. Three hole punch
10. Three ring binders (minimum of two, three inch)
11. File dividers (at least two packages with blank tabs)
12. File Folders (one box)
13. Tablets (at least six)
14. Note pads (Post-it notes)
15. Steno pads
16. Paper clips (various size)
17. Medium and large binder clips
18. Blank CD and Floppy Disks

Suggested Layout



Appendix 49 – CRDP General Area Map



Resource Management Annex Appendices

Appendix 50 – Emergency Support Function (ESF) #7

Introduction

Purpose

Emergency Support Function (ESF) #7 – Logistics integrates whole community logistics incident planning and support for timely and efficient delivery of supplies, equipment, services, and facilities. It also facilitates comprehensive logistics planning, technical assistance, training, education, exercise, incident response, and sustainment that leverage the capability and resources of Federal logistics partners, public and private stakeholders, and nongovernmental organizations (NGOs) in support of both responders and disaster survivors.

Scope

ESF #7 provides centralized management of supply chain functions in support of local, state, tribal, territorial, insular area, and Federal governments for an actual or potential incident. Its scope includes coordination of resource sourcing; acquisition; delivery of supplies, equipment, and services; resource tracking; facility space acquisition; transportation coordination; and management and support of information technology systems services and other administrative services. Its specific activities within the scope include:

1. Managing a collaborative and complex logistics supply chain that provides equipment, supplies, and services for incidents requiring an integrated whole community response capability.
2. Providing for the integration of whole community logistics partners through deliberate and crisis collaboration in the planning, sourcing, acquisition, utilization, and disposition of resources.
3. Facilitating communication and collaboration among all supply chain support elements in order to minimize recovery efforts in the impacted area and reestablish local and state self-sufficiency as rapidly as possible.

Relationship to Whole Community

This section describes how ESF #7 relates to other elements of the whole community.

Local, State, Tribal, Territorial, and Insular Area Governments

ESF #7 conducts assessments, training, education, and exercise programs for regional entities and local governments to improve readiness, increase response capacity, and maximize the management and impact of homeland security resources. ESF #7 organizations develop collaborative tools for use by local, state, tribal, territorial, and insular area entities to evaluate current disaster logistics readiness, identify areas for targeted improvement, and develop a roadmap to mitigate weaknesses and enhance strengths to foster a collective whole community logistics concept.

Private Sector/Nongovernmental Organizations

Support that cannot be provided from Federal resources is secured through direct procurement or donations.

ESF #7 works with retail, wholesale, and other similar private industry associations for information sharing, planning, and exercises that would produce mutually beneficial results in coordinating how, when, where, and by whom critical logistics resources will be provided during all types of incidents.

Federal Governmental

ESF #7 fosters partnerships among Federal logistics stakeholders to maintain a robust and sustainable capability that is flexible and adaptable to meet the unpredictable demands of all hazards.

This unique interagency partnership enables ESF #7 to serve as the single integrator for the whole community logistics supply chain planning and coordination in response to domestic incidents and special events.

Specific information on Federal Government actions is described in the following sections.

Core Capabilities and Actions

ESF Roles Aligned to Core Capabilities

The following table lists the response core capabilities that ESF #7 most directly supports along with the related ESF #7 actions. All ESFs, including ESF #7, support the following core capabilities: Planning, Operational Coordination, and Public Information and Warning.

1. Mass Care Services
 - a. Acquires and manages resources, supplies, and services from core capability providers via contracts, mission assignments, interagency agreements, and donations.
 - b. Supports the prioritization, coordination, and communication of mass care resource requirements.
 - c. Communicates plans, requirements, and strategies to core capability providers.
 - d. Supports requirements for physically accessible sheltering and feeding, as well as related activities to support survivors of disasters, including individuals with disabilities.
2. Critical Transportation
 - a. Manages transportation that includes equipment and procedures for moving material from storage facilities and vendors to incident victims, particularly with emphasis on the surge and sustainment portions of response.
 - b. Provides transportation management services, including fulfilling requests from other Federal organizations.
3. Infrastructure Systems
 - a. Provides logistical support to fire and other first response services.
4. Operational Communications

- a. Coordinates the procurement of communications equipment and services.
- 5. Logistics and Supply Chain Management
 - a. Coordinates resource support for survivors.
 - b. Provides resource management that includes determining requirements, sourcing, ordering and replenishment, storage, and issuing of supplies and equipment.
 - c. Provides facilities management that includes locating, selection, and acquisition of incident facilities, such as Joint Field Offices (JFO), as well as storage and distribution facilities.
 - d. Establishes and operates logistics support facilities to include the management of services related to lodging and feeding incident support personnel.
 - e. Provides personal property management to include policy and procedures guidance for maintaining accountability of material, as well as identification and reutilization of property acquired to support a Federal response operation.
 - f. Manages electronic data interchanges to provide end-to-end visibility of response resources.
 - g. Plans for transitional support to recovery operations concurrent with response operations.
- 6. Department of Homeland Security
 - a. **Federal Emergency Management Agency**
 - i. Works cooperatively with General Services Administration (GSA) to provide a nationally integrated process for the collaborative implementation of the logistics capability of Federal agencies, public and private sector partners, and NGOs.
 - ii. Serves as the coordinator for the core capability for public and private services and resources with GSA.
 - iii. Serves as single integrator for logistics support as part of the national response effort.
 - iv. Develops and maintains core capability logistics support requirements and capabilities, and visibility of resources.
 - v. Collaborates and synchronizes resource support efforts with whole community disaster logistics response partners.
 - vi. Leverages efficiencies in vendor networks and maximizes full capacity across all partners.
 - vii. Facilitates development and execution of the public and private sector services and resources logistics supply chain strategy.
 - viii. Sets up and operates incident facilities.
 - ix. Establishes interagency agreements with other Federal departments and agencies/NGOs; memorandums of agreements/memorandums of understanding; and standby logistics contracts.
 - x. Provides transportation assets and services contracts in support of the Mass Evacuation Incident Annex.
 - xi. Coordinates whole community logistics response for incident facilities with GSA. This support includes location, setup, voice and data communications, and other logistical support.

- xii. Provides safeguards and accountability for Federal property and equipment assigned to the regions and incident.
- xiii. Manages or acts as contracting officer's representative for supporting contracts.
- xiv. Implements a single-point ordering process.
- xv. Manages and directs DHS/FEMA-contracted transportation resources assigned to the incident.

b. Procurement

- i. Provides robust contingency contracting services at the DHS/FEMA National Response Coordination Center (NRCC), Regional Response Coordination Centers (RRCs), and JFOs.
- ii. Provides central coordination for acquisition support of NRCC, urban search and rescue, incident support base/forward staging area, and National Responder Support Camps.
- iii. Provides Contracting Officer's Technical Representatives from the RRC, Incident Management Assistance Team, or NRCC Logistics or Operations Section for all ESF #7-executed procurement contracts as appropriate.
- iv. Provides assistance with pre-planning requirements and creating milestones; assists with developing lifecycle cost; and provides guidance to pre-award activities including acquisition plan, statement of work, scope of objectives, performance work statement, market research, small business set-aside requirements, and congressional inquiries.
- v. Provides assistance with seeking alternative resources or solutions that are in the best interest of the government; and assists with developing lifecycle cost estimates and fostering partnerships with other government agencies.
- vi. Provides assistance with the development of the Acquisition Review Board on major awards that may require DHS/FEMA executive and DHS review.

c. Private Sector

- i. Provides planning and response coordination with private sector businesses, associations, and other entities.

d. Individual Assistance

- i. Provides planning and response coordination for the provision of mass feeding, sheltering, and other services for survivors of disasters to include pets.

e. Disability Integration

- i. Provides subject matter expertise and participates in planning and response activities as they relate to survivors with disabilities or other access and functional needs.

f. Tribal Affairs

- i. Provides planning and response coordination with Federally recognized tribes and Bureau of Indian Affairs (BIA).

