





# 2026 NORTH CAROLINA EMERGENCY OPERATIONS PLAN

**North Carolina Emergency Management**
4236 Mail Service Center
Raleigh, NC  27607-3371

Docusign Envelope ID: D9A83B88-AE98-8319-8263-C1A8183FB6A2

NC Department of Public Safety
EMERGENCY MANAGEMENT

Josh Stein, Governor

Casandra S. Hoekstra, Interim Secretary
William C. Ray, Director

# NORTH CAROLINA EMERGENCY OPERATIONS PLAN PROMULGATION

North Carolina Emergency Management (NCEM) is committed to enhancing the state's resiliency by actively collaborating, communicating and coordinating to prevent, mitigate, respond to and recover from disasters. The purpose of the North Carolina Emergency Operations Plan (NCEOP) is to describe a system for effective use of resources to preserve the health, safety and welfare of those affected during emergencies.

The NCEOP establishes a framework of policy and guidance for worst-case emergency management operations. The plan institutes responsibilities for state departments, private volunteer organizations, and private non-profit organizations that compose the State Emergency Response Team (SERT). North Carolina Emergency Management (NCEM) is granted the responsibility and authority to respond to emergencies and disasters by the Secretary of the Department of Public Safety who serves as the State Coordinating Officer (SCO). The Secretary of the Department of Public Safety is granted the authority and the responsibility for direction and control of state operations by the Governor in accordance with Chapter 166A of the North Carolina General Statutes. The NCEOP is intended in all instances to be consistent with the National Incident Management System (NIMS).

North Carolina Emergency Management is committed to refining these best practices as we respond to and learn from actual disaster and emergency experiences, planning activities, and training and exercises efforts.

In recognition of the emergency management responsibilities of North Carolina Emergency Management, I hereby promulgate the North Carolina Emergency Operations Plan.

Signed by:
William C. Ray
8EFD1045C30749F...

William C. Ray
Director, North Carolina Emergency Management

1636 Gold Star Drive Raleigh, NC 27607 | 4236 Mail Service Center Raleigh, NC 27699-4236
Phone: 919-825-2500 Fax: 919-825-2685 | www.ncdps.gov www.readync.gov
*An Equal Opportunity Employer*

NORTH CAROLINA EMERGENCY OPERATIONS PLAN (NCEOP)

# FOREWORD

2026

The NCEOP establishes a comprehensive framework of policy and guidance for state and local disaster preparedness, response, recovery and mitigation operations. The plan details capabilities, authorities and responsibilities. It establishes mutual understanding among federal, state, local and other public and private non-profit organizations. The NCEOP is designed for worst case scenarios – to include catastrophic events.

The NCEOP describes a system for effective use of federal, state, and local government resources as well as private sector resources necessary to preserve the health, safety and welfare of those persons affected during various emergencies. It is intended in all instances to be consistent with the National Incident Management System (NIMS).

Chapter 166A of the North Carolina General Statutes establishes the authority and responsibilities of the Governor. The Governor delegates authority to the Secretary of the Department of Public Safety who will serve as the State Coordinating Officer (SCO) and will be responsible for direction and control of state operations. The Secretary of the Department of Public Safety delegates authority to the North Carolina Emergency Management (NCEM) Director who is granted the responsibility and authority to respond to emergencies and disasters as the State Emergency Response Team (SERT) Leader.

The NCEOP establishes responsibilities for state departments, private volunteer organizations, and private non-profit organizations that make up the SERT. The NCEOP incorporates a functional approach that groups the types of assistance to be provided under Emergency Support Functions (ESF) and responsibilities assigned to SERT sections for addressing needs at the state and county levels. NCEM is assigned as the lead state agency for each function to coordinate support from SERT partners.

The Basic Plan describes the concepts of response and recovery operations using an all-hazards approach. Annex A details functional responsibilities for state departments and agencies, private sector groups and volunteer organizations. Annex B contains hazard-specific emergency response plans that have been developed based on the frequency of regional occurrence, the potential impact of a hazard, and the need for abnormal response procedures. The Terrorism Annex, Electromagnetic Pulse (EMP) Plan, and Civil Disturbance Response Plan contain sensitive information and are not published to the public. This NCEOP serves as the foundation for standard operating procedures to efficiently and effectively implement state response and recovery activities.

NORTH CAROLINA EMERGENCY OPERATIONS PLAN (NCEOP)

# RECORD OF CHANGES

2026

| Change Type | Number | Date Posted | Authorized By |
|---|---|---|---|
| Rev | 1 | July 2016 | M. Sprayberry |
| Rev | 2 | December 2017 | M. Sprayberry |
| Up | 3 | May 2018 | W. Ray |
| Up | 4 | December 2018 | W. Ray |
| Up | 5 | December 2019 | W. Ray |
| Up | 6 | December 2020 | W. Ray |
| Up | 7 | December 2021 | W. Ray |
| Up | 8 | December 2022 | K. Webster |
| Up | 9 | December 2023 | K. Webster |
| Up | 10 | August 2024 | K. Webster |
| Up | 11 | December 2025 | K. Webster |
| Up | 12 | December 2026 | K. Webster |

Key: Change = Ch Update = Up Revision = Rev

**Change** – After annual plan review, a change constitutes the least invasive of the three plan management processes and is conducted annually. A change includes but is not limited to variations in phone numbers, office symbols, locations, etc. A change, despite the level of magnitude, requires a record of changes sheet within the plan to be completed. A change requires a formal signature by the NCEM Deputy Planning Chief.

**Update** – After annual plan review, if less than 25% of the content within the plan requires a change, an update is constituted. An update could be minor organizational, procedural, and/or situational changes. An update, despite the level of magnitude, requires a record of changes sheet within the plan to be completed. Also, an update requires a formal signature by the NCEM Planning Chief.

**Revision** – After annual plan review, if greater than 25% of the content within the plan requires a change, a revision occurs. A revision constitutes the most invasive level of change to organization, procedure, situation, overall format, and governing policy. A revision requires a formal signature by the NCEM Director.

NORTH CAROLINA EMERGENCY OPERATIONS PLAN (NCEOP)

# TABLE OF CONTENTS

2026


## BASIC PLAN

## ANNEX A – FUNCTIONS AND RESPONSIBILITIES

**Appendix 1 SERT External Affairs and Communications Section**

**Appendix 2 SERT Recovery Section**

**Appendix 3 SERT Operations Section**

Tab A Transportation (ESF-1)

Tab B Communications (ESF-2)

Tab C Public Works and Engineering (ESF-3)

Tab D Firefighting (ESF-4)

Tab E Mass Care and Human Services (ESF-6)

Tab F Disaster Medical Services (ESF-8)

Tab G Public Health (ESF-8)

Tab H Search and Rescue (ESF-9)

Tab I Hazardous Materials – Coastal (ESF-10)

Tab J Hazardous Materials – Inland (ESF-10)

Tab K Animal Protection (ESF-11)

Tab L Energy (ESF-12)

Tab M Law Enforcement (ESF-13)

Tab N Aerial Reconnaissance Team (ART)

Tab O All Hazards Incident Management Team (AHIMT)

Tab P Aviation Air Branch

Tab Q Military Support

Tab R Worker Safety and Health Support

# TABLE OF CONTENTS

2026

**Appendix 4 SERT Planning Section**

**Appendix 5 SERT Logistics Section**

TAB A Distribution Management Plan (ESF-7)

**Appendix 6 SERT Central Services Section**

**Appendix 7 SERT Partnership Engagement Section**

TAB A Volunteer and Donations Management (ESF-14)

**Appendix 8 SERT Hazard Mitigation Section**

**Appendix 9 SERT Homeland Security Section**

TAB A Cybersecurity (ESF-2)

## ANNEX B – HAZARD SPECIFIC PLANS

**Appendix 1 Hurricane and Coastal Storms Operations Plan**

**Appendix 2 Severe Winter Weather Storm Operations Plan**

**Appendix 3 Drought Assessment and Response Plan**

**Appendix 4 Foreign Animal Disease Operations Plan**

TAB A State Border and Interstate Traffic Security

TAB B Foreign Animal Disease Containment and Quarantine

TAB C Depopulation and Disposal of FAD Infected Animals

TAB D Foreign Animal Disease Decontamination

**Appendix 5 Infectious Disease Response Plan**

**Appendix 6 Food Emergency Response Plan**

**Appendix 7 Earthquake Operations Plan**

NORTH CAROLINA EMERGENCY OPERATIONS PLAN (NCEOP)

# TABLE OF CONTENTS

2026


## ANNEX C – SUPPLEMENTAL INFORMATION

**Appendix 1 Acronyms and Abbreviations**

**Appendix 2 Summary of Enabling Legislation**

**Appendix 3 NCEM Contacts for Federal ESFs**

**Appendix 4 Core Capabilities**

## UNPUBLISHED PLANS

***These plans have sensitive emergency response information and have been removed from the published NCEOP***

**The Terrorism Annex**

**Electromagnetic Pulse (EMP) Plan**

**Civil Disturbance Response Plan**

## OTHER STATE PLANS

**North Carolina Enhanced Hazard Mitigation Plan**

**Radiological Emergency Preparedness Plan (REP)**

**North Carolina Emergency Management Continuity of Operations Plan**

**North Carolina State Disaster Recovery Framework**

**North Carolina Emergency Management Communication Plan**

**North Carolina Continuity of Government Plan**

NORTH CAROLINA EMERGENCY OPERATIONS PLAN (NCEOP)

# BASIC PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of the North Carolina Emergency Operations Plan (NCEOP) is to establish a framework that enables a systematic, coordinated, and effective response to emergencies and disasters occurring in the state. The NCEOP incorporates national preparedness guidance as outlined in Presidential Policy Directive 8 (PPD-8) and is consistent with the National Incident Management System (NIMS).

### B. SCOPE

This plan is designed to address the hazards and threats likely to require a state response in any part of North Carolina. This plan is scalable, allowing it to be used in all emergencies and disasters, from those requiring a minimal state response to worst-case, state-wide disasters. The NCEOP applies to all State Emergency Response Team (SERT) departments and agencies tasked to assist in a disaster or emergency situation.

The NCEOP is composed of the Basic Plan, a Functions and Responsibilities Annex and a Hazard-Specific Annex. The Basic Plan describes the fundamental policies, strategies, and concept of operations to be used by North Carolina Emergency Management (NCEM) in the command and control of any incident from the onset of response through the recovery phase. The Functions and Responsibilities Annex supports the Basic Plan by providing specific information on policies, processes, roles and responsibilities for NCEM and SERT functions that are common across multiple hazards. The Hazard Specific Annex identifies the unique response details that apply to a specific hazard and describes how those details affect the Basic Plan.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

With a 2021 population of 10.55 million people living in an area of 53,819 square miles, North Carolina is vulnerable to a wide variety of natural and technological hazards. Some of these hazards are limited to specific areas, such as those around nuclear power plants, while others, such as winter storms, may occur statewide. However, the diverse population, economy and geography of North Carolina make some areas more susceptible to certain hazards. From the Atlantic Coast to the Blue Ridge Mountains, the state is divided into three physiographic areas. These are identified as the Coastal Plain, the Piedmont, and the Mountains. Each of these have

climates, populations and geographic features that influence both the likelihood of a particular hazard and its impact on the state.

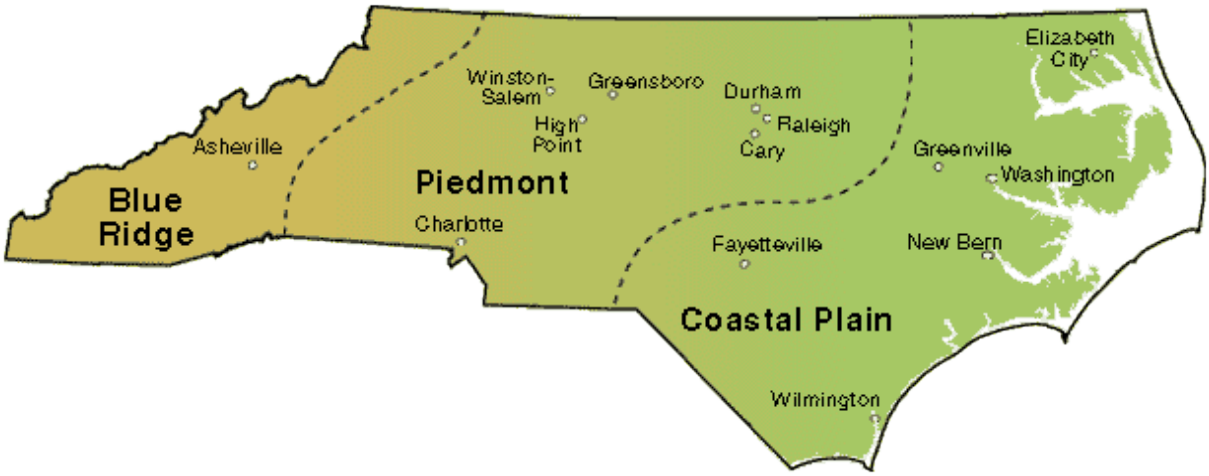



Figure 1. Map of North Carolina Physiographic Regions

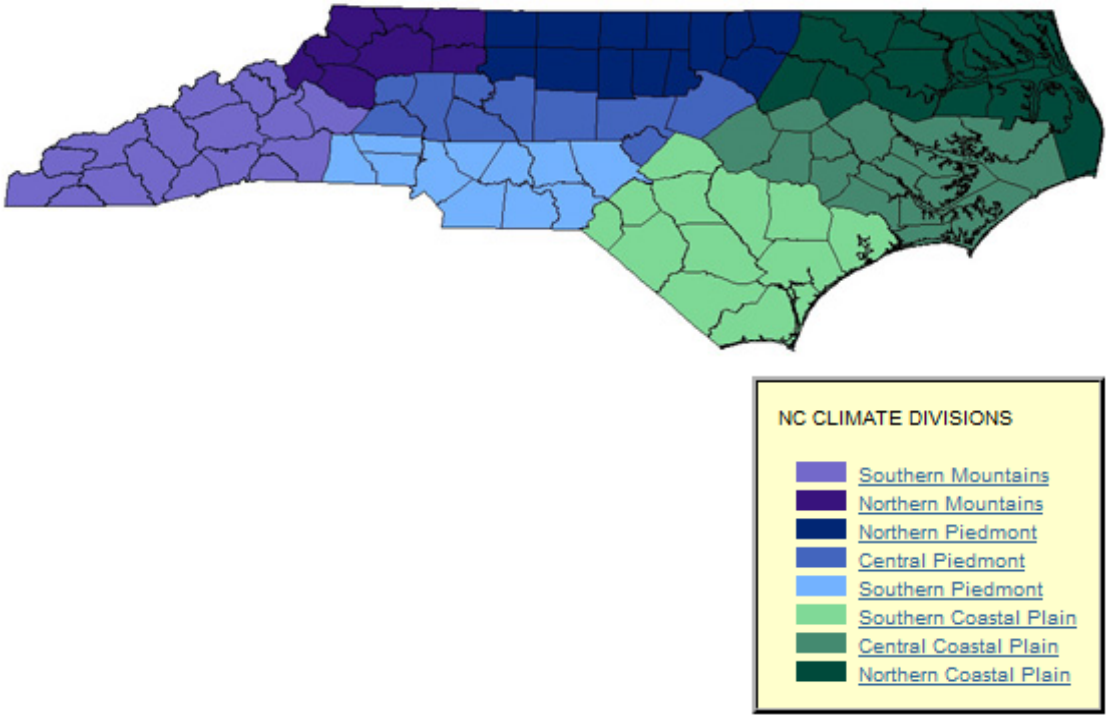



Figure 2. Map of North Carolina Climate Divisions

## 1. COASTAL PLAIN

The Coastal Plain, comprised of nearly the entire eastern half of the state, includes both flat, swampy tidewater areas as well as a gently sloping, well-drained interior. The elevation of this region ranges from 200 feet in the western boundary down to sea level. On average, hurricanes impact the state twice a year, affecting the 300 miles of barrier island beaches and coastline. Hurricanes can also travel hundreds of miles inland. These storms bring high winds, thunderstorms, and heavy rains that may threaten homes, agriculture and transportation systems.

The Coastal Plain faces threats from violent thunderstorms, localized flooding, tornadoes and winter storms that can disrupt transportation and cause power outages. Additionally, the Coastal Plain is home to many large corporate farming, livestock and food processing operations which could be significantly impacted by drought and foreign animal disease hazards. The Coastal Plain is susceptible to several technological hazards as well. An incident at the nuclear power plant in Brunswick County or at industrial facilities near Wilmington could require a significant emergency response. Large oil spills pose a threat to the coastline from ships transiting offshore or those heading into the Port of Wilmington.

The large tourist and retiree population in the Coastal Plain pose an increased risk during hurricane season. If any of these events occur during the summer tourist season when the population in coastal areas double, response would be even more challenging.

## 2. PIEDMONT

Rising from the Coastal Plain is the Piedmont which extends from 200 feet to nearly 1,500 feet at the base of the Mountains. The agricultural economy thrives in this area due to the gently sloping fertile terrain. Drought is a part of the state’s climate and can affect large areas at a time. The greatest effects are felt in the Piedmont and Coastal Plain due to the dependence on water by farmers and livestock. Wake, Guilford, Forsyth, Mecklenburg Counties, and their respective adjacent counties, are in the Piedmont and are the principal metropolitan areas in North Carolina. Mecklenburg County and surrounding areas contain the Charlotte metropolitan area, Guilford, Forsyth, and the surrounding areas contain the Triad Region, while Wake County is home to the state’s capital, Raleigh. These large population centers increase the vulnerability of residents to hazards, including terrorism and hazardous weather.

Nuclear power plants serve as a potential target for terrorism and are located near the major metropolitan areas of Raleigh, Charlotte, and Wilmington. Because of their materials, these power plants can also create hazards on their own through failure, error, or in conjunction with other natural hazards.

Severe weather impacts account for the greatest economic loss in North Carolina and is often attributed to summer thunderstorms. Although tornadoes and other varieties of severe weather can happen anywhere in the state, climatology suggests they occur more frequently in the Piedmont and Coastal Plain regions. On average, 40 to 50 thunderstorm days occur each year, bringing heavy rain, wind, lightning, hail and tornadoes.

### 3. MOUNTAINS

The Mountains stretch upward from 1,500 feet along the eastern boundary to 6,684 feet at the summit of Mount Mitchell, the highest peak in the eastern United States. There are 125 peaks above 5,000 feet and 43 peaks that exceed 6,000 feet. It is the smallest and least populated region of the three, but it experiences more frequent snow, sleet, and freezing rain, which can create hazardous travel conditions. While earthquakes can occur anywhere in North Carolina, they are more common in the Mountains and can have a devastating effect on life and property. Heavy rains can also cause flooding and landslides that further increase vulnerability.

## B. RESOURCES

In keeping with the NIMS framework, emergency operations in North Carolina are handled at the lowest level of government that can effectively respond and manage an incident. Each county in North Carolina has emergency management personnel who are trained and ready to respond to an incident. Local resources and capabilities vary greatly from those in large metropolitan areas to those in small rural ones. If an incident exceeds its capabilities, requests for assistance can be made to the State Emergency Operations Center (EOC) for state and federal support.

### 1. LOCAL GOVERNMENT RESOURCES

In North Carolina, trained local government emergency personnel are almost always the first to respond to any emergency. These include city and county law enforcement, firefighting, Emergency Medical Services (EMS), and utility personnel. All counties have staff and an EOC, making them the primary local government emergency management resource, although some municipalities have emergency management and operate an EOC. Each county has an Emergency Operations Plan (EOP) and personnel

capable of managing an emergency from their EOC. If resource requirements exceed that of the affected county, there are existing mutual aid agreements with neighboring counties that facilitate the flow of additional resources into the affected county.

## 2. STATE GOVERNMENT RESOURCES

NCEM, a division of the North Carolina Department of Public Safety (NCDPS), operates three branch offices, two warehouses, and an EOC. The State EOC is located in Raleigh within the North Carolina Joint Force Headquarters (JFHQ) building. The SERT is managed from the State EOC as well as the State Warning Point (SWP).

Each branch office is led by a Branch Manager and has planning and administrative staff. The manager is responsible for the five area coordinators who are the primary NCEM representatives for the 6-8 counties in their area. Figure 3 shows the branches and the 15 areas for which coordinators are responsible. During emergencies, the branch offices become Regional Coordination Centers (RCCs) to provide operational information sharing and resource coordination between the state and counties. The two state warehouses maintain stocks of commodities such as bottled water, tarps and Meals-Ready-to-Eat (MRE). During emergencies they will serve as state staging areas and warehouse personnel can transport supplies using NCEM trucks or contracted haulers.

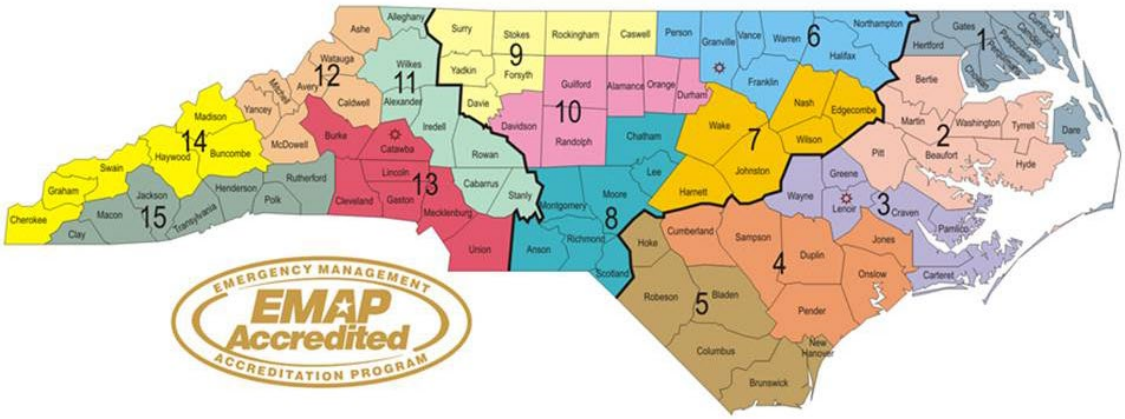



Figure 3. North Carolina Emergency Management Branches and Areas

The North Carolina National Guard (NCNG), headquartered at the JFHQ, strengthens the level of response that is provided during a disaster. One asset provided by the NCNG are Mission Ready Packages, which are assembled response and recovery capabilities that are organized, developed, trained, and exercised prior to an emergency or disaster. Other state agencies found in Annexes A and B have resources available to

support the needs of the state, and they too have Mission Ready Packages. Based on NIMS resource typing, Mission Ready Packages are built upon this concept by integrating mission limitations, required support, operational footprint, and estimated costs. They include credentialed personnel who have been identified as possessing the knowledge, skills, and abilities needed to conduct that specific mission.

## 3. OTHER STATE RESOURCES

Private sector, non-profit, and voluntary organizations, as well as the Community Emergency Response Team (CERT), provide resources and technical expertise that support both state and local operations during a disaster.

## 4. EXTERNAL RESOURCES

If North Carolina resources aren't adequate to meet the needs during a disaster, the state can request outside resources to further supplement response and recovery efforts. Federal agency resources, along with those from other states, can be accessed and mobilized to assist in operations that have extended beyond the capacities of state and local governments.

Resources from other states are requested through the Emergency Management Assistance Compact (EMAC). This compact establishes procedures for resource requests and its pre-negotiated rules on financing, liability, and insurance facilitate quick and effective response. All EMAC operations in North Carolina are conducted under the command and control of NCEM and assisted by the EMAC Assistance Team. EMAC requests for resources are initiated through the NCEM EMAC Coordinator following the verification of a State of Emergency declaration.

## 5. PRIVATE RESOURCES

The North Carolina Business Emergency Operations Center (BEOC) is a physical and virtual communications and operational hub for business and industry during events that threaten North Carolina. Private sector partners incorporated into the SERT capitalize on shared information in the response, recovery, preparation, and mitigation phases of emergency management. This allows them to make operational decisions and prepare, continue, or resume normal business operations as quickly as possible before, during and after an event. The BEOC is located with the State EOC in Raleigh, NC.

Private sector partners provide input, recommendations and sector analysis that help build capacity and resiliency throughout the state. BEOC members collaborate, train and exercise with the SERT during blue skies. Resource

requests are tasked out to private sector partners and are coordinated through the BEOC. Mutual aid between businesses is encouraged to enhance the common operating picture. The Private-Public Partnerships in North Carolina support public safety and help protect North Carolina's economic strength by fostering collaboration, communication and cooperation between businesses and the communities they serve.

The mission of the BEOC is to provide situational awareness and share information with the private sector during disasters in addition to supporting the SERT. It aims to enhance the common operating picture, facilitate collaboration between public and private sectors throughout all phases of emergency management and support the stabilization and recovery of communities after events.

Private sector partnerships with NCEM include:

a. Inclusion on the Private Sector Manager's distribution list for notifications, alerts, and other information regarding state emergency operations.
b. Access to the crisis management platform, NCSPARTA, which provides real-time information during events down to the county level.
c. Access to training, exercises, annual meetings, and the network of business and industry partners.
d. Vendor re-entry certification.
e. Inclusion in daily coordination calls during events that include operations briefings, power outage/restoration information, as well as evacuation, curfew, and road closure updates.
f. BEOC chairs have the option to offer input, suggestions, and distribute information to their association and sector members straight from the State EOC during activations. Chairs also have access to the SEOC for networking and face-to-face coordination with state agencies.

## 6. HAZARD & THREAT ANALYSIS

The state's hazards and threats are identified in the State Hazard Mitigation Plan (SHMP).

| **Natural Hazards** | |
|---|---|
| Flooding (Sea Level Rise) | Dam Failures |
| Hurricanes and Coastal Storms | Drought |
| Severe Winter Weather | Tornadoes/Thunderstorms |
| Excessive Heat | Geological (Landslides, Rock Fall, Sinkholes) |
| Earthquakes | Infectious Disease |
| Wildfires | Foreign Animal Disease |
| **Technological Hazards** | |
| Hazardous Substances (Hazardous Materials, Hazardous Chemicals, Oil Spill) | Cyberattack |
| Radiological Emergency – Fixed Nuclear Facilities Terrorism (Chemical, Biological, Radiological, Nuclear, Explosive) | Electromagnetic Pulse |
| Civil Disturbance | Food Emergency |

The following natural and technological hazards have been identified as warranting a hazard-specific annex. These have been developed in regard to the frequency of regional occurrence, the potential impact of a hazard, and the need for abnormal response procedures. For hazards not listed below, NCEM will conduct operations in accordance with this Basic Plan and Annex A.

| **Natural Hazards** | |
|---|---|
| Hurricanes and Coastal Storms | Foreign Animal Disease |
| Severe Winter Weather | Infectious Disease |
| Drought | Earthquake |
| **Technological Hazards** | |
| Oil/Petroleum Products Spill | Food Emergency |
| Terrorism | Electromagnetic Pulse |
| Civil Disturbance | Cyberattack |

Table 1. Hazards referenced in the NCEOP

### C. PLANNING ASSUMPTIONS

1. Local and county governments will develop plans to respond to emergencies and disasters using resources to the extent of their capabilities.

2. Local and county governments will respond to emergencies in ways that are consistent with NIMS and the Incident Command System (ICS).

3. Municipalities and counties will enter into mutual aid agreements with each other as necessary to most effectively use their resources in response to emergencies and disasters.

4. The State EOC and the RCCs are the primary locations from which state operations will be conducted under the direction and control of the SERT Leader. Should the State EOC become untenable, operations will relocate to an Alternate EOC in accordance with the North Carolina Emergency Management Continuity of Operations Plan.

5. SERT agencies have emergency resources and expertise that local governments do not.

6. Federal agency resources and expertise, along with those from other states, can be mobilized to augment local and state efforts when the emergency or disaster is beyond the capabilities of both governments.

7. A disaster or emergency may significantly impact critical infrastructure and will require response to support survivor needs.

8. Immediate response efforts will be hindered by cascading events during some incidents.

## III. CONCEPT OF OPERATIONS

By order of the Governor, North Carolina has adopted NIMS and ICS as an approach for effectively managing emergency operations. These systems provide a rational model to prioritize and manage emergency operations for disaster response protocols to remain flexible.

There are five critical mission areas for emergency management at the local, state and federal levels of government: prevention, protection, response, recovery and mitigation. These mission areas are the general responsibility of all governments working together. Emergency operations, a byproduct of preparedness activities, are initiated in rapid response to the situation.

Emergency operations are handled at the lowest level of government capable of responding effectively and efficiently to an incident. Each county is responsible for emergency management within its jurisdictional boundaries according to established plans and procedures. If a disaster or emergency exceeds local government resources or capabilities, requests for assistance can be to the State EOC for state and federal support.

The State EOC is manned seven days a week, 24 hours per day for normal day-to-day operations with one or more Operations duty officers. The State EOC is organized to serve as an effective communications center to provide resource support and authoritative decisions for local operations. When a disruption causing a threat to life and property occurs or is anticipated, the Director will be notified by the 24-Hour Watch, Senior Staff, and/or SERT Functional Leads.

Upon notification, the Director will determine if a Functional Lead Touchpoint is needed to address the situation, resources gaps and response requirements. The Operations Chief will make a recommendation to elevate the SERT and create an NCSPARTA event. The Governor may also issue an Executive Order declare a State of Emergency which activates the SERT and emergency operations plans. Upon activation, the NCEM Director becomes the SERT Leader. Branch Managers and Functional Leads will coordinate with SERT partners regarding staffing requirements. The levels of activation include:

1. Normal (day-to-day operations): The 24-Hour Watch remains engaged for information-sharing and resource coordination 24 hours a day, every day. The SERT is not activated.
2. Enhanced Watch: Any disaster/emergency that is forecasted or occurs largely within the capabilities of local government and results in only minimal need for state assistance. State agencies that would take action as part of normal day-to-day responsibilities are notified. The SERT is not activated.
3. SERT Activation: Any disaster/emergency that requires involvement of SERT partners, including potential federal resource support, for events that are forecast or occurring that impacts multiple jurisdictions over multiple operational periods and is likely to exceed local capabilities.

The SERT is comprised of subject matter experts from state agencies, private industry, voluntary, and faith-based organizations who provide technical expertise and resources for local operations. During a major incident, these representatives join the SERT Leader at the State EOC. The SERT Leader coordinates relief efforts and supports local and county governments. When the SERT is activated, all SERT partners are represented in the State EOC. The SERT Leader, who is responsible to the Secretary of the Department of Public Safety and the Governor, oversees the SERT operation. This includes planning, staffing, equipping, training, activating and managing emergency management programs. SERT agencies

carry out the emergency support functions as outlined in the NCEOP, with NCEM as the lead agency for all hazards to coordinate the support from SERT partners.

When activated, the three field branch offices transition into Regional Coordination Centers which function as Multi-agency Coordination Centers during an event. They provide central locations for operational information sharing and resource coordination in support of on-scene efforts in the RCC's area. RCCs are available to provide guidance and aid local governments seeking assistance. RCCs are staffed by various agencies and local emergency managers which may come from a Branch Office that is not expected to receive direct impacts. They may also be staffed with members from Incident Management Teams (IMTs) if the NCEM Operations Section Chief and/or RCC Incident Commander sees fit. Branch office personnel may respond to the county to facilitate ongoing information exchange.

While response efforts are ongoing, preparations begin for a rapid deployment of resources necessary to facilitate recovery. Should the emergency evolve into a disaster with appropriate declarations, response and recovery efforts at the State EOC will transition to a Joint Field Office (JFO). A JFO is established to provide a central location for coordination of response and recovery efforts. NCEM and other state agencies provide liaison and augmentation as required at the JFO. Recovery can continue for many years. It involves short-term restoration of essential community functions and long-term rebuilding. It also incorporates hazard mitigation and resiliency planning as the restoration and rebuilding take place.

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288, as amended) provides the authority for the federal government to respond to disasters and emergencies to help save lives and protect public health, safety, and property. Designated departments and agencies have been assigned responsibilities under the National Response Framework. These agencies are grouped under Emergency Support Functions (ESFs). Each ESF is headed by a primary agency, which has been selected based on its authorities, resources, and capabilities in the particular functional area. Other agencies have been designated as support agencies for one or more ESFs based on their resources and capabilities to support the functional area. The ESFs serve as the primary mechanism through which federal response assistance will be provided to assist the state in meeting response requirements in an affected area. Federal assistance will be provided under the overall direction of the Federal Coordinating Officer (FCO). Federal assistance is to supplement state and local government response efforts. ESFs will coordinate with the FCO and the affected state to identify specific response requirements and will provide federal response assistance based on state identified priorities. The following table identifies the Federal ESFs:

| Federal Emergency Support Function (ESF) |
|---|
| **ESF #1** – Transportation |
| **ESF #2** – Communications |
| **ESF #3** – Public Works and Engineering |
| **ESF #4** – Firefighting |
| **ESF #5** – Information and Planning |
| **ESF #6** – Mass Care, Emergency Assistance, Temporary Housing and Human Services |
| **ESF #7** – Logistics |
| **ESF #8** – Public Health and Medical Services |
| **ESF #9** – Search and Rescue |
| **ESF #10** – Oil and Hazardous Materials Response |
| **ESF #11** – Agriculture and Natural Resources |
| **ESF #12** – Energy |
| **ESF #13** – Public Safety and Security |
| **ESF #14** – Cross-Sector Business and Infrastructure |
| **ESF #15** – External Affairs |

Table 2. Federal Emergency Support Functions

## IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The North Carolina Emergency Management Act, Chapter 166A of the North Carolina General Statutes (NCGS), establishes the authority and responsibilities of the Governor, state agencies, and local government for emergency management. The Secretary of the Department of Public Safety, or designee, is tasked with oversight and control of emergency management in North Carolina and is responsible to the Governor for all state emergency management activities.

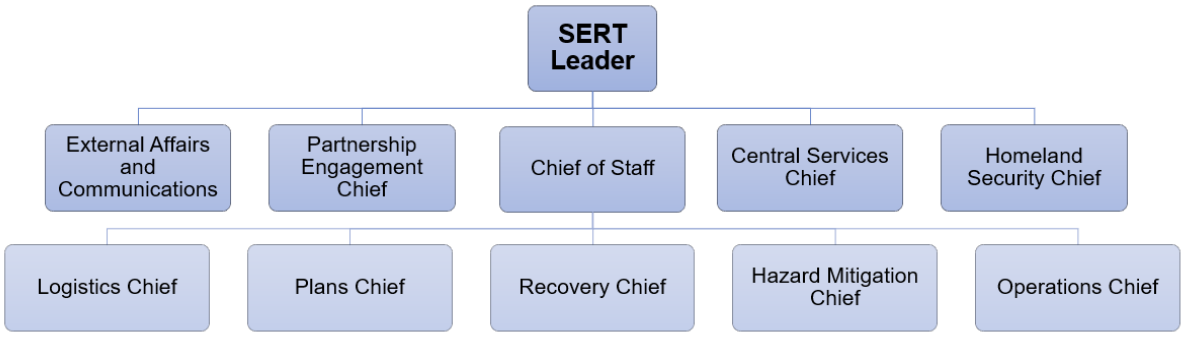



Figure 4. General SERT Organizational Structure

The SERT is comprised of representatives of state agencies, volunteer and nonprofit organizations, and other agencies as identified in the NCEOP who have knowledge of their organizations' resources. As the situation develops or if additional assistance is required, SERT agency representatives may be deployed

as All-Hazard Incident Management Teams (AHIMT) to affected counties to provide on-scene coordination and assistance. SERT agencies are responsible for the following:

- Provide departmental liaisons to function as members of the SERT to represent their agencies in preparedness, response, and recovery activities, to include the commitment of their departments' resources and to maintain knowledge of EOC procedures;
- Provide equipment, facilities, and trained personnel as available and required by a specific emergency;
- Review this plan together with annexes and appendices as necessary to ensure portions applicable to each SERT agency are accurate and current;
- Develop and maintain supporting plans, resource inventory lists, standard operating procedures, and alerting lists;
- Plan and provide for the safety of employees and protection of state property in the disaster area;
- Coordinate actions with the SERT and other agencies having related tasks;
- Participate in exercises to test emergency plans and procedures;
- Provide for record keeping and documentation of disaster-related fiscal records;
- Inform counterpart agencies at the local level of the situation; and
- Provide service delivery through voluntary organizations and non-profit agencies that include, but not limited to, mass care feeding, sheltering, distribution of emergency relief supplies, health services, mental health, emotional and spiritual care, debris removal, home repairs and/or rebuilding, volunteer management, as well as casework and case management. See Annex A Appendix 3 Tab E and Annex A Appendix 5 Tab B.

The SERT is organized to provide, coordinate, and arrange for emergency assistance to the counties. At the section level, this organization is identical to that under which NCEM conducts routine business. Appropriate NCEM sections and branches prepare and maintain standard operating procedures to fulfill duties and responsibilities.

## A. SERT LEADER

The SERT Leader has the authority to manage the SERT as delegated by the Governor and Secretary of Public Safety. The SERT Leader is the statutory responsibility of the NCEM Director per N.C. Gen. Stat. § 166A-19.3(18).

### B. EXTERNAL AFFAIRS AND COMMUNICATIONS SECTION

The External Affairs and Communications Section serves as the liaison with the print and electronic communication methods as well as social media during activation. They prepare and distribute news releases and social media messages as needed and support news conferences. Public Information Officers work within the Joint Information System (JIS) before, during, and after the emergency and operate in the Joint Information Center (JIC) during activation. They ensure all necessary emergency information is made available to the at-risk population in a variety of formats.

### C. RECOVERY SECTION

The Recovery Section is responsible for the traditional public and individual assistance components as well as long-term recovery. Public Assistance is designed to meet the needs of all eligible applicants for the repair/replacement of disaster-damaged infrastructures and consists of emergency and permanent work. Individual Assistance ensures that all North Carolina individuals and families have access to the full range of state and federal programs made available in the aftermath of a disaster.

### D. OPERATIONS SECTION

The Operations Section is responsible for coordinating and directing state government and emergency management field activities in response to emergencies and recovery from disasters. The Operations Section functions include Human Services, Infrastructure, Emergency Services, Hazardous Materials, First Responder Communications, Field Operations and the Emergency Management Assistance Compact (EMAC). The Operations Section also coordinates military support to emergency response and disaster recovery efforts.

### E. PLANNING SECTION

The Planning Section is responsible for collecting, formatting, distributing, and archiving disaster information. The Planning Section also supports the SERT through continuous situational assessment of natural hazards. Staff within the Planning Section lead after-action reviews and corrective action planning for NC Emergency Management and participating SERT partners and counties following disasters.

### F. LOGISTICS SECTION

The Logistics Section is responsible for acquiring, collecting, and moving state and donated resources to enhance response to and recovery from

emergencies and disasters. Furthermore, they establish and maintain facilities required to support disaster operations. It contracts and purchases goods, equipment, and services necessary for state response and recovery actions.

## G. CENTRAL SERVICES SECTION

The Central Services Section is responsible for tracking and documenting disaster-related costs to support leadership decision-making, processing invoices to ensure timely payment for goods and services supporting emergency response and disaster recovery, providing flood inundation mapping and geographic information system (GIS) capabilities, coordinating the hiring of temporary personnel as needed, and maintaining information technology infrastructure and end-user support. In addition, Central Services provides specialized mental health services in addition to peer team consultation and coordination with first responder agencies upon request through the Responder Assistance Initiative (RAI).

## H. PARTNERSHIP ENGAGEMENT SECTION

The Partnership Engagement Section is responsible for identifying, coordinating, and developing private sector business/industry partnerships and non-profits active in disasters in support of NCEM's public safety mission, the stability of NC communities, and the state's infrastructure. This section includes the BEOC, the Community Emergency Response Team (CERT), and Voluntary Agency Liaisons (VALs).

## I. HAZARD MITIGATION SECTION

The Hazard Mitigation Section is responsible for conducting and maintaining statewide vulnerability assessments for all natural hazards and developing mitigation policies, programs and strategies that will lessen both current and future vulnerability, which includes the state's Hazard Mitigation Plan and all regional hazard mitigation plans. This section prioritizes mitigation strategies after each major disaster and administers post-disaster hazard mitigation grant programs, promotes the National Flood Insurance Program (NFIP), and offers development planning assistance following each major disaster. The section administers pre-disaster and post-disaster mitigation grant programs and supports the development of local mitigation plans. The section is separated into Program Support and Program Delivery. Program Support includes NFIP, Floodplain Mapping, and Geodetic Survey and Program Delivery includes Planning, Implementation, Development, and Closeout.

### J. HOMELAND SECURITY SECTION

The Homeland Security Section is responsible for supporting the SERT through intelligence gathering, cybersecurity, and awareness, maintaining partnerships through the critical infrastructure protection program, and coordinating responses to hazards and threats at school facilities.

### K. REGIONAL COORDINATION CENTERS (RCCs)

Regional Coordination Centers (RCCs) coordinate response and recovery operations and the deployment of outside resources to the counties. Branch Managers can assign Area Coordinators to respond immediately to the disaster or emergency site to assess the situation, coordinate activities of state agencies on the scene, and relay any recommendations or requests for resources to the SERT.

### L. COUNTY AND LOCAL GOVERNMENTS

County and local governments are responsible for preparing plans for evacuation and/or sheltering in place as well as conducting such operations when conditions require. Local officials and/or County Commissioners may declare local States of Emergency and request state assistance on the county's behalf. County EOCs are staffed with elected officials and senior representatives of county departments and volunteer organizations. Representatives within the county EOC receive information, coordinate the tasking of resources, and make population protection decisions. County EOCs will coordinate response and recovery operations and the deployment of outside resources to cities. Local emergency management coordinators from non-impacted counties may be dispatched to affected counties as members of All Hazard IMTs and EOC Overhead Teams. The primary responsibilities of these teams are to assist local coordinators, serve as liaison officers for ongoing assessments, and relay local recommendations or requests for resources to the State EOC.

## V. DIRECTION, CONTROL AND COORDINATION

The Governor delegates their authority to execute the State Emergency Management Program to the Secretary of the Department of Public Safety and the Director of North Carolina Emergency Management in accordance with Chapter 166A of the North Carolina General Statues. The Secretary of the Department of Public Safety will serve as the State Coordinating Officer (SCO) and will be responsible for the direction and control of state operations. The Secretary of the Department of Public Safety also delegates authority to the NCEM Director to carry out emergency management functions within the state.

NCEM is the lead state agency for the coordination of the activities of all state agencies for emergency management within the state, including the activating and managing of the SERT. See N.C. Gen. Stat § 166A-19.12(1).

The SERT is defined as the representative group of state agency personnel designated to carry out the emergency management support function identified in the North Carolina Emergency Operations Plan. The SERT Leader is the Director of the North Carolina Emergency Management, who has authority to manage the Team. The Team shall consist of the following state agencies:

- Department of Public Safety
- Department of Transportation
- Department of Health and Human Services
- Department of Environmental Quality
- Department of Agriculture and Consumer Services
- Any other agency identified in the North Carolina Emergency Operations Plan.

These state agencies may be identified in this plan as Lead Technical Agencies to provide specific technical expertise to the SERT, depending on the incident.

Based on the severity and magnitude of the situation, the Governor may request that the President declare a major disaster for the state. This request for assistance will go from the Governor to FEMA to the President. FEMA may pre-deploy a Liaison Officer to the State EOC along with an Incident Management Assistance Team (IMAT).

Upon receiving a declaration, FEMA will assign a FCO to the state, appointed by the President, to manage federal assistance. According to the National Response Framework, the federal government will provide assistance using Emergency Support Functions. A Federal Disaster Recovery Coordinator (FDRC) may be activated and deployed to facilitate recovery coordination and collaboration with state, local and tribal leadership.

## VI. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

NCEM may receive initial notification or warning of a disaster from multiple sources, including local emergency management agencies or county warning points, the National Weather Service, the NC State Highway Patrol (NCSHP) Warning Point, and the National Hurricane Center. The 24-Hour Watch will notify key NCEM and NCDPS officials, SERT partners, and the local emergency management agency or county warning point in accordance with standard operating guidelines. The 24-Hour Watch will also notify FEMA and other agencies as appropriate for the situation. Upon notification by NCEM, each SERT partner is responsible for conducting its own internal notifications. The SERT may be called

to assemble at the State EOC for an initial briefing and discussion of response requirements.

The SERT Leader will require preparation of recurring reports that document past, current and planned activities existing during an operational period in response to an emergency. Additionally, the SERT Leader will approve a daily Incident Action Plan (IAP) that is often published at the beginning of each operational period and establishes general control objectives which reflect the overall strategy and specific action plans. The Operations Section Chief will issue mission assignments to SERT members based on local government's identified resource shortfalls. To satisfy IAP operational objectives, resource tasking to state agencies will be accomplished through a mission assignment approach.

## VII. ADMINISTRATION, FINANCE AND LOGISTICS

Response administration, finance, and logistics will be conducted in accordance with established plans, policies, and procedures. FEMA will conduct an eligibility review, which will be submitted with the request to the President. With a Presidential declaration, FEMA is authorized to use the authority of the Stafford Act to reimburse public assistance response and recovery claims against the Disaster Relief Fund.

## VIII. PLAN DEVELOPMENT AND MAINTENANCE

This plan will be reviewed annually, or as conditions warrant. Review of the NCEOP will alternate between a full review and desk review. NCEM will coordinate the reviews of the NCEOP. A desk review will be completed internally by the NCEM Planning Section and will incorporate changes as needed. A full review will be completed external to the NCEM Planning Section through Functional Leads engaging with stakeholders and subject matter experts where appropriate. Each SERT agency is responsible for ensuring applicable portions of the plan remain accurate and up to date. Changes to the plan will be published and distributed as necessary. The plan is also tested during periodic exercises and after-action review forums.

Recommended changes should be made in the form of substitute language and forwarded to the NC Department of Public Safety, North Carolina Emergency Management, Attention: NCEM Planning Section, 4236 Mail Service Center, Raleigh NC 27699-4713. Changes to the plan will be published and distributed as necessary. This plan supersedes the NCEOP published in December 2023.

## IX. AUTHORITIES AND REFERENCES

### A. LINES OF SUCCESSION

The Governor has general direction and control of the state emergency management program. This includes all aspects of preparations for, response to, recovery from, and mitigation against emergencies and disasters. During the absence of the Governor from the state, the Lieutenant Governor becomes acting Governor. The Lieutenant Governor will also become Governor upon the death, resignation, or removal from office of the current Governor. As prescribed by law, the continuing line of succession as acting Governor incorporates the President of the Senate and Speaker of the House of Representatives.

### B. DELEGATION OF EMERGENCY AUTHORITY

1. The State Emergency Management Program includes all aspects of preparations for, response to, recovery from, and mitigation against war or peacetime emergencies. The Governor is authorized and empowered to exercise general direction and control of the State Emergency Management Program and is responsible for carrying out the provisions of Article 1A of Chapter 166A of the North Carolina General Statutes “North Carolina Emergency Management Act,” other than those that confer powers and duties exclusively on local governments. See N.C. Gen. Stat. § 166A-19.10 and N.C. Gen. Stat. § 166A-19.15.

   The Governor has the authority to delegate and subdelegate any authority vested in the Governor under Article 1A of the Emergency Management Act. See N.C. Gen. Stat. § 166A-19.10(b)(4)

2. The Secretary of the Department of Public Safety is responsible to the Governor for state emergency management activities and has powers and duties as delegated by the Governor to carry out those functions. The Secretary may subdelegate their authority to the appropriate member of the Department of Public Safety. See N.C. Gen. Stat. § 166A-19.11 and N.C. Gen. Stat. § 143B-602

3. The Division of Emergency Management has authority delegated from the Governor and Secretary of Public Safety to perform the duties and exercise the powers enumerated in N.C. Gen. Stat. § 166A-19.12. The Director of the Division of Emergency Management has the statutory authority as delegated by the Governor to manage the State Emergency Response Team.

4. The Governor or the General Assembly has the authority to declare a state of emergency if either finds that an emergency as defined by N.C. Gen. Stat. § 166A-19.3(6) and N.C. Gen. Stat. § 166A-19.20. During a gubernatorially and legislatively declared state of emergency, the Governor has additional authorities during a state of emergency to address the emergency situation. The Governor may exercise some of these emergency powers in concurrence with the Council of State. See N.C. Gen. Stat. § 166A-19.30

## C. PROVISIONS FOR CONTINUITY

North Carolina Emergency Management is committed to enhancing the quality of life for its citizens by assisting people to effectively prepare for, respond to, recover from, and militate against all hazards and disasters. To accomplish this mission, NCEM must ensure operations can be performed efficiently with minimal disruption, especially during an emergency. Continuity is an essential element in the responsible and reliable delivery of emergency services to North Carolina.

Should the State EOC be lost when SERT activation is required, a relocation of primary emergency operations to an alternate facility will take place. The NCEM Director will determine when to activate the NCEM Continuity of Operations Plan. This plan identifies NCEM's essential functions, orders of succession, delegation of authority, Emergency Relocation Group, continuity personnel and alternate locations.

## D. RECORD RETENTION

Each department of state government is responsible for establishing its own records retention program in accordance with the laws governing that department. Emergency management records and files are reviewed annually and records identified for retention are sent to the State Records Center.

## E. LEGAL IMMUNITIES AND LIABILITIES

Generally, all functions and activities related to emergency management within the North Carolina Emergency Management Act or elsewhere in the North Carolina General Statutes are governmental functions. Neither the state nor any political subdivision thereof, nor, except in cases of willful misconduct, gross negligence, or bad faith, any emergency management worker, firm, partnership, association, or corporation complying with or reasonably attempting to comply with this Article or any order, rule, or regulation promulgated pursuant to the provisions of this Article or pursuant to any ordinance relating to any emergency management measures enacted by any political subdivision of the state, shall be liable for the death

of or injury to persons, or for damage to property as a result of any such activity. Several provisions in Chapter 166A of the North Carolina General Statutes provide for the protection of individuals and organizations involved in training for and conducting emergency operations and what liability exposure for persons who willfully ignore a warning in emergencies. Questions pertaining to these matters should be referred to the North Carolina Department of Public Safety, Office of General Counsel. See N.C. Gen. Stat. § 166A-19.60, N.C. Gen. Stat. § 166A-19.61, N.C. Gen. Stat. § 166A-46 and N.C. Gen. Stat. § 166A-19.62

**ANNEX A**

# FUNCTIONS AND RESPONSIBILITIES

2026

## I. INTRODUCTION

### A. PURPOSE

To specify functions and responsibilities that the State Emergency Response Team (SERT) will undertake to effectively respond to emergencies and disasters resulting from natural and technological hazards.

### B. SCOPE

This annex assigns functional responsibilities to appropriate state departments and agencies, as well as private sector groups and volunteer organizations. These responsibilities are identified, where possible, by Emergency Support Functions (ESF).

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Individual state departments and agencies, private sector groups, and volunteer agencies have resources and capabilities that will be crucial to effective prevention of, protection against, response to, recovery from, and mitigation of a full range (to include catastrophic events) of emergencies and disasters.

### B. ASSUMPTIONS

Agencies will offer their resources and capabilities in accordance with NC General Statute 166A.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

As described in the Basic Plan and various appendices to this annex.

## IV. CONCEPT OF OPERATIONS

As described in the Basic Plan and various appendices to this annex.

## V. DIRECTION, CONTROL AND COORDINATION

As described in the Basic Plan and various appendices to this annex.

# SERT EXTERNAL AFFAIRS AND COMMUNICATIONS (ESF-15)

2026

## I. PURPOSE

After the occurrence of a disaster, it can be expected that normal means of communication in the affected areas will either be disrupted or incapacitated. Limited and incomplete information may be expected from the disaster area. Normal means of disseminating messages and information to the public may be severely affected or cease to exist, and demand for information concerning the disaster could be overwhelming.

This appendix describes the Office of External Affairs and Communications (also known as the Joint Information System (JIS)) of the State Emergency Response Team (SERT) during an activation to carry out the public information function to support preparation, response and recovery efforts surrounding disasters.

## II. MISSION

The Office of External Affairs and Communications is responsible for the timely and detailed distribution of public information through various mediums during periods of disaster. This may include print, interviews, press conferences, social media, and press releases. This section maintains message templates as necessary and prepares others on an as-needed basis. The primary mission of the Office of External Affairs and Communications is to ensure that public safety focused messaging reaches all that live in, work in, and visit North Carolina in a timely manner prior to, during, and after a disaster. To accomplish this mission, the section must ensure that messaging is accessible to those within the deaf and hard of hearing population, the blind, and to those whose primary language is not English.



## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### 1. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

**EXTERNAL AFFAIRS**

a. Provide the following types of information during an event: location, type, extent of damage, and casualties; state agency response actions; assistance available to disaster victims.

b. Coordinate state emergency public information efforts.

c. Provide news conferences, news releases and social media messages as warranted and in a timely manner.

d. Coordinate public health messages with the NC Departments of Health and Human Services (DHHS) and Agriculture and Consumer Services.

e. Coordinate with the Federal Emergency Management Agency (FEMA) External Affairs team during a presidentially declared emergency or disaster.

f. Use the media to disseminate public information as necessary.

g. Coordinate with other agencies to ensure accurate and current information is released.

h. Serve in a public information support role to state agencies in disaster in which their agency is the lead agency for response.

i. Develop, maintain, and conduct a program for dissemination to the media and the public, information relating to specific disasters and recommended protective actions.

j. Coordinate with Donations Management on release of information concerning needed volunteer services and goods.

### B. SUPPORTING AGENCIES

#### 1. NC OFFICE OF THE GOVERNOR

**GOVERNOR'S PRESS OFFICE**

a. Provide public information regarding emergency actions taken.

#### 2. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**COMMUNICATIONS OFFICE**

a. Provide translation services to the SERT.

b. Coordinate social media messaging with the SERT.

c. Support the Joint Information Center (JIC) as needed.

#### 3. STATE GOVERNMENT PUBLIC AFFAIRS OFFICES

a. Provide public information regarding emergency actions taken.

b. Coordinate public information activities with the SERT and use the Joint Information System prior to release to ensure consistency of information/instructions to the public.

c. Staff the State Emergency Operations Center (SEOC) as appropriate for the situation.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The Office of External Affairs and Communications, with support from the NCDPS Communications Office, will serve as lead agency for coordination of public information activities. When response to a disaster situation is confined to one or two departments, the communications offices of those departments will be in demand from reporters and news organizations. NCDPS will support those agencies as needed and will assist in coordination of emergency public information.

## B. NOTIFICATION

The NCEM Duty Officer will notify the Office of External Affairs and Communications, who will in turn notify the NCDPS Communications Office, that an emergency has occurred or that such potential exists. According to the severity and nature of the situation, public information support agencies will also be notified.

## C. RESPONSE ACTIONS

### 1. INITIAL

a. Distribute messages via traditional and social media as warranted.

b. Staff EOC as needed.

c. Conduct initial press briefing.

### 2. CONTINUING

a. Provide trained public information personnel to support local response and recovery efforts.

b. Provide updates to news media on the disaster situation and actions the state is taking regarding the situation.

c. Share accurate information with NC 211 as necessary.

d. Coordinate with SERT sections to ensure accurate and current information is released to the public.

e. Monitor trends and rumors within NC 211 and take action to correct rumors and erroneous information.

f. Coordinate with the Office of Partnership Engagement to determine what volunteer goods and services are most needed in the disaster area for public communication.

g. Coordinate with state and local agencies and, using an outreach program, provide emergency information to individuals, families, business and industry directly or indirectly affected by the disaster. Information should include news about safety of structures, food, location of medical aid and shelters, etc.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Local governments designate a public information officer (PIO) to coordinate emergency public information during disasters and to carry out public education programs during pre-disaster periods. During disasters, the County EOC serves as a central coordinating center for public information. Local governments will develop procedures for carrying out the public information function. When the demand for public information exceeds the capability of the local government, additional support may be requested from the state.

### B. STATE

The State EOC will serve as the central coordinating facility for receiving and disseminating public information. Communications professionals from lead and supporting agencies will be in the State EOC's JIC as required to facilitate the flow of public information. The SERT External Affairs and Communications Section, led by the NCEM Office of External Affairs and Communications, will coordinate with other sections since the protective actions taken during disasters involve their resources.

### C. FEDERAL

After a federally declared disaster, a state/federal JIC may be opened to provide response and recovery information to individuals, families, business and industry directly or indirectly affected by the disaster. The Office of External Affairs and Communications may coordinate with the NCDPS Communications Office and FEMA to ensure there is adequate PIO representation in the Joint Field Office to help coordinate public information needs during recovery.

# SERT RECOVERY SECTION

2026

## I. PURPOSE

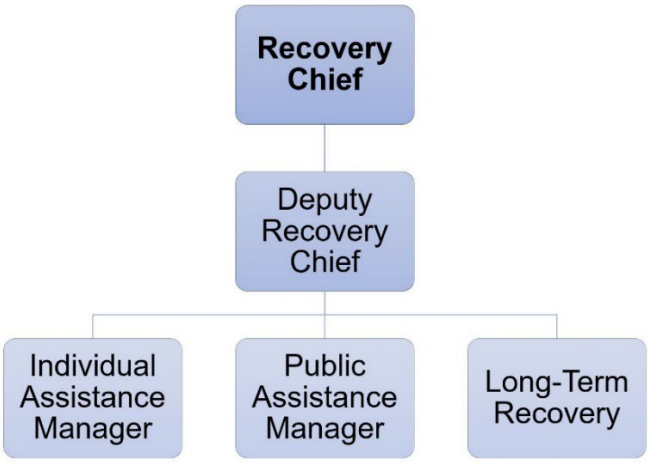
This appendix describes the Recovery Section of the State Emergency Response Team (SERT) during activation.

## II. MISSION

The mission of the federal, state, and local governments, as well as voluntary disaster relief organizations, is to provide immediate assistance to reduce or relieve human suffering while supporting the restoration of essential services during the recovery phase. The state will coordinate and direct those operations when local government resources are inadequate or exhausted. The state will request and coordinate assistance from other states, the federal government, and voluntary disaster relief organizations as necessary and appropriate.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITY

The Recovery Chief reports directly to the SERT Leader and leads recovery activities as listed below:




### A. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### 1. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

**RECOVERY SECTION**

**PUBLIC ASSISTANCE BRANCH**

The Public Assistance (PA) Branch serves as the direct contact between the Federal Emergency Management Agency (FEMA) and the applicant.

Program guidance is provided through the Recovery Public Assistance Administrative Plan. This category of aid is available to public (and certain private nonprofit) entities to fund the repair, restoration, reconstruction, or replacement of a public facility or infrastructure that is damaged or destroyed by a disaster. Eligible applicants include state governments, local governments, any other political subdivision of the state, and Native American tribes. Certain Private Non-profit (PNP) organizations may also receive assistance.

Reimbursement is available to all organizations and communities meeting requirements. Trained grant managers help applicants through the reimbursement process. A Request for Public Assistance must be filed with the state within 30 days after the area is designated eligible for assistance. Following the applicant's briefing, a kick-off meeting is conducted where damages will be discussed, needs assessed, and a plan of action put in place. A combined federal/state/local team proceeds with project formulation, which is the process of documenting the eligible facility, the eligible work, and the eligible cost for fixing the damages to every public or PNP facility identified by state or local representatives.

The team prepares a project worksheet (PW) for each project. Projects fall into the following categories:

- Category A: Debris removal
- Category B: Emergency protective measures
- Category C: Road systems and bridges
- Category D: Water control facilities
- Category E: Public buildings and contents
- Category F: Public utilities
- Category G: Parks, recreational, and other facilities
- Category Z: Indirect and Direct Administrative Costs

If the damage does not meet the federal threshold for a federal PA declaration, the state may request a Type 1 state declaration. Upon approval by the Governor, projects fall into the following categories:

- Category A: Debris removal
- Category B: Emergency protective measures
- Category C: Road systems and bridges

## INDIVIDUAL ASSISTANCE BRANCH

The Individual Assistance (IA) Branch ensures that individuals and families have access to the full range of state and federal programs made available in the aftermath of a disaster. The branch develops and maintains partnerships with state, federal and voluntary organizations that deliver resources to disaster victims. If there is a federal Individual Assistance declaration, the programs below are managed by FEMA. If the damage does not meet the federal threshold, the state may request a Type 1 state declaration. Upon approval by the Governor and the Small Business Administration, NCEM Recovery will manage a mirrored version of the programs below. For a Type 1 state declaration, applicants must request a Small Business Administration (SBA) loan prior to submitting a state IA application to receive any state funds. This category of aid provides money and services to people in the declared area whose property has been damaged or destroyed and whose losses are not covered by insurance.

The following types of individual assistance may be provided:

- Rental Assistance*:* Financial assistance to rent alternate temporary housing.

- Repair*:* Homeowners receive grants to repair damage that is not covered by insurance. The goal is to make the damaged home safe, sanitary and functional.

- Replacement*:* Under rare conditions, homeowners receive limited funds to replace their disaster damaged home.

- Temporary Housing: Homeowners and renters receive funds to rent or are provided temporary housing units if eligible when rental properties are unavailable.

- Other Needs Assistance (ONA): Applicants receive grants for necessary and serious needs caused by the disaster. This includes personal property, transportation, moving and storage, childcare, medical, dental, funeral expenses.

- Small Business Administration (SBA) Low-Interest Loans: Homeowners and renters located in a declared disaster area can apply for low interest SBA disaster loans for losses not covered by insurance or FEMA funding.

- Other*:* Disaster Case Management (DCM), Disaster Unemployment Assistance, Disaster Legal Services, Income Tax Assistance, and Crisis Counseling.

**LONG-TERM RECOVERY BRANCH**

The Long-Term Recovery Branch manages and administers state-appropriated recovery grant programs that support post disaster housing reconstruction, public facility restoration, infrastructure repair, and long-term community resilience across North Carolina. These programs address unmet housing needs that exceed federal or insurance assistance by investing in nonprofit and volunteer organizations that help families and communities rebuild, ensuring a coordinated and comprehensive recovery process. Additionally, the Branch collaborates with local governments to identify and address gaps in public infrastructure and implement hazard mitigation projects that reduce future risk and strengthen community resilience.

## IV. REFERENCES

A. NCEM Recovery Public Assistance Administrative Plan

B. North Carolina Disaster Recovery Framework

# SERT OPERATIONS SECTION

2026

## I. PURPOSE

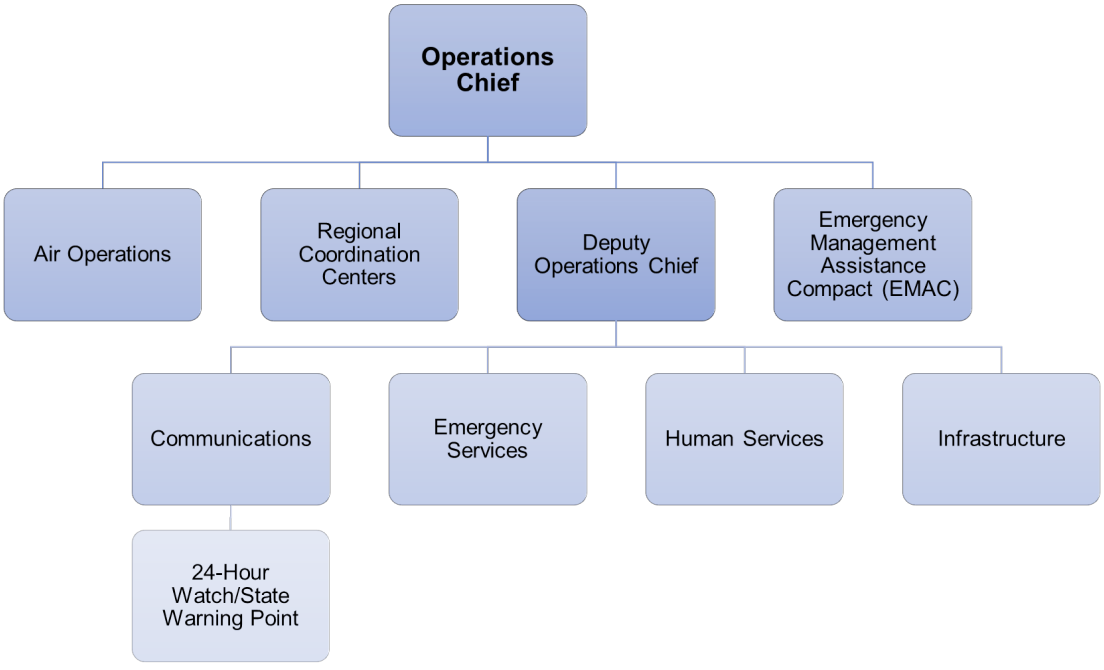
This appendix describes the Operations Section of the State Emergency Response Team (SERT) during activation.

## II. MISSION

The Operations Section is responsible for coordinating and directing state government and emergency management field activities in response to emergencies and recovery from disasters.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Operations Chief reports directly to the SERT Leader and leads emergency response activities. The SERT Operations Section consists of three Regional Coordination Centers (Western, Central and Eastern) led by Regional Branch Managers, and other functional branches operating from the SEOC. These branches execute response priorities, manage resources, and coordinate field operations in alignment with the SERT Leader's intent and the Incident Action Plan (IAP).



# SERT OPERATIONS SECTION

2026

## A. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

### 1. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

#### OPERATIONS SECTION

The Operations Section establishes and maintains direction and control of SERT response operations, including prioritization of State asset support. It manages activation and deployment of resources, and provides the SERT Leader with status, posture and recommendations. Staff coordinate field operations through RCCs, approve ICS-215 submissions and synchronize resource management with Logistics and Regional Branch Managers.

#### HUMAN SERVICES BRANCH

The Human Services Branch coordinates shelter activation during response to emergencies and disasters. They work closely with multiple state agencies and with service organizations such as the American Red Cross and The Salvation Army to ensure basic human needs of the public are satisfied during emergencies and disasters. Activities under purview of this branch include mass care and shelter operations, public safety and health, responder safety and health, volunteer efforts to aid disaster victims, emergency information and assistance for tourists, impact assessment, mental health, and agriculture.