7. General Services Administration

- a. Works cooperatively with DHS/FEMA Logistics to provide an integrated process for the collaborative implementation of the logistics capability of Federal agencies, public and private sector partners, and NGOs.
- b. Serves as the coordinator for the core capability for Public and Private Services and Resources with DHS/FEMA.
- c. Provides emergency relief supplies; facility space; office equipment; office supplies; telecommunications support; transportation services; and contracting services through a centralized acquisition channel.
- d. Provides support for requirements not specifically identified in other ESFs, including excess and surplus property disposal.
- e. **Headquarters-Level ESF #7 Support**
 - i. Operates under the direction of the GSA Emergency Coordinator (EC) in the GSA Central Office in Washington, D.C.
- f. **GSA EC**
 - i. Upon notification of an incident requiring a coordinated Federal response, the GSA EC notifies entities within the agency which are required to provide immediate support to include the GSA Emergency Operations Center (EOC), the Federal Acquisition Service (FAS), the Public Buildings Service (PBS), and senior management staff as appropriate.
 - ii. Represents ESF #7 in its interaction with the Domestic Resiliency Group and maintains liaison with the Regional Emergency Coordinator (REC) and other interested parties.
 - iii. Provides 24-hour staff support to the NRCC, as required, for the duration of the emergency response period to coordinate GSA activities at the National level.
- g. **Regional ESF #7 Leader**
 - i. Provides a team that may consist of one or more of the following: REC and/or Team Leader; contracting officer; telecommunications specialist; and real estate/leasing specialist, if needed, to coordinate the provision of ESF #7 support at the RRCC or JFOs.
 - ii. Coordinates with real estate/leasing specialist and DHS representative to select the location of a JFO or other Federal site, in conjunction with the affected state/tribal representative.
 - iii. Ensures that a suitable JFO facility or other Federal site is acquired and ready to occupy within 72 hours of receiving DHS requirements and/or DHS acceptance of the space to include provision of communications, office furniture, equipment, and office supplies.
 - iv. Provides 24-hour staff support to the RRCC or unified coordination, as required, for the duration of the emergency response period to coordinate GSA activities at the Regional level
- 8. Department of Agriculture (Support)
 - a. Provides feeding support, including meeting specific needs of infants and toddlers.
 - b. United States Forest Service

- i. Provides staff to support incident facilities facility, property, telecommunications, and transportation management.
- 9. Department of Commerce (Support)
 - a. Provides facility management and telecommunications management support.
 - b. Provides technical expertise on structural surveys and the procurement of external consulting services through the Interagency Committee on Seismic Safety in Construction/Building and Fire Research Laboratory of the National Institute of Standards and Technology. This procedure is necessary to assess the structural and fire safety of Federal and non-Federal damaged buildings and lifelines (e.g., public works and utilities).
- 10. Department of Defense (Support)
 - a. Provides planning support; subsistence; administrative supply; petroleum product; engineering and construction supply; water and mobile units; medical material; telecommunications management; and transportation management support when approved by DOD.
 - b. United States Army Corps of Engineers
 - i. Provides construction materials and engineering services as required.
 - ii. Provides a robust capability of mobile field elements and logistics support teams as requested.
 - iii. Provides commodities distribution assistance and expertise to include points of distribution training and state-level project management support for commodities missions.
 - iv. Supports the hauling, installing, operations, and maintenance of DHS/FEMA generators for critical public facilities and provides generator lease and purchase support as required.
- 11. Department of Energy (Support)
 - a. In accordance with ESF #12, coordinates with energy industries to assist in satisfying critical fuel, lubricant, and electrical power needs unable to be met by local, state tribal, or Federal resources or actions.
- 12. Department of Health and Human Services (Support)
 - a. Maintains caches of medical equipment, supplies, and pharmaceuticals to support response teams.
 - b. Provides medical supply/resupply contract capability.
- 13. Department of Homeland Security (Support)
 - a. In support of ESF #2, assists in coordinating the provision of commercial telecommunications assets within the incident area.
- 14. Department of Interior (Support)
 - a. Provides staff to support incident facilities, facility, property, telecommunications, and transportation management through ESF #4.
- 15. Department of Labor (Support)
 - a. Provides technical personnel to assist in the identification and recruitment of individuals with specialized occupations needed to support response operations. The Job Corps at the regional level provides students and instructors capable of providing support. The Mine Safety and Health Administration provides engineering

services to determine the cause or location of an event, performs structural integrity analysis, and recommends hazard mitigation.

16. Department of Transportation (Support)

- a. Monitors and reports damage to the transportation system and infrastructure as a result of the incident.
- b. Coordinates temporary alternative transportation solutions when systems or infrastructure are damaged or overwhelmed.
- c. Coordinates the stabilization and reestablishment of transportation systems and infrastructure.
- d. Coordinates prevention, preparedness, and mitigation activities among transportation infrastructure stakeholders within the authorities and resource limitations of ESF #1 agencies.

17. Department of Veterans Affairs (Support)

- a. Provides technical assistance to identify and procure medical supplies and other medical services.
- b. Provides personnel knowledgeable in Federal procurement and distribution operations.
- c. Provides computer support operations as appropriate.

18. National Aeronautics and Space Administration (Support)

- a. Provides available space, buildings, airports, and telecommunications as may be required for emergency support operations.

19. Office of Personnel Management (Support)

- a. Identifies, locates, and if necessary, recruits personnel needed to support incident operations after appropriate coordination with GSA.

20. U.S. Postal Service (Support)

- a. Provides support in the delivery of information/supplies to disaster survivors.

21. American Red Cross (Support)

- a. Provides support to develop the whole community logistics supply chain through synchronization of pre-planning activities and coordination during responses to major disasters.

22. National Voluntary Organizations Active in Disaster (Support)

- a. Facilitates information sharing before and during a response by its member organizations.

Appendix 51 – Requesting a Resource

- ☐ Any person may request an emergency resource through their immediate supervisor.
- ☐ The immediate supervisor will determine if the resource is needed. If needed, the supervisor will approve the request and forward it to the agency/department head.
- ☐ The agency/department head will determine if the resource is available from agency/departmental supplies or resources.
- ☐ If the resource is available from agency/departmental resources it will be delivered by appropriate personnel or otherwise authorized.