For agriculture, the Human Services Branch coordinates emergency management activities in response to and recovery from agricultural emergencies and disasters. It deals with NC Veterinary authorities regarding issues associated with the care and safety of domestic, wild and livestock animals. It also coordinates emergency management activities with those of the NC Department of Agriculture & Consumer Services (NCDA&CS) to assess agricultural damage and to reduce immediate and future crop and dollar loss. At full activation, this branch must be manned 24 hours per day.

#### INFRASTRUCTURE BRANCH

The Infrastructure Branch plans, coordinates and arranges for the recovery of infrastructure after a disaster. Such activities include, but are not limited to debris removal, repair of highways and bridges, restoration of sewer and water systems, building inspection, and reconstitution of electrical and telephone service. At full activation, the Infrastructure Branch must be manned 24 hours per day.

## EMERGENCY SERVICES BRANCH

The Emergency Services Branch provides coordinated state assistance to supplement local resources in response to medical care needs to victims of a major disaster. It provides guidelines for those agencies directly or indirectly involved in firefighting and support to fire and rescue resources. It supports both urban and non-urban search and rescue activities. It coordinates response when actual or potential discharge and/or release of hazardous materials occurs, and it coordinates activities of all state law enforcement resources supporting local authorities in response to emergencies requiring state assistance. It also manages the delivery of health and human related services in times of disaster for all citizens, but especially those most vulnerable including children, elderly, disabled, and low-income families. At full activation, it must be manned 24 hours per day.

## FIELD OPERATIONS BRANCHES

Field Branches advise counties on the need for state support and arrange and coordinate that support. Field Branches are organized into three regional branches – Western, Central, and Eastern. Each regional office is responsible for preparing and maintaining standard operating procedures, guidelines, and checklists in support of this plan. For emergency operations, the SERT Leader may activate Branch Offices, Field Deployment or Strike Teams, and other specialized facilities and teams as necessary. All field operations will be organized and operated in a manner consistent with the National Incident Management System (NIMS). The NCEM Operations Section will maintain standing operating procedures for Branch Offices and other specialized offices and teams. An activated Branch Office may be established as a Regional Coordination Center (RCC) to support state assigned operational personnel and equipment such as search and rescue teams, NC National Guard, emergency medical service teams, and other resources allocated for life safety and continuity of local government. The Branch Manager will serve as the RCC Incident Commander.

- The functions of the RCCs are to:
    - Support incident management policies and priorities;
    - Facilitate critical resource management allocation and tracking using incident management priorities;
    - Facilitate logistical support and resource tracking;
    - Information resource allocation decisions using incident management priorities;
    - Coordinate incident-related information; and
    - Coordinate and resolve interagency and intergovernmental

issues regarding incident management policies, priorities and strategies.

- RCCs operate under the Field Standard Operations Guideline (FSOG). Team allocation and deployment to the RCC is managed by the Operations Chief.

**TYPE 3 ALL-HAZARD INCIDENT MANAGEMENT TEAMS (AHIMT)**

AHIMTs in North Carolina are comprised of experienced emergency response personnel who have served in key positions within their own organization and/or jurisdiction. Members have varying areas of expertise in emergency management, fire service, emergency medical service, government finance, public information and other areas. All members are experienced in the operation of Emergency Operations Centers, field command posts and have varying experience with the operation of staging areas, bases, camps and Joint Information Centers. Type 3 AHIMT members all have training and experience working in an Incident Command System (ICS) structure to manage disasters as defined by the North Carolina AHIMT Workgroup.

Type 3 AHIMT members are credentialed in Command and General Staff positions by the AHIMT Workgroup. A Type 3 AHIMT consists of the following: an Incident Commander, Public Information Officer, Safety Officer, Liaison Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief and a Finance/Administration Section Chief. The Type 3 AHIMT, comprised of eight people, is designed to assist in the management of complex incidents and/or events. The AHIMT works for and with the local jurisdiction requesting assistance.

AHIMTs may be deployed in-state to assist with the operation of Emergency Operations Centers, field command posts, staging areas and bases. Based upon the mission requests from the impacted community, their mission may differ from deployment to deployment. The number of IMT members and ICS positions filled within a team will also vary based upon the mission requested.

AHIMTs will respond fully self-sustaining for a minimum of three days. After that period, self-containment will again depend upon the capabilities and information contained within the mission request.

AHIMTs may deploy out of state through Emergency Management Assistance Compact (EMAC) mission requests to support emergency response in impacted communities of other states who are members of the

EMAC.

When deployed, it is the responsibility of the AHIMT Leader to ensure that all costs and expenditures follow state and/or EMAC financial guidelines. All costs, including salaries, equipment, meals and lodging, must be captured with daily reports and end of deployment reports. These reports should be captured and provided daily to the RCC Branch Manager, Mutual Aid Coordinator or posted in NCSPARTA. The end of deployment records should be completed and filed with the Branch Manager and EMAC Coordinator within two weeks of returning home. The AHIMT Leader will also provide copies of all generated products to the Branch Manager for file purposes. The team will gather upon return and complete an after-action report to be filed as well.

## AIR OPERATIONS (STATE AND REGIONAL DISASTER AIRLIFT)

Air Operations coordinates use of air assets from the NC National Guard, the NC Coast Guard, the NC Wing of the Civil Air Patrol, and others during disasters and emergencies. All aviation mission requests are submitted via NCSPARTA to NCEM Air SERT for approval. Missions are assigned based on asset availability, duty status, and reimbursement. Air SERT tracks aircraft locations, flight times, fuel costs, personnel, cargo, and billing information.

## EMERGENCY MANAGEMENT ASSISTANCE COMPACT (EMAC)

The Emergency Management Assistance Compact (EMAC) provides mutual assistance between states during States of Emergency or disasters to send and receive personnel, equipment, and commodities. Under Chapter 166A NC General Statues, EMAC allows temporary suspension of statutes that restrict incoming State assistance. A State with a declared disaster may request an EMAC A-Team to broker mutual aid. NC may receive an external A-Team or staff its own depending on the need.

## 24-HOUR WATCH

The 24-Hour Watch maintains redundant pathways for the four-direction communications ecosystem (government to government, government to public, public to government, and public to public) and coordinates restoration of communications systems. The 24-Hour Watch is responsible for receiving and disseminating communications between field agencies and the SERT. The Branch Manager develops the redundant communications plan for the SEOC, manages assets, and oversees the 24-

Hour Watch. It operates a message-processing center in support of SERT activities according to standing operating guidelines and/or procedures. It functions 24 hours per day during normal day-to-day activities and at all levels of activation. The Watch also assigns statewide VIPER talk groups.

## IV. REFERENCES

A. NCEM Standing Operating Guidelines for Field Operations

B. NCEM Disaster Field Operations Guidebook

## V. TABS

A. Transportation (ESF-1)

B. Communications (ESF-2)

C. Public Works and Engineering (ESF-3)

D. Firefighting (ESF-4)

E. Mass Care and Human Services (ESF-6)

F. Disaster Medical Services (ESF-8)

G. Public Health (ESF-8)

H. Search and Rescue (ESF-9)

I. Hazardous Materials – Coastal (ESF-10)

J. Hazardous Materials – Inland (ESF-10)

K. Animal Protection (ESF-11)

L. Energy (ESF-12)

M. Law Enforcement (ESF-13)

N. Aerial Reconnaissance Teams (ART)

O. All Hazards Incident Management Teams (AHIMT)

P. Aviation Air Branch

Q. Military Support

R. Worker Safety and Health Support

# TRANSPORTATION (ESF-1)

2026

## I. INTRODUCTION

### A. PURPOSE

The Transportation Emergency Support Function (ESF-1) provides the basis for coordination with the state and local governmental entities as well as other emergency response organizations for resources to support transportation systems and emergency transportation needs during events. Upon activation of the State Emergency Operations Center (State EOC), North Carolina Emergency Management (NCEM) will coordinate with the NC Department of Transportation (NCDOT) and other agencies as required to provide the resources (personnel, services, equipment, facilities, materials, and supplies) needed to perform emergency assistance missions. The term “transportation systems” includes the following modes of transportation:

- Highways and motor carrier, to include bridges;
- Mass Transit, to include passenger rail, and ferries;
- Freight rail;
- Aviation, to include passenger and cargo airports; and
- Maritime, to include seaports and fresh and saltwater routes.

### B. SCOPE

ESF-1 is designed and structured to provide transportation emergency management and resource support to assist in incident management. The provision of state transportation includes overall coordination of transportation assistance requests from local governments and state agencies, allocation of public and private transportation resources needed for the transportation of people, goods and services to and from the affected area, and assisting with recovery operations as necessary. Activities within the scope of ESF-1 functions include:

- Processing and coordinating requests for transportation support;
- Reporting damage to transportation infrastructure as a result of the incident;
- Coordinating alternate transportation services;
- Coordinating the restoration and recovery of the transportation infrastructure;
- Coordinating and conducting activities under the direct authority of NCDOT elements; and

- Coordinating and supporting the preparedness, response, recovery and mitigation activities necessary to support the state's transportation infrastructure.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

An incident may severely damage the transportation infrastructure, impacting roads, bridges and railways. This may impact emergency response efforts and hinder local transportation activities, leading to delays, reduced accessibility, and increased congestion.

### B. ASSUMPTIONS

1. Many local resources may be unavailable due to the level of damage to the transportation infrastructure or insufficient to handle the situation.

2. The state will provide transportation for resources requested by local government and may be required to provide transportation assets to assist local government in evacuation of citizens.

3. Clearing of access routes may be slow. Coordination between the local government, the NCEM Logistics Section and the NCEM Infrastructure Branch may be required to organize emergency relief.

4. Damage to the transportation infrastructure may require use of air and water transportation assets.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Serve as lead agency to coordinate ESF-1 response including coordination with supporting agencies and prioritization of the requests for transportation services and resources in consultation with the SERT Leader and other SERT agencies.

## B. LEAD TECHNICAL AGENCY

### 1. NC DEPARTMENT OF TRANSPORTATION (NCDOT)

a. In response to an event or incident impacting the state, NCDOT will assign personnel to the SERT at the State EOC as part of ESF-1. NCDOT will coordinate all ESF-1 administrative, management, planning, training, preparedness, response, recovery, and mitigation/redevelopment activities for state-maintained roads.

b. NCDOT will develop reports and action plans during State EOC activations and will participate in and support the development of ESF-1 After Action Reports (AARs) following the deactivation of the event or incident by SERT.

c. NCDOT will provide all available and obtainable transportation resource support for the ESF-1 mission to include:

- Transportation equipment and facilities lists;
- Vehicular traffic management and control signs and devices of various types;
- Vehicular traffic flow data and information from permanent and temporary monitoring sites;
- Coordinate with the United States Coast Guard (USCG) to take protective measures;
- Suspend and clear all construction and maintenance zones in a timely manner;
- Support the activation of evacuation plan(s) in a timely manner after notice of an evacuation order;
- Provide public transit and resources with point of contact data by city and county;
- Provide public and private airport, airfield, heliport, seaplane base, and hospital heliport data such as location, elevation, marine navigation aids, runways, and owner-operator points of contact;
- Provide railroad transportation systems data and points of contact;
- Provide seaport data such as location, marine navigation aids, docking and cargo capability, and owner-operator points of contact;
- Provide pipeline data with coordination of ESF-12, and other support agencies;

- Provide the SERT, including deployed personnel, maps for all modes of transportation;
- Identify temporary alternative transportation solutions that have been implemented when systems or infrastructure are damaged or unavailable and update as system is restored;
- Provide staffing and resources necessary to conduct impact assessment of the impacted area; and
- Provide multi-modal transportation engineering, technical, and specialty support and coordination.

**DIVISION OF HIGHWAYS**

a. Build and maintain state-owned bridges and highways. Responds and evaluates the size and scale of issues, establishes traffic control and safety measures, and addresses problems as they arise. Temporary lane or road closures may be implemented, barricades and detours are set up as needed, and repairs are scheduled to reopen roads to traffic.

b. NCDOT only completes operations on state-maintained roads and does not have statutory authority to act beyond the right of way.

c. The Division of Highways handles debris removal and road damage caused by events. The department responds to debris-related issues by conducting cut-and shove or debris removal operations.

d. If a state-maintained road is flooded, debris-covered, or damaged, the local DOT office is notified to address the situation. Requests for temporary traffic control devices as available to be deployed on state-maintained roads and bridges. These requests are directed to the Department of Highways SERT representative or otherwise designated POC.

e. Monitors roadways across North Carolina, dispatches Incident Management Assistance Patrol (IMAP) to assist stranded motorists or provide incident scene management, determines speeds, manages message boards, and provides alternative routes, if needed.

f. If necessary, post-storm, the STOC will activate a designated routing room to provide real-time routing information to emergency responders attempting to reenter the impacted area.

**FERRY DIVISION**

a. Support coastal emergencies by moving people out of harm's way in advance of hurricanes.

b. Assist NCDOT and the Emergency Ferry Service in the mitigating of road impacts and highway closures.

c. Transport resources (equipment, supplies, and personnel) as requested by NCEM or local emergency managers.

**RAIL DIVISION**

a. Moves people and goods on North Carolina's railroads through passenger and freight service.

**AVIATION DIVISION**

a. Coordinate passenger, cargo, and unmanned aircraft systems.

**INTEGRATED MOBILITY DIVISION**

a. Administer state and federal funds for public transportation, bicycle, and pedestrian programs.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide military support to civil authorities including transportation, aviation, and trained personnel for traffic control.

b. Provide military forces to assist local law enforcement in the emergency area for security, control of entrance to and exit from disaster area, and protection of people and crowd control.

### 2. NC STATE HIGHWAY PATROL (NCSHP)

a. Provide uniform personnel for highway law enforcement, traffic control, security, public disturbance, and riot response.

### 3. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

### NORTH CAROLINA FOREST SERVICE (NCFS)

a. Provide equipment and personnel for road clearing of debris or earth. This is from road shoulder to road shoulder only and does not include rights of way.

## D. SUPPORTING FEDERAL AGENCIES

### 1. NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA)

a. Provide emergency hydrographic surveys, search and recovery, obstruction location to assist safe vessel movement, and vessel traffic rerouting in ports and waterways.

b. Provide expertise and conducts/supports specialized salvage/wreck removal operations.

c. Support the USCG and other authorities in response to significant transportation disruption by providing expertise and conducting underwater obstruction surveys to search for dangers to navigation.

d. Coordinate Coast Survey response activities.

e. Coordinate with USCG Maritime Transportation System Recovery Unit (MTSRU), Port Recovery Team, Harbor Safety Committee, USCG staff, or Pilots Association.

## 2. U.S. DEPARTMENT OF HOMELAND SECURITY (DHS)

### CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY (CISA)

In response to threats, events and incidents impacting the state, CISA will have a dedicated Protective Security Advisor (PSA) report to the State EOC to coordinate critical infrastructure impact information resulting from the incident.

a. The PSA provides expert knowledge of the impacted infrastructure providing vital information on interdependencies, cascading effects and damage assessments.

b. The PSA coordinates closely with critical infrastructure owner/operators on incident impacts and makes recommendations on critical infrastructure reconstitution prioritization, re-entry and recovery efforts.

c. The PSA will utilize the Events and Incident Tracker to track, in near real time, facilities' pre-incident and post-incident status in order to provide situational awareness to counties and the State EOC as well as CISA leadership.

### U.S. COAST GUARD

The U.S. Coast Guard provides port conditions indicating the level of threat and the actions required by port users based on weather characteristics:

a. Whiskey: Set when gale force winds are expected to arrive at the port within 72 hours. Port remains open to all commercial traffic, but oceangoing ships and barges must report their intention to remain in port or depart. If they are departing, they must do so within 12 hours of gale-force winds.

b. X-Ray: Gale force winds are expected within 48 hours. The rules are similar to port condition Whiskey.

c. Yankee: Gale force winds predicted within 24 hours. Vessels seeking to depart must arrange immediate departure. Cargo operations must cease with 18 kilometer per hour (kph) winds. Transfer hoses must be disconnected with 22 kph winds. Ships seeking to arrive in port should seek an alternate destination.

d. Zulu: Gale force winds within 12 hours. The port is closed.

**3. U.S. DEPARTMENT OF TRANSPORTATION**

**FEDERAL HIGHWAY ADMINISTRATION (FHWA)**

a. Assign USDOT and FHWA personnel to the ESF-1 duty roster and schedule in the State EOC and the STOC.

b. Monitor and report the status of and damage to the transportation system and infrastructure.

c. Assist with the identification of temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed.

d. Serve as the Air Operations Liaison until a representative from the FAA is available in person to serve in this role.

e. Coordinate federal regulatory waivers and exemptions.

f. Serve as the Evacuation Liaison Team (ELT) representative on location during evacuations and re-entries.

g. Provide longer-term coordination of the restoration and recovery of the affected transportation systems and infrastructure if required.

h. Work with primary and support agencies, local and state transportation departments, and industry partners to assess and report the damage to the transportation infrastructure and analyze the impact of the incident on transportation operations, nationally and regionally.

i. Coordinate and implement, as required, emergency-related response and recovery functions performed under USDOT and NCDOT statutory authorities. This includes management of the airspace within and surrounding the disaster impacted area, emergency highway funding for federally owned highways and highways on the Federal Aid System, hazardous material movement, and damage assessment, including safety- and security-related actions.

j. Provide technical assistance to local, state, tribal, territorial, insular area, and federal governmental entities in determining the most viable transportation networks to, from, and within the incident area and on availability of accessible transportation.

k. Assist in restoring the transportation infrastructure through ESF-1 and the Stafford Act program.

l. Provide all available and obtainable transportation resources for the support of ESF-1 missions. NCEM will coordinate with ESF-1 the acquisition of transportation resources from intrastate/interstate mutual-aid and compact agreements and FEMA.

## IV. CONCEPT OF OPERATIONS (CONOPS)

### A. GENERAL

Local governments will use their transportation assets and resources to the extent necessary and available. If the extent of the disaster exceeds the transportation resources of the local government, state assistance will be provided upon request.

To efficiently and effectively perform the duties, responsibilities and activities reserved to ESF-1, the primary and supporting agencies will ensure that activities are shared and coordinated through timely and relevant situational awareness reports. Transportation solutions may be implemented when systems or infrastructure are damaged or unavailable. Impact assessments will be conducted to evaluate damage to infrastructure and personnel will be tasked for response and recovery work.

ESF-1 may obtain resources through member agency contractors, vendors, and suppliers. Resources may also be obtained from local, state, regional, national, and public and private associations or groups. Mission assignments for transportation support are tasked by the SERT Infrastructure Branch to ESF-1 for action. ESF-1 communications are established, maintained and coordinated to facilitate the expeditious and accurate exchange of information necessary to conduct activities. All ESFs will assist ESF-1 by providing the following information: the availability of vehicles, vessels, and aircraft for transportation missions; availability of repair, service, refueling, parking, storage, and staging facilities, equipment, and personnel for all modes of transportation; availability of vehicular traffic management and control signs and devices for transportation missions; and, any known vehicular traffic flow information, highway, road, and street

closure or obstruction information, and the availability of any transportation related engineering, technical, and specialty support or assistance.

ESF-1 provides a structure for managing and coordinating the complex operations of the transportation system. This includes:

- Coordination of evacuation and re-entry efforts;
- Coordination of resource deployment into and out of the incident area;
- Coordination of transportation recovery, restoration, safety and security;
- Coordination of maintenance efforts;
- Coordination of the movement, or restricting the movement, of individuals, personnel and goods as necessary;
- Providing transportation support to other ESFs;
- Monitoring, controlling, and coordinating all modes of transportation;
- Providing infrastructure status reports for all modes of transportation;
- Providing multi-modal logistical support for the transportation of evacuees, responders, resources and survivors returning to impacted areas;
- Identifying temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged or unavailable, to include the identification of alternative routes;
- Providing transportation maps, charts and electronic geospatial information;
- Identifying, assessing, and prioritizing repairs of damage sustained to the multi-modal transportation infrastructure;
- Prioritizing and initiating emergency work to clear debris and obstructions from, and make emergency repairs to, the multi-modal transportation infrastructure;
- Facilitating and coordinating the Overweight and Over Dimensional expedited permitting process; and
- Facilitating and coordinating the provisions for extended hours of operation for commercial operators for materials necessary to respond to the event or incident.

## B. NOTIFICATION

ESF-1 will utilize the following notification processes during State EOC activations:

1. SERT Infrastructure Branch will notify designated ESF-1 personnel to report to the State EOC, as directed by the SERT Leader.

2. As warranted by the scope of the impending event or incident, NCDOT will notify the appropriate supporting modes and divisions to request necessary support.

3. The supporting agencies designated to report to the State EOC will notify their respective agencies and emergency management partners.

## C. RESPONSE ACTIONS

### 1. INITIAL

Immediately upon notification of a threat, event, or incident, consideration is given by ESF-1 toward:

a. Providing appropriate representation at the State EOC;

b. Attending and participating in ESF-1 conference calls, webinars, meetings, conferences, training sessions, and exercises;

c. Participating in the SERT Evacuation conference calls;

d. Providing appropriate representation at the NCDOT STOC;

e. Initiating situation reporting;

f. Implementing plans to ensure adequate staff and administrative support;

g. Implementing protective measures to manage and contain the event or incident to lessen potential impact regarding life safety, preservation of property and the environment, and mitigation against further damage;

h. Evaluate and task multi-modal transportation requests to the appropriate supporting agency; and

i. Identify temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged or unavailable.

## 2. CONTINUING

Upon activation of the SERT, consideration is given by ESF-1 toward:

a. Coordination of the acquisition of transportation services to fulfill informational, mission related, and financial and administrative assignments in support of the SERT and all ESFs when required;

b. Coordination of support to the appropriate state, local, and tribal entities regarding the movement of people and goods to, from, and within the impacted area(s), and provides information regarding issues such as movement restrictions, critical facilities closures, and evacuations;

c. Coordination of the administrative support of individuals involved in regional emergency transportation operations and for managing all financial transactions undertaken through mission assignments to ESF-1;

d. Coordination of appropriate regional/district operating administrations on the implementation of specific NCDOT statutory authorities providing immediate assistance, such as air traffic control, long-term recovery of the transportation infrastructure, and any authorized mitigation efforts to lessen the effects of future incidents;

e. Providing information (including situational awareness maps for all modes of transportation) to be included in briefings, reports, and/or action plans;

f. Coordinating with ESF-1 counterparts in the threatened or impacted county(s) according to established procedures;

g. Maintaining records of work schedules and costs incurred by ESF-1 agencies during an event;

h. Evaluate and task the transportation support requests for impacted areas;

i. Anticipate, evaluate, and respond to all requests for Temporary Flight Restrictions (TFR) according to established procedures;

j. Monitor the status of seaports, airports, navigable waterways, and railway systems.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Local governments have transportation assets that are used to support normal functions within the community, and which may also be used during emergencies. ESF-1 primary and supporting agency resources will coordinate with and assist the SERT in field operations efforts if necessary. Examples of the types of field operations teams that may be deployed are listed below:

- Incident Management Team (IMT);
- Joint Information Center (JIC);
- Logistical Staging Areas (LSA);
- Preliminary Damage Assessment Team;
- Damage Assessment Team;
- Joint Field Office (JFO);
- Local (regional/district or county) EOC liaison; and
- Interstate (Emergency Management Assistance Compact [EMAC]) mutual aid assistance.

### B. STATE

As a part of the SERT, ESF-1 may be required to operate at several facilities or participate on several incident management teams simultaneously. ESF-1 may be represented and participate at the State EOC and their respective agency EOCs to manage the various roles, functions and resources necessary to efficiently and effectively accomplish all mission assignments.

### C. FEDERAL

The U.S. Department of Transportation is responsible for coordinating federal emergency transportation assistance to affected state and local governmental entities. If the transportation demands exceed the resources of North Carolina agencies, federal transportation resources may be requested. U.S. DOT is also responsible for coordinating transportation assistance for federal agencies with disaster mission assignments that lack sufficient transportation capabilities necessary to perform their emergency missions.

# COMMUNICATIONS (ESF-2)

2026

## I. INTRODUCTION

Communication is the process of transmission of information through verbal, written, electronic, or symbolic means. The basis for first responder communications is that they are operable, interoperable, reliable, portable, scalable, resilient, and, where possible, redundant. State assistance under this function involves utilizing relationships, equipment, personnel, and networks essential to coordinate and disseminate information before, during, and after large-scale emergencies or planned events. If first responder communications systems become overburdened or inoperable, users may utilize alternative available systems as necessary to augment communications and assist local public safety entities in performing their missions successfully.

### A. PURPOSE

The State Emergency Response Team (SERT) Emergency Support Function-2 (ESF-2) is responsible for maintaining pathways to support the communications ecosystem. ESF-2 supports the restoration of communications infrastructure, facilitates, and processes that for state, tribal and local governments impacted by human-made and natural disasters. ESF-2 will coordinate communications resources (equipment, services, and personnel) that may be available from a variety of sources (i.e., state agencies, volunteer groups, county agencies, the commercial telecommunications industry, broadcast infrastructure technology groups, federal government agencies, and the United States military) before and/or after the activation of the State Emergency Operations Center (SEOC).

Success in providing first responder communications during disasters is reliant on proper planning. This ESF-2 plan addresses the areas of preparedness, response, recovery, and mitigation. Emergency management planners must test this plan during exercises and other opportunities to improve its quality.

### B. SCOPE

ESF-2 plans, coordinates, and provides communications support to state, tribal, county, and municipal disaster response elements based on maintaining the emergency communications ecosystem.

The foundation of emergency communications lies in the stability of the emergency communications ecosystem. This ecosystem facilitates pathways for information sharing between government entities and the public. This ecosystem relies on effective technologies, policies, training, and usage techniques to be successful. The four (4) pathways of the communications

ecosystem are:

- Government to Government – The ability of government entities, public service, and public safety to effectively provide and/or share information that allows for executing government processes and services, including the emergency response processes.

- Government to Public – The ability for government entities to provide and/or share emergent or non-emergent information with residents and visitors of their jurisdiction.

- Public to Government – The ability for residents and visitors to provide and/or share emergent or non-emergent information with government entities, including the process of obtaining emergency responses.

- Public to Public – The ability for humans to interact with one another to share information.

This ecosystem serves as the basis for ESF-2 planning, response, and mitigation, and should be prioritized based on the identified hazard.

ESF-2 will coordinate assets, personnel, equipment, and services available from federal, tribal, state, and local government agencies, as well as volunteer groups, the commercial telecommunications industry, and the United States military. ESF-2 serves as the coordination point for all first responder communications activities at the state level both before and after the activation of the SEOC. For the sake of clarification, communications in this document do not refer to public information or the operations within the Joint Information Center (JIC). The specific ESF-2 organizational structure and its corresponding roles are outlined further in this plan.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Disaster conditions may result from significant natural, technological, or human-made causes. Disasters can cause widespread damage to public safety and commercial voice and data communications networks. Incidents can result from day-to-day public safety activities that become overwhelming and require assistance from the SERT. Events can be planned gatherings, festivals, fairs, or areas where people gather that, due to natural, technological, or human-made causes, can result in an incident or disaster.

## B. ASSUMPTIONS

1. The initial response by public safety entities will focus on lifesaving activities. Local government officials will work to support and maintain public safety functions in and around the affected area(s). County emergency management agencies will become the central point of coordination and control for local relief activities.

2. The entire SERT, i.e., all ESFs, will require large amounts of information. This information will be essential for ensuring the continuity of first responder communications and information sharing between all levels of government when communications networks become degraded or inoperable.

3. All available forms of notification should be considered for disseminating information promptly during an emergency.

4. Parallel planning tracks may be occurring at the federal, tribal, state, local and commercial levels. The assumption is that all entities are communicating and integrating their plans.

5. Weather and other environmental factors may restrict mobile or transportable communications equipment movement and personnel deployment into the affected area(s).

6. The affected area's ability to communicate effectively to provide life safety related communications may be impaired.

7. A citizen's ability to access emergency services via commercial voice or data systems (access to 911) may be impaired or non-existent.

8. Significant portions of the first responder communications systems in the affected area(s) may become overwhelmed, inoperable, or destroyed during an emergency or in the aftermath of a disaster. Restoration of service(s) could span weeks or months, depending on the criticality and complexity of damage to the infrastructure.

9. There may be a situation or scenario for which communication networks are unattainable and public safety is required to operate in a "zero comms" environment for an extended time.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. Prioritize the protection, operation, continuity, and restoration of the emergency communications ecosystem.

b. Maintain a roster of Information and Communications Technology Branch (ICT) personnel that can be activated for service. This roster will contain Communications Coordinators (COMC), Communications Unit Leaders (COML), Information Technology Services Unit Leaders (ITSL), Communications Technicians (COMT), Incident Tactical Dispatchers (INTD), Telecommunicator Emergency Response Teams (TERT) and Auxiliary Communicators (AUXC) personnel that have been approved in partnership with the State Interoperability Executive Committee (SIEC).

c. Establish and maintain a database of communications resources and methods to coordinate and track the deployment and use of these resources.

d. Assist SERT partners with access to the Government Emergency Telecommunications Service (GETS), Wireless Priority Service (WPS) and Telecommunications Service Priority (TSP) process.

e. Assist state, tribal and county partners with the on-boarding process to become Public Alerting Authorities (PAA) on the Integrated Public Alert and Warning System (IPAWS).

f. Coordinate deployment of strategic and tactical communications resources to provide on-scene support for continuity of government and first responder communications processes.

g. Ensure all requests for assistance are properly triaged and routed to the proper ESF-2 SERT partner for action.

h. Maintain proper information gathering, dissemination, and collaboration processes and platforms pertaining to potential threats to communications infrastructure.

## B. SUPPORTING STATE AGENCIES AND SERT PARTNERS

### 1. NC STATE HIGHWAY PATROL (NCSHP)

#### TECHNICAL SERVICES UNIT (TSU)

a. Operate, manage, and support the state's primary statewide land mobile radio system known as Voice Interoperability Plan for Emergency Responders (VIPER).

b. Identify and assign personnel to maintain contact with and support ESF-2 leadership during SERT activation.

c. In coordination with the 24-Hour Watch and the ESF-2 functional lead, provide personnel to manage the Strategic Technology Reserve (STR) mobile land mobile radio (LMR) towers.

d. Report tower site statuses based on "Active (on-air)," "Active (generator power)," "Degraded (site trunking)," or "Degraded (off-air)."

e. Identify access issues for fixed infrastructure sites. This includes damage or impediment (fires, floods, tree fall, etc.) to access roads.

f. Identify emergent needs for power restoration or generator refueling to fixed infrastructure.

g. Interface with other North Carolina LMR system administrators to ensure status of infrastructure and operability of systems at the regional and local level.

h. Restrict talk group access and usage based on saturation due to eavesdropping by non-involved entities.

i. Restrict users based on willful or accidental interference.

j. Facilitate the maintenance, programming, and usage of the NCSHP strategic radio cache.

k. Notify system users of any anticipated or actual degradations in radio coverage.

## 2. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

### CIVIL AIR PATROL (CAP)

a. Provide airborne or ground based logistical support for communications personnel or equipment.

b. Provide emergency airborne data and voice relay services to critical command and control locations on the ground.

c. Provide point-to-point high frequency (HF) radio communications pathways.

d. Provide support for airborne and mobile ground repeaters.

e. Provide logistical support for ESF-2 SERT partners for priority critical infrastructure restoration. This includes transportation of personnel and equipment to key locations.

### NORTH CAROLINA NATIONAL GUARD (NCNG)

a. Primary communications support exists within the Civil Support Teams (CST) and Joint Incident Site Communications Capabilities (JISCC). This includes the 42nd CST, 145th Airlift Wing, the 196th and 295th Signal Support Co.

b. Coordinate mission assignments of NCNG communications equipment.

c. Assist with frequency coordination for military aviation assets and/or programming of radio equipment to incorporate VIPER usage.

d. Provide personnel and equipment for point-to-point or mobile communications support on a 24-hour basis, as required.

e. Provide backup generator support (if available) to include personnel to transport, install, operate, and maintain generators and communications equipment.

f. Provide subject matter expertise, guidance, and liaison activities regarding requests for military communications resources outside of those outlined above. This includes Department of Defense (DoD) resources operating under Title 10.

### 3. NC AMATEUR RADIO

a. Designate specific single point of contact to receive mission information, other instructions, and guidance from the Communications Branch Manager.

b. Identify and assign personnel to maintain contact with and prepare to execute missions in support of ESF-2 during periods of activation.

c. Provide radio communications support or other assistance as assigned during activations.

d. Establish a plan and provide data over radio frequency (Winlink, Winmor, Pactor, etc).

e. Staff AUXC radio positions at the State EOC, regional coordination center locations, or other locations as requested.

f. Assist the 24-Hour Watch with PACE planning and testing.

g. Coordinate with local amateur radio entities to ensure PACE planning and tactical readiness.

h. Maintain connections to the SHARES network and pass all requested messages.

i. Operate the State EOC FEMA National Radio System (FNARS) station as required.

j. Operate public safety radios, as authorized, to facilitate the passage of messages.

k. Coordinate with SKYWARN spotter groups to assist National Weather Service (NWS) offices with damage reports.

l. Provide and relay situation reports from impacted areas (SPOT reports) to include status' of:
   - Local television broadcast signals;
   - Local radio broadcast signals;
   - Status of landline telephone services;
   - Status of power at the reporting location; and
   - Status of commercial voice and data networks.