☐ If the resource is not available from agency/departmental resources, a Resource Request will be completed by the agency/department head and the Emergency Operations Center will be made aware of the request. Include the following in your request:

- ☐ Your agency or the agency or organization requesting the resource.
 - ☐ Your name.
 - ☐ A telephone number where you can be reached.
 - ☐ The type of resource you are requesting.
 - ☐ The number of that type of resource you are requesting.
 - ☐ The size (if applicable).
 - ☐ When the resource is needed (give a date and time and be reasonable, many resources must be ordered from out of the area and it may take 72 hours or more).
 - ☐ The specific location the resource is needed (include an address).
- ☐ If using the resource request database be sure to click on Add or Save.
- ☐ If the resource request is approved, the agency requesting the resource is financially responsible.
- ☐ If the agency requesting the resource is requesting a vehicle, generator or similar equipment be sure to use ICS Form 218 (Support Vehicle Inventory).
- ☐ The requesting agency is also responsible for completing FEMA Form 90-127 (Force Account Equipment Summary Record).
- ☐ At the end of the emergency/disaster or when the state of emergency has been terminated, return resources or inventory those resources that will be retained.
- ☐ Submit reports to Emergency Management and/or the Finance Director as instructed.
- ☐ The Emergency Operations Center (EOC) will examine the request and approve or disapprove and inform the person or agency making the request.
- ☐ The person or agency/department that requested the resource (if security levels in the database permit it) may follow and track the request via computer.
- ☐ The requested resource will be tracked by EOC personnel assigned to do so. Tracking will include:
- ☐ The date and time the request was made and what resource was requested.
 - ☐ Who made the request and by whom the request was received.
 - ☐ If the request has been approved, pending, or denied.

- ☐ If denied, the reason for the denial.
- ☐ Comments.
- ☐ Resource contact information.
- ☐ Enroute date and time.
- ☐ Arrival date and time.
- ☐ Return of resource date and time.
- ☐ Hours used and costs.
- ☐ Additionally, EOC personnel tracking resources shall:
 - ☐ Ensure the receiving agency completes ICS Form 218 and FEMA Form 90-127, as appropriate, and submits those forms to Emergency Management and/or Finance Director at the termination of the emergency.
 - ☐ Ensure submitted reports complement and are verified by database entries.
 - ☐ Ensure each resource request in the database has a disposition before closing the event and/or archiving or deleting database records.
 - ☐ Print the appropriate number of copies of each resource request record and attach the record(s) to the appropriate report submissions from the various agencies.

The requested resource will be tracked by EOC personnel assigned to do so. Tracking will include:

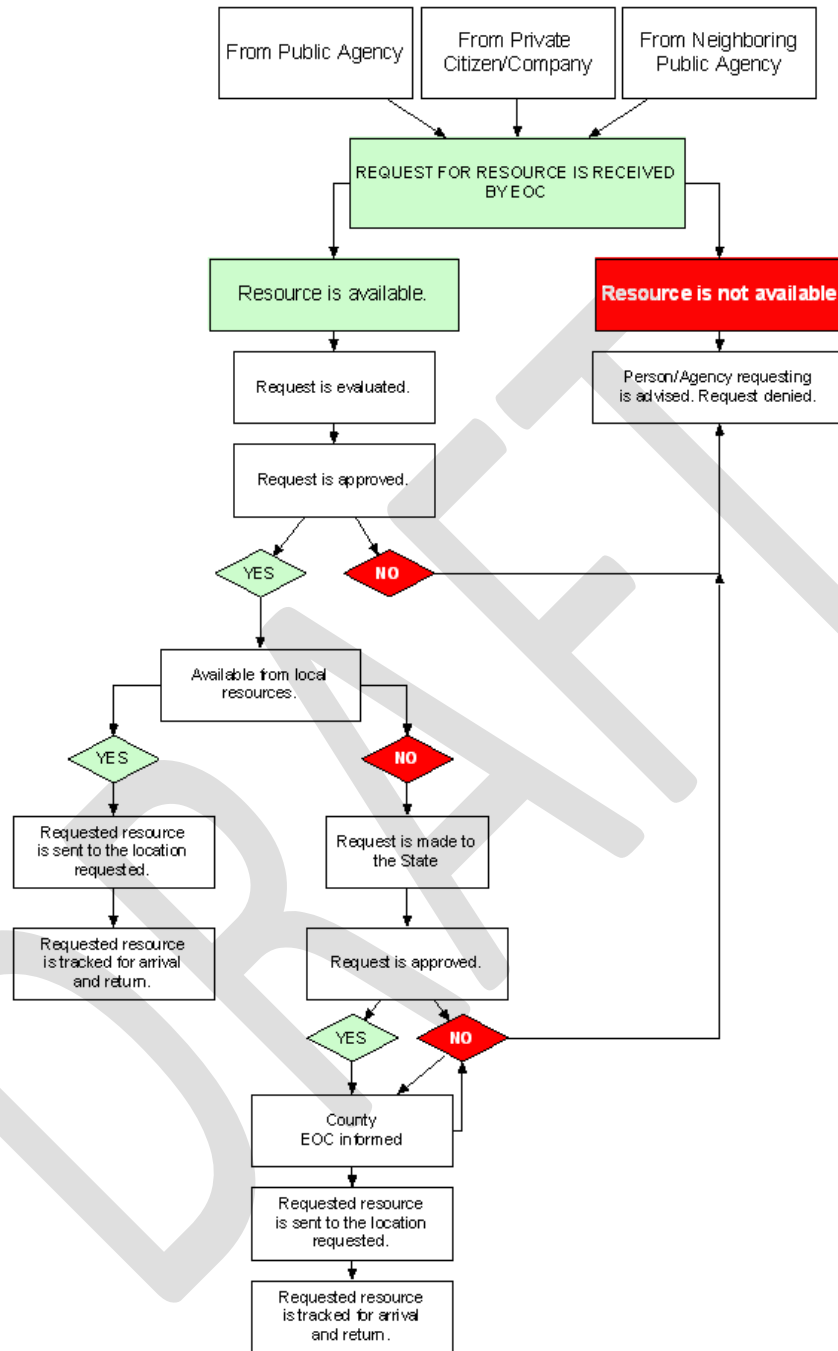
- ☐ The date and time the request was made and what resource was requested.
- ☐ Who made the request and by whom the request was received.
- ☐ If the request has been approved, pending, or denied.
- ☐ If denied, the reason for the denial.
- ☐ Comments.
- ☐ Resource contact information.
- ☐ Enroute date and time.
- ☐ Arrival date and time.
- ☐ Return of resource date and time.
- ☐ Hours used and costs.
- ☐ Additionally, EOC personnel tracking resources shall:

- ☐ Ensure the receiving agency completes ICS Form 218 and FEMA Form 90-127, as appropriate, and submits those forms to Emergency Management and/or Finance Director at the termination of the emergency.
- ☐ Ensure submitted reports complement and are verified by database entries.
- ☐ Ensure each resource request in the database has a disposition before closing the event and/or archiving or deleting database records.
- ☐ Print the appropriate number of copies of each resource request record and attach the record(s) to the appropriate report submissions from the various agencies.

Appendix 52 – Available Resources

1. A list of resources that may be available for use during an emergency/disaster is maintained by Emergency Management.
2. Use of resources from this list must be approved by the Emergency Operations Center Command Group and/or Emergency Management.
3. Resources from this listing often require the rental or purchase of the resource.
4. As much as possible "pre-position contracts", standing contracts, purchase contracts or applications have been made for the resource prior to a major emergency/disaster.
5. Just because a resource is listed, does not mean it is readily available or not already in use. There is no database correlation between "Available resources" and "Resource requests". This is intentional. Available resources may not be in the Tribal inventory and must be ordered as would any commodity.
6. Only authorized personnel may view, update, modify, add to or delete from this [database](#).
7. Specific instructions about entering, updating, modify or deleting data from the database can be found in the help manual.

Appendix 53 – Simplified Resource Request Flow Chart



Shelter and Mass Care Annex Appendices

Appendix 54 – Special Needs Sheltering and Mass Care

Situation and Assumptions

Situation

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

Assumptions

1. Any person with special needs for whom care can be provided by that person or by family members should be accepted in the shelter serving his family and his community.
2. Sheltering for special needs will be unique to the Boundary and the special needs shelter may be in a separate, designated area of a building housing a mass care shelter, or in a separate facility, depending on the resources available.
3. Private and government operated residential facilities caring for special needs groups, such as nursing homes, rest homes, group homes for the mentally ill or developmentally disabled, etc., are responsible for their clients' continual care during and after the time an evacuation is required. This includes financial responsibility.
4. Private and government operated facilities caring for special needs groups for less than 24 hours, such as day care, pre-school, day health, are responsible for their clients' continual care during and after an evacuation is required, until or unless the client is released to a parent or a responsible adult and within the agreements for such release already in place by the care giver.
5. If the Cherokee Indian Hospital is not used as a Special Needs or Special Medical Needs shelter, the following shall apply.
 - a. Special Medical Needs Definition: Those people whose physical, emotional/cognitive, and/or medical conditions are such that they, even with the help from families or friends, would not be able to meet their basic needs during a 72-hour emergency period.
 - b. The following medically stable and/or non-complicated medical problems may seek entrance to the Special Needs Shelter.
 - i. Foley Catheter maintenance
 - ii. Diabetes-stable for monitoring of insulin administration only
 - iii. Nasogastric or Gastrotomy tubes (Home maintenance)
 - iv. Ostomy
 - v. Stable Oxygen and nebulizer therapies (Must bring own oxygen)
 - vi. Dressing changes (must bring own supplies)
 - vii. Self-care tracheostomy

- viii. Bedridden and wheelchair bound total care will only be accepted only if they are accompanied and cared for by responsible caregiver and do not require a hospital bed.
- 6. Restrictions and Limitations: The Special Needs Shelter should be considered an option of last resort intended to maintain the current health, safety, and well-being of the medically dependent individuals who are not acutely ill, to the best extent possible. Special Medical Needs Shelters are not equipped as a medical care facility.
- 7. Special Medical Needs Residents are strongly encouraged to make disaster plans where possible with available licensed health care or special home care facilities, relatives, friends and neighbors or in hotels or other commercial residential options. There will be no doctor, no acute care nurses, no specialty care nurses, and no caretakers at the Special Needs Shelter. The shelter's public health nurses will be providing general oversight and low level monitoring and will not be available to provide homecare activities of daily living or administration of medications/injections.
- 8. The Special Medical Needs Shelter cannot accommodate people who need:
 - a. I.V. Chemotherapy
 - b. Ventilator Care
 - c. Peritoneal Dialysis
 - d. Hemo dialysis
 - e. Life Support Equipment
 - f. Hospital Bed and/or total care

Concept of Operations

1. Sheltering for special needs populations will be accomplished through the coordinated efforts of private facilities, governmental agencies, and mutual aid agreements.
2. PHHS, EBCI Emergency Management, and Cherokee Indian Hospital supported are designated as the agencies to ensure that shelter care is provided for special needs groups. This will involve team planning for special needs shelters with public agencies, private facilities, and the medical profession.
3. EBCI Emergency Management Program Manager other local agencies with issues related to special needs sheltering, including coordination of operation of special needs shelters when a publicly operated special needs shelter is necessary.
4. Divisions under the North Carolina Department of Human Resources that operate residential facilities are required to have current plans in place for the evacuation and sheltering of special needs populations. These plans shall be shared with health officials.
5. Private facilities will be responsible for the evacuation and sheltering of their patients, to include transport to and from shelters, as well as financial responsibility for their clients.
6. Sheltering needs of special needs groups may be met within the Boundary if an appropriate facility is available; in adjoining counties with prior approval from DHR in certain DHR State-operated facilities; or, in shelters administered by county Departments of Social Services or Health.
7. The Special Needs population information is compiled in a database and maintained by the EBCI Emergency Management.

Appendix 55 – Shelter Manager Checklist

Shelter Manager Responsibilities – Assignment Information

1. Nature of the Disaster
2. Shelter assignment location
3. Estimated shelter population
4. Facility contact person
5. Contact person/supervisor at the chapter/department/agency
6. What other staff are being recruited:
 - a. Shift supervisor(s)
 - b. Registration (click here for comparable ARC Form 5972)
 - c. Feeding
 - d. Dormitory management
 - e. Disaster Health Services
 - f. Disaster Mental Health Services
 - g. Staff recruitment and placement
 - h. Logistics
7. Notify your family and supervisor.
8. Review chapter/department/agency disaster response plan.
9. Pack personal items: clothes, toilet items, medications, blanket, phone numbers, etc.
10. Pick up shelter manager's kit.

Initial Actions

- ☐ Establish contact with facility representatives and activate the building when ready. IF clients are waiting the facility may have to be partially activated immediately.
- ☐ Using the Statement of Agreement and Facility Survey, if they already exist, meet the facility representative for a pre-occupancy inspection. Negotiate and sign a Facility Agreement. Conduct pre-occupancy inspection using Self-Inspection Worksheet Off-premises Liability Checklist, and assess the general condition of the facility, citing pre-existing damage.
- ☐ Establish and maintain contact with the Red Cross /department/agency supervisory unit or the Emergency Operations Center.
- ☐ Survey and lay out the space plan for the shelter.
- ☐ Organize and brief staff. Assign staff to perform the following tasks:
 - ☐ Registration
 - ☐ Dormitory Management
 - ☐ Feeding
 - ☐ Disaster Health Services
 - ☐ Disaster Mental Health Services

- ☐ Staff Recruitment and Placement
- ☐ Other client services
- ☐ Logistics
- ☐ Public information (coordinated with the EOC Public Information Officer)
- ☐ Communications (if phones are out) (i.e. Amateur Radio Emergency Services)
- ☐ Project staffing and other support requirements for the next 48 hours. Notify the chapter/department/agency.
- ☐ Order start-up supplies and equipment and request any support needed such as security, Amateur Radio operators, Public Information or Disaster Health Services personnel.
- ☐ Coordinate recruitment of additional personnel. Encourage the involvement of shelter residents as workers.
- ☐ Assess feeding options and discuss recommended solution with supervisor. Meet with Food Services supervisor.
- ☐ Establish a shelter log reporting process.
- ☐ Put up shelter identification both inside and out.
- ☐ Ensure that the Disaster Welfare Inquiry and Family Service copies of shelter registration forms are forwarded to headquarters.