## 4. NC DEPARTMENT OF INFORMATION TECHNOLOGY (NCDIT)

### 911 BOARD STAFF (PSAP COORDINATION)

a. Serve as the ESF-2 Technical Lead for the disruption of 911 call delivery to PSAPs to include:

- Physical damage to PSAP structure(s);
- Significant PSAP staffing shortages due to injury or illness; and
- Multi-system PSAP cyber disruptions, malicious or accidental.

b. Provide coordination between ESF-2 and the Network Monitoring and Assistance Center (NMAC). This will provide status of the North Carolina Emergency Services IP Network (ESInet).

c. Provide a liaison at the State EOC to provide information regarding the status for all PSAPs (primary and secondary) to ensure that citizens can access the 911 network.

d. Facilitate 911 call alternate routing based on capabilities at the degraded PSAP and the alternate route PSAP. Consideration will be taken regarding the geographic impact area and the potentially impacted PSAPs to prevent a cascading route of 911 calls with an unknown destination.

e. Coordinate with commercial wireline/wireless partners that have direct involvement with the restoration of networks that deliver 911 calls to PSAPs.

### FIRST RESPONDERS EMERGING TECHNOLOGIES PROGRAM (FIRSTTECH)

a. Provide specific, event based, technology platforms for usage within ESF-2.

b. Provide direct support to the ESF-2 Functional Lead.

c. Serve as the point of contact for FirstNet (US Department of Commerce) coordination.

d. Work with NCDIT to coordinate state agency restoration of voice, data and other infrastructure systems.

e. Provide supplemental staffing to NCEM or local response agencies.

**5. NORTH CAROLINA LOCAL GOVERNMENT INFORMATION SYSTEMS ASSOCIATION (NCLGISA) IT STRIKE TEAMS**

a. Utilize capable local IT professionals to form subject matter expertise resources to the SERT.

b. Support IT systems at State EOC and RCC's at the request of NCEM Administration Section and/or ESF-2.

c. Support NCEM Cyber with consequence management and recovery in response to a local, state or tribal system compromise.

d. Provide incident/event-based support at the local, state or tribal level.

**6. UNIVERSITY OF NORTH CAROLINA CENTER FOR PUBLIC TELEVISION (PBS-NC)**

a. Provide coordination with NCSHP TSU to ensure access and restoration of shared tower sites and shared resources (for example - VIPER microwave radio network) that become degraded.

b. Ensure that the State EOC infrastructure is sufficient to provide for the broadcast of the Governor's press conferences. If it is not, work with NCEM External Affairs and ESF-2 commercial partners to implement solutions.

**7. COMMERCIAL WIRELINE AND WIRELESS SERVICE PROVIDERS**

a. Provide POCs to liaison (virtual or in person) with ESF-2 functional leads to ensure appropriate information sharing regarding commercial network status, stability, damage and restoration.

b. Prioritize critical infrastructure and/or key resource (CIKR) locations following damage (physical or electronic) to commercial networks. This includes:
    - Emergency Communications Centers (ECCs)
    - PSAPs
    - EOCs
    - Key Government Facilities

c. Provide temporary infrastructure, where appropriate, to areas of damage to support the emergency communications ecosystem.

**8. NORTH CAROLINA ASSOCIATION OF BROADCASTERS (NCAB)**

a. Provide liaison activities to interact with engineering points of contact for radio and television stations.

b. Provide information on transmitter status to ensure public messaging can be broadcast.

c. Assess fuel and access needs to infrastructure sites. Priority will be given to alert and warning stations, i.e. Local Primary (LP) 1, LP2 and State Relay stations. This is outlined in the State Emergency Communications Committee's Emergency Alert System (EAS) plan.

**9. NORTH CAROLINA NATIONAL EMERGENCY NUMBERS ASSOCIATION (NENA) AND NORTH CAROLINA ASSOCIATION OF PUBLIC COMMUNICATIONS OFFICIALS (APCO)**

a. Assist PSAPs and ECCs to ensure the health and welfare of staff.

b. Assist PSAP Coordination with liaison activities to PSAPs and ECCs.

c. Work with National PSAP associations to coordinate resources, support, and any donations that may be presented.

**10. TECHNOLOGY VENDOR PARTNERS**

a. Technology vendor partners are welcomed to take part in SERT activities and support SERT objectives.

b. Technology vendors should follow all appropriate laws and process for procurement and/or donation of goods and services.

c. To every extent possible, technology vendors should coordinate movements and contact with SERT partners to maximize available communications resources.

## C. SUPPORTING FEDERAL AGENCIES

**1. U.S. DEPARTMENT OF HOMELAND SECURITY**

**FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)**

a. Activate federal ESF-2 partners under the Stafford Act as required.

b. Provide short-term restoration support to local, state, and tribal area government first-responder communications where requested.

c. Provide personnel to support ESF-2 operations.

d. Provide first responder communications support to local, state, tribal, territorial, and insular area first responders as requested by the State Coordinating Officer (SCO) and as approved by the Federal Coordinating Officer (FCO).

e. Mobilize Mobile Emergency Response System (MERS) resources to support federal response agencies and key federal buildings, response/recovery facilities and infrastructure within the area of operations.

**CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY (CISA)**

a. Provide direct support to ESF-2 functional leads at the State EOC.

b. Assist with the information gathering and coordination with ESF-2 commercial wireline and wireless partners.

c. Liaison with FEMA at the Regional Response Coordination Center (Region 4) and the National Response Center (Washington DC) to ensure that information is being provided to and from the State EOC.

**2. U.S. FEDERAL COMMUNICATIONS COMMISSIONS (FCC)**

a. Assist with special temporary authorizations (STA) based incident specific needs. All STAs may be coordinated through ESF-2.

b. Provide SME guidance on frequency assignment, allocation and coordination as required by law.

c. Provide frequency analytics based on pre and post disaster conditions.

d. Coordinate and compile the Disaster Information Reporting System (DIRS) which provides information about communications infrastructure status.

### 3. U.S. DEPARTMENT OF COMMERCE

#### NATIONAL TELECOMMUNICATIONS AND INFORMATION ADMINISTRATION (NTIA)

a. Manage the federal use of spectrum and identifying additional spectrum for commercial use as required by the incident/event.

b. Ensure the stability and security of the Internet domain name system through its participation on behalf of the U.S. government in Internet Corporation for Assigned Names and Numbers.

#### FIRST RESPONDER NETWORK AUTHORITY

a. Coordinate with the NC FirstTech to liaison between ESF-2 and AT&T (FirstNet.com) to ensure that contractual obligations are met between AT&T and their FirstNet customers.

b. Assist with the coordination of AT&T FirstNet deployable resources as appropriate, as agreed upon.

### 4. NATIONAL OCEANIC AND AERONAUTICS ADMINISTRATION (NOAA) NATIONAL WEATHER SERVICE (NWS)

a. Maintain radio transmitting stations throughout the state to broadcast weather forecasts as well as alerts, watches, and warnings for severe weather and natural hazards.

b. Support the Emergency Alert System and provide, in coordination with ESF-2, public dissemination of critical pre-event and post-event information over the all-hazards NOAA radio system, the NOAA Weather Wire Service, and the Emergency Managers Weather Information Network.

c. Identify all needs for SKYWARN trained net control assistance during EOC activations.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

Operational activities outlined in this plan will be executed in accordance with all North Carolina general statutes and policies of the NC Department of Public Safety. They will also align with the NCEM ESF-2 Communications

Plan and remain consistent with the National Incident Management System (NIMS) and the National Response Framework (NRF).

## B. NOTIFICATION

The Communications Branch Manager will determine the extent to which ESF-2 coordination activities are needed and will identify the Communications Branch functions and positions that will be necessary to support the mission most effectively. The extent of activation and positions needed will be directly correlated with the needs and scope of the incident or event (e.g., less complex incidents may only require activation of certain positions, while larger scale, more complex incidents may require activation of all positions).

State EOC activations and subsequent ESF-2 staffing notifications will be communicated via phone, text messages, e-mail, information collaboration applications and other means available. The current contact listings for Communications Branch members, ESF-2 positions, and Communications SERT agency representatives are maintained by the Communications Branch Manager. In some cases, a mission order will be processed through NCSPARTA to facilitate reimbursement processes.

## C. RESPONSE ACTIONS

### 1. INITIAL

a. Provide a general description of the situation as it pertains to ESF-2 and an analysis of the ESF's operational support requirements.

b. Based upon the situation analysis, prepare a list of objective-based priority actions to support lifesaving and short-term recovery operations. The action list should be revised as the situation changes.

c. Coordinate with the 24-Hour Watch for the equitable distribution and recall of previously assigned VIPER state event talk groups.

d. Establish communications with the federal agencies and partner states to coordinate communications assets required beyond state capability.

e. In coordination with the RCCs, coordinate and develop an ICS-205 Incident Radio Communications Plan for disaster operations. This plan will include SERT and RCC information.

f. Monitor NCSPARTA, radio, cell phone, and other communications platforms for communication support requests. State, local and/or county agencies may be incapable of making requests for support. In that case, ESF-2 Coordination will assess and deploy communications resources based on the severity of the situation. ESF-2 personnel will enter all communications resource requests and resource deployments into NCSPARTA for tracking purposes.

g. Mobilize resources and coordinate communications support for all government, quasi-government and volunteer agencies using approved mission assignments.

h. Prepare timely electronic briefings and paper reports on the status of ESF-2 response operations and the status of communications networks and systems. Maintain copies of all reports for preparation of after-action reports and lessons learned.

i. Keep track of all expenditures concerning operations and submit these to the Administration and Logistics Section after terminating operations.

**2. CONTINUING**

a. Gather information from impacted area and determine which communications systems are operational, including but not limited to commercial wireline and wireless networks, land mobile radio systems (LMR), and broadcast infrastructure.

b. Coordinate, if needed, with federal ESF-2 partners to ensure that state and federal needs are met.

c. Prioritize the deployment of equipment services based on available resources and critical needs.

d. Maintain accountability of deployed communications resources and personnel.

e. Coordinate with ESF-12 Energy partners to ensure the continuity of networks and to prevent unnecessary damage to communications infrastructure.

f. Coordinate with the NCEM Business EOC (BEOC) to delineate between commercial telecommunications support for public safety entities and public service entities (schools, shelters, places of worship, etc.). ESF-2 will handle support for public safety responders, while the BEOC will support the public service entities.

g. Ensure ESF-2 team members, or their agencies maintain appropriate records of costs incurred during the event.

h. Provide ESF-2 coordination and support as required for recovery operations.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Counties are responsible for their own first responder communications needs and systems. Counties will continue using existing communications equipment and service vendors as much as possible during emergencies and disasters. Counties will route those requirements that cannot be met locally to the SERT through accepted processes.

### B. STATE

State agencies are responsible for their own communications needs and systems. In the event of a disaster, the state will assess damage to its communications systems and make repairs using existing resources as much as possible. If additional resources are needed, the state will call on local governments and the Emergency Management Assistant Compact (EMAC). If resources cannot be identified locally or through EMAC, FEMA may also assist as allowable.

### C. FEDERAL

ESF-2 partners described by the National Response Framework monitor disaster situations and determine when there is a need for federal response. FEMA's (or their designee) may liaison with NCEM ESF-2 SERT to determine personnel and resources needed outside of the federal response requirements determined by each federal agency.

## VI. REFERENCES

A. NC ESF 2 Communications Plan

B. North Carolina Alert and Warnings Guidelines

C. NC EAS Plan

D. NC All Hazard ICT Guidebook

E. NC ICT Concept of Operations

F. NC Amateur Radio EOP

G. NC SCIP Final

H. NC Commercial Telecom Partner ConOps

I. NC SIEC Comms Collaboration ConOps

J. NC SIEC-VIPER Template Operating Requirement and Usage

K. NC Strategic Tech Reserve SOG

L. North Carolina ENC SOG

M. NC SAR DMR Platform SOG

N. North Carolina eFOG

O. NC MCV Self Assessment

P. NCEM Force Playbook

# PUBLIC WORKS & ENGINEERING (ESF-3)

2026

## I. INTRODUCTION

### A. PURPOSE

The Public Works and Engineering Emergency Support Function (ESF-3) assists the State Emergency Response Team (SERT), upon activation of the State Emergency Operations Center (EOC), by facilitating the deployment of requested resources, including personnel, services, equipment, facilities, materials, and supplies, through established partner agencies. These resources are necessary to support public works systems, infrastructure, and other emergency needs during domestic events and incidents affecting the state.

### B. SCOPE

ESF-3 is designed and structured to provide public works and engineering resource support to assist in domestic event and incident management. Public Works and Engineering involves technical advice and evaluations, engineering services, construction management and inspection, emergency contracting, emergency repair of public water supply, wastewater, solid waste facilities and dam infrastructure. Activities within the scope of ESF-3 functions include:

1. Processing and coordinating requests for public works and infrastructure support, including identifying resources, assigning responsibilities, and facilitating deployment through appropriate channels;

2. Reporting damage to infrastructure as a result of an incident;

3. Facilitating emergency protective measures of critical public works facilities infrastructure;

4. Managing disaster debris removal; and

5. Coordinating and supporting the preparedness, response, recovery and mitigation activities necessary to support the state’s public works facilities infrastructure.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

After an incident, significant damage may cause public works infrastructure to be destroyed or severely weakened. This can include critical systems

such as water/wastewater plants, water distribution lines and sewage collection systems, all of which are essential for the daily functioning of communities. The destruction or severe weakening of these infrastructures can lead to widespread disruptions in essential services, posing significant challenges for both emergency responders and the affected population.

Many disaster situations have the potential to create sewage and waste disposal problems. Facilities may be damaged or destroyed creating additional public health problems. Emergencies may involve hazardous chemicals, sewage, waste, and pesticides that may threaten the environment critical to health and safety. State resources may be required to be deployed from outside the affected area to ensure a timely, efficient, and effective response.

## B. ASSUMPTIONS

1. Local governments will initially utilize their own engineering personnel and those available through mutual aid agreements. If additional engineering services are required beyond the capabilities of state and local resources, these services may be secured through contracts with private organizations or prearranged agreements with other governmental entities.

2. Assistance from the state may be needed to clear debris, perform damage assessments, conduct structural evaluations, coordinate emergency repairs to essential public facilities, and provide emergency water for human health needs.

3. State agencies will not remove debris from private property without a properly executed “Right-of-Entry” agreement.

4. Rapid damage assessment of the disaster area may be required to determine potential workload and ongoing assessments by qualified personnel.

5. Emergency environmental waivers, legal clearances, and "Rights-of-Entry" (on private property), will be needed for disposal of material from debris clearance activities.

6. Significant numbers of personnel with engineering and construction skills along with construction equipment and materials may be required to assist in the response and recovery from the disaster.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. Serve as lead agency to support NC Department of Environmental Quality (NCDEQ) to plan, direct, and coordinate a multi-agency emergency response to request from affected jurisdictions. Support includes public works assistance concerning debris collection, removal, and reduction; engineering services support; sewage and waste disposal facility repairs; and air and water quality evaluation and support.

b. Serve as lead agency to support NCDEQ to plan, administer, and coordinate damage assessment throughout the state in response to emergencies.

c. Gather, compile, and submit damage and needs assessment data for public as required for public works infrastructure.

d. Contract engineering services through NCEM Procurement and Logistics if NCDEQ does not have the capability.

### B. LEAD TECHNICAL AGENCY

#### 1. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

a. NCDEQ sets regulations for waste treatment facilities and will monitor the restoration of damaged wastewater systems to a safe, functioning condition. Regulations for the safety of the public water supply and clean air are set by NCDEQ. NCDEQ will monitor the restoration of systems to a safe, clean level.

b. Consult with SERT partners to provide temporary alternative solutions that have been implemented when systems or infrastructure are damaged or unavailable.

c. Provide staffing and resources necessary to conduct impact assessment of the impacted area.

d. Provide engineering, technical, and specialty support and coordination.

**DIVISION OF WATER RESOURCES (DWR)**

a. Assume the lead role for coordinating the response to sewage and wastewater problems resulting from an emergency.

b. Assist with damage assessment and restoration of wastewater treatment plants.

c. Provide information, guidance, and instructions concerning standards for emergency wastewater treatment problems.

d. Assist local governments in evaluating ramifications from chemical spills or releases that adversely affect the environment.

e. Evaluate water quality when public water supplies are threatened by contamination resulting from any spill or emergency.

**DIVISION OF WATER RESOURCES (DWR)**

**PUBLIC WATER SUPPLY SECTION**

a. Initiate boil water advisories and/or notices in situations where the water system has known or potential contamination for the period of time until water supply has been reestablished.

b. Apply regulatory enforcement as situation demands.

c. Assist in damage assessment to support restoration of water supply.

d. Provide consulting assistance as required for public water supply concerns and emergencies.

**DIVISION OF WASTE MANAGEMENT (DWM)**

a. Identify procedures for temporary storage of debris pending disposal, recycling, or reuse in conjunction with partner agencies.

b. Approve use of existing inventory of temporary debris storage sites at the request of local governments or NCDOT.

c. Conduct NCDEQ base level compliance site assessments, Natural Heritage Program (NHP) and State Historic Preservation Office (SHPO) reviews, and issue emergency authorizations for temporary debris storage sites.

d. Identify landfills or recycling facilities that could accept contaminated solid waste depending on the type of waste and contaminate.

e. Identify facilities and vendors that will accept and treat contaminated liquid waste to utilize or dispose of debris depending on the type of liquid waste, the contaminate and how it would be treated, and assist in determining the regulatory agency to provide proper guidance.

f. Conduct post-event site inspections to close out removal of debris, complete site restoration activities and deactivate the site.

**DIVISION OF ENERGY, MINERAL AND LAND RESOURCES (DEMLR)**

a. Assume the consulting role to the SERT for the response to dam safety emergencies.

b. As available, perform dam inspection/assessments to develop an analysis of the conditions to determine appropriate response measures.

c. Provide information, guidance, and instructions concerning standards for emergency response and Emergency Action Plans (EAPs).

d. Assist in evaluating ramifications from dam threats or failures.

e. Apply dam safety regulations and statutes, as required.

f. As available, provide technical assistance in a dam safety emergency.

g. Assist in damage assessments.

**2. NC GEOLOGICAL SURVEY**

a. Provide detailed geologic and derivative maps.

b. Provide mineral resource and geochemical information.

c. May provide topographic maps and digital products.

d. Provide consulting services and specially prepared reports to agencies that need geological information.

e. Monitor North Carolina's oil and gas regulations.

**GEOHAZARDS**

a. Provide a qualified geohazards specialist to serve as a technical advisor to the SERT Leader for earthquakes, landslides, ground collapse, or other incidents.

b. Provide preliminary geohazards assessment and recommend further assessments as required.

c. Collaborate with the U.S. Geological Survey (USGS) to estimate damage based on the magnitude and location of the incident.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF TRANSPORTATION (NCDOT)

a. Assume the lead role for vegetative debris removal on NCDOT maintained rights-of-way during and after an emergency or disaster.

b. Provide coordination as needed for debris removal off right-of-way when it is a threat to health and safety and has been ordered by the Governor.

c. Provide assistance in clearing wreckage from public property as requested by the Governor after a disaster.

d. Conduct internal engineering evaluations as necessitated by damage to state highway systems including roadways, bridges, signs, traffic signals.

### 2. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Assist in damage assessment of state-owned property.

b. Assist with debris removal from state-owned property.

c. Provide personnel and equipment to assist in coordination of debris removal when environmental concerns exist.

d. Assist NCDOT in obtaining permits and clearances for disposal of debris and wreckage.

**3. OFFICE OF STATE FIRE MARSHAL (OSFM)**

a. Provide engineering services support for damage surveys and other technical support as needed to respond to missions assigned to Public Works and Engineering.

**4. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Provide assistance to local public health organizations.

b. Provide assistance through the Epidemiology Section as required.

**5. NC WATER/WASTEWATER AGENCY RESPONSE NETWORK (WaterWARN)**

a. Provide a system of aid that may be utilized by water/wastewater utilities requiring emergency assistance from member utilities.

b. Provide voluntary mutual aid and assistance network to combat water-related incidents throughout the state in the form of personnel, emergency equipment, materials, and other required resources.

## D. SUPPORTING FEDERAL AGENCIES

**1. NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA)**

a. Provide emergency hydrographic surveys, search and recovery, obstruction location to assist safe vessel movement, and vessel traffic rerouting in ports and waterways.

b. Provide expertise and conduct/support specialized salvage/wreck removal operations as part of a coordinated response and restoration strategy.

c. Support response to significant transportation disruptions by providing expertise and conducting underwater obstruction surveys to search for dangers to navigation.

### 2. U.S. ARMY CORPS OF ENGINEERS (USACE)

a. Provide an LNO familiar with authorities and capabilities to the State EOC to explain capabilities and coordinate efforts as related to temporary emergency power, debris management, infrastructure assessment, and critical public facilities.

b. In the event of a major disaster impacting the state, provide support under the following authorities: PL 84-99 (Flood Control and Coastal Emergencies), Civil Works Authorities (USACE Flood Control Works), and the Stafford Act.

c. Support USACE-controlled dam projects impacting North Carolina.

### 3. U.S. DEPARTMENT OF HOMELAND SECURITY (DHS)

#### CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY (CISA)

a. In response to threats, events and incidents impacting the state, CISA will have a dedicated Protective Security Advisor (PSA) report to the State EOC to coordinate critical infrastructure impact information resulting from the incident.

b. The PSA provides expert knowledge of the impacted infrastructure providing vital information on interdependencies, cascading effects and damage assessments.

c. The PSA coordinates closely with critical infrastructure owner/operators on incident impacts and makes recommendations on critical infrastructure reconstitution prioritization, re-entry and recovery efforts.

d. The PSA will utilize the Events and Incident Tracker to track, in near real time, facilities' pre-incident and post-incident status to provide situational awareness to counties and the State EOC as well as CISA leadership.

### 4. U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)

a. Consult with the appropriate regional or district office regarding situations potentially requiring temporary or permanent relocation of the State EOC. In the event of a declared federal disaster, coordinate with the FEMA Federal Coordinating Officer (FCO) as appropriate.

b. Coordinate with lead state and technical agencies to collect and/or distribute pertinent information on the discharge or release including: source and cause; Responsible Party; nature, amount, location, direction, and time of discharge; pathways to human and environmental exposure; potential impact on and protection priorities for human health, welfare, and safety, and the environment; possible impact on natural resources and property, and estimated response costs.

c. Coordinate with lead state and technical agencies to collect and/or distribute pertinent information on the impacts to water infrastructure.

d. Provide emergency laboratory analytical support on an as-needed basis in the event of a water contamination event.

## IV. CONCEPT OF OPERATIONS (CONOPS)

### A. GENERAL

Public Works and Engineering support supplements local emergency response actions immediately following a disaster. Representatives of Public Works and Engineering agencies will report to the State EOC upon request to coordinate assistance. Lead technical agencies will determine, according to the nature of the emergency/disaster, which support agencies need to be SERT participants.

- Mission assignments for public works support are received from the local NCEM Branchy Offices or affected municipalities then tasked through NCSPARTA by the SERT Infrastructure Branch to ESF-3 partner agencies for action.

- ESF-3 communications are established, maintained and coordinated with ESF-5 (Emergency Management) to facilitate the expeditious and accurate exchange of information necessary to conduct mission management activities.

- ESF-3 receipt, and reporting of assessment and status information is coordinated with ESF-5 (Emergency Management), ESF-7 (Logistics management and Resource Support), NCDOT, state and federal agencies, and other emergency management as required.

- ESF-3 provides a structure for managing and coordinating:

    - Resource deployment into and out of the incident area.

- Facility recovery, restoration, safety and security.

- ESF-3 may obtain resources through member agency contractors, vendors, and suppliers. Resources may also be obtained from local, state, regional, national, and public and private associations or groups.

- ESF-3 resources may be used to:

  - Provide public works support to other ESFs;

  - Provide information and support to entities conducting evacuation and re-entry efforts;

  - Monitor, control, and coordinate all requests for assistance for public works and facilities;

  - Provide infrastructure status reports for all impacted public works facilities;

  - Identify temporary alternative solutions that can be implemented when systems or infrastructure are damaged or unavailable;

  - Coordinate mapping and schematics for critical public works, water treatment facilities and others;

  - Identify, assess, and prioritize repairs of damage sustained to public works facilities and infrastructure; and

  - Prioritize and initiate emergency work to clear debris and obstructions from, and make emergency repairs to, the multi-modal transportation infrastructure.

## B. NOTIFICATION

ESF-3 will utilize the following notification processes during State EOC activations:

- SERT Infrastructure will notify designated ESF-3 personnel to report to the State EOC as directed by the SERT Leader.

- As warranted by the scope of the impending event or incident, NCDEQ will notify the appropriate supporting divisions within their agency and request necessary support.

- The designated supporting agencies will respond to the NCDEQ Duty Officer's request, report to the State EOC and ensure the necessary staffing for the remainder of the activation.

- The SERT Leader, through the SERT Infrastructure, will notify designated ESF-3 personnel to end operations at the State EOC, as directed and upon notification of the deactivation of the State EOC.

## C. RESPONSE ACTIONS

### 1. INITIAL

Immediately upon notification of a threat, event, or incident, the following consideration is given by ESF-3:

- Support requests and directives leading to, and resulting from, Presidential and Gubernatorial Executive Orders and Declarations and requests for federal assistance.

- Develop and maintain manual and automated templates, documents and listings for the following:

    - Agency emergency points of contact and Subject Matter Experts (SME) that are assigned or otherwise available to ESF-3.

    - Points of contact for agency, contractor and vendor obtainable public works resources.

    - Websites and other electronic resources identified to assist all supporting agencies.

    - State EOC briefings, situation reports, and/or action plans.

- Initiate reporting to and from ESF-3 agencies.

- Implement plans to ensure adequate staff and administrative support.

- Coordinate with supporting agencies to inventory available personnel, equipment, and materials.

- Establish priorities and develop plans for mobilization.

- Preposition resources as appropriate.

- Evaluate and task public works support requests for impacted areas.
- Monitor the status of public works facilities.

**2. CONTINUING**

Upon an activation of the SERT, the following consideration is given by ESF-3:

- Contact ESF-3 counterparts in the threatened or impacted county(s) according to established procedures.
- Coordinate state and federal assets in support of staging and preparation of public works facilities to fulfill mission assignments.
- Coordinate support to the appropriate state, local, and tribal entities regarding the movement of people and goods to, from, and within the impacted area(s), and providing information regarding issues such as movement restrictions, critical facilities closures, and evacuations.
- Coordinate the administrative support of individuals involved in regional emergency operations and for managing all financial transactions undertaken through mission assignments to ESF-3.
- Evaluate impacts to infrastructure through damage assessments conducted by SERT partners in the threatened and/or impacted area as appropriate, and task personnel for response and recovery work.
- Track resources and re-allocate as necessary.
- As the situation develops, begin pre-planning for recovery actions by coordinating with the NCEM Public Assistance Branch to arrange for disaster cost reimbursement to local governments.
- Maintain records of work schedules and costs incurred by ESF-3 agencies during an event.

## IV. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Each jurisdiction within the state is responsible for its own requirements. Only when local and mutual aid resources are exhausted or projected to be exhausted may the jurisdiction request assistance from the state. Local governments will use their own engineering personnel and those under

prearranged mutual aid agreement and/or contracts to conduct public works response and recovery missions and should have pre-arranged agreements or contracts in place for debris removal and disposal.

Local governments are normally responsible for the operation of local sewage and waste disposal systems in accordance with state standards. Reports and/or requests for assistance are made to the nearest NC Department of Commerce field office that notifies NCDEQ. Local governments maintain a capability to monitor and react to local air and water contamination to ensure readings are compatible with public health standards and requirements.

## B. STATE

As a part of the SERT, ESF-3 may be needed at several facilities or participate on several emergency management teams simultaneously. ESF-3 may be represented and participate at the State EOC and their respective agency EOCs to manage the different roles and functions necessary to efficiently and effectively accomplish all mission assignments. Public Works and Engineering has been categorized into five support elements. The primary agencies for these categories include NCEM (damage assessment), NCDOT (debris removal), NCDOA (engineering services), NCDEQ (air/water quality and sewage/waste disposal), and the NCDHHS (testing/sampling).

## C. FEDERAL

When resources beyond those at the state and local level are required, assistance may be requested from federal ESF-3 partners. This will be accomplished through the State EOC.

# FIREFIGHTING (ESF-4)

2026

## I. INTRODUCTION

### A. PURPOSE

To provide guidelines for those agencies directly or indirectly involved in providing firefighting support or fire resources in response to emergencies requiring state assistance.

### B. SCOPE

The firefighting function involves managing and coordinating firefighting activities, including the detection and suppression of fires, providing personnel, equipment, and supplies in support of local agencies involved in rural and urban firefighting operations.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

The management of a large firefighting operation is complex, often involving hundreds of people and several different agencies and jurisdictions. Fires resulting from catastrophic disasters will place extraordinary demands on available resources and logistics support systems. A major disaster may result in many urban, rural and wildland fires. Ignition sources of little concern under normal conditions could cause many fires during and after earthquakes, hurricanes, etc. These fires will have the potential to spread rapidly, cause extensive damage, and pose a serious threat to life and property. Fire departments not incapacitated by the disaster event will be totally committed to these fires. Firefighting resources normally may be difficult to obtain and use because of the disruption to communication, transportation, utility, and water systems.

### B. ASSUMPTIONS

1. Many urban, rural, and wildland fires may result from or occur coincidentally with a major disaster. Large, damaging fires will be common.

2. At the time of a disaster, there may be major wildfires burning elsewhere in the state. These fires could draw upon the same resources (people, equipment, and supplies) that would be needed to support firefighting and other emergency operations. It must be assumed that some firefighting resources will become scarce, resulting in the disaster-related firefighting operations competing for resources.

3. Landline communications may be interrupted. Radio communication will be relied upon heavily, necessitating the request for back-up communications.

4. Wheeled-vehicle access may be hampered by bridge failures, debris, etc., making conventional travel to the fire location extremely difficult or impossible. Aerial attack by air tankers, helicopters, and quick response teams, may be essential in these situations. Helicopters may be scarce and usable airports congested.

5. Many of the resources commonly available for use in fighting large fires may be scarce or unavailable.

6. Wildland firefighting techniques may have to be applied to rural and urban fire situations, particularly where water systems are inoperative. Aerial delivery of fire retardants or water for structural protection may be essential. In the case of mass fires, the clearing of fire breaks and use of burning-out and backfiring techniques will be used.

7. Efficient and effective mutual aid among the various federal, state, and local fire agencies requires the use of the Incident Command System (ICS) together with compatible firefighting equipment and communications.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. Assist the OSFM and the NC Forest Service with fire suppression efforts through resource allocation and coordination.

b. Ensure coordination among all the resource providers and the supporting agencies.

c. Provide search and rescue resources as may be required by the particular fire suppression scenario.

d. Provide all essential coordination for the dispatch, arrival, entry, and reporting of necessary personnel into the fire suppression area.

e. Upon recommendation of the NC Forest Service, prepare the Fire Management Assistance Grant (FMAG) request for the Governor's signature, specifying the facts supporting the request.

## B. LEAD TECHNICAL AGENCIES

### 1. OFFICE OF STATE FIRE MARSHAL (OSFM)

OSFM has the authority of the Insurance Commissioner to use any available resources to fulfill its mission in support of fire suppression, to include assigning of volunteer fire resources to locations throughout the state.

a. Exercise the statutory mandate assigned to DOI for structural fire suppression in the state.

b. Exercise the primary support function for forest fire suppression in support of the NC Forest Service.

c. Oversee statewide fire training, providing standards and qualification levels for individuals functioning in the rescue specialty.

d. Exercise control during major fire suppression over the coordination required through the local fire marshal and emergency manager to temporarily reallocate resources, personnel, and equipment to other areas where they are needed. This includes staging, security, and refueling.

e. Assume responsibility for loaned equipment and personnel including accountability, maintenance and repair, and a provision for the return of the equipment to the original jurisdiction when it is no longer needed.

f. Provide engineers to assist with damage assessment.

g. Implement the NC Association of Fire Chief’s Emergency Response Plan (NCAFC ERP) as necessary through a predetermined process for resource rostering and deployment that coordinates efforts through OSFM, NCEM, NCAFC, the local fire chief, local fire marshal, and local emergency manager.

**2. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NC DA&CS)**

**NORTH CAROLINA FOREST SERVICE (NCFS)**

NCFS, through NCDA&CS, is mandated by Article 75, GS 106-895 to take such action as it may deem necessary to provide for the prevention and control of forest fires in any and all parts of state.

a. Exercise the statutory mandate assigned to NCDA&CS for forest fire prevention and control in the state.

b. Direct all operational and tactical activities.

c. Exercise the primary support function for structural fire suppression in support of the OSFM.

d. Conduct a forest fire public awareness program to prevent forest fires.

e. Control outdoor burning permits and prohibit outdoor burning as authorized under Article 78 § 106-944.