Ongoing Actions

- ☐ Maintain regular communications with the shelter coordinator or supervisor. Provide Shelter Daily Report information, and discuss supply needs, problems and plans.
- ☐ Establish and meet regularly with the shelter advisory committee, and ensure that the physical and mental needs of clients are being met. Develop plans to meet these needs and request assistance if necessary.
- ☐ Ensure that shelter residents are receiving updated information about the disaster, the recovery process, and all of the resources available to them.
- ☐ Forward a copy of new registrations to Disaster Welfare Inquiry and Family Service units daily.
- ☐ Establish standard shift schedules for staff, usually for 9 to 13 hours.
- ☐ Conduct staff meetings. Include updates on disaster response and shelter operations, directions and advice from disaster headquarters, and status of problems and resolutions. Identify needs for clients, staff, supplies, and systems. Address rumors.
- ☐ Monitor disaster response efforts, and plan for the closing of the shelter.

- ☐ Ensure that the proper systems are in place to track expenditures, bills and invoices, materials, and local volunteer records.
- ☐ Develop plans for maintaining the shelter until closing is possible, including staffing and supply needs.
- ☐ Routinely inspect the safety and sanitation of the facility, including the kitchen, dormitories, bathrooms, exterior and registration area and ensure that health standards and clients' needs are being met.
- ☐ Meet regularly with the facility representative to share concerns and resolve potential problems.
- ☐ Work with the clients and feeding supervisor to ensure the appropriate menus are being planned that reflect the preferences of the shelter population

Closing Actions

- ☐ Coordinate plans to close the shelter with your supervisor and community well in advance of the actual closing.
- ☐ Coordinate with Family Service to ensure timely and appropriate placement of all remaining shelter occupants.
- ☐ Communicate to any remaining shelter residents the plan for closing the shelter. Encourage individuals who have not already contacted Family Service to do so.
- ☐ Consult with your supervisor about the disposition of all Red Cross and USDA food supplies.
- ☐ Ensure Logistics staff take the following actions:
 - ☐ Complete the inventory of all supplies owned by the facility that were used in the shelter, and forward this to your supervisor.
 - ☐ Return all rented or borrowed equipment to owners. Send your supervisor signed receipts for such equipment.
 - ☐ Arrange for the cleaning of the facility and have it returned to the pre-occupancy condition or as close to the pre-occupancy condition as possible.
 - ☐ Return all Red Cross supplies and equipment to the chapter/department/agency or central storage facility. Submit to your supervisor a list of items returned.
 - ☐ Forward all pending financial commitments to the supervisor for payment. Ask suppliers to send final bills to your supervisor.
- ☐ Consult with the supervisor about transfer or release of staff.
- ☐ Remove all Red Cross ID materials from the facility.
- ☐ Prepare a thank-you list of other voluntary organizations, vendors, and staff to be thanked or recognized.

- ☐ Forward all Mass Care shelter files to the chapter/department/agency.

Appendix 56 – Public Health Nurse Job Description

Public Health Nurses Shelter Job Description

Public Health Nursing (PHN) duties will include providing nursing services to general population shelter residents that are consistent with the routine scope of practice for PHNs in North Carolina's local health departments. These services include health promotion activities, providing disease education, collecting health histories, conducting nursing assessments, conducting surveillance, and (when appropriate) collaborating with partners for referrals to medical facilities based on presenting acuity of care.

Medication Administration

The NC Board of Nursing allows nurses to recommend over-the-counter drugs (OTC) and distribute them based on the clients' complaints and the nurse's knowledge about the OTC medication the nurse recommends. Administration of any medication without a standing order or individual order is outside a nurse's scope of practice. Residents should be allowed to self-administer all medications.

Standing Orders, Policies, and Protocols

The Nurse Practice Act 4 allows all nurses to practice at their highest level of education and training. Standing orders are not required for any nursing care or support that nurses are expected to provide in a general population shelter. The elements of first aid and mental health first aid are taught as nursing assessment and interventions in nursing education. Therefore, standing orders are not required to administer first aid or mental health first aid. However, some local health departments have decided to create shelter standing orders to cover basic first aid, mental health first aid, and common physical discomforts often observed when persons are under physical and emotional stress. PHNs are expected to work under all shelter standing orders (if applicable) and all shelter policies and protocols.

The Eastern Band of Cherokee Indians may also adopt local standing orders/policies/protocols for use in shelters. NC PHNs deployed from other counties to serve in a shelter are expected to work under the host shelter's standing orders/policies/protocols, not their employing county's standing orders/policies/protocols. The Eastern Band of Cherokee Indians will provide the deployed PHNs with Just-In-Time Training on the shelter's standing orders/policies/protocols upon arrival.

Expectations of a Deployed Public Health Nurse in a General Population Shelter

The following activities are within the scope of practice for PHNs.

Education

1. Providing communicable disease prevention and non-communicable disease management education, resources, and guidance to shelter staff and residents.

2. Assisting clients in understanding how the disaster impacted their physical health and mental well-being.

Surveillance

1. Monitoring infection control practices on-site.
2. Conducting communicable disease outbreak monitoring.
3. Reporting communicable disease outbreaks to Cherokee Indian Hospital Authority, the NC Division of Public Health, and other stakeholders as appropriate.
4. Initiate isolation/quarantine protocols for clients with communicable illnesses (i.e., colds, flu, or norovirus).
5. Assisting in disease surveillance activities (i.e., conducting cot-to-cot assessments, contacting hospitals and health care providers regarding signs of infectious diseases, communicable diseases, or reportable communicable diseases).
6. Monitor the client population's health (presence of chronic disease, communicable disease, and injuries).
7. Evaluating the client's past medical history and pre-existing conditions that may have been exacerbated by the emergency or occupancy in the shelter.
8. Assessing for and monitoring potential environmental threats (external/internal) to shelter or shelter population.

Referral

1. Assessing residents prior to admission to the shelter.
2. Making recommendations to the shelter manager when presenting residents who fall outside of the medical management capabilities of the general population shelter. Engage appropriate partners to facilitate client referral to a location that can accommodate the medical management needs of the client.
3. Coordinate with telemedicine (or other designated resource) services for appropriate placement in medical support shelter if available.
4. Referral and discharge planning for persons discharged from general population shelters.
5. Assessing clients' mental health status and making appropriate referrals.

Maintaining Independence

1. Applying basic first aid.
2. Assisting clients to obtain special diets by coordinating with food service provider.
3. Assisting clients with replacement of lost/damaged medications or Durable Medical Equipment (DME) (i.e., wheelchair, raised/handicap accessible toilet seat, cane, or walker).
4. Requesting interpretation or translation assistance for clients.
5. Recommending and distributing over-the-counter medications.

Operations Management

1. Setting up and providing clinical management, disease surveillance, and assistance with staffing for general population shelters where the local health department is identified as having this role in their county's All-Hazards Plan.
2. Maintaining documentation in all records and reports.

3. Assuring documentation and referrals are in accordance with American Red Cross (ARC) confidentiality policies. ARC is exempt from HIPAA law.
4. Setting up, managing, directing, staffing, and evaluating mass immunization clinics.

Just In-Time Training

1. Shelter standing orders (if applicable).
2. Shelter policies/protocols.
3. Tour the facility and review emergency and security plans.
4. Documentation requirements and protocols for ensuring HIPAA compliance.

Recommended Training

1. Basic First Aid refresher-online <https://www.ecprcertification.com/basic-first-aid-course/>
2. Mental Health First Aid or Psychological First Aid- online
 - a. Mental Health First Aid: <https://www.mentalhealthfirstaid.org/>
 - b. Psychological First Aid: <https://learn.nctsn.org/enrol/index.php?id=596>
3. Kansas City Medical Reserve Corps – Shelter Video Trainings
<https://www.mrckc.org/shelter-videos.html>
4. American Red Cross Shelter Fundamental Training. Please follow the directions found here to access ARC training:
https://www.dph.ncdhhs.gov/lhd/docs/AmericanRedCrossOnlineTrainingsRev5_21_21.pdf
 - a. Shelter Fundamentals v2 (03/24/2023) 1 hour
 - b. Disaster Health Services Fundamentals 1 (03/24/2023) 1 hour
 - c. Disaster Health Services Fundamentals 2 (03/24/2023) 1 hour

Ordinances

Emergency Management Ordinance

Scope

1. The scope of the Emergency Management Ordinance for the Eastern Band of Cherokee Indians (EBCI) encompasses all aspects of emergency preparedness, response, mitigation, and recovery within the Qualla Boundary. It includes the following key components:
 - a. Applicability – The ordinance applies to all tribal departments, agencies, employees, and partners involved in emergency management activities within the Qualla Boundary.
 - b. Emergency Types – The ordinance covers a wide range of emergencies including but not limited to natural disasters (such as hurricanes, floods, and earthquakes), public health crises (pandemics, outbreaks), hazardous materials incidents, and other events that pose a threat to life, property, or the environment.
 - c. Geographic Coverage – The ordinance addresses emergencies that occur within boundaries of the Qualla Boundary, as well as incidents that may impact neighboring jurisdictions or require coordinated response efforts beyond tribal borders.
 - d. Emergency Operations Plan – The ordinance encompasses the development, maintenance, and implementation of the EBCI Emergency Operations Plan (EOP), which outlines procedures for emergency response, resource allocation, communication, coordination, and recovery efforts.

Purpose and Objectives

Purpose

The Emergency Management Ordinance was established to ensure the safety, welfare, and resilience of tribal members, lands, and resources in the face of emergencies and disasters as well as visitors of the Qualla Boundary². The ordinance serves as a foundational resource to guide coordinated and proactive efforts in preparing for, responding to, and recovering from emergencies and disasters within the Qualla Boundary. Through adherence to this ordinance and the fulfillment of its objectives, the EBCI aims to safeguard lives, protect property, and uphold the well-being of its members in times of crisis.

Objectives

1. Establish Clear Responsibilities
 - a. Define the roles and responsibilities of tribal departments, agencies, and individuals in preparing for, responding to, and recovering from emergencies and disasters.
2. Risk Assessment and Planning

² The population within the Qualla Boundary increases by thousands during peak tourist season. This influx must be acknowledged and considered as this change drastically impacts response efforts.

- a. Conduct comprehensive risk assessments to identify potential hazards and vulnerabilities faced by the EBCI community.
 - b. Develop and implement emergency plans and procedures to address identified risks effectively.
3. Emergency Response Coordination
 - a. Enhance coordination and communication among tribal entities, external agencies, and community partners to ensure a unified and efficient response to emergencies.
 - b. Establish protocols for resource allocation and mutual aid agreements.
4. Resource Management
 - a. Ensure the availability and efficient utilization of resources, including personnel, equipment, and facilities to support emergency response and recovery operations.
 - b. Develop strategies for resource mobilization and allocation during crises.
5. Continuity of Operations
 - a. Establish mechanisms to maintain essential services and critical functions during emergencies to minimize disruption to tribal operations and services.
 - b. Develop continuity of operations plans for key departments and facilities.
6. Warning Systems and Communications
 - a. Implement effective warning systems and communication channels to disseminate timely and accurate information to tribal members during emergencies.
 - b. Utilize multiple communication platforms to reach a diverse audience.
7. Training and Capacity Building
 - a. Provide ongoing training, exercises, and workshops to enhance the skills and preparedness levels of EBCI Emergency Management personnel and volunteers.
 - b. Build capacity at the individual, organizational, and community levels to respond effectively to a range of emergencies.
8. Evaluation and Improvement
 - a. Conduct regular evaluations and post-incident reviews to assess the effectiveness of emergency response actions, identify lessons learned, and implement improvements to strengthen EBCI's emergency management capabilities.

Emergency Management Structure

Emergency Management Authority

The Emergency Management Authority of the EBCI is vested in the Emergency Management Department, which operates under the direction of the Principal Chief or designated authority.

Emergency Management Department

The Emergency Management Department is established within the EBCI to serve as the central entity responsible for coordinating, planning, and implementing emergency management activities across the tribal jurisdiction.

Departmental Emergency Coordinators

1. Each Tribal Department shall designate an Emergency Coordinator who serves as the liaison between the department and EBCI Emergency Management.

2. Departmental Emergency Coordinators play a vital role in ensuring departmental readiness and coordinating emergency response actions during emergencies.

Emergency Operations Center

The EBCI establishes and maintains an Emergency Operations Center (EOC) as the central hub for coordinating emergency response activities, information management, resource allocation, and decision-making during emergencies and disasters.

Incident Command System

1. The EBCI adopts the Incident Command System (ICS) as the standardized management structure for commanding, controlling, and coordinating emergency response operations.
2. ICS principles guide the organization and operation of response efforts across all levels of incident complexity.

Mutual Aid Agreements

1. The EBCI may enter into mutual aid agreements with neighboring Tribal nations, local governments, agencies, and organizations to facilitate the sharing of resources, personnel, and expertise during emergencies.
2. These agreements strengthen interagency cooperation and enhance response capabilities.

Public Information Officer

1. The EBCI designated Public Information Officer (PIO) manages public communication, media relations, and information dissemination during emergencies.
2. The PIO serves as the official spokesperson for the EBCI and ensures transparency in communication.

Coordination with External Agencies

1. The EBCI collaborates with external agencies, including local, state, and federal entities, to facilitate coordinated emergency response and resource sharing.
2. Clear lines of communication and coordination protocols are established to streamline interagency cooperation.

Standard Procedures

Emergency Declaration

1. The Principal Chief or designated authority has the authority to declare a state of emergency in response to imminent threats, disasters, or emergencies affecting the EBCI.
2. The declaration triggers a series of response actions and activates emergency protocols found within the EOP.

Emergency Alerts and Notifications

1. The Emergency Management Department is responsible for issuing emergency alerts, warnings, and notifications to tribal members, residents, and stakeholders through various communication channels.
2. Alert systems, sirens, social media, and other platforms are utilized to disseminate critical information.

Emergency Response Activation

Upon the declaration of a state of emergency, Emergency Management activates the EOC and mobilizes response resources, personnel, and assets to address the emergency.

Evacuation Procedures

1. Provisions are in place for establishing evacuation procedures, routes, shelters, and transportation arrangements in the event of a mandatory evacuation order.
2. Evacuation plans consider vulnerable populations, special needs individuals, and pets to ensure a safe and orderly evacuation process.