## C. SUPPORTING STATE AGENCIES

**1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Assist the fire suppression effort as the situation may warrant.

b. Provide heavy vehicles for logistical and transportation requirements.

c. Supply field generators as required by the Incident Commander and SERT support coordination.

d. Provide helicopter support for short notice flyovers of the fire suppression area and for tactical observations.

e. Provide wreckers for moving incapacitated firefighting engines and trucks as the situation may require.

f. Provide helicopter support for moving equipment and personnel as needed. Provide water-bucket qualified aircrews for fire suppression.

**2. NC STATE HIGHWAY PATROL (NCSHP)**

a. Provide traffic control activities and be available to assist local law enforcement.

b. Reroute traffic around the affected area as required by circumstances and as requested by the local jurisdiction.

c. Coordinate traffic control for ordered evacuations, establish roadblocks as the situation may dictate, and assist pedestrian traffic where critical.

d. Provide any service or logistical support in support of fire suppression which may be directed by the Governor, the Secretary of DPS, the State Emergency Response Team (SERT), or as may be determined necessary by the Patrol Commander, appropriate Zone Director, or Troop Commander.

e. Coordinate all law enforcement activity required for the protection of life and property.

f. In coordination with the local jurisdiction, prevent all unauthorized reentry into a fire suppression area which has been evacuated.

**3. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**
**NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)**

a. Work with the OSFM in the SERT to provide joint response in areas of mutual concern.

b. Coordinate the deployment of emergency medical equipment and personnel in response to fire suppression.

c. Coordinate ambulance services to include air ambulance services accessible through the Helicopter Consortium.

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Provide North Carolina State Laboratory of Public Health (NCSLPH) support to conduct testing or to facilitate reference testing services.

b. Provide occupational and environmental epidemiology support in cases of chemical exposure, carbon monoxide poisoning, pesticide exposures, wildfire smoke exposures, etc.

c. The Office of the Chief Medical Examiner will provide support as required.

**DIVISION OF SOCIAL SERVICES (DSS)**

a. Support mass care activities as required.

**DIVISION OF MENTAL HEALTH, DEVELOPMENTAL DISABILITIES, AND SUBSTANCE USE SERVICES (MHDDSAS)**

a. Provide immediate and long-range counseling as necessary.

**4. NC DEPARTMENT OF TRANSPORTATION (NCDOT)**

a. Provide road-clearing work in support of fire suppression and/or rescue operations to facilitate access, assist initial response, or provide debris removal off right-of-way during a recovery phase.

b. Provide maintenance, repair and/or fuel to fire suppression or rescue vehicles.

c. Assist with road closings, detours, and other traffic control measures by furnishing and installing necessary signs, barricades, and other required devices.

d. Assist in the reporting of forest fires.

**5. NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (NCDNCR)**

**DIVISION OF PARKS AND RECREATION (NC STATE PARKS)**

a. Assist in detection and reporting of forest fires.

b. Provide equipment and personnel to assist in fire control in, adjacent to, or threatening a state park and other areas.

**6. NC WILDLIFE RESOURCES COMMISSION (NCWRC)**

a. Assist in the detection of forest fires and in the patrolling of fire areas.

b. Provide assistance in controlling forest fires using commission aircraft, vehicles, and radios.

**7. NC DEPARTMENT OF ADULT CORRECTION (NCDAC)**

a. Serve as a support agency in fire suppression and rescue activities as requested by the SERT. Since each situation will differ, the requirements will also vary in requests for personnel, supplies, and equipment.

b. Provide food to the committed forces in the affected area.

## D. SUPPORTING VOLUNTEER AGENCIES

**1. NORTH CAROLINA VOLUNTEER ORGANIZATIONS ACTIVE IN DISASTER MEMBER AGENCIES (NORTH CAROLINA VOAD)**

**AMERICAN RED CROSS**

a. Obtain damage assessment surveys of affected areas and determine the kinds of services that must be provided.

b. Manage Red Cross Mass Care (feeding and sheltering) including 24-hour Disaster Health Services (physical and mental) for evacuees and to support personnel if their (support personnel) current plans are insufficient or need augmentation.

c. Provide food at fixed and mobile feeding stations.

d. Provide emergency information concerning welfare to evacuees.

e. Assist government agencies in disseminating official warnings.

f. Maintain a current inventory of ARC owned equipment and supplies and of available sources for additional supplies and equipment.

g. Maintain or establish agreements with organizations which have shelter facilities to be used for disaster mass care operations.

h. Recruit and train disaster personnel and maintain rosters of available paid and volunteer staff.

**THE SALVATION ARMY**

a. Initiate TSA Mass Care Services, including but not limited to, mass feeding with mobile and/or fixed sites as coordinated through the SERT.
b. In accordance with TSA Memorandum of Understanding, provide additional support, within available resources and capabilities, in consultation within the SERT.

c. Contingent upon available resources, implement a program for distribution of items, needed by survivors, that may include but not be limited to, food & commodities, clothing, furniture, bedding and household items.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The lead and supporting agencies named will manage and coordinate the state firefighting activities. Mobilizing resources in support of local wildland, rural and urban firefighting activities will accomplish this. Established firefighting organizations, processes, and procedures will be used. Responsibility for situation assessment and determination of resource needs lies with the local Incident Commander. Requests for firefighting assistance and resources will be handled in accordance with mutual aid agreements and/or from the local Emergency Management Agency to the State EOC. Requests can be filled by a statewide mutual agreement. The State EOC will coordinate requests for federal non-wildland fire resources as necessary.

Actual firefighting operations will be managed under the ICS situation and damage assessment information will be transmitted to the State EOC in accordance with established procedures.

Priority will be given to saving lives and protecting property, in that order.
Mutual aid agreements exist through G.S. 58-83-1 and the North Carolina Association of Rescue and EMS.

### B. NOTIFICATION

The initial notification is passed from NCEM to the appropriate SERT agencies. The OSFM, who are on call 24 hours per day, will respond as called and assigned. Notification of other OSFM personnel will follow their standard operating procedures for recall.

## C. RESPONSE ACTIONS

### INITIAL

a. Once the SERT is activated for response to a requirement for fire suppression missions, the OSFM SERT representative will assume control, respond to fire operational needs as required, evaluate information being reported, and initiate field staff assignments.

b. Once the SERT is activated for response to a requirement for forest fire suppression, NCDA&CS and NCFS will assume their responsibility for the lead role in forest fire suppression activities.

c. Communication links between SERT and essential attack and support elements will be established.

d. An initial situation and damage assessment will be obtained through established procedures.

e. Non-wildland fire resource requests will be submitted through SERT where the OSFM will evaluate, allocate, and account for committed personnel and equipment.

f. The NC Forest Service will maintain situational awareness of wildland fire incidents and coordinate resource requests in conjunction with NCEM to satisfy the tactical requirements for each incident.

g. The OSFM SERT representative will dispatch a team to the site when deemed necessary in order to provide for accountability in the acceptance and assignment of firefighting units from other parts of the state, in coordination with the Incident Commander.

h. Staging areas will be set up and maintained in safe and accessible areas.

i. Housing and feeding of responding personnel will be arranged.

### CONTINUING

a. Determine and resolve issues regarding resource shortages, interagency conflicts, and policy matters.

b. Maintain a complete log of actions taken, resource orders, records, and reports.

c. Coordinate federal firefighting resources.

d. Withdraw or re-deploy resources as needed, provide for the return of equipment to the parent jurisdiction when it is no longer needed and de-obligate personnel and equipment.

e. Compile reports of costs incurred during response and submit to the SERT.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

In most North Carolina counties, the county Fire Marshal serves as the "leader" of the fire service. Fire departments are generally made up of organized and trained units using paid and volunteer personnel and serve a specific geographical area, providing service to local governments. The primary concern of these departments is fires within their jurisdictions, although some fire departments include rescue and EMS personnel. Through mutual aid agreements, local fire departments support the NC Forest Service in the control and prevention of forest fires.

### B. STATE

In the event of a SERT activation, OSFM has been given the authority by the Insurance Commissioner / State Fire Marshal to use any resource available to fulfill its mission in support of fire suppression. The OSFM is responsible for implementing plans, controlling resources, verifying needs, and collecting and transmitting credible information to the State EOC. The NCDA&CS, through NCFS, is the lead agency in forest fire suppression in the state, as mandated by Article 75, GS 106-895. As such, it directs all operational and tactical activities during such emergencies. Statewide forestry resources are divided into three regions: the Coastal Plain, Piedmont, and Mountains. Each region is comprised of a number of districts with a total of 13 districts in the state. Each county has one to fifteen permanently assigned state forestry personnel.

### C. FEDERAL

The primary agency for the federal ESF-4 is the U.S. Department of Agriculture, U.S. Forest Service. Coordination with and support of state and local fire suppression organizations will be accomplished through the State Forester, in cooperation with the State Fire Marshal and NCEM.

North Carolina can apply for financial assistance through the Federal Emergency Management Agency (FEMA). Funds are applied for under the Fire Management Grant Assistance Program (FMAG), for the mitigation, management, and control of fires on publicly or privately owned forests or grasslands that may constitute a “threat of major disaster.”

# MASS CARE AND HUMAN SERVICES (ESF-6)

2026

## I. INTRODUCTION

### A. PURPOSE

To coordinate efforts to provide emergency shelters, feeding, water, disaster human services, and preliminary case management through Multi-Agency Shelter Transition Teams (MASTT).

### B. SCOPE

Mass Care and Human Services will ensure the provision of accessible sheltering during a disaster by supporting county requests for shelter support and/or establishing State Operated Shelters (SOSs) when necessary. This support will include shelter wrap around services, such as mental health, and includes support for those individuals with access and functional needs, such as hearing, sight, or other physical restrictions, and limited and non-English speaking groups. The function will be to coordinate meals and essential water requirements for disaster survivors and emergency workers. This function is also responsible for coordinating relief efforts provided by volunteer and other non-profit organizations, as well as coordinating mental health counseling to disaster survivors.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A significant natural or man-made disaster may cause severe damage to structures and may rapidly overwhelm the capacity of local government. Disaster survivors may be forced from their homes, depending on such factors as time of occurrence, area demographics, building construction, and existing weather conditions. Family members may be separated immediately following a sudden-impact disaster. Shelter registration, feeding, and provisions of water are fundamental functions necessary for the care of disaster survivors. Additional services, such as mental health and telemedicine in shelters, and coordination with pet sheltering partners, are also critical to ensuring disaster survivors can recover as quickly as possible.

### B. ASSUMPTIONS

1. All coordination for sheltering will be accomplished through the State Emergency Response Team (SERT) in the State Emergency Operations Center (EOC).

2. Sheltering is first and foremost a local responsibility. Support may be requested by the local jurisdictions to assist with existing local shelter plans.

3. The state may establish an SOS should shelter needs exceed local and State Coordinated-County Hosted Shelters (SCCHS) shelter capacities.

4. Local officials will relay mass care situation reports to the State EOC.

5. People who are care dependent have requirements that differ from other citizens. Local jurisdictions have the responsibility to provide adequate assistance to these individuals to meet their specific needs. State agencies will assist local jurisdictions as appropriate in meeting the needs of these individuals.

6. Shelters and feeding sites may need to be set up quickly with no advance notice.

7. Damage from catastrophic disaster incidents may cause extended displacement and damage to the infrastructure.

8. Some people may self-evacuate when advance warning of impending disaster is available.

9. Sheltering and feeding operations may be required for significant numbers of people.

10. Some survivors will go to public shelters while others will find shelter with friends or relatives. Many survivors will remain with or near their damaged homes.

11. Survivors of disasters often require mental health counseling to cope with the stress and uncertainty of the personal catastrophe.

12. Agreements exist between local governments and local volunteer organizations for assistance in mass care activities.

13. A significant influx of disaster workers may strain the resources of impacted areas.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. Assist counties as needed through field services personnel.

b. Determine mass care needs and coordinate requests for mass care resources with all state and partner agencies, to include those needed following the incident.

c. Coordinate and deploy Functional Assessment Support Teams (FAST) when requested.

d. Develop mass feeding plans and coordinate mass feeding with the Mass Feeding Task Force.

e. Provide operational direction to the MASTT.

f. Work with mass care partners to establish SOSs and/or non-congregate shelters, when local and SCCHS capacities are exceeded or expected to be exceeded.

g. Work with mass care partners to establish reception centers, as needed.

h. Maintain data on traditional disaster shelters through NCSPARTA, specifically the Shelter Board.

i. Coordinate with the SERT Donations Management Branch and volunteer agencies to assist disaster survivors during shelter/mass care situations.

j. Request necessary assistance with transportation of food to shelters and community feeding sites.

k. Conduct animal welfare operations in partnership with the NC Department of Agriculture and Consumer Services (NCDA&CS).

## B. LEAD TECHNICAL AGENCY

### 1. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

**NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS) HUMAN SERVICES LEAD**

a. Serve as the designated State EOC lead for the DHHS Human Services team during activations.

b. Liaise with NCDHHS divisions, other SERT agencies, and volunteer organizations to ensure the effective integration of human services related resources. Support the NCEM Human Services Branch Manager as lead point of contact for NCDHHS tasking needs.

c. Ensure the NCEM Human Services Branch receives necessary information to support operations.

d. Coordinate and recruit shelter staff from within NCDHHS. Work with the NCEM Human Services Branch Manager to determine appropriate reception center and shelter facilities.

e. Serve as the lead source of data on warming and cooling centers.

**DIVISION OF SOCIAL SERVICES (DSS)**

a. Assign a liaison to the State EOC as requested.

b. Coordinate with mass care support agencies to support local sheltering operations.

c. Obtain personnel rosters, sheltering listings, and number of shelter managers from county departments of social services responding in affected jurisdictions.

d. Coordinate requests for assistance with support agencies.

e. Assess situation and prioritize activities.

f. Provide technical assistance and support to County Departments of Social Services (County DSS) by responding to any requests from county DSS shelters and provide any assistance to facilitate shelter operations and coordinating with partners to answer questions from

County DSS about accessibility in shelters.

g. Track and report the status of shelter operations.

h. Serve as the MASTT Coordinator.

i. Coordinate all requests for spoken language and American Sign Language (ASL) interpreters.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF PUBLIC INSTRUCTION (NCDPI)

a. Assign a liaison to the State EOC as requested.

b. Support sheltering activities with personnel and facilities, specifically through contractual agreement between local boards of education, local governments, sheltering service providers, and/or NCEM.

### 2. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

**DIVISION OF MENTAL HEALTH, DEVELOPMENTAL DISABILITIES AND SUBSTANCE USE SERVICES (MHDDSUS)**

a. Assign a liaison to the State EOC as requested.

b. Coordinate and direct assistance in mental health and crisis counseling matters.

c. Coordinate with the NCEM Human Services Branch to determine where mental health services are needed in shelters and communities.

d. Arrange for and support crisis-counseling service as needed.

e. Coordinate with publicly funded managed care organizations to provide mental health services in shelter and community settings.

f. Prepare required data for requesting federal crisis counseling assistance as necessary.

g. Serve as a member of the MASTT.

h. Support FASTs.

### DIVISION OF AGING (DA)

a. Assign a liaison to the State EOC as requested.

b. Promote the exchange of technical and statistical information relevant to needs and outcomes of older adults and adults with access and functional needs from NCEM to area agencies on aging and county health and human services departments.

c. Collaborate with NCEM, DSS, and other human service agencies to assist local jurisdictions in meeting the needs of individuals requiring functional support sheltering services.

d. Collaborate with NCEM, Division of Health Service Regulation, Office of Emergency Medical Services, and Division of Public Health for individuals needing medical support sheltering services.

e. Support recovery efforts by assigning and deploying appropriate personnel to assist county departments of social services, area agencies on aging, and other local entities.

f. Provide technical and statistical information on homeless services (emergency shelters, grants programs) and emergency services (weatherization assistance program and heating/air conditioning repair and replacement programs).

g. Collect and compile data on suspended or altered feeding taking place through regional Meals on Wheels and Area Agencies on Aging.

h. Serve as a member of the MASTT.

### DIVISION OF PUBLIC HEALTH (DPH)

a. Conduct environmental health assessments of SOSs in advance of opening and provide mitigation recommendations where appropriate.

b. Coordinate and assign public health nurses to staff local shelters as available according to requests from local emergency managers.

c. Support Public Health nurses and collaborate with partners to facilitate referrals when shelter resident medical needs fall beyond the scope of the general population shelter health staff.

d. Conduct disease outbreak monitoring in shelters or among evacuated populations and provide support for local health departments in monitoring infectious diseases.

**DIVISION OF SERVICES FOR THE BLIND (DSB)**

a. Assign a liaison to the State EOC as requested.

b. Provide technical and statistical information concerning needs relating to required services for people who are blind.

c. Assist as needed at the State EOC and field sites.

d. Coordinate with the NCEM Human Services Branch to assist as required.

e. Ensure the NCEM Joint Information Center (JIC) is kept informed of any specialized resources, announcements, or programs required to assist in keeping the blind populations informed (Braille information, programs, etc.).

f. Assist with MASTT activities.

**DIVISION OF SERVICES FOR THE DEAF AND HARD OF HEARING (DSDHH)**

a. Assign a liaison to the State EOC as requested.

b. Provide technical and communication access information concerning needs relating to the required services for people who are Deaf, DeafBlind, and Hard of Hearing, including ASL interpreters and captioners.

c. Assist as needed at the State EOC and field sites.

d. Coordinate with the NCEM Human Services Branch to assist as required.

e. Ensure the NCEM JIC is kept informed of any specialized resources, announcements, and programs required to assist in keeping people who are Deaf and Hard of Hearing, as well as DeafBlind, informed.

f. Assist with MASTT activities.

**DIVISION OF VOCATIONAL REHABILITATION SERVICES (DVRS)**

a. Assign a liaison to the State EOC as requested.

b. Monitor and report disruptions to programs that promote employment and independence for state residents with disabilities.

c. Serve as a member of the MASTT.

d. Provide and/or coordinate for assistive technology and other durable medical equipment.

**DIVISION OF CHILD DEVELOPMENT AND EARLY EDUCATION (DCDEE)**

a. Assign a liaison to the State EOC as requested.

b. Provide technical and statistical information on childcare facilities statewide.

c. Coordinate with the NCEM Human Services Branch as required.

d. Approve temporary emergency childcare services established for disaster survivors and emergency workers as required.

e. Assist with MASTT activities.

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**
**NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)**

a. Support health services in SOSs through coordination of medical staffing and medical supplies.

b. Coordinate with partners to facilitate referrals when shelter resident medical needs fall beyond the scope of general population shelter health staff.

**3. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Assign a liaison to the State EOC to support mass care and human services as requested.

b. Transport available feeding resources to displaced populations.

c. Provide equipment and personnel to establish and operate field kitchens as directed by the SERT Leader.

**4. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)**

a. Assign a liaison(s) to the State EOC as requested.

b. Coordinate food, agriculture, and animal related concerns through SERT Human Services Branch via the AgEOC and NCDA&CS Incident Management Team.

c. Support mass feeding operations through the NCEM Logistics Section by providing access to food commodities and distribution resources.

**5. NC DEPARTMENT OF ADULT CORRECTION (NCDAC)**

a. Assign a liaison from the Special Operations and Intelligence Unit to State EOC as requested.

b. Make institutions under its control available for shelters where practical.

c. Support mass feeding activities.

d. Provide law enforcement personnel to shelters.

## D. SUPPORTING VOLUNTEER AGENCIES

**1. AMERICAN RED CROSS**

a. Assign a liaison to the State EOC as requested.

b. Support the management and coordination of accessible sheltering, feeding, supplemental disaster health and mental health services, spiritual care, emergency first aid, distribution of emergency supplies, and family reunification services to the disaster-affected population.

c. Establish and operate mass care shelters and fixed and mobile feeding for survivors requiring these services.

d. Provide casualty and illness information to appropriate authorities.

e. Coordinate the recruitment and assignment of personnel for mass care operations.

f. Coordinate registration of shelter residents.

g. Collect data from all open shelters for the National Shelter System (NSS) and coordinate with counties and DHHS for data collection on shelters operated solely by a county.

h. Coordinate shelter information sharing and reporting with North Carolina Emergency Management.

i. Report information on shelters, including access and functional needs and CMIST, to the Human Services Branch.

j. Provide information and referral services to disaster survivors with disaster caseworkers and disaster case management.

k. Serve as a member of the MASTT.

l. Serve as ab member of the Mass Care Feeding Task Force.

**2. THE SALVATION ARMY (TSA)**

a. Assign a liaison to the State EOC as requested.

b. Establish a Command Post in the affected area to coordinate TSA activities/personnel/equipment.

c. Initiate TSA Mass Care Services, including but not limited to, mass feeding with mobile and/or fixed sites.

d. Coordinate with other SERT Human Services agencies and organizations to address unmet needs.

e. Deploy trained personnel to provide emotional and spiritual care (ESC).

f. Provide information and referral services to disaster survivors as appropriate.

g. Contingent upon available resources, assess the need to implement

a program for emergency supply distribution of items needed by survivors

h. As required and/or requested and based on available personnel, assign TSA Representation in Disaster Recovery Centers (DRCs) to assist disaster survivors.

i. In accordance with TSA's Memorandum of Understanding, provide additional support, within available resources and capabilities. (See Memorandum of Understanding between The Salvation Army (A Georgia Corporation North and South Carolina Division (TSA) and the North Carolina Division of Emergency Management (NCEM), Division).

j. Serve as member of Mass Care Feeding Task Force.

**3. NC BAPTISTS ON MISSION**

a. Assign a liaison to the State EOC as requested.

b. Serve as member of the Mass Care Feeding Task Force.

c. Coordinate with local churches and other non-profits to set up sites in affected areas to coordinate personnel/equipment for feeding and/or recovery.

d. Provide mass feeding in coordination with the Red Cross/Salvation Army with mobile and/or fixed sites.

e. Coordinate with other SERT Human Services agencies and organizations to address unmet needs.

f. Deploy trained volunteers to provide spiritual care.

g. Deploy trained volunteers to provide assessment of property for recovery purposes.

h. Deploy trained recovery volunteers to assist homeowners.

i. Deploy shower/laundry units as needed for community and volunteers.

j. With available resources, distribute items needed that may include but not be limited to food, furniture, and household items.

#### 4. NORTH CAROLINA VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER (NORTH CAROLINA VOAD)

a. Assign liaison to State EOC as requested.

b. Maintain a listing of known volunteer organizations active in the disaster area.

c. Within its agreements, coordinate the provision of relief efforts by all volunteer organizations actively engaged in aiding disaster survivors.

d. Request assistance from member agencies and facilitate their involvement in the staffing and upkeep of shelters.

e. Request and coordinate support from member agencies to provide water and other essential supplies at distribution points.

f. Assist in the staffing and maintenance of shelters.

g. Provide water and other supplies at distribution points.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

Requests for mass care assistance will be coordinated through the SERT. Primary and support agencies for mass care will have representatives in the State EOC for as long as necessary. Specific incident operational activities will be directed by the Mass Feeding Plan and Mass Shelter Plan developed by the NCEM Human Services Branch in coordination with appropriate SERT partners.

### B. NOTIFICATION

Primary and support agencies for mass care will be notified by NCEM Human Services Branch and advised that a disaster has occurred or the potential exists.

### C. RESPONSE ACTIONS

#### 1. INITIAL

a. Verify available resources to determine adequacy of personnel, food, and water supplies for implementation of initial mass care activities.

b. Deploy personnel and resources, as well as FAST notifications.

c. Establish communications with personnel in the field as well as with the Division of Social Services and American Red Cross personnel in local jurisdictions.

d. Assess anticipated level of response by the American Red Cross chapters and other organizations during the initial response.

**2. CONTINUING**

a. Support the opening and operation of county and SCCHSs.

b. Open SOSs when needed.

c. Open Reception Centers when needed.

d. Work with the BEOC to coordinate non-congregate shelters when needed.

e. Coordinate meals at fixed locations and mobile feeding.

f. Coordinate with state partners to provide health and mental health services in shelters.

g. Establish communications between SOSs, reception centers, and state-deployed feeding units.

h. Monitor evacuation activities to ensure shelter operations are supported.

i. Monitor shelter occupancy levels and ongoing survivors' needs, support consolidation as appropriate, coordinate with local emergency management, American Red Cross and federal agencies to determine continued shelter needs.

j. Coordinate the provision of additional and relief staff and the replenishment of shelter supplies.

k. Coordinate with the SERT Emergency Services Branch to ensure medical needs are addressed in an appropriate setting.

l. Coordinate mass feeding locations with local and feeding partners.

m. Assist in providing food for community members unable to go to mass feeding sites.

n. Establish MASTTs based on need and county requests.

o. Assist with long term placement of disaster survivors where needed due to damage to their homes, with considerations for accessibility.

p. Work with NCEM Individual Assistance and Recovery Support Functions to transition survivor cases from response to recovery.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Mass care activities begin as soon as a local jurisdiction recognizes the need. For notice incidents, this may be hours to days before the incident takes place. For no-notice incidents, this will take place immediately after the incident occurs. Local governments will identify facilities for use as shelters. Decisions to open and close shelters are responsibilities of local governments. Local governments will coordinate the opening and closing of shelters with the DSS and/or American Red Cross.

### B. STATE

Mass care activities will be coordinated through the State EOC. The lead and supporting agencies will provide support to the State EOC for the duration of the mass care activation. Each agency assigned to mass care activities will develop disaster plans that have been coordinated through the mass care lead state agency. These plans are to be operational in nature and will be used upon activation of mass care along with necessary supporting documents.

The SERT Human Services Branch will support the activities of all public shelters including shelters opened before, during, and after the disaster. They will monitor evacuation activities to ensure shelter operations are supported as needed as well as monitor county and SCCHS capacities to determine when to initiate SOSs. The SERT Emergency Services Branch will support any shelter requiring medical services and/or personnel beyond American Red Cross resource capabilities.

### C. FEDERAL

When resources beyond those at the state and local level are required,

assistance may be requested from federal ESF-6 partners. This will be accomplished through the State EOC.

## VI. REFERENCES

A. NCEM Human Services Mass Feeding Plan

B. NCEM Human Services Shelter Guide

# DISASTER MEDICAL SERVICES (ESF-8)

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to provide coordinated state assistance to supplement local resources in response to medical care needs following a declared disaster event or at the request of emergency management.

### B. SCOPE

The intent of Disaster Medical Services is to supplement county governments and the North Carolina healthcare system affected by the emergency or disaster. Available resources include the NC Department of Health and Human Services (NCDHHS) Division of Health Service Regulation (DHSR), North Carolina Office of Emergency Medical Services (NCOEMS), and resources available from the State Medical Response System inclusive of the Healthcare Preparedness Coalitions, State Medical Assistance Teams, Emergency Medical Services agencies, health care organizations, and the NC Medical Reserve Corps. Additional resources, such as state contracts, out of state resources, and federal resources, may also be coordinated for this support. The NCOEMS fulfills its role as lead ESF-8 agency by coordinating non-local medical assets to augment local and healthcare system needs as identified by mission assignments from emergency management.

Disaster Medical Services involves supplemental assistance to local governments and the North Carolina healthcare system in planning, response, mitigation, and recovery of a major emergency or disaster. These activities include: supporting the healthcare system during incidents resulting in medical surge conditions; assessment of healthcare system status; provision of medical care personnel, alternate care sites, and medical equipment and supplies; maintaining continuity of healthcare through the establishment, operation, and/or support for healthcare services in state-operated shelters; support state-coordinated patient movement when local jurisdictions require regional, state, or federal assistance up to and include evacuation of existing healthcare facilities; and provision of emergency responder health and safety.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A significant natural disaster or man-made event that overwhelms the local jurisdiction’s standard of care capability would define a need for a declaration of emergency. This may require that state medical care assistance be provided. Hospitals, nursing homes, community health centers, rural health centers,

university health centers, assisted living facilities, hospital morgues, and other medical facilities may be severely damaged or destroyed depending on the disaster. Even undamaged or slightly damaged facilities may be unusable due to the lack of utilities. Staff may be unable to report for duty because of personal injuries or lack of communication and transportation. Medical facilities that remain in operation and have the necessary utilities and staff will probably be overwhelmed with walking-wounded and seriously injured victims who are brought there immediately after the occurrence. In the face of increases in demand and the damage sustained, medical supplies (including pharmaceutical) and equipment will probably be in short supply. Most health care facilities usually maintain only a small inventory to handle their day-to-day short-term patient loads. Restocking medical supplies could be hampered depending on communication and transportation disruptions. Disruptions in personnel, product, and physical plant could seriously impair access to healthcare in impacted areas.

Uninjured persons who require daily medications may have difficulty in obtaining these supplies because of damage/destruction of normal supply locations and general shortages within the disaster area. Man-made events, such as those involving hazardous materials, could cause a demand for specialized medical care personnel and equipment. Intentional or unintentional exposures to infectious agents could create a need for specific levels of protection for healthcare workers and possible substantial decreases in the healthcare workforce. Isolation surge capacity needs could also create a need for alterations and augmentation of existing product, pharmaceuticals, and physical plant in healthcare facilities. In addition to physical injuries, the stress imposed on individuals affected by a disaster may produce a need for increased mental health outreach and crisis counseling to prevent or resolve further emotional problems.

## B. ASSUMPTIONS

1. The initial resources within the affected disaster area will most likely be inadequate to treat all casualties at the scene or treat them in local health care systems.

2. Additional resources will be urgently needed to supplement local jurisdictions for triage, tracking of patients and medical resources, treatment of casualties in the disaster area, and transport to appropriate facilities.

3. In a major disaster, there will probably be a need for transportation of patients, possibly by air, to the nearest metropolitan areas with sufficient concentrations of medical assets where patient needs can be matched with the necessary definitive medical care.

4. Damage to chemical and industrial plants, sewer lines, and water distribution systems and secondary hazards such as fires will result in toxic environmental and health hazards to the surviving population and response personnel. These may include exposure to hazardous chemicals, and contaminated water supplies, crops, livestock, and food products.

5. Pandemic outbreaks will create needs for additional personnel, products, and pharmaceuticals to meet surge capacity needs. Alternate care facilities, non-congregate sheltering, field hospitals and home care may be needed to augment existing healthcare facilities statewide.

6. Additional state and federal capabilities may be needed to supplement and assist the local jurisdictions.

7. Additional transportation will be needed to evacuate patients to the appropriate hospital or medical facility and the transportation of casualties to appropriate locations.

8. Disaster conditions may increase the potential for injury or illness.

9. Emergency response personnel may be confronted with situations which can result in emotional distress causing disorientation and potentially hampering their ability to continue functioning in their current position. Supervisors of emergency response workers are encouraged to monitor these workers for indications of symptoms.

10. Disaster Medical Services can be activated upon request from a county, regional level emergency management entity or healthcare entity for assistance following the occurrence and/or declaration of an emergency or disaster that overwhelms the local healthcare capabilities.

11. Disaster Medical Services personnel will have the capability to deploy with the State Emergency Response Team (SERT) All-Hazard Incident Management Teams, as well as with any resources sent to the impacted area.

12. In accordance with assignment of responsibilities in this appendix and further tasking by the lead state agency, each participating support agency will contribute to the overall response but retain control over its own resources and personnel.

13. The SERT Emergency Services Branch will be the primary source of medical response information for distribution to state officials involved with response operations.

14. Federal medical response and public health response will be coordinated with the SERT Emergency Services Branch.

15. The SERT Emergency Services Branch will not release medical information on individual patients to the general public to ensure patient confidentiality protection.

16. Appropriate information on casualties and patients may be shared with Red Cross as appropriate.

17. All fatalities occurring as a result of a disaster fall under the jurisdiction of the Office of the State Medical Examiner. The management of mass fatalities will be coordinated through a joint effort between ESF-8 and the Division of Public Health.

18. Disaster Medical Services will coordinate requests with SERT Emergency Services for other healthcare resources through the Emergency Management Assistance Compact (EMAC) and federal support, such as National Disaster Medical System, as necessary.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. Request medical assistance from other states and the federal government as required.

b. Arrange the transfer of packaged-disaster hospitals or components where feasible.

c. Provide identification cards and coordinate transportation in regulated areas.

## B. LEAD TECHNICAL AGENCY

### 1. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

### DIVISION OF HEALTH SERVICE REGULATION (DHSR)

### NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)

a. Provide leadership in coordinating and integrating the overall state efforts that provide medical assistance to a disaster-affected area.

b. Coordinate and direct the activation and deployment of state resources of medical personnel, supplies, equipment, pharmaceuticals and assets.

c. Coordinate healthcare system information gathering and sharing between federal, state, and local agencies in order to best guide the SERT's decision making ability.

d. Assist in the development of local capabilities for the coordination of all healthcare services needed for triage, treatment, transportation, tracking, and evacuation of the affected population with medical concerns.

e. Establish and maintain the cooperation of the various state medical and related professional organizations in coordinating the shifting of healthcare services resources from unaffected areas to areas of need.

f. Coordinate with the SERT Military Support Branch to arrange for medical support from military installations.

g. Coordinate the clinical support and/or movement of patients from an impacted area when a higher level of care or an evacuation is deemed necessary.

h. Coordinate healthcare services for state-operated shelters by implementing the Healthcare Services in Shelters annex.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF HEATLH AHD HUMAN SERVICES (NCDHHS)

#### NC MEDICAID

a. Administer the North Carolina Medicaid/Medicare Program to provide medical services for public assistance recipients as listed in "Scope of Services, NC Medicaid/Medicare Program" to include hospital care, physician bills, laboratory testing, and x-ray services.

#### DIVISION OF MENTAL HEALTH, DEVELOPMENTAL DISABILITIES AND SUBSTANCE USE SERVICES (MHDDSUS)

a. Provide available personnel and space at regional mental institutions in support of area mental health agencies as the situation warrants.

b. Maintain liaison with National Institute for Mental Health and other appropriate federal agencies.

c. Confirm, consolidate, and evaluate information from local governments and determine the need for federal assistance with mental health problems.

d. Coordinate with the SERT Human Services Branch to determine where mental health services are needed in shelters and communities.

e. Arrange for and support crisis-counseling service as needed.

#### OFFICE OF RURAL HEALTH (ORH)

a. Work with local and state leaders to design and implement strategies for improving health care access for rural and underserved residents.

b. Provide technical and financial assistance to underserved communities in developing and maintaining primary care health and dental centers.

#### DIVISION OF PUBLIC HEALTH (DPH)

a. Provide coordination for the delivery of medical goods to hospitals through the NC Medical Countermeasures (MCM) Plan.

b. Provide guidance on the evaluation and treatment of contagious diseases, chemical exposures and radiologic casualties.

c. Provide North Carolina State Laboratory of Public Health (NCSLPH) testing services or facilitate reference testing services to support clinical laboratories throughout North Carolina.

d. Provide support from the four (4) Public Health Preparedness and Response (PHP&R) regional offices.

e. Provide guidance on health and safety measures for emergency workers including but not limited to Personal Protective Equipment (PPE), prophylactic medications and vaccines.

f. Provide support for mass fatality planning to include transportation and transfer of the decedents to the appropriate entity.

g. Provide guidance for sheltering models and staffing with Public Health nurses and coordinate with NCOEMS for alternate healthcare staffing options.

h. Provide medical and non-medical administrative assistance as available and necessary to immunization clinics.

i. The Local Technical Assistance and Training (LTAT) Command Center within the Office of the Chief Public Health Nurse (OCPHN) will provide guidance and support to Public Health nurses who are staffing general population shelters.

**2. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide limited emergency medical care to sick and injured people.

b. Provide manpower to assist in setting up temporary hospital facilities that have been provided by other agencies.

c. Assist with the transportation of disaster teams, medical personnel, and supplies into the disaster area.

d. Assist with the transportation and evacuation of victims to permanent facilities.

**3. NC STATE HIGHWAY PATROL (NCSHP)**

a. Assist with traffic control.

b. Assist emergency responders and other authorized responders to obtain access into controlled areas.

c. Provide logistics for Field Hospitals set up by State Medical Assistance Teams as needed based on type and size of disaster.

d. Assist SMRS deployments by providing space and logistical support for receiving, storing and distributing drugs from the Strategic National Stockpile.

#### 4. STATE MEDICAL RESPONSE SYSTEM

a. Provide and/or coordinate medical surge services when the healthcare system is overwhelmed by supplying the necessary equipment, assets, and/or personnel needed to provide medical care within healthcare facilities and/or field operational locations. These locations may include alternate care sites, field emergency medical care, medical support shelters and supporting through EMS resources.

b. Provide healthcare services to SERT workers, when requested.

c. Support Public Health when necessary with the receiving, storing, and distributing medications and supplies delivered to North Carolina from the Strategic National Stockpile.

d. Assist with responder rehabilitation.

#### 5. NC ASSOCIATION OF RESCUE AND EMS, INC. (NCAREMS)

a. Assist in obtaining manpower, equipment and other resources.

### D. SUPPORTING VOLUNTEER AGENCIES

#### 1. NORTH CAROLIA BAPTISTS ON MISSION

a. Provide logistical and medical assets for ESF-8 when available.

#### 2. AMERICAN RED CROSS (ARC)

a. Provide supportive counseling for the family members of victims.

b. Provide non-medical administrative assistance as available and necessary to immunization clinics.

c. Provide information to families on available health resources and services.

d. Assist with other tasks in accordance with the current NC Memorandum of Understanding.

**3. THE SALVATION ARMY (TSA)**

a. Deploy trained personnel to provide emotional and spiritual care (ESC).

b. Coordinate with other SERT agencies and organizations to address unmet needs.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

NCOEMS serves as the lead agency assigned to Disaster Medical Services. NCOEMS will be responsible for the provision and coordination of services to include personnel, medical supplies and equipment, and temporary infrastructure to support the healthcare system during emergencies and disasters. Resources available within NCOEMS, the support agencies of the State Medical Response System, private enterprise, and community voluntary agencies will be used to accomplish assigned missions. The lead agency will make available sufficient staff to be present in the State EOC to coordinate the activities of Disaster Medical Services.

NCOEMS will maintain a system that is able to collect information on the status of healthcare facilities, their bed availability counts, and capture near real-time capabilities/resources to include personnel, healthcare assets, and medical supplies. This system will be used to disseminate information to the NC healthcare system across the state in accordance with the NCOEMS Situational Awareness and Information Sharing Annex. NCOEMS will use the NC Training, Exercise, & Response Management System (NC TERMS) to assist in the credentialing and personnel verification of all personnel deployed through the State Medical Response System for ESF-8 missions.

As a federal resource, the National Disaster Medical System (NDMS) has established and maintains a network of healthcare facilities across the country to support patient movement and evacuation from areas impacted by a disaster to reception facilities with North Carolina being a part of this network. These can be made available through a request to the U.S. DHHS Administration for Strategic Preparedness and Response Regional Emergency Coordinator.

## B. NOTIFICATION

Upon occurrence of a potential or actual natural disaster or man-made event, the State EOC will be activated by the Director of Emergency Management. Disaster Medical Services SERT Liaison will be notified by the Emergency Services manager by telephone and email and advised of the situation. Relevant ESF-8 Partners will be notified by the Disaster Medical Services SERT Liaison.

## C. RESPONSE ACTIONS

### INITIAL

a. Activate the NCOEMS Emergency Operations Plan and appropriate annexes.

b. Notify relevant ESF-8 partners.

c. Conduct initial assessments to determine healthcare gaps that exist or may exist based on the situation.

d. Assess resource availability and applicability.

e. Provide technical support to EM and healthcare leaders for medical surge planning to include evacuation decisions.

### CONTINUING

a. The SERT Emergency Services Branch will continuously acquire and assess information about the disaster. The primary source of information will be from the County EOC through the Branch Offices, county deployment teams or direct from the ESF-8 lead. All information will be made immediately available to the Emergency Services ESF leads.

b. Resources, including personnel, will be deployed when available, as needed and appropriate. State Medical Assistance Teams and Medical Reserve Corp Units will deploy when available, as needed through the NCOEMS and in consultation with the SERT Leader. When National Disaster Medical System assets outside of the state are requested, the SERT Emergency Services Branch will coordinate through NCOEMS representatives for the deployment of those assets.

c. National Guard assets may be needed to support Disaster Medical Service requirements. Missions will be assigned to the National Guard through coordination with the National Guard representative in the State EOC who will activate and deploy the necessary military units. NCOEMS will coordinate medical missions with the NC National Guard as needed.

d. 911 services and EMS resources are the responsibility of the local authorities. Should additional patient transportation assets be needed to support local authorities with movement of patients as part of a hospital evacuation or to a State Medical Support Shelter, Disaster Medical Services will coordinate the requested assets directly. The SERT Emergency Services Branch will request state, interstate, and federal EMS resource assistance when county or state resources are inadequate to meet the needs.

e. The SERT Emergency Services Branch will maintain a log of Disaster Medical Service activities for each major action, occurrence, or event.

f. NCOEMS/ESF-8 will make recommendations and requests through Emergency Services to the SERT Logistics Chief for the use of the Emergency Management Assistance Compact (EMAC) when needed and as indicated by assessment data.

g. Assess the status of adult care homes, nursing homes, acute care hospitals, dialysis centers and EMS agencies on their ability to render medical care to their community post incident. ESF-8 will also assess the medical status of other healthcare entities when requested or of any state supported medical support shelter.

h. Coordinate specific plan with SERT partners, regulatory staff, and affected facilities/agencies to recommend a strategy to reestablish healthcare. NCOEMS may establish a support cell and may ask for partners to assist with the planning and strategic plan development as needed. The support and planning team may include representatives from designated support agencies or other entities as deemed appropriate by the ESF-8 lead agency.

i. Recommend any needed waivers for regulatory procedures to re-establish safe care in facilities/centers. Reports on progress and associated timelines will be given to the SERT leader.

j. Evaluate progress of reestablishment of facilities and centers and recommend appropriate changes to the strategic plan with the affected facilities/centers. Continue to provide guidance and technical assistance to the affected healthcare community and report the ongoing evaluation to the SERT leader.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Locally available medical resources will be used to the extent possible to meet the immediate needs in the jurisdiction. Requests for assistance will be transmitted from the county EOC through the appropriate Branch Office and to the State EOC.

Local governments have annexes incorporated into their emergency operations plan that maintain comprehensive emergency medical plans, including provisions for coordination among all elements of the local healthcare system. Agreements exist between jurisdictions and other secondary providers. Counties use appropriate local mental health facilities and personnel and provide mental health and crisis counseling services to victims and emergency response workers affected by the disaster.

### B. STATE

The SERT Emergency Services Branch is the primary coordination source of medical response and information for all state officials involved with response operations. Field response operations will be coordinated through the county EOC and impacted healthcare entities by state ESF-8. Support agencies may also be requested to provide information for the ESF-8 support cell to assist in coordinating Disaster Medical Services.

Once a local assessment has been completed and a medical support mission has been directed to ESF-8, local and state assets from the non-affected area may be mobilized to respond per the mission assignment. Those assets include activation of the State Medical Response System (SMRS).

NCOEMS will also coordinate the request and management of federal medical assets from the U.S. Department of Health and Human Services as well as the U.S. Department of Homeland Security. NCOEMS does this through existing liaison relationships with the ASPR Regional Emergency Coordinators from HHS.

NCOEMS can assemble support personnel through employees, partners, and/or relevant support agencies to assist the ESF-8 with the assessment and coordination of medical assets and capabilities. This “support cell” should be located in a reasonable and convenient location as requested by NCOEMS and will report to the ESF-8 lead in the Emergency Services Branch of the State EOC.

Throughout the response period, the SERT Emergency Services Branch will evaluate and analyze medical assistance requests and responses and will develop and update assessments of medical status. The SERT Emergency Services Branch will maintain accurate and extensive logs to support after action reports and other documentation of the disaster conditions.

## C. FEDERAL

The Federal Health Coordinating Official (FHCO) oversees the Incident Management Team (IMT) from the U.S DHHS and is the lead for the federal Emergency Support Function-8 (ESF-8). The ASPR IMT may establish a Regional EOC and may provide administrative support to the regional response activities. The FHCO can then coordinate all requests with the Federal Coordinating Officer (FCO) and the state ESF-8 lead agency representatives.

The ASPR IMT assists in determining resources to support specific healthcare needs and priorities related to the incident. Federal support may include staff, medical supplies, medical equipment, and various assets to assist in providing care for ill or injured patients at the site of an incident at the state’s request. Placement locations and specific missions of all HHS assets will be coordinated by NCOEMS.

# PUBLIC HEALTH (ESF-8)

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to coordinate assistance to supplement local resources in response to public health needs following a disaster. Resources will be furnished when local resources are not adequate and local governments request public health assistance.

### B. SCOPE

Public health involves identifying and meeting the health and environmental needs of a major emergency or disaster. The NC Department of Health and Human Services (NCDHHS) directs the provision of public health assistance through all resources within NCDHHS and supporting departments and agencies available to accomplish assigned missions. Public health activities include assessment of public health needs, human health surveillance, food and drug device safety, public health information, vector control, biological hazards, victim identification, and mortuary service.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A significant natural disaster or man-made incident that overwhelms the affected counties would call for state public health assistance. A significant disaster could result in public health threats such as problems related to indoor environment, food, vectors, and general health conditions. Disasters directly caused by infectious agents such as influenza, anthrax, and other biological and chemical terrorist agents will require state resources to support the local public health system.

### B. ASSUMPTIONS

1. Damage to infrastructure could result in environmental and public health hazards.

2. Assistance will be required to maintain the continuity of public health services.

3. Disruption of sanitation services and facilities, loss of power, and massing of people in shelters may increase the potential for disease.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Provide assistance as needed through field services personnel.

b. Coordinate requests for resources from all state agencies.

### B. LEAD TECHNICAL AGENCY

#### 1. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

a. Provide leadership in directing and coordinating state efforts to provide public health assistance to the affected area.

b. Direct and coordinate the activation and deployment of personnel, supplies, and equipment in response to requests for state assistance.

c. Establish and maintain monitoring systems for the protection of public health.

d. Provide guidance and assistance to local public health departments, health care entities and the general public.

e. Develop and distribute infection prevention and chemical exposure guidance and tools.

f. Provide guidance for sheltering models and staffing with public health nurses and coordinate with the North Carolina Office of Emergency Medical Services (NCOEMS) for alternate healthcare staffing options.

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Provide for the epidemiological investigation of a known or suspected threat caused by nuclear, biological, or chemical agents.

b. Provide for the procurement and allocation of immunizing and prophylactic agents.

c. Provide for the distribution of the Strategic National Stockpile.

d. Coordinate appropriate conditions for quarantine and isolation to prevent further transmission of disease.

e. Issue guidelines for prophylaxis and treatment of exposed and affected persons.

f. Provide medical and non-medical administrative assistance as available and necessary to immunization clinics.

g. Provide North Carolina State Laboratory of Public Health (NCSLPH) support or facilitate laboratory testing of specimens derived from persons that may have been exposed to a nuclear, biological, or chemical agent, when appropriate.

h. Provide NCSLPH testing services for private well water supplies.

**OFFICE OF THE CHIEF MEDICAL EXAMINER**

a. Oversee and advise on human remains collection and identification in coordination with local, state, and federal agencies.

b. Perform a death scene investigation in coordination with local, state and federal agencies.

c. Coordinate the identification of evidence to be collected.

d. Determine and certify cause and manner of death after completing an examination of human remains.

e. Coordinate the identification of temporary storage facilities and other resources necessary for the storage of human remains.

f. Coordinate the transportation of the human remains to the storage facility.

g. Assist local medical examiners in mass fatality death investigations.

h. Advise local government of necessity for temporary morgue and body storage (refrigerator trucks) if local facilities are inadequate.

i. Complete a Death Certificate, a report of investigation, and other reports, including autopsy, as required.

j. Coordinate the release of remains to next of kin with assistance of the NC Funeral Director Association.

k. Request assistance from the Disaster Mortuary Response Team (DMORT) if state resources become overwhelmed.

**DIVISION OF AGING (DA)**

a. Serve as a primary advisor for the older adult population (age 60 and above), and in collaboration with disability specific divisions, on concerns relating to those 18 years old and above with disabilities.

b. Provide data on locations of isolated or vulnerable older citizens.

**DIVISION OF SERVICES FOR THE DEAF AND HARD OF HEARING (DSDHH)**
**DIVISION OF SERVICES FOR THE BLIND (DSB)**

a. Facilitate communication to communities of deaf, deafblind, hard of hearing, or blind individuals.

b. Serve as the primary advisor on communicating access concerns and advise on appropriate communication access accommodations for communities of deaf, deafblind, hard of hearing, or blind individuals.

c. Provide sign language interpreter for press conferences.

d. Provide data on locations of citizens with disabilities.

**DIVISION OF MENTAL HEALTH, DEVELOPMENTAL DISABILITIES, AND SUBSTANCE USE SERVICES (MHDDSUS)**

a. Provide recommendations to the SERT Leader on mental health, developmental disabilities, and substance abuse issues.

b. Distribute educational materials on the effects of psychiatric medicines, stress reduction techniques, local behavioral developmental disabilities and substance use to impacted communities and responders. Ensure these materials are accessible to people with sensory and cognitive disabilities through local public service systems.

c. Coordinate all related activities with staff of the NC Division of State Operated Healthcare Facilities.

### DIVISION OF HEALTH SERVICE REGULATION (DHSR)

### NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)

a. Coordinate and direct the activation and deployment of state resources of medical personnel, supplies, equipment, and pharmaceuticals with the Division of Public Health as needed.

b. Assist in the development of local capabilities for the on-site coordination of all emergency medical services needed.

c. Establish and maintain the cooperation of the various state medical and related professional organizations in coordinating the shifting of emergency medical services resources from unaffected areas to areas of need.

### DIVISION OF SOCIAL SERVICES (DSS)

a. Coordinate with mass care support agencies to support local operations.

b. Obtain personnel rosters, sheltering listings, and number of shelter managers from county departments of social services responding in affected jurisdictions.

c. Provide technical assistance, when requested, to county departments of social services in organizing resources to provide food and water requirements for affected population.

d. Provide technical assistance, when requested, to county departments of social services in organizing transportation of food and water from identified warehouses to mass care feeding sites.

e. Track and report the status of local support operations.

f. Coordinate with partners to answer questions from county departments of social services about accessibility.

g. Coordinate all requests for spoken-language and American Sign Language interpreters.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

a. Monitor disaster related health threats relating to animal disease, food or drug contamination, or hazardous exposure to pesticides or fertilizer.

b. Provide recommendations to the SERT Leader and lead technical agency on phased public health response and food safety.

c. Implement animal disease control procedures.

d. Ensure proper animal carcass disposal.

e. Provide response personnel as needed.

f. Provide technical support on veterinary issues as the situation warrants.

g. Assist with inspection of NCDA&CS regulated facilities and sites.

### 2. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

a. Serve as primary advisor on environmental concerns.

b. Support NCDHHS as required.

### 3. NC FUNERAL DIRECTORS' ASSOCIATION (NCFDA)

a. Assist in the notification of next of kin.

b. Facilitate the coordination, preparation, and transportation of the remains of victims to appropriate destinations.

### 4. NC DEPARTMENT OF LABOR (NCDOL)

a. Provide expertise in labor regulations for responders, including sending hazard alert letters or other publications ensuring compliance with applicable regulations.

b. Provide advice on labor regulation to the SERT Leader.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The NCDHHS Division of Public Health will be responsible for the coordination of services, equipment, supplies, and personnel to meet the public health needs resulting from disasters. Staff and material resources currently existing within the primary and support agencies, private industry, and community volunteer organizations will be employed to meet the public health needs.

### B. NOTIFICATION

When a disaster occurs, or when the potential for disaster exists, the lead and supporting agencies will be notified by State EOC staff by most efficient means available. Agencies will be asked to report to the State EOC or to be on standby as the situation dictates.

Each Public Health agency is responsible for insuring that sufficient and qualified program staff are available to support the Public Health Emergency Support Function and to carry out the activities tasked to their agency on a continuous basis. Individuals representing agencies that are part of the staffing of the State EOC will have extensive knowledge of the resources and capabilities of their respective agencies and have access to the appropriate authority for committing such resources during the activation.

### C. RESPONSE ACTIONS

#### 1. INITIAL

a. Assess public health needs and provide guidance as necessary.

b. Review and prioritize requests for assistance relating to surveillance, infectious disease outbreak management, medical countermeasures and vector control.

c. Determine personnel and resource needs.

#### 2. CONTINUING

a. Continue to verify the nature and extent of public health threats and provide guidance as necessary.

b. Establish appropriate monitoring and surveillance procedures.

c. Activate resources.

d. Move supplies, equipment and support personnel to staging areas.

e. Establish communications.

f. Initiate a public information program.

g. Public Health agencies will continue to assess long-term issues and will assist local governments in developing plans of action.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

The management of public health is primarily the responsibility of local government. When a disaster occurs which overwhelms the resources of local government, additional public health assistance may be requested from the state. In accordance with NIMS, the county EOC will serve as the conduit for requests up to the state and as the coordinator for resources delivered down to the local level.

Local public health agencies are organized to address four broad areas of concern:

- Health Intelligence – local health departments will be alerted to health-threatening disasters and will report public health threats to NCDHHS DPH, regardless of whether assistance is required.

- General Health and Sanitation – health departments will provide general guidance and direction on public health matters.

- Epidemiology – health departments will take appropriate measures to investigate and control disease outbreaks to prevent widespread epidemics.

- Vector Control – health departments will take measures to control animals and/or insects carrying disease-causing agents.

## B. STATE

The Division of Public Health will coordinate all public health activities from the State EOC. Support agencies will provide staff in the State EOC for the duration of the incident. Where necessary, DPH will serve to assist local agencies in obtaining services from appropriate state agencies in order to fill their missions. At the state level, this activity is led by DEQ and DPH will assist as needed in coordinating those requests to DEQ.

Public health activities will be implemented upon a request from a county for assistance following the occurrence of an emergency or disaster (natural or man-made) and determination has been made that a state response is warranted.

## C. FEDERAL

The US Department of Health and Human Services serves as the lead agency for federal ESF-8, Health and Medical Services. A federal Regional ESF-8 representative may be located in the State EOC to maintain coordination to monitor current public health assistance requests. There will be close coordination between DPH and NCOEMS on any request for federal assistance. Federal assistance must be requested by and be subordinate to state public health activities.

# SEARCH AND RESCUE (ESF-9)

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to provide state support to local governments by using state resources in Search and Rescue (SAR) activities during daily events as well as actual or potential disasters.

### B. SCOPE

Search and rescue activities include emergency incidents that involve locating missing person(s), boats lost at sea, downed aircraft, extrication if necessary, and treating victims upon rescue. The North Carolina Emergency Management (NCEM) Search and Rescue Program is comprised of the following core mission areas:

- Urban Search and Rescue
- Swift Water Rescue
- Helicopter-Aquatic Search and Rescue (HART)
- Wilderness Search and Rescue and
- Mountain Search and Rescue

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A major disaster may cause many people to be in life threatening situations that require prompt rescue and medical care. Since the first 72 hours are crucial to minimizing the mortality rate, search and rescue must begin immediately. Search and rescue personnel may be required to deal with extensive damage to buildings, roadways, public works, communications, and utilities. Secondary events such as fires, explosions, flooding and hazardous material releases may compound the problems and threaten both survivors and rescue personnel.

The most common SAR missions in North Carolina involve lost persons, missing aircraft, and watercraft. The extent may vary from a few individuals looking for a single person to a full-scale SAR operation involving local, state, and federal agencies in addition to private sector and volunteer groups looking for many individuals, missing aircraft or watercraft.

## B. ASSUMPTIONS

1. All available and trained SAR resources will be committed, and additional specialized resources may be needed from the state.

2. Coordination and direction of local efforts, including volunteers, will be required.

3. Damaged areas will have access restrictions and not be readily accessible except, in some cases, by air or water.

4. Secondary events will threaten survivors, as well as SAR personnel.

5. Search operations will be conducted at the lowest level of government compatible with operational requirements.

6. The state has 7 designated, trained, and equipped Urban Search and Rescue (USAR) teams. In the event of a catastrophic disaster with widespread building collapse, the SERT Emergency Services Branch will coordinate the deployment of necessary teams.

7. The Emergency Services Branch will coordinate with ESF-9 for federal USAR support if the event exceeds state capabilities.

8. In the event of disaster involving building collapse, there will be convergent volunteers, but their capabilities will be limited.

9. Workers' compensation will not be available for convergent volunteers assisting in urban search.

10. The level of urgency may be high, and as such, may require specialized resources, such as aircraft, to affect the rescue(s).

11. The Emergency Services Branch maintains a current typed resource database of specialized resources including missing person, swift water/ flood, and urban/disaster search and rescue.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Provide a liaison to local government and coordinate assistance and/or response from state and federal governments and private SAR organizations.

b. Organize and appropriately train emergency management personnel for participation in all aspects of SAR operations.

c. Coordinate additional training for state and local government agencies and volunteer organizations to ensure an acceptable level of SAR preparedness.

d. Ensure specialized resources are capable by maintaining training records, applications, and typing criteria.

e. Maintain current directory of qualified resources for search and rescue.

f. Coordinate air assets to transport specialized resources in a timely fashion following the Air Operations Tab.

### B. SUPPORTING STATE AGENCIES

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**CIVIL AIR PATROL (CAP)**

a. All support will be provided once a mission number is received from the Air Force Rescue Coordination Center (AFRCC) or once a request from emergency management is approved and accepted.

b. Provide an Incident Commander (IC) for search operations as tasked by the US AFRCC.

c. Provide qualified personnel for ground, lake or river SAR operations.

d. Provide aircraft to support air search and aerial surveillance.

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Conduct air and ground search, as directed.

b. Conduct swift water/flood search and rescue using qualified civilian helicopter aquatic rescue technicians.

c. Conduct stranded personnel rescue and injured personnel extraction through operating aircraft with rescue hoist and/or short-haul operations capability.

d. Conduct annual recurrent qualification training with pilot(s), crew chief(s), and qualified civilian rescuers.

e. Provide equipment and personnel for search and rescue missions.

**2. NC STATE HIGHWAY PATROL (NCSHP)**

a. Conduct air and ground search as directed.

b. Provide immediate assistance (including traffic control and law enforcement) as required to local authorities during the onset of the emergency.

c. Conduct searches on highways.

d. Conduct swift water/flood search and rescue using qualified helicopter aquatic rescue technicians.

e. Conduct stranded personnel rescue and injured personnel extraction through operating aircraft with rescue hoist and/or short-haul operations capability.

f. Conduct annual recurrent qualification training with pilot(s), crew chief(s), and qualified civilian rescuers.

**3. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)**

**DIVISION OF MARINE FISHERIES (DMF)**

**NORTH CAROLINA MARINE PATROL**

a. Act as guides in coastal areas.

b. Provide air, sea, and land transportation suitable for SAR missions.

c. Provide SAR teams.

**4. NC WILDLIFE RESOURCES COMMISION (NCWRC)**

a. Act as guides in woodland and water search areas.

b. Provide air, water, and land transportation suitable for SAR missions.

c. Provide SAR teams.

**d.** Conduct swift water/flood search and rescues.

**5. NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (NCDNCR)**

**DIVISION OF PARKS AND RECREATION (NC STATE PARKS)**

a. Act as guides in state park search areas.

b. Provide transportation and make state park facilities available to support search and rescue.

c. Provide SAR teams.

d. Provide security and traffic control support.

**6. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)**

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Provide air and ground search and rescue as directed.

b. Act as guides within the state forest areas.

c. Provide mobile headquarters to function in a search management role.

**7. OFFICE OF STATE FIRE MARSHAL (OSFM)**

a. Provide search and rescue training.

b. Coordinate and mobilize qualified resources from fire and rescue services statewide through the NC Association of Rescue and EMS, the NC Firefighters' Association and the North Carolina Association of Fire Chiefs.

### C. SUPPORTING VOLUNTEER AGENCIES

#### 1. NC SEARCH AND RESCUE ADVISORY COUNCIL (NCSARAC)

a. Provide and recommend personnel, equipment, education, and training for the effective delivery of search and rescue in NC.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The NCEM Emergency Services Branch will provide support to local search and rescue operations. North Carolina Emergency Management, as the lead agency, will coordinate the provision of other state personnel and equipment.

### B. NOTIFICATION

Upon notification by the State EOC of a potential or actual event requiring response, all support agencies for the SAR Emergency Support Function will be instructed to alert their contacts throughout the state to ensure all resources are available. The Emergency Services Branch will provide daily situation reports to all specialized state teams (USAR, Swiftwater, Mountain Rescue, Helo-aquatic Rescue, and Wilderness).

### C. RESPONSE ACTIONS

#### 1. INITIAL

a. State and local resources from outside the disaster area are committed through coordination with other agencies with SAR resources.

b. Transportation will be provided, if available, or may be the responsibility of the resource agency. Coordination with the SERT Logistical Support Services Branch may be required. Resources may be pre-positioned if necessary.

c. NCEM will coordination between state, local, and if requested, federal SAR resources.

d. NCEM will use the Emergency Management Assistance Compact (EMAC) to support search and rescue missions if requests overwhelm capable state resources.

**2. CONTINUING**

a. Reassign SAR resources as needed and requested.

b. Provide SAR resources to assist recovery efforts.

c. Withdraw SAR resources when no longer needed and return all activities expeditiously to pre-emergency status.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Organization of the search and rescue function varies from county to county. The Emergency Management Coordinator, Rescue Chief, or law enforcement may be designated as the search coordinator. Mutual aid agreements usually exist among emergency services groups. Local emergency services support federal agencies when the search and rescue occurs on federal land. When a SAR situation exceeds the capabilities of local government, assistance from the state may be requested through normal emergency management channels.

### B. STATE

State government agencies assist local government in planning, training, and obtaining resources. The state may assume operational control of any SAR mission when requested by the local government, when the situation involves multi-county areas or when directed by the Governor. When deemed appropriate by the SERT leader, NCEM will activate the State EOC and notify SERT search agencies that state assets are required to augment SAR efforts.

### C. FEDERAL

Federal ESF-9 may coordinate urban search and rescue support to state and local SAR operations through the NCEM Emergency Services Branch. SAR activities on federal property, such as national parks, are under the direction and control of the federal agency under whose jurisdiction the emergency occurs.

The US AFRCC has jurisdiction of federal air search assets for incidents involving aircraft. The US Coast Guard Rescue Coordination Center (CGRCC) has jurisdiction of search missions over coastal and navigable inter-coastal waterways.

# HAZARDOUS MATERIALS - COASTAL (ESF-10)

2026

## I. INTRODUCTION

### A. PURPOSE

This appendix outlines the procedures for the mobilization and coordination of a multi-organizational response that will contain, control, and manage a discharge of oil, petroleum product(s), or other hazardous materials (further referred to as “release”) that threatens the coastal communities and offshore waters of North Carolina.

### B. SCOPE

This appendix includes the anticipated actions of the state, local and federal agencies and private sector organizations to a release that affects the coastal and offshore waters of the state. It is applicable to all state departments and agencies with responsibilities and assets to support the local response to actual and potential discharges and releases of hazardous materials. Federal and state laws and regulations require oil releases, hazardous substance releases, or responses to weapons of mass destruction be managed with a trained and competent response management organization.

Response to oil discharges and hazardous substance releases will be in accordance with the North Carolina Area Contingency Plan (NCACP). These plans are based on the response powers and responsibilities created by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), as amended, the authorities established by Section 311 of the Clean Water Act (CWA), as amended, and the Oil Pollution Act (OPA). This appendix does not impede or negate the use of or request for the activation of the National Response Team (NRT) or federal Regional Response Team (RRT).

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

North Carolina is located adjacent to major shipping lanes in the Atlantic Ocean and these shipping lanes carry a significant amount of ocean-going hazardous substances, oil, and petroleum products up and down the east coast of the United States. The state receives and ships hazardous materials and petroleum products through several methods such as pipeline and terminal operations, vessel, port and terminal operations, as well as inter-state ground transportation.

Because hazardous materials and petroleum products are transported in the adjacent waters and on roadways throughout the state, a release can occur anywhere in the coastal zone, the contiguous waters of North Carolina, the offshore waters of nearby states, or the roadways within the state.

Remediation of Underwater Legacy Environmental Threats (RULET) vessels present unique challenges. These vessels, which are primarily WWII casualties from the Battle of the Atlantic, may be considered as civilian or military gravesites and may be eligible for listing under the National Register of Historic Places. Due to their proximity, a release from one of these vessels could impact the North Carolina coastal waters and land areas. In the event of a RULET vessel release, the United States Coast Guard (USCG) will assume command and control of the response efforts.

## B. ASSUMPTIONS

1. A hazardous materials release could occur during severe weather, making control and cleanup operations dangerous and/or ineffective.

2. The release may present a substantial threat to the health, safety and welfare of the public as well as the environment. Threats such as fire or explosion, surface and ground water contamination, marine and aquatic ecosystems contamination are likely to adversely affect the daily lives of citizens, tourism, and access to fisheries and/or natural resources.

3. The Responsible Party (RP) may not be immediately identified or available to assume containment and/or cleanup operations and prompt exercise of federal control, with state and local support, will be required.

4. Initial efforts to contain and control the release may fail or be impractical and the response activity may be limited to clean-up of the material and restoration of the affected human and natural resources.

5. There will be substantial interest by the public and the press in the circumstances surrounding the incident and the emergency response efforts and recovery efforts.

6. Timely deployment of resources (state, local and volunteer personnel and equipment) may be required to protect sensitive environmental areas of the state. State, local and volunteer response personnel who have been properly trained and equipped in hazardous material emergency response will be deployed by the SERT Leader, as required.

7. Emergency transportation of resources (inbound response and outbound disposal) may require permits, licenses, or exemptions.

8. A major release will require joint federal, state and local efforts to perform initial damage/needs assessment information concerning the number, type and magnitude of incidents and will necessitate a long-term recovery program to restore the impacted area.