Resource Management

The Emergency Management Department coordinates the identification, allocation, and tracking of resources, including personnel, equipment, supplies, and facilities, to support emergency response and recovery operations.

Emergency Communications

1. Communication protocols are established to ensure timely and accurate information exchange among emergency management personnel, response agencies, government officials, and the public.
2. Communication systems, procedures, and protocols facilitate coordinate response efforts and public messaging.

Public Safety and Security

1. Measures are implemented to maintain public safety and security during emergencies.
 - a. This includes traffic management, crowd control, law enforcement support, and surveillance activities.
2. Collaboration with law enforcement agencies and security partners enhances safety measures for the community.

Health and Medical Services

Health and medical services are integrated into emergency response plans to address medical emergencies, triage, treatment, and patient care needs during disasters.

Damage Assessment and Recovery

1. Following the impact of a disaster, the damage assessment officer evaluates the extent of damage, infrastructure disruptions, and community needs to inform recovery efforts.
2. Recovery plans focus on restoring essential services, critical infrastructure, and community assets.

After Action Review

After the conclusion of an emergency response operation, a comprehensive after-action review is conducted to evaluate response performance, identify lessons learned, and recommend improvements for future emergency management efforts.

Documentation and Reporting

Documentation of emergency events, response actions, resource allocations, decision-making processes, and outcomes is essential for post-event analysis and reporting.

Adoption and Implementation

Adoption of Emergency Management Ordinance

1. The EBCI formally adopts this Emergency Management Ordinance as the official framework for emergency preparedness, response, and recovery within the Qualla Boundary.
2. Tribal Council approval and Principal Chief ratification of the ordinance establishes legal authority and mandate for emergency management activities.

Responsibility for Implementation

1. The Emergency Management Department is responsible for overseeing the implementation of emergency management initiatives, protocols, and procedures outlined in this ordinance.
2. The Emergency Management Department coordinates with other tribal departments, agencies, and stakeholders to ensure effective execution.

Integration with Tribal Departments

Integration of emergency management practices, protocols, and procedures established across tribal departments, agencies, and programs to ensure a coordinated and cohesive approach to emergency preparedness and response.

Review and Revision

Regular Review Process

1. Regular review, assessments, and updates of emergency management procedures, plans, and protocols are conducted to reflect changes in risks, hazards, community needs, and regulatory requirements.
 - a. A structured review schedule is established to conduct periodic assessment of the emergency management ordinance, plans, and procedures.
 - b. Reviews are conducted annually, following major incidents, changes in risks, or legislative modifications to maintain alignment with evolving requirements.

Review Findings

1. Based on the findings from the review process, Emergency Management formulates revisions proposals to address identified gaps, update procedures, enhance coordination mechanisms, and incorporate lessons learned.
2. Revisions and/or changes proposed by Emergency Management will be shared with the Tribe's legal department for review and approval.
3. Proposed revisions are presented by the Tribe's legal department to Tribal Council for review, discussion, and approval.

Revision Adoption and Implementation

1. Following Tribal Council approval and Principal Chief ratification, revised emergency management plans, procedures, and protocols are implemented in a timely manner.
2. Emergency Management oversees the dissemination of updated information, trainings on revised procedures, and integration of changed into existing emergency management practices.

Effective Date

The Emergency Management Ordinance for the Eastern Band of Cherokee Indians (EBCI) shall take effect upon approval by the Tribal Council, ratification by the Principal Chief, and publication in accordance with tribal law. The effective date of this ordinance signifies the official adoption and implementation of the specific emergency management framework within the Qualla Boundary/EBCI jurisdiction.

Plan Maintenance Ordinance

Scope

1. Review and update of hazard assessments, risk analyses, and vulnerability assessments to inform planning efforts.
2. Examination and adjustment of emergency response procedures, protocols, and resource allocations based on identified gaps and lessons learned.
3. Coordination with tribal departments, agencies, and external partners to integrate new information, technologies, and best practices into the EOP.
4. Training and exercises to familiarize stakeholders with updated EOP content and enhance response capabilities.
5. Documentation of revision history, approval processes, and stakeholder feedback to track changes and ensure accountability.
6. Communication and outreach strategies to disseminate the update EOP to tribal members, stakeholders, and the public.

Purpose and Objectives

Purpose

The Plan Maintenance Ordinance aims to establish guidelines and procedures for the regular review, update, and maintenance of the EBCI EOP.

Objectives

The primary objectives of the Plan Maintenance Ordinance include:

1. Ensuring the EOP remains current, accurate, and relevant to address existing and emerging hazards and risks.
2. Enhancing coordination and communication among stakeholders involved in emergency preparedness and response.
3. Promoting a culture of adaptation within the EBCI's emergency management framework.
4. Strengthening tribal resilience, response capabilities, and resource readiness to mitigate the impact of emergencies and disasters.

Schedule and Frequency

The Plan Maintenance Ordinance stipulates that the EOP shall undergo a comprehensive review and update process guided by the following timelines and milestones:

1. Annual review cycles to ensure regular maintenance and alignment with changing conditions.
2. Submission deadlines for departmental updates and revisions to the EOP Planning Team.
3. Approval and dissemination timelines for the finalized EOP version to stakeholders and the public.
4. Training schedules for stakeholders to familiarize themselves with the updated EOP content and procedures.

Roles and Responsibilities

1. The Emergency Management Department will oversee maintenance efforts and will coordinate with the EOP Planning Team.
2. Departmental coordinators (as mentioned in the Emergency Management Ordinance) are responsible for updating specific sections of the EOP within their respective domains.
3. EOP Planning Team members will contribute expertise, insight, and feedback to improve the plan's overall effectiveness.
4. Tribal leadership and designated authorities will provide oversight, approval, and support for the EOP update process.

Review Process

The review process shall include the following steps:

1. Conducting a thorough assessment of the current EOP against identified hazards, risks, and community needs.
2. Soliciting feedback and input from key stakeholders, tribal departments, emergency responders, and community members.
3. Identifying areas for improvement, updating contact information and roles, resource listings, action steps, and annexes as necessary.
4. Documenting revisions, additions, and deletions in a tracked version of the EP for transparency.
5. Obtaining approval from the designated authority or governing body for the updated EOP.

Training and Awareness

The Plan Maintenance Ordinance mandates that relevant stakeholders, including departmental coordinators, emergency responders, and key personnel receive periodic training on EOP maintenance procedures, updates, and implementation.

Documentation and Record Keeping

1. The Emergency Management Department shall maintain detailed documentation of the EOP review and maintenance process such as meeting minutes, revision logs, feedback received, and approval records.
2. All versions of the EOP including the current and previous iterations shall be securely stored and accessible to authorized personnel.

Public Access and Transparency

The updated EOP, once approved, shall be made available to the public through designated channels, such as the tribal website, community meetings, or emergency preparedness events. A copy of the EOC shall be kept at the Qualla Boundary Public Library.

Compliance and Enforcement

1. Compliance with the Plan Maintenance Ordinance is mandatory for all tribal departments, agencies, and stakeholders involved in emergency preparedness and response activities.

2. Failure to adhere to the maintenance schedule or update requirements may result in corrective action, retraining, or other measures deemed appropriate by the Emergency Management Department and designated authority.

Adoption

1. The adoption signifies the formal approval and endorsement of the EOP update process within the EBCI emergency management framework.
 - a. This establishes the legal basis and operational necessity for maintaining a current, effective, and comprehensive EOP to address emergencies and disasters in the tribe's jurisdiction.
2. The adoption of the Plan Maintenance Ordinance for the EBCI EOP update is subject to review and approval by the designated authorities within Tribal Council and emergency management leadership.
 - a. The ordinance must be in accordance with tribal policies, ordinances, and emergency management guidelines.
3. The adoption applies to all tribal departments, agencies, and personnel involved in emergency preparedness, response, and recovery efforts within the Qualla Boundary.

Effective Date

The adoption of the Plan Maintenance Ordinance is effective immediately upon approval by the Tribal Council and ratification by the Principal Chief. The EOP shall remain in force until modified or rescinded by authorized tribal authorities.

Hazardous Materials Ordinance

Scope

This ordinance applies to all hazardous materials-related activities within the Qualla Boundary covered by the Emergency Operations Plan (EOP).

Purpose and Objectives

The purpose of this ordinance is to establish protocol to effectively respond to incidents involving hazardous materials. This includes clear guidelines and procedures for the safe management, storage, and handling of hazardous materials within the Qualla Boundary. It seeks to minimize the risks associated with and ensure effective emergency preparedness for hazardous material incidents to protect the health, safety, and wellbeing of tribal members, visitors, and the environment.

Definitions

Hazardous Materials

Refers to the explosive, flammable, combustible, corrosive, oxidizing, toxic, infectious, or radioactive materials that, when involved in an accident and released in sufficient quantities put some portion of the public in immediate danger from exposure, contact, inhalation, or ingestion.³

Incident Commander

Refers to the individual (or joint effort) responsible for on-scene incident activities, including the development of incident objectives and the order/release of resources.⁴

Risk Areas

Can be defined based on various factors that contribute to the potential hazards and impacts of hazardous materials. The following are key consideration for defining risk areas:

1. Proximity to Population Centers
2. Environmental Sensitivity
3. Transportation Route
4. Industrial Facilities
5. Vulnerable Infrastructure
6. Vulnerable Populations
7. Historical Incident Data
8. Regulatory Designations
9. Population Density

³ <https://www.fema.gov/pdf/plan/6-ch-c.pdf>

⁴ <https://training.fema.gov/emiweb/is/icsresource/assets/glossary%20of%20related%20terms.pdf>

Emergency Coordinators

Designated individuals within each department, office, or program who are charged helping to establish an emergency action plan, helping to share the plan within building occupants and acting as a liaison with emergency responders and departmental personnel.⁵

Hazardous Materials Classification and Identification

1. All hazardous materials shall be classified according to established criteria, including identification of health, fire, reactivity, and environmental hazards.
2. Proper labeling and documentation of hazardous materials shall be a requirement for storage, handling, and transportation.

Regulations

Permit Requirements

1. Any person or entity intending to store, handle, or transport hazardous materials within the jurisdiction of the Qualla Boundary must obtain a permit from the designated regulatory authority.
2. Permit applications shall include detailed information about the type, quantity, and nature of hazardous materials as well as a description of the storage, handling, or transportation facilities and procedures.

Storage Requirements

1. Hazardous materials must be stored in accordance with federal, state, and local regulations in addition to industry best practices.
2. Storage facilities must be designed to prevent leaks, spills, and unauthorized access. These facilities must have appropriate containment measures in place.

Handling and Transportation

1. Handling and transportation of hazardous materials must be carried out by trained and qualified personnel who are knowledgeable of the risks and precautions associated with the materials being handled.
2. Adequate safety equipment and emergency response measures must be in place to address potential incidents during handling and transport activities.

Disposal

1. Hazardous materials must be disposed of in accordance with state and federal regulations.
2. Illegal dumping or improper disposal of hazardous materials is strictly prohibited.
3. Owners/operators are responsible for ensuring proper disposal of hazardous waste.

Emergency Response Plan

1. Emergency response plans and procedures must be established and communicated to all personnel involved in the storage, handling, and transportation of hazardous materials.

⁵ <https://ehs.princeton.edu/emergencies-and-incidents/emergency-action-plans/emergency-coordinator-program>

2. EBCI Emergency Services must be notified immediately in case of a hazardous materials release.
3. Regular drills and training exercises on emergency response procedures are mandatory.

Inspections and Reporting

1. Any accidental release, spill, or exposure involving hazardous materials must be immediately reported to the designated regulatory authority and the local emergency response agencies.
2. The designated regulatory authority shall conduct regular inspections of storage, handling, and transportation facilities to ensure compliance with this ordinance.
3. Violations of this ordinance may result in penalties, fines, or revocation of permits, as determined by the designated regulatory authority.

Adoption and Implementation

Adoption Process

1. Establish a timeline and process for the adoption of the hazardous materials ordinance, including drafting, review, public comment periods, and approval by tribal leadership.
2. Ensure the ordinance aligns with federal, state, and tribal regulations governing hazardous materials management and emergency response.

Implementation Strategies

1. Develop an implementation plan that outlines key tasks, responsibilities, and timelines for enforcing hazardous materials ordinance within the Qualla Boundary.
2. Allocate resources, including personnel, training, equipment, and funding to support the implementation of the ordinance and enhance emergency response capabilities.

Enforcement Mechanisms

1. Define enforcement mechanisms, penalties, and sanctions for violations of the hazardous materials ordinance.
 - a. Violation of any provision of this ordinance may result in fines, penalties, or legal action.
 - b. Offenders may face revocation of permits or other applicable licenses.
2. Establish a process for monitoring compliance with the ordinance.
 - a. EBCI has the authority to inspect facilities and enforce compliance with this ordinance.

Training and Capacity Building

1. Provide training and capacity building opportunities for EBCI regulatory staff, emergency responders, and tribal departments involved in enforcing the hazardous materials ordinance.
2. Develop training programs or hazardous materials management, regulatory requirements, emergency response protocols, and enforcement procedures to enhance compliance and effectiveness.

Review and Revision

Periodic Review

1. The hazardous materials ordinance shall undergo a comprehensive review every three years to assess its effectiveness and relevance.
2. The review process shall involve consultation with industry experts, environmental agencies, and relevant stakeholders.

Revision Process

1. Any proposed revisions to the hazardous materials ordinance shall be submitted to the EBCI Tribal Council for consideration.
2. Proposed revisions may include updates to regulations, guidelines, or enforcement mechanisms based on new information or emerging risks.
3. Public input and feedback shall be solicited during the revision process to ensure transparency and inclusivity.

Criteria for Revision

The revision of the hazardous materials ordinance shall be guided by the following criteria:

1. Changes in federal or state regulations related to hazardous materials management.
2. Advances in technology or industry best practices for the safe handling and disposal of hazardous materials.
3. Incident reports, data analysis, or risk assessments identifying gaps or areas for improvement in the current ordinance.

Effective Date

This ordinance shall take effect upon ratification by the Principal Chief.