9. For large scale ESF-10 response, the state will submit a federal resource request for ESF-10 mission assignment. This request will be made based on recommendations of NCEM Operations/Hazardous Materials, NC Wildlife Resources Commission, and NC Department of Environmental Quality (NCDEQ) staff and agencies.

10. The state will initiate appropriate actions to recover costs from response and recovery and well as damages from the RP during activation of the USCG ACP.

11. Releases of minimal impact may only require the partial activation of this appendix and may involve coordination between the RP and NCDEQ.

12. The USCG and EPA have designated boundaries between coastal and inland zones for the purpose of providing On-Scene Coordinators (OSCs) for response operations as defined in 33 CFR 3, Coast Guard Areas, Districts, Sectors, Marine Inspection Zones, and Captain of the Port Zones. When a release occurs in one zone and flows or threatens to flow into another, either: (1) the EPA will provide the OSC and the USCG will assist the EPA with waterside cleanup operations, or (2) by mutual agreement the USCG will provide the OSC and resources.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### Primary and Support Rules for Various Agencies under Unified Command

| | ENVIRONMENTAL PROTECTION | | PUBLIC PROPERTY PROTECTION | | ECONOMIC RECOVERY |
|---|---|---|---|---|---|
| **Release Location / Responsibility** | **Lead** | **Support** | **Lead** | **Support** | **Lead** |
| Marine / Coastal Water | USCG | SERT | SERT | USCG | NCEM |
| Inland Water | EPA | SERT | SERT | EPA | NCEM |
| Land | NCDEQ | SERT | NCEM/ Local EM | SERT | NCEM |

The local government representative will normally be the county emergency management coordinator or other people designated by the senior elected official of the governing jurisdiction in which the release occurred.

## A. LEAD STATE AGENCY

### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. On receipt of a release report which requires activation of the SERT, contact the United States Coast Guard (USCG) (Sector North Carolina Command Center) or US Environmental Protection Agency (EPA) Region IV and obtain the proposed location of the Command Post (CP), the time the CP will be activated, and the name of the federal On-Scene Coordinator (OSC).

b. Dispatch NCEM Area Coordinator or Hazardous Materials Section Staff to the CP to coordinate with the federal OSC, establish communication with the State Emergency Operations Center (EOC), and notify other agencies of release.

c. Ensure either the RP or the State EOC notifies the National Response Center (NRC) of the release.

d. Maintain and graphically display current information on the status and extent of the hazardous material release.

e. Activate the Environmental Technical Advisory Group (ETAG) when necessary.

f. Obtain and provide data and information regarding the population, industrial, commercial, and natural resources within the state which may be endangered by the release.

g. Provide communication from the SERT to the RP as well as the federal OSC to ensure that each receives timely consultations, advice and decisions regarding the state's position on actions necessary to respond to the release.

h. Maintain contact with emergency management agencies in adjacent states and provide coordination if warranted by the location and magnitude of a release.

i. Coordinate with all agencies within NC with responsibility and authority of coastal waterways on recommendations to the SERT.

j. When a release is of such magnitude that the two states have activated their respective EOCs, furnish a representative in the EOC of an adjacent state to facilitate communication and coordination.

k. Provide representation on the federal RRT.

## B. LEAD TECHNICAL AGENCY

### 1. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

### DIVISION OF COASTAL MANAGEMENT (DCM)

a. Assist with the technical assessment of the impact of the release and cleanup operations pertaining to the marine environment.

b. Advise the SERT Leader on emergency permits for activities within the areas of environmental concern; access points and routes least likely to harm areas of environmental concern; technical advice on any issue concerning the impact of the release on the State Coastal Reserve; access points and routes least likely to harm the State Coastal Reserve; and identify sensitive estuarine resources and protective measures.

c. Assist in determining the economic impact on coastal areas resulting from the release.

d. Participate in the ETAG assisting the SERT Leader.

e. Assist in coordinating the determination of damage done to natural resources within the coastal zone.

f. Provide a liaison to the SERT authorized to grant permission for response and cleanup activities as well as issue any required permits within State Coastal Reserve areas.

g. Evacuate State Coastal Reserve areas when threats exist to the public from the release.

h. Assist in liaising with the Minerals Management Service of the US Department of the Interior if the release originates at oil or gas facilities on the Outer Continental Shelf.

### DIVISION OF WATER RESOURCES (DWR)

a. Respond as appropriate to scene of release, assess extent of environmental damage and provide on-scene liaison with NCEM, the USCG, or a federal OSC concerning state environmental policies and regulations.

b. Serve on Unified Command (UC) during ESF-10 Mission Assignments where an ICP is established and serves as the lead environmental response authority.

c. Collect and analyze water and soil samples for possible contamination, maintaining proper chain-of-custody procedures. Provide SERT Leader with a summary of the analysis.

d. Assert state jurisdiction and order cleanup actions if no federal official has arrived on-scene and assumed control, or if the release is outside federal jurisdiction.

e. Review containment and cleanup methods proposed by RP if a release is within state jurisdiction. Monitor these methods if cleanup is within federal jurisdiction.

f. Advise the SERT Leader on the feasibility and effectiveness of the containment and cleanup methods being used.

g. Provide an on-scene liaison with the federal OSC concerning state environmental policies and regulations.

h. Request activation of the federal RRT or request federal assistance for containment and cleanup.

i. Assist in the technical decision to restrict use of water resources.

j. Halt or restrict the use of non-drinking water as deemed necessary.

k. Consult with Public Water Supply Section on restrictions to be placed on use of drinking water supply.

l. In consultation with other NCDEQ agencies (Coastal Management, Wildlife Resources Commission, Marine Fisheries, and Air Quality), develop and maintain a decision-making methodology concerning the use of dispersants, biological agents, solidifiers, Special Monitoring of

Applied Response Technology (SMART), disposal of contact waters, or *in situ* burning.

- Approval of the chemicals to be used to disperse the oil or approval for *in situ* burning would require authorization of the Director, Division of Water Resources, NCDEQ;
- Any request of dispersants or *in situ* burning will be addressed on a case-by-case basis; and
- Guidelines for use are found at www.nrt.org.

m. Serve on the federal RRT and place a federal representative from the federal RRT at the State EOC to facilitate liaison between the SERT and the federal RRT during such times as the SERT is activated for a hazardous material response.

n. Enforce state environmental regulations and initiate prosecution under state law or regulations if circumstances warrant and assist the state Attorney General as required.

o. Participate in the assessment of damages and presentation of same to RP, the state and federal OSCs, the SERT and the state Attorney General as appropriate.

p. Communicate with adjacent states' water quality officials concerning the impact of a release.

q. Obtain and evaluate technical data and information for the SERT.

r. Participate in the ETAG assisting the SERT Leader.

**DIVISION OF AIR QUALITY (DAQ)**

a. Respond as appropriate to the scene of a release, assess extent of environmental damage and provide an on-scene liaison with NCEM, the USCG, or a federal OSC concerning state environmental policies and regulations.

b. Collect and analyze air for possible contamination, maintaining proper chain-of-custody procedures. Provide the SERT Leader with a summary of the analysis.

c. Participate in the ETAG assisting the SERT Leader. Advise the SERT Leader on the feasibility and effectiveness of the containment and cleanup methods being used.

d. Evaluate potential risk to the public on air quality in the state's Class 1 air sheds, and on ozone and particulate non-attainment areas if *in situ* burning is requested. **Approval for *in situ* burning is required from the Director, Division of Air Quality, NCDEQ and is addressed on a case-by-case basis.

e. Serve on the federal RRT and provide division representative with the federal RRT at the State EOC to facilitate liaison between the SERT and the federal RRT during such times as the SERT is activated for a Level 1, Level 2, or Level 3 release response.

f. Enforce state environmental regulations and initiate prosecution under state law or regulations if circumstances warrant. Assist the Attorney General, as required, in this regard.

g. Participate in the assessment and presentation of damages to RP, the state and federal OSCs, SERT and the state Attorney General as appropriate.

h. Communicate with adjacent states' air quality officials concerning the impact of the release.

i. Obtain and evaluate technical data and information for the SERT.

**DIVISION OF MARINE FISHERIES (DMF)**

a. Identify sensitive marine habitats and marine areas crucial to the fishing economy.

b. Render law enforcement assistance as requested by the SERT.

c. Provide land, sea and air transportation.

d. Operate watercraft as directed by the SERT Leader in support of on-water operations such as booming as well as waterfowl rescue.

e. Provide sampling and monitoring assistance and act as lead agency concerning fish sampling from marine waters.

f. Contact appropriate federal specialists and carry out technical consultations.

g. Provide a liaison with the National Marine Fisheries Service.

h. Participate in the ETAG assisting the SERT Leader.

i. In conjunction with the Shellfish Sanitation Services Section of DHHS/DPH – Environmental Health Section, restrict the taking of fish and shellfish from marine waters suspected of contamination due to a release.

j. Identify otherwise unaffected marine areas and species and advise the SERT Leader concerning advisories to the public about the edibility of fish products taken from marine waters.

k. Participate in the development of decision-making methodology concerning use of dispersants, biological agents, solidifiers, and SMART in marine waters.

l. Conduct damage assessment and determine valuation of economic losses in marine fishing and shellfish industries for economic recovery from the RP.

m. Provide a liaison with marine fishing interests in coordination of response and recovery activities.

n. Provide a liaison with the Wildlife Resources Commission for impacted areas and/or species from waters within the jurisdiction of both agencies.

o. Provide watercraft and crews to support enforcement of USCG-initiated restrictions on waterway use.

p. Provide aircraft and crews for surveillance/reconnaissance.

**DIVISION OF WASTE MANAGEMENT (DWM)**

a. Identify procedures for storage of oil/hazardous materials debris pending disposal.

b. If oil/hazardous materials debris is determined to be hazardous, provide a vendor list to the RP for proper waste management.

c. Issue emergency permits for treatment, storage, disposal, and transportation of debris from hazardous material release and associated cleanup activities.

d. Provide vendor list to RP to facilitate cost assessment for proper waste management.

e. Participate on the ETAG assisting the SERT Leader.

f. Provide oversight into waste stream management.

g. Identify landfills that will accept oil/hazardous materials contaminated solid waste and facilities/vendors that will accept and treat oil/hazardous materials contaminated liquid waste.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

#### EMERGENCY PROGRAMS DIVISION

a. Coordinate food and agriculture response for NCDA&CS and partners.

b. Provide veterinary expertise and coordinate animal response support as requested by NCDEQ.

c. Provide a SERT Liaison as needed.

#### FOOD AND DRUG PROTECTION DIVISION

a. Assess the impact of the release on the edibility of food produced or gathered within the affected area.

b. Restrict the sale, production, distribution, and warehousing of produce and processed food products suspected of contamination.

c. Provide food product sampling and monitoring assistance as requested by the SERT and within the scope of the competency of the laboratory.

#### FOOD DISTRIBUTION DIVISION

a. Provide surplus food commodities for evacuees when directed.

b. Coordinate with NGOs to provide meals and potable water.

**AGRONOMIC SERVICES DIVISION**

a. Assess the damage to agricultural lands and turf (golf courses) negatively impacted by hazardous materials that are carried inland by winds and flooding.

b. Assess the impact of oil/hazardous materials on water sources used for irrigation.

c. Serve as technical resource for recovery of damaged agricultural lands and turf.

**RESEARCH STATIONS DIVISION**

a. Provide open space for staging equipment and personnel at the Tidewater Research Station in Plymouth, NC.

**OFFICE OF THE COMMISSIONER**

a. Advise the SERT Leader concerning advisories to the public about the safety of food products.

b. Provide a liaison with the US Department of Agriculture and the US Food and Drug Administration on questions of food safety and acquisition of emergency food supplies.

c. Monitor availability of food supplies in affected areas.

d. Assist in public and media information through participation in the SERT and the Joint Information System (JIS).

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Coordinate equipment and personnel for decontamination operations, including earth moving and wash down. Dozers and other earth moving equipment are for moving non-contaminated materials only. Engines used for wash down will be with water or non-corrosive detergent only.

b. Provide air and land transportation for responders when access to the incident is limited.

c. Support operations by acting as Field Observers, Line Locators or Guides in forest areas.

d. Within the available resources provide equipment and personnel for contaminated debris removal.

**2. NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (NCDNCR)**

**DIVISION OF PARKS AND RECREATION (DPR) (STATE PARKS)**

a. Provide the SERT Leader with technical advice on any issue concerning the impact of release on state park facilities.

b. Evacuation of state parks when threats exist to public safety.

c. Coordinate with other law enforcement agencies.

d. Provide areas on park property for use as assembly or staging areas for equipment and personnel.

e. Provide transportation and communication within state park areas.

f. Determine access points and routes least likely to harm park facilities and advise the SERT Leader of the same.

g. Provide a liaison to the SERT authorized to grant permission for response and cleanup activities as well as issue any required permits concerning state park facilities.

h. Advise the SERT Leader concerning damages to state park facilities due to a release.

i. Provide a liaison and carry out technical consultations with US National Park Service if a national park/seashore is threatened.

j. Evaluate the impact of release on privately owned lands in the Natural Heritage program and serve as liaison between the owner and the SERT. Recommend appropriate cleanup actions on such lands.

k. Advise the SERT Leader concerning protection of natural areas from hazardous material releases.

l. Participate on the ETAG assisting the SERT Leader.

**STATE HISTORIC PRESERVATION OFFICE (HPO)**

a. Identify sensitive terrestrial and submerged archaeological and historical areas.

b. Advise the SERT Leader concerning the impact of release on known archaeological or historical sites.

c. Inspect release areas to determine presence and significance of historical or archaeological sites.

d. Provide a liaison on-scene to assist the SERT in choosing least-impact access points and staging areas; monitor cleanup activities and advise the SERT concerning impact on archeological and historical sites by machinery and cleanup crews; assess potential for vandalism to burial sites and advise the SERT concerning security needs and provide damage assessments.

e. Serve as the liaison with appropriate federal officials concerning Section 106 of the National Historic Preservation Act.

f. Participate on the ETAG to assist the SERT Leader.

**DIVISION OF STATE HISTORIC SITES**
**OFFICE OF ARCHIVES AND HISTORY**

a. Advise the SERT Leader concerning the impact of release on historic facilities owned by the state.

b. Evaluate historic sites when circumstances warrant.

c. Provide coordination with law enforcement agencies.

d. Provide assembly or staging areas for equipment and personnel needed at other locations.

e. Advise the SERT Leader concerning access points and routes least likely to harm historic sites owned by the state.

f. Provide damage assessments to the SERT Leader.

**3. NC WILDLIFE RESOURCES COMMISSION (NCWR)**

a. Provide personnel and equipment to support law enforcement.

b. Identify sensitive inland water habitats that have potential to be impacted.

c. Provide air, water, and land transportation.

d. Provide sampling and monitoring assistance and act as lead agency concerning fish sampling from inland waters.

e. Provide a liaison to and carry out technical consultations with the US Fish & Wildlife Service and other appropriate federal fish and wildlife specialists.

f. Participate in the ETAG assisting the SERT Leader.

g. Operate watercraft as directed by SERT Leader to support on-water operations such as booming as well as wildlife and waterfowl rescue.

h. Restrict the taking of fish from inland waters suspected of contamination.

i. In accordance with the US Fish and Wildlife Service's Wildlife Contingency Plan for North Carolina Coastal Areas 1995, cooperate with the US Fish and Wildlife Service. This Wildlife Contingency Plan describes the cooperative actions which will be implemented by the US Fish and Wildlife Services and the NC Wildlife Resources Commission in the event wildlife is threatened or harmed by a hazardous material release event in North Carolina.

j. Calculate and communicate with the N.C. Department of Justice an assessment of damage done to fish, wildlife and waterfowl from any state waters and/or adjacent habitat including calculation of values for litigation purposes.

k. Act as liaison between the SERT and interested environmental and conservation groups.

l. Participate on the ETAG Team assisting the SERT Leader.

m. Identify otherwise unaffected areas of inland waters and species and advise the public concerning their use.

n. Technical lead in ICP during activation of an ESF-10 Mission assignment for derelict vessels. Serve as a member of Unified Command.

o. Participate in the development of decision-making methodology concerning use of dispersants and/or biological agents in inland waters.

p. Provide a liaison with the NC Division of Marine Fisheries for impacted areas and/or species from waters under the jurisdiction of both agencies.

q. Provide watercraft and crews to support enforcement of USCG-initiated restrictions on waterway use.

**4. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

**DIVISION OF SOCIAL SERVICES (DSS)**

a. Coordinate with mass care support agencies to support local operations.

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**
**NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)**

a. Provide leadership in coordinating and integrating the overall state efforts that provide medical assistance to a disaster-affected area.

b. Coordinate and direct the activation and deployment of state resources of medical personnel, supplies, equipment, pharmaceuticals, and assets.

c. Assist in the development of local capabilities for the coordination of all healthcare services needed for triage, treatment, transportation, tracking, and evacuation of the affected population with medical concerns.

d. Establish and maintain the cooperation of the various state medical and related professional organizations in coordinating the shifting of healthcare services resources from unaffected areas to areas of need.

e. Coordinate with the SERT Military Support Branch to arrange for medical support from military installations.

f. Coordinate the clinical support and/or movement of patients from an impacted area when higher level of care or evacuation is deemed necessary.

g. Coordinate the healthcare services for state-operated shelters by implementing the Healthcare Services in Shelters annex.

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Develop human health risk assessment for ingestion, inhalation, and direct contact related to the release utilizing data and information provided by partners within the SERT.

b. Develop and implement disease surveillance to determine the impact of the release on human health.

c. Assist in developing prevention messaging as a result of risk assessment and surveillance activities.

d. Provide technical support and expertise in the training of workers and of the public related to possible hazards related to the release.

e. Coordinate activities with local health departments.

f. Coordinate public health nurses.

g. Monitor the health of affected populations for potential infectious disease outbreaks.

h. Coordinate well water testing for contaminates to render safe to drink after flooding.

**5. NC DEPARTMENT OF ADMINISTRATION (NCDOA)**

a. Coordinate with the Human Relations Council to provide assistance and advice pertaining to non-discrimination and other similar activities during response and recovery operations.

**6. NC DEPARTMENT OF COMMERCE (NCDOC)**

**ECONOMIC DEVELOPMENT PARTNERSHIP OF NC (EDPNC)**

a. Provide economic assessments of the impact of the release on tourism.

b. Prepare public information materials regarding the effect of the release on tourism and travel in the state.

c. Assist the SERT in assessing the economic impact of a release on affected local governments.

d. Advise the SERT Leader on interim strategies for community economic maintenance until disaster recovery resources and operations are fully available.

**DIVISION OF EMPLOYMENT SECURITY (DES)**

a. Assist the SERT in locating cleanup personnel.

b. Assess the impact on employment within the affected area.

**7. NC DEPARTMENT OF JUSTICE (NCDOJ)**

**OFFICE OF THE ATTORNEY GENERAL**

a. Prosecution of civil cases including enforcement of cases, and litigation for recovery of damages arising from release.

b. Develop and assist local district attorneys in prosecution of criminal cases arising from releases.

c. Assist in the preparation of standard operating procedures for collection of evidence by agencies involved in assessment of damages to natural resources of the state.

d. Provide technical assistance to the SERT during a Level 2 or 1 release response regarding procedures to be followed to enhance cost recovery following the release.

e. Provide consultation and liaison with legal staff of the federal OSC and legal representatives of the RP as needed.

f. Request SBI assistance in criminal investigations related to hazardous material release and coordinate SBI's activities with respect to investigation and potential prosecution related to the release.

g. Support the American Red Cross and other agencies in shelter staffing at designated Red Cross Shelters.

**8. NC DEPARTMENT OF LABOR (NCDOL)**

**OCCUPATIONAL SAFETY AND HEALTH DIVISION (OSH)**

a. Provide technical assistance and consultation in determination of the potential for, or cause of, worker illness, injury or death related to hazardous material releases.

b. Provide technical assistance and consultation regarding compliance with occupational safety and health standards.

c. Provide technical assistance and consultation regarding safety and health monitoring needs.

d. Provide technical assistance regarding appropriate safety and health measures.

e. Provide technical assistance and consultation regarding NCOSH training requirements.

f. Enforce North Carolina occupational safety and health regulations, as warranted.

g. Make technical assistance and consultative services available to the SERT Leader on request to the appropriate persons in the Department of Labor.

**9. NC DEPARTMENT OF TRANSPORTATION (NCDOT)**

**DIVISION OF HIGHWAYS (DOH)**

a. Erect and maintain such signs, lights, barricades or other traffic control devices as deemed appropriate to maintain or control traffic along the affected routes or detour routes.

b. Remove contaminated sand/soil debris from state-maintained rights of way and dispose at NCDEQ approved sites.

c. Provide SERT partners lists of contractors/suppliers to assist in the cleanup effort of sites outside the state-maintained right of way.

d. When directed by NCEM, the Division of Highways will develop and administer contracts for the removal of oil/hazardous materials from

private roads. Such contracts will be pre-approved by NCEM prior to advertising and award.

**FERRY DIVISION**

a. Coordinate movement of ferries through affected waterways with USCG.

b. Provide transportation or hazardous material release response personnel and equipment as needed.

c. Assist in the evacuation of the affected population.

**10. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)**

**CIVIL AIR PATROL (CAP)**

a. Provide aircraft and crews for surveillance and reconnaissance.

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide technical expertise on the hazardous material, CBRNE or Civil Support Team as requested by the SERT or Governor. Assist with hazardous material identification, assessment of hazards, and advise civil authorities during an incident.

b. Provide aviation and ground support as directed by the SERT Leader.

c. Provide aviation support through short notice helicopter transportation as directed, aerial evacuation of personnel from threatened areas, and transportation of needed supplies and equipment.

d. Furnish ground transportation by providing drivers for trucks and buses to transport individuals and groups being evacuated from contaminated or threatened areas; trucks and drivers for transporting supplies and equipment; operators to drive equipment required during an evacuation, and trucks, water tanks, and drivers for hauling drinking water.

e. Assist in decontamination operations by providing a limited number of trained personnel and equipment to operate decontamination showers,

providing trained personnel and equipment to support decontamination of equipment, and assisting in operating decontamination points as required.

f. Make armories and other NCNG facilities available for support functions when not required for NCNG use.

g. Manage hazardous materials exposure of NCNG personnel and maintain exposure records.

**11. NC STATE HIGHWAY PATROL (NCSHP)**

a. Isolate the impacted area as needed.

b. Regulate motor vehicle traffic where indicated.

c. Establish and maintain communication links between and among local authorities, the SERT, and the site of the emergency.

**12. STATE BUREAU OF INVESTIGATION (SBI)**

a. Serve as lead agency in criminal investigations of release events. This may be at the request of the SERT Leader or at the request of a third party through the Attorney General.

b. Coordinate local law enforcement criminal investigative activities where necessary.

**13. UNIVERSITY OF NORTH CAROLINA SYSTEM (UNC SYSTEM)**

**UNC SEA GRANT COLLEGE PROGRAM**
**UNC WATER RESOURCES RESEARCH INSTITUTE**
**UNC COASTAL STUDIES INSTITUTE**
**UNC-CH INSTITUTE OF MARINE SCIENCE**
**UNC-W CENTER FOR MARINE RESEARCH**
**ECU INSTITUTE FOR COASTAL SCIENCES AND POLICY**
**NCSU CENTER FOR MARINE SCIENCES AND TECHNOLOGY**

a. Assist in assessing the impact of a major hazardous material release on the environment or on the health of North Carolina residents.

## D. SUPPORTING FEDERAL AGENCIES

### 1. US ENVIRONMENTAL PROTECTION AGENCY (EPA)

a. Provide the federal OSC for releases that occur in the inland waters.

b. Coordinate, direct, and review the work of other agencies, the RP, and contractors to ensure compliance with the NCP, RCP and any other documents such as decision documents, consent decrees, administrative orders, and/or lead agency-approved plans.

c. Notify the appropriate state and federal agencies of any reported discharges or potential discharges.

d. Determine whether proper response actions have been initiated. If the RP does not act promptly in accordance with the directions of the OSC, does not take appropriate actions, or if the party is unknown, the OSC shall respond in accordance with provisions of the NCP, RCP, ACP and agency guidance.

e. Collects pertinent information on the discharge or release including: source and cause; RP; nature, amount, location, direction, and time of discharge; pathways to human and environmental exposure; potential impact on and protection priorities for human health, welfare, and safety, and the environment; possible impact on natural resources and property, and estimated response costs.

f. Consults with and informs RRT members of reported discharges and releases through Pollution Reports (POLREPs).

g. Consults with the appropriate Regional or District office regarding situations potentially requiring temporary or permanent relocation. In the event of a declared federal disaster, coordinates with the FEMA Federal Coordinating Officer (FCO) as appropriate.

h. Appropriately addresses worker health and safety issues prior to and during a response operation.

i. Coordinates with scientific advisors from various agencies, as the OSC deems necessary, regarding possible public health risks and environmental sensitivity.

j. Support for hazardous materials and coordination with NCDEQ as well as the USCG.

### 2. FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

a. Provide financial support for damages to property.

b. Educate state and local officials regarding the assistance available and how to apply.

c. Monitor recovery processes to ensure the timely delivery of eligible assistance and compliance with the law and regulations.

### 3. US FISH AND WILDLIFE SERVICE (FWS)

a. The federal OSC may notify the Department of the Interior, Office of Environmental Policy and Compliance Regional Environmental Officer, who may coordinate a response team consisting of a Release Response Coordinator and Field Response Coordinator. When activated, the team may provide an ecological risk assessment and identify endangered species that may be affected by the release.

### 4. UNITED STATES COAST GUARD (USCG)

a. Support hazardous materials along the coast.

b. Search and rescue response.

c. Serve as the federal OSC for releases that occur in navigable waters, coastal waters, and deep-water ports.

d. Investigate and identify the source of the discharge or the potential discharge.

e. Identify and notify the RP.

f. Provide aerial support as required.

## IV. CONCEPT OF OPERATIONS

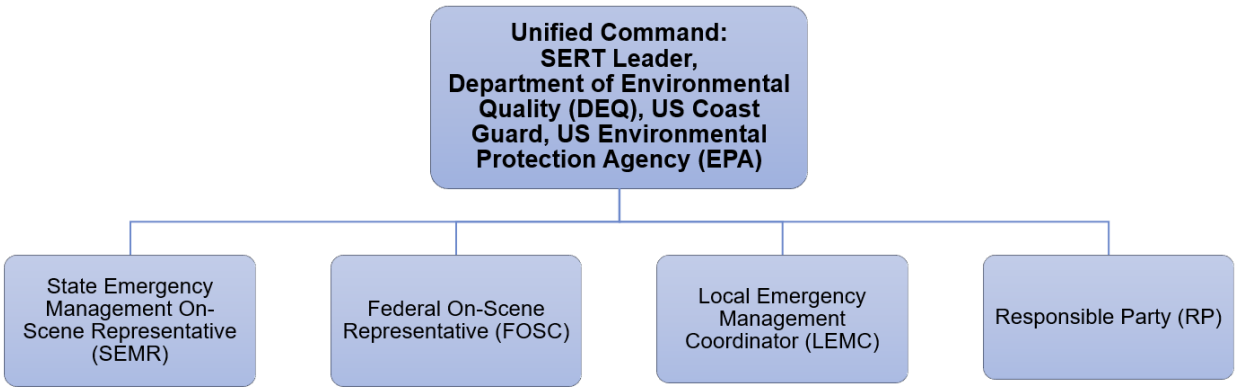
### A. GENERAL

A multi-organizational hazardous material release response network will be deployed when oil/hazardous materials pose a threat to the public health and welfare of the environment. Included in this network are resources of the federal, state, and local governments, the RP, hazardous material release response contractors and cooperatives, and volunteer groups and

individuals. The USCG or EPA, using the Incident Command System (ICS) concept, will lead this response.

Federal statutes and regulations require that any person in charge of a vessel or facility shall, as soon as he/she has knowledge of any discharge from such vessel or facility in violation of section 311(b)(3) of the Clean Water Act, immediately notify the National Response Center (NRC) or the USCG or EPA OSC for the geographic area where the discharge occurs.

On receipt of notification of a discharge, the NRC will notify the appropriate federal OSC and the State EOC. The OSC shall ensure notification of the appropriate state agency of any state that is or may reasonably be expected to be affected by the discharge. The State EOC may elevate from daily operations to an Enhanced Watch with NCEM Functional Leads meeting daily. NCEM or SERT Functional Leads will notify SERT agency representatives of the possible SERT activation. Depending on the extent of release, SERT agencies will report to the State EOC for a SERT activation.




## B. RESPONSE ACTIONS

The RP is required to take immediate actions to mitigate the effects of any release and to clean and restore the incident site. While nearly all discharges will involve some level of response by appropriate governmental agencies, discharges which pose or present a substantial threat to public health or welfare will involve local, state, and federal response personnel, and the RP, and will follow the priorities listed below:

1. First: Protection of human life, health, and safety of the public and emergency personnel;
2. Second: Protection of valuable environmental, cultural, historical and archeological resources; and

3. Third: Protection of business and commerce.

In any emergency event, the state will provide coordination of all measures taken with respect to public safety and protection. Only properly equipped and trained personnel will be permitted to engage in containment, control or cleanup activities, whether such personnel are from federal, state, or local agencies or from private contractors, cooperatives or volunteer organizations. On-scene personnel or the Unified Command should advise the State EOC of the size of the release and the NCEM Operations Section should recommend to the SERT Leader a level to be assigned to the incident.

NCEM Emergency Services will serve as liaison for ESF-10 derelict vessel coordination. All Mission Assignments request through the RRF process will follow recommendations from NC Wildlife Resource Commission, NCDEQ DWM, NCEM Hazardous materials through review of anticipated impacts for tropical systems.

NCEM Hazardous Materials Section will maintain direct communication with USCG Sector NC emergency management staff and will provide staff to the ICP during activation of an ESF-10 Mission assignment once established by USCG.

All spills of hazardous chemicals shall base the activation level on a review and recommendation from NCEM Hazardous Materials Branch and NCEM Branch staff.

The table illustrates the relationship between the amount released and the federal terminology for sizing up the release. In federal terminology, the word "potential" is used in conjunction with "minor", "medium" or "major" to indicate the size of the potential release, should there be a release.

| **Amount Released** | **Federal Terminology** |
|---|---|
| **None, but substantial risk** | **Potential** |
| **<1,000 gallons (Inland)**<br>**<10,000 gallons (Coastal)** | **Minor** |
| **1,000-10,000 gal (Inland)**<br>**10,000-100,000 gal (Coastal)** | **Medium** |
| **>10,000 gallons (Inland)**<br>**>100,000 gallons (Coastal)** | **Major** |

**At any level of response**, on-scene personnel are encouraged to advise NCEM if circumstances indicate the serious likelihood for further deterioration of the situation regarding the size of the increases in the area impacted, or unanticipated involvement of sensitive resources or vulnerable property.
The State EOC change from daily operations to an Enhanced Watch or SERT Activation is dependent upon the observed and expected impact. The following are general guidelines that may support a change in activation level. For information on staffing and general responses associated with an activation, please refer to the North Carolina Emergency Operations Basic Plan.

- **A potential oil spill** is a situation in which no oil has yet reached the waters of the state but there is significant potential for the spill to enter these waters. The report given by the federal authorities might also indicate a likely size of the spill. Therefore, the information received might indicate a potential minor, potential medium, or potential major spill.

    a. Response activities for a potential oil spill will be undertaken by on scene federal, state or local personnel toward the rescue of any endangered persons, followed by efforts at containment of the oil or hazardous substance to prevent a release into the waters. If available data indicates that the potential for a major spill is highly likely, the appropriate state and local personnel will be notified of this potential.

    b. A potential oil spill is designated as a situation in which no spill has occurred but there is a potential for a spill. The NCEM Watch Officer (EMO) should initiate notifications consistent with the current "Oil/Petroleum Spill" checklist found in the *Operations Guide*. At this level the EMO may also contact the USCG, EPA, or other organizations which have personnel on scene, to determine the potential for a spill and its probable size.

- A **minor** oil spill emergency involves an incident in which oil or petroleum products are spilled in the following amounts:

    a. Less than 10,000 gallons of oil or product enters the coastal or marine waters; or

    b. Less than 1,000 gallons enter the inland waters

For spills in state waters, the NCEM Watch Officer should always contact either USCG Sector North Carolina [Command Center], or the EPA Region IV Telephone Duty OSC (See Tab D for telephone numbers), as appropriate,

to determine if there is a need for NCEM and NCDEQ personnel to respond. If such a need arises, obtain the following information:

a. Name of On-Scene Coordinator
b. Location of Command Post
c. Time of activation of Command Post

State response to a **minor** oil spill may include the following steps:

a. Response by regional NCDEQ Division of Water Quality and an NCEM Area Coordinator.

b. On the scene efforts by federal, state and local personnel towards rescue of endangered persons, containment of the spill, recovery of oil or product, and an appropriate assessment of potentially adverse environmental consequences

c. Notifications per the “Oil/Petroleum Spill” checklist

d. Alert SERT Agencies

e. Alert ETAG

f. An additional response to the situation will be dictated by circumstances

- A **medium** oil spill involves:

a. Release of between 10,000 and 100,000 gallons in the marine or coastal waters; or

b. Between 1,000 and 10,000 gallons in the inland waters.

State response in a **medium** oil spill may include the following steps:

a. Notifications per the “Oil/Petroleum Spill” checklist;

b. Level of SERT activation, including ETAG, at the discretion of the SERT Leader;

c. Additional responses to the situation will be dictated by circumstances; and

d. Response by regional NCDEQ Division of Water Quality and a NCEM Area Coordinator / Branch Manager.

- A **major** oil spill involves the following spill:

  a. More than 100,000 gallons of oil into the coastal or marine waters; or

  b. More than 10,000 gallons of oil or product in the inland waters

A **major** spill will require significant state and local resources, and the State EOC maybe activated for the purposes of coordinating the response.

**1. INITIAL**

The initial public safety response is normally initiated by the local emergency response organizations. The RP's initial response will be directed toward stopping the discharge, containing the discharged product, and commencement of clean-up and removal of the hazardous material. Oversight and surveillance of the RP's actions are maintained at the state and federal levels.

When a discharge is within or potentially affecting the coastal waters of North Carolina, the initial response and monitoring of the RP's response will be taken by the USCG. Response to discharges into or upon navigable waters in the inland zone will be monitored by an EPA OSC. The roles of both the USCG and EPA OSC are to ensure an effective and immediate removal of the discharge or mitigation or prevention of a substantial threat of a discharge. All actions by the federal OSC will be closely coordinated with the NCEM Operations Section staff.

Through the NCEM Operations Section or Regional Coordination Centers (RCCs), the state will provide guidance and assistance to local government and volunteer agencies engaged in the response activities. When directed by the SERT Leader, or if requested by a county emergency management coordinator, the NCEM Area Coordinator in whose area the spill occurs, or On-Call Area Coordinator, will become the initial State Emergency Management On-Scene Representative (SEMR) and will coordinate the use of all state resources through the Unified Command system with the USCG or EPA federal OSC as appropriate. Should the RCC determine the response reaches the need a request through the Operations Chief for NCEM Hazardous Material Section staff to assume these responsibilities.

**2. CONTINUING**

For a discharge in which the RP is unable or unwilling to respond effectively, the state or federal OSC, to the extent possible under the circumstances, will advise the RP of his/her responsibilities. If the situation continues, the OSC shall take the necessary response actions to include removing or arranging for the removal of the discharge through the appropriate NCDEQ division representative.

If the discharge results in a substantial threat to the public health or welfare of North Carolina, including but not limited to fish, shellfish, wildlife, other natural resources, and public and private beaches and shorelines, the federal OSC, under the direction of the NCP, must direct all federal, state, and private actions to remove the discharge or prevent the threat of such discharge. In such situations, North Carolina will assume a position of support to this response. If initial efforts to contain and control the release or spill are unsuccessful, the state's efforts will be principally directed toward supporting rapid and safe clean-up of the spilled material and the restoration of damaged natural and man-made resources to their normal state.

Damage assessments will be conducted by federal, state and local personnel within their areas of expertise or responsibility to determine the value of property and resources damaged or destroyed by the effects of the spill. NCEM and NCDEQ will lead the state’s damage assessment and restoration efforts and will coordinate with the federal and local agencies involved in assessing local damages. The state will seek compensation for expenses and damages from the RP, and all such expenses and damages will be documented from the outset of the incident. States have access up to $250,000, without a federal OSC request, from the Federal Oil Spill Liability Trust Fund established under OPA’90 and administered by the National Pollution Funds Center.

## V. DIRECTION, CONTROL AND COORDINATION

When the release is within the inland zone under the jurisdiction of EPA, local government first responders will usually be the first government agencies on-scene. The local Incident Commander (IC) will attempt to contact the RP’s representative and determine what threats exist to the health and safety of the local population. These threats may include the products involved, fire, explosion, and presence of airborne toxins.

If the RP is not present or available, the IC will establish a Command Post (CP) and initiate public safety protection actions under the Incident Command System. If the RP is represented and a CP has not already been established by the RP, the IC, in

conjunction with the RP, will establish a CP and begin coordinating first response functions. Through this effort, the transition to a Unified Command begins.

Once public safety concerns have been addressed, local efforts will concentrate on environmental and public health concerns until the arrival of a SEMR or federal OSC. Direction and control of continuing local efforts will remain with the IC. On arrival of the state EMR, the ICS further transitions toward an UC. At this time, direction and control of the incident may be transferred to the state EMR if the IC so desires and the state EMR agrees. If the RP is not already represented at the CP, they should be encouraged to do so as soon as possible. Depending on the location of the release, the CP may be located at the RP's business location or at a site selected by the local IC. In any case, there will be only one CP.

On the arrival of the federal OSC, a fully functional UCS, consisting of the three levels of government and the RP, assumes overall management of the response to the release. The UC overlay to the ICS provides a mechanism to involve all the stakeholders in the management of the response so that all responding agencies can work together to solve the common problems that arise during a significant release. The NCP Section 300.305(c) stipulates where practicable, the framework for the response management structure is a system (e.g., a unified command system), that brings together the functions of the federal government, the state government, and the RP to achieve an effective and efficient response, where the federal OSC maintains authority.

Under section 311(c)(1) of the Clean Water Act (CWA), as amended, the federal OSC has the authority to direct or monitor all federal, state, and private actions to remove a discharge, and, in case of a substantial threat to the public health and welfare of the United States, the federal OSC must direct such actions. The federal OSC, in coordination with the state EMR, will assume responsibility for the environmental protection aspects of the response. The techniques and procedures to be used in containing, removing, and disposal of the release will be determined cooperatively through the UC.

When the release is within the jurisdiction of the USCG, the USCG has ultimate responsibility for final direction and control decisions after appropriate consultation with local government representatives, the state EMR, and the RP.

## VI. REFERENCES

A. Public Law 96-510, December 1980, Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), commonly known as Superfund.

B. Public Law 99-499, October 1986, Superfund Amendments and Reauthorization Act, Title III, Emergency Planning and Community Right to Know, also known as SARA Title III.

C. Public Law 92-500, Federal Water Pollution Control Act, commonly known as the Clean Water Act (CWA) as amended.

D. Public Law 101-380 August 1990; commonly known as the Oil Pollution Act of 1990.

E. Chapter 166A of the North Carolina General Statutes, North Carolina Emergency Management Act, as amended

F. Chapter143.215.75 et seq. of the North Carolina General Statutes, The North Carolina Oil Pollution and Hazardous Substances Control Act of 1978.

G. 15A North Carolina Administrative Code 02A.0005(a)(Z).

H. Executive Order 73, State of North Carolina.

I. National Hazardous Substances Contingency Plan, 40 CFR, Part 300, September 1994.

J. Federal Region IV Oil and Hazardous Substance Pollution Contingency Plan. December 1994.

K. United States Coast Guard, Sector North Carolina Area Contingency Plan, December 2006.

L. United States Coast Guard, Sector Hampton Roads, Mid-Atlantic Area Contingency Plan, September 2007.

M. Common law, and any other state or federal statutes, as applicable.

N. Technical Operating Procedures for State Access under Section 1012 (d) (1) of the Oil Pollution Act of 1990 (P.L. 101-380)

# HAZARDOUS MATERIALS - INLAND (ESF-10)

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to provide state support to local governments in response to an actual or potential discharge and/or release of hazardous materials following a disaster. A hazardous material includes any hazardous biological or disease-causing agents and toxins; any radioactive or radiological material or solid, liquid, or gaseous material that is toxic, explosive, flammable, corrosive; or a material that otherwise could adversely affect the health and safety of the public or the workers or harm the environment.

### B. SCOPE

This appendix provides for a coordinated response to actual or potential discharges and/or releases of hazardous materials by employing all local, state and federal resources available for minimizing the threat. It establishes the lead coordination roles and responsibilities among state agencies involved in response actions.

This appendix is applicable to all state departments and agencies with responsibilities and assets to support the local response to actual and potential discharges and releases of hazardous materials. Federal and state laws and regulations require oil releases, hazardous substance releases, or responses to weapons of mass destruction be managed with a trained and competent response management organization.

Response to oil discharges and hazardous substance releases will be in accordance with the State Coastal Hazardous Materials Plan and the North Carolina Area Contingency Plan (NCACP). These plans are based on the response powers and responsibilities created by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), as amended, the authorities established by Section 311 of the Clean Water Act (CWA), as amended, and the Oil Pollution Act (OPA). This appendix does not impede or negate the use of or request for the activation of the National Response Team (NRT) or federal Regional Response Team (RRT).

Response to radiological incidents not related to nuclear power plants or fixed facilities will be in accordance with:

- State Homeland Security Strategy
- State Electromagnetic Pulse (EMP) Plan

- North Carolina Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Task Force, State Radiological and Nuclear Detection Concept of Operations
- North Carolina Response Plan for the Transportation of Radioactive Materials
- North Carolina Department of Health and Human Services (NCDHHS) Radiological Protection Section (RPS) and Public Health Preparedness and Response (PHP&R) plans

Incidents related to nuclear power fixed facilities will be covered by the North Carolina Radiological Emergency Preparedness (REP) Plan.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A natural or other catastrophic disaster could result in numerous situations in which hazardous materials are released in the environment. Fixed facilities (e.g., chemical plants, tank farms, hospitals, laboratories, storage facilities, operating hazardous waste sites which produce, generate, use, store, or dispose of hazardous materials) could be damaged so severely that existing release control apparatus and containment measures are not effective.

Hazardous materials that are transported through or temporarily stored may be involved in rail accidents, highway collisions, pipeline leaks, or air and waterway mishaps. Abandoned hazardous waste sites could be damaged, causing further degradation of holding ponds, tanks, and drums. Damage to or rupture of pipelines carrying hazardous materials could cause serious problems if the materials are released improperly.

### B. ASSUMPTIONS

1. Situations involving hazardous materials emergency response are generally handled at the local level.

2. Counties may be overwhelmed by the extent of the response effort required to assess, mitigate, monitor, clean-up, and/or dispose of hazardous materials released into the environment, and provide medical resources to exposed, injured or ill persons.

3. There may be numerous incidents occurring simultaneously in separate locations, both inland and along the Atlantic coastal waters.

4. Response personnel, cleanup crews, and response equipment may not be able to access a significant area surrounding the release due to hazardous concentration levels.

5. Response personnel, cleanup crews, and response equipment may have difficulty reaching the site of a hazardous material release because of the damage sustained by the transportation infrastructure (roads, rails, bridges, airports, etc.) or the remoteness of the incident.

6. Additional response/cleanup personnel and equipment will be needed to supplement existing capabilities and to provide backup or relief resources.

7. Laboratories responsible for analyzing hazardous materials samples may be damaged or destroyed, depending on the severity of the disaster.

8. Air transportation may be needed for damage reconnaissance and to transport personnel and equipment to the release site support zone.

9. Emergency exemptions may be needed for disposal of contaminated material.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. On receipt of a release report which requires activation of the State Emergency Response Team (SERT), contact the NC Department of Environmental Quality (NCDEQ) or US Environmental Protection Agency (EPA) Region IV and obtain the proposed location of the Command Post (CP), the time the CP will be activated, and the name of the federal On-Scene Coordinator (OSC).

b. Dispatch the NCEM Area Coordinator or Hazardous Materials branch staff to the CP to provide on-scene assessment, coordinate with the federal OSC, establish communication with the State Emergency Operations Center (EOC), and to notify other agencies of release.

c. Ensure either the Responsible Party (RP) or the State EOC notifies the National Response Center (NRC) of the release.

d. Contact Tier II priority facilities 72 hours prior to expected impacts, if information is available.

e. Provide Tier II chemical facility information to NCDEQ for post storm assessments.

f. Contact via email and phone, with the assistance of US EPA and local emergency managers, all facilities affected by the disaster that will not be contacted by NCDEQ.

g. Maintain a data management system compatible with the NCDEQ Division of Air Quality (DAQ) and Division of Water Resources (DWR) for the documentation of oil and hazardous materials releases.

h. Direct the activities of the seven state Hazardous Materials Regional Response Teams (NCRRT).

i. Support NCDHHS with additional personnel for the mobile laboratory and field teams upon request.

j. Appoint a state On-Scene Coordinator for Unified Command.

k. Maintain and graphically display current information on the status and extent of the oil release.

l. Activate the Environmental Technical Advisory Group (ETAG) when necessary.

m. Obtain and provide data and information regarding the population, industrial, commercial, and natural resources within the state which may be endangered by the release.

n. Through the NCEM Area Coordinator, provide communication from the SERT to the RP as well as any federal OSC to ensure that each receives timely consultations, advice, and decisions regarding the state's position on actions necessary to respond to the release.

o. Maintain contact with emergency management agencies in adjacent states and provide coordination, if warranted by the location and magnitude of a release.

p. When a release is of such magnitude that the two states have activated their respective EOCs, furnish a representative in the EOC of an adjacent state in order to facilitate communication and coordination.

q. Provide representation on the federal RRT.

## B. LEAD TECHNICAL AGENCY

### 1. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

a. Provide technical assistance related to environmental concerns and enforcement authority to the state on-scene coordinator for release containment and cleanup of oil and other hazardous substances.

b. Activate inland federal RRTs or request federal assistance for release containment and cleanup.

c. Provide communication with contiguous states and the federal government through the coastal and inland response agencies (US Environmental Protection Agency or U.S. Coast Guard).

d. Provide laboratory analyses in instances of suspected oil or hazardous substance releases for samples collected and sent by the DAQ or DWR field representatives.

e. Maintain a data management system compatible with NCEM for the documentation of any hazardous materials releases and releases.

f. Take appropriate enforcement actions for unlawful hazardous materials releases where such action is legally enforceable, coordinating with the NC State Bureau of Investigation (SBI) when appropriate.

g. Sample potentially contaminated bodies of water for analysis.

h. Provide technical assistance in the decision to prohibit use of water sources.

i. Advise on restrictions regarding the use of non-drinking water or seafood as necessary.

j. Consult the Public Water Supply (PWS) Section on drinking water restrictions.

k. Coordinate facility contact with NCEM Hazardous Materials branch so that Tier II chemical facilities are contacted post storm during damage assessments.

l. Conduct post disaster damage assessment for all facilities as required by NCDEQ response policy.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

### DIVISION OF WASTE MANAGEMENT (DWM)

a. Coordinate with the Department of Health and Human Services (DHHS) Division of Health Service Regulation, Radiation Protection Section in identifying hazardous waste, transporters, treaters, and storage and disposal facilities for the proper identification, handling, procedures, and other management alternatives for emergency releases.

b. Provide a liaison to local health departments (with solid waste responsibilities) for regulating storage sites for hazardous compliance materials.

c. Provide regulating evaluation of temporary storage sites for hazardous waste prior to the emergency.

d. Dispatch state or regional personnel to the State EOC and to the incident site when applicable and directed.

e. Provide technical assistance in determining if certain releases are hazardous waste.

f. Assist the RP by providing technical assistance on packing containers, labels, and other required standards for transporting hazardous waste.

g. Assist RP in identifying hazardous waste, transporters, treaters, and storage and disposal facilities for proper identification, handling procedures and other management alternatives for emergency releases.

h. Make any submitted contingency plan from any hazardous waste storage treatment or disposal facility available for emergency response.

i. Issue emergency permits for required hazardous waste management activities associated with the clean-up, treatment or disposal of hazardous waste releases.

j. Coordinate with NCDHHS Division of Public Health (DPH) and U.S. Center for Disease Control and Prevention (CDC) to evaluate the public health impact of releases or other emergency management activity where there is a probability of significant public health impact.

**DIVISION OF WATER RESOURCES (DWR)**
**DIVISION OF AIR QUALITY (DAQ)**

a. Respond as appropriate to the release scene, assess the extent of environmental damage and provide on-scene liaison with NCEM and the US Coast Guard or the US EPA.

b. Analyze air, water and soil samples for possible contamination.

c. Assert state jurisdiction and order cleanup actions if no federal official has arrived on scene and assumed control or if the release is outside federal jurisdiction.

d. Review containment and cleanup methods proposed by the RP if the release is within state jurisdiction. Monitor these methods if cleanup is within federal jurisdiction.

e. Advise the SERT Leader on the feasibility and effectiveness of the containment and cleanup methods being used.

f. Provide an on-scene liaison with federal OSC concerning state environmental policies and regulations.

g. Request activation of the federal RRT or request federal assistance for containment and cleanup.

h. Assist in the technical decision to restrict use of water resources.

i. Halt or restrict the use of non-drinking water as necessary.

j. Consult with PWS on restrictions to be placed on use of drinking water supply.

k. Serve on the federal RRT and situate the state representative to the federal RRT at the State EOC to facilitate coordination during SERT activation.

l. Enforce state environmental regulations and initiate prosecution under state law or regulations if circumstances warrant. Assist the Attorney General as necessary.

m. Participate in damage assessment.

n. Communicate with adjacent state DWR and DAQ officials concerning the impact of the release.

o. Obtain and evaluate technical data and information for SERT.

**DIVISION OF MARINE FISHERIES (DMF)**

a. Monitor areas accessible by fresh and salt water marine life.

b. Close containment or suspected areas to the taking of all marine life.

c. Confiscate or prevent the sale of marine life from contaminated or suspected areas.

d. Take samples of marine life that may have been exposed or contaminated to be analyzed by DEQ.

e. Act as guides in coastal areas.

f. Perform law enforcement function in event of violation of fishing regulations, felony, breach of peace, or on-site deputation by county sheriff, or as may be directed.

g. Provide transportation and assist in rescue.

h. Provide expert consultation in marine biology.

**2. NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (NCDNCR)**

**DIVISION OF PARKS AND RECREATION (DPR) (STATE PARKS)**

a. Monitor state park system facilities and resources.

b. Provide equipment and personnel to assist in control activities in or near state parks.

c. Regulate or prohibit entry into and use of contaminated state parks.

d. Provide shelter for evacuees and emergency workers within available resources.

e. Act as guides in state park areas.

f. Provide assembly areas for equipment and personnel as facilities allow.

g. Provide law enforcement assistance as requested.

**3. NC WILDLIFE RESOURCES COMMISSION (NCWRC)**

a. Monitor game, fish, and wildlife (game and non-game) periodically in impacted area during and after emergency.

b. Collect specimens of game fish and wildlife for transfer to indicated laboratories to determine contamination and use of salvaged meats.

c. Close contaminated areas to the taking of game fish and wildlife.

d. Act as liaison between the SERT and interested environmental conservation groups.

e. Act as guides in woodland and water search areas.

f. Provide personnel and equipment to support law enforcement.

g. Provide air, water and land transportation.

h. Respond to and investigate reports of fish kill in inland waters.

i. Provide consultation in wildlife management and biology.

j. Collect or otherwise control the migration of migratory forms of game fish and wildlife if found to be necessary.

**4. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)**

a. Restrict the movement, sale, production, distribution and warehousing of contaminated state-regulated animal and agricultural products.

b. Provide sampling and monitoring assistance.

c. Provide technical assistance and regulatory management to the SERT on any potentially adulterated regulated and agricultural commodities in coordination with US Department of Agriculture from any hazardous material releases.

d. Provide food commodities for evacuees when requested.

e. Locate and report sources of uncontaminated feed for livestock.

f. Conduct the initial investigation of incidents involving pesticides, and if it is determined that people, fish and wildlife, water or other components of the environment could be adversely affected, advise the respective state agencies.

g. Assist in Vector Control and pesticide disposal if it cannot be used for its original purpose.

h. Provide assistance with pesticide emergencies.

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Coordinate equipment and personnel for decontamination operations, including earth moving and wash down. Dozers and other earth moving equipment are for moving non-contaminated materials only. Engines used for wash down will be with water or non-corrosive detergent only.

b. Provide air and land transportation for responders when access to the incident is limited.

c. Support operations by acting as Field Observers, Line Locators or guides in forest areas.

**5. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide technical expertise on the hazardous material, CBRNE or Civil Support Team as requested by the SERT or Governor. Assist with hazardous material identification, assessment of hazards, and advise civil authorities during an incident.

b. Provide aviation support through short notice helicopter transportation as directed, aerial evacuation of personnel from threatened areas, and transportation of needed supplies and equipment.

c. Furnish ground transportation by providing drivers for trucks and buses to transport individuals and groups being evacuated from contaminated or threatened areas; trucks and drivers for transporting supplies and equipment; operators to drive other equipment required during an evacuation, and trucks, water tanks, and drivers for hauling drinking water.

d. Assist in decontamination operations by providing a limited number of trained personnel and equipment to operate decontamination showers, providing trained personnel and equipment to support decontamination of equipment, and assisting in operating decontamination points as required.

e. Provide traffic control assistance in support of law enforcement agencies during evacuation and reentry phases of an emergency operation.

f. Make armories and other NCNG facilities available for support functions when not required for NCNG use.

g. Manage hazardous materials exposure of NCNG personnel and maintain exposure records.

**CIVIL AIR PATROL (CAP)**

a. Provide aerial courier and messenger service.

b. Provide light transport flights for the movement of personnel and supplies.

c. Provide fixed, mobile and airborne communications.

d. Assist with search and rescue missions.

**6. NC STATE HIGHWAY PATROL (NCSHP)**

a. Coordinate aerial transportation of personnel or equipment upon request.

b. Coordinate aerial reconnaissance upon request.

c. Provide officers trained in hazardous materials identification and certified hazardous materials technicians in the Hazardous Materials Unit as requested by the SERT for CBRNE incidents.

d. Provide uniform personnel for highway law enforcement, traffic control, resource transportation, security, public disturbance, and riot response.

e. Establish and maintain communication links between and among local authorities, the SERT, and the site of the emergency.

f. Provide traffic control and security in the vicinity of shelters when opened.

g. Maintain a log of all persons and vehicles entering and leaving the evacuated area.

h. Aid county and municipal law enforcement agencies in warning and evacuating.

i. Provide security for state property, facilities and personnel as requested.

j. Aid with the transport of samples.

**7. STATE BUREAU OF INVESTIGATION (SBI)**

a. Serve as lead agency in criminal investigations of hazardous material events. This may be done at the request of the SERT Leader or at the request of a third party through the Attorney General.

b. Coordinate local law enforcement criminal investigative activities where necessary, or desirable.

**8. OFFICE OF STATE FIRE MARSHAL (OSFM)**

a. Provide hazardous materials training.

b. Coordinate and mobilize qualified resources from fire and rescue services statewide through the NC Association of Rescue and EMS, the NC Firefighters' Association and the North Carolina Association of Fire Chiefs.

### 9. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

#### DIVISION OF HEALTH SERVICES REGULATION (DHSR)
#### NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)

a. Coordinate and mobilize State Medical Response System (SMRS) teams, emergency medical personnel, equipment, and supplies, as appropriate, for deployment in support of local and regional requests for resources at accident sites and shelters.

#### RADIATION PROTECTION SECTION (RPS)

a. Dispatch a Radiation Protection Emergency Team (RPET) to the incident site, if required.

b. Provide methodology for determining Radioactive Material Licensure status and validation of common practices for legitimate radioactive material use.

c. Establish and supervise a system for radiological monitoring, excluding the monitoring of vehicles and people at traffic control points during evacuation.

d. Designate a representative to coordinate technical activities.

e. Recommend measures to lessen the adverse effects on the health of the public and emergency workers.

f. Recommend measures to control the spread of radioactivity.

g. Determine the types of radiological technical expertise required, if any, from other federal, state and local governmental agencies and private industries and request through the SERT that those agencies provide such expertise and assistance.

h. Advise Division of Public Health on radiological issues during development and maintenance of a list of qualified radiological medical consultants who, if required, can assist state and local medical authorities.

i. Activate the Southern Mutual Radiological Assistance Plan (SMRAP) and coordinate the response, if required.

j. Identify fixed and supporting medical care facilities willing to accept and able to properly treat suspected or actual radiation contaminated victims.

k. Coordinate with DEQ DWM on waste disposal.

l. Serve as lead agency for radiological damage assessment for land, crops, livestock, and other personal property.

m. Assume control of all radiation related technical activities in the recovery operation.

**DIVISION OF PUBLIC HEALTH (DPH)**

a. The State Laboratory of Public Health will perform nuclear chemistry and/or radiochemistry measurements as requested by the Radiation Protection Emergency Team.

b. Coordinate local public health activities such as drug administration to the public or emergency responders as necessary.

c. Coordinate with the Radiological Protection Section to develop and maintain a list of qualified medical consultants who can assist state and local medical authorities.

d. Provide assistance from the Epidemiology Section and CDC to evaluate the public health exposure impact of releases and other hazardous materials as necessary.

e. Support search and rescue missions as required.

f. Environmental Health Section will collect shellfish samples for analysis; embargo and dispose of unprocessed shellfish; request the DMF enforce the embargo; embargo processed shellfish under authority delegated by the NCDA&CS; collect milk samples for analysis; request that the U.S. Department of Agriculture embargo contaminated milk; order local water supply plants to cease operations and close intake systems where necessary and ensure all responders are appropriately trained in accordance with 29CFR §1910.120, and provide liaison with local health departments and provide technical assistance and consultation as needed.

### 10. NC DEPARTMENT OF TRANSPORTATION (NCDOT)

#### DIVISION OF HIGHWAYS (DOH)

a. Erect and maintain such signs, lights, barricades or other traffic control devices as deemed appropriate to maintain or control traffic along affected state-maintained routes or detour routes.

b. Monitor and report on road conditions.

### 11. NC DEPARTMENT OF LABOR (NCDOL)

#### OCCUPATIONAL SAFETY AND HEALTH DIVISION (OSH)

a. Assist in efforts to ensure safety at hazardous materials work sites.

### 12. NC DEPARTMENT OF ADULT CORRECTION (NCDAC)

a. Evacuate on a priority basis any offenders housed in prison facilities that might be affected by the discharge of hazardous materials.

b. Provide transportation equipment, uniformed personnel, and related services to include the support of law enforcement personnel as may be directed.

c. Support mass feeding activities.

d. Develop plans for the evacuation of offenders and other affected DAC personnel within the evacuation zone.

e. Provide supervision and offender labor for cleanup.

## D. SUPPORTING FEDERAL AGENCIES

### 1. U.S. DEPARTMENT OF ENERGY (DOE)

a. Employ Radiological Assistance Program (RAP) teams to engage in preventative radiation detection missions and respond to threats.

b. Provide the following services on a 24/7 basis to support both consequence management and crisis response operations:

- Radiological monitoring and environmental sampling.
- Radiological/nuclear search, detection, and identification.

- Data evaluation and interpretation.
- Advice to incident command to support protective action decision making.
- On-scene training for First Responders.

**2. U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)**

a. Designated as the lead agency for planning and response for inland zones.

b. Prepare for and respond to emergencies involving hazardous materials through Environmental Response Team (ERT), Chemical, Biological, Radiological, and Nuclear (CBRN) Consequence Management Advisory Division (CMAD).

**3. UNITED STATES COAST GUARD (USCG)**

a. Designated as the lead agency for planning and response in coastal zones and certain major inland water bodies.

b. Develop the North Carolina Area Contingency Plan (NCACP).

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

SERT agencies will coordinate efforts that supplement local response activities involving hazardous materials. Local, state, and federal officials will maintain close coordination. SERT hazardous materials activities are generally confined to the response phase of a disaster. Additional hazardous materials events during the recovery phase of a disaster are handled as separate events.

### B. NOTIFICATION

Upon occurrence of a disaster or when the potential exists, the SERT Operations Section will notify primary and support hazardous materials agencies and advise what actions are required.

### C. RESPONSE ACTIONS

**1. INITIAL**

a. Identify initial resource requirements.

b. Assess the situation including:

- Nature, amount, source, and locations of real or potential releases of hazardous material(s);
- Identification of potentially responsible parties;
- Pathways to human and environmental exposure;
- Probable direction and time of travel of the materials;
- Potential impacts on human health, welfare, safety, and the environment;
- The potential impact on natural resources and properties;
- Types, availability, and location of response resources, technical support, and cleanup services; and
- Priorities for protecting human health, welfare, and the environment.

c. Utilizing Tier II chemical facility database and NCEM meteorologist input, notify all priority facilities within the expected impact area 72 hours prior to projected impacts.

**2. CONTINUING**

a. Receive damage information from field teams.

b. Provide technical experts to minimize impacts by stopping the source, containment, clean-up, recovery, and protection of sensitive areas.

c. Continue to assess support, cleanup and decontamination requirements and establish response priorities.

d. Validate priorities and identify the resources required.

e. Work with local governments, and other agencies to maximize the use of available assets and identify resources that are required from outside the local area. Initiate actions to locate and move resources into the disaster area.

f. Develop a disaster recovery plan (DRP) based on the known and continuing impacts to the affected community to include impacts to infrastructure, local government, industry and economy, and community residents.

g. Identify, notify, and assign involved agencies and assets that will be required to assist in recovery efforts based on the DRP.

h. Coordinate between NCEM, NCDEQ, and EPA follow up facility status checks for all priority Tier II chemical facilities.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

The initial response to a hazardous materials emergency will be at the local level. Operations will abate threats to public safety, mitigate and contain the incident. Local emergency management will coordinate with local hospitals, law enforcement, emergency services, and will restrict access to the hazardous area.

Should the incident be beyond the capabilities of that jurisdiction, requests for assistance will be made in accordance with local mutual aid agreements or requests to the state through the State EOC.

### B. STATE

SERT hazardous materials partners will supplement the local response actions immediately following a disaster involving hazardous materials. Hazardous material operations will secure, remove and dispose of hazardous materials from the disaster area, and will initiate other tasks as necessary. Activation of an NCRRT may be indicated based on existing guidelines.

### C. FEDERAL

Federal authorities for response to hazardous substance, pollutant, or contaminant; including biological, chemical, and radiological warfare agent releases are outlined in CERCLA (42 U.S.C. 9604) and the National Oil and Hazardous Substances Pollution Contingency Plan, 40 CFR Part 300.

#### 1. U. S. DEPARTMENT OF ENERGY

The National Nuclear Security Administration (NNSA), within the Department of Energy (DOE), employs Radiological Assistance Program (RAP) teams, which engage in preventative radiation detection missions as well as respond to threats. RAP teams provide the following services on a 24/7 basis to support both consequence management and crisis response operations:

- Radiological monitoring and environmental sampling.
- Radiological/nuclear search, detection, and identification.
- Data evaluation and interpretation.

- Advice to incident command to support protective action decision making.
- On-scene training for First Responders.

North Carolina is located within DOE Region 3, which is based at the Savannah River Site near Aiken, SC. RAP support may be requested via the Region 3, 24-hour Emergency Number, 803-725-3333, or the DOE/ NNSA Headquarters Watch Office at 202-586-8100.

## 2. U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)

The Environmental Protection Agency (EPA) prepares for and responds to emergencies involving hazardous materials through Environmental Response Team (ERT), Chemical, Biological, Radiological, and Nuclear (CBRN) Consequence Management Advisory Division (CMAD). To request EPA resources or to make notification, contact the National Response Center (NRC) at 1-800-424-8802.

## 3. UNITED STATES COAST GUARD

The North Carolina Area Contingency Plan (NCACP) serves as the basis for planning and deployment of federal resources when responding to releases or threats of releases of oil or hazardous substances. Response actions under the federal ESF-10 will follow policies, procedures, directives, and guidance developed to carry out the provisions in the NCACP.

# ANIMAL PROTECTION (ESF-11)

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to outline response activities to help protect domesticated and wild animal resources. Public health, the food supply, and environmental resources will be safeguarded when the animal population is protected. This appendix will also ensure the humane care and treatment of animals during disasters in order to increase compliance by citizens who may disregard evacuation recommendations due to a perceived inability to evacuate with their companion animals.

### B. SCOPE

Animal Protection actions will be aimed at all animals, whether owned, stray, or domestic, that may need help during disaster situations.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Any disaster that threatens humans usually threatens animals as well. Whether it is a natural disaster or one related to human activities, caring for animals, either domesticated or wild, will require special considerations. Depending on the circumstances and nature of the catastrophe, it may be necessary to provide water, shelter, food, and/or medical care for animals that exceed existing facility capabilities. It may require relocation or relief efforts for pets, livestock, wildlife, or exotic animals.

Under some conditions, there could be a shortage of equipment, trained personnel, or even the loss of sheltering resources. Emergency personnel may be in contact with pet owners, people concerned about the welfare of animals, and those who do not prioritize emergency care support for animals. It will be necessary for emergency responders to develop and maintain communication capability with disparate people and organizations.

### B. ASSUMPTIONS

1. Animal protection planning will enhance care and recovery for animals and people during emergencies. In keeping in compliance with the Pets Evacuation and Transportation Standards (PETS) Act, these plans will include measures to identify housing and shelter, communicate information with the public, and ensure proper animal care, reunification, fostering, adoption, and release (in the case of wildlife).

2. Public information will be issued through various forms of media. This information will include locations where farm animals and pets may be accepted during emergencies or disaster conditions.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Provide assistance as needed through field services personnel.

b. Request companion animal support for state-coordinated shelters.

### B. LEAD TECHNICAL AGENCY

#### 1. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

a. Serve as member of the State Emergency Response Team (SERT).

b. Lead and partner with supporting animal and agriculture agencies and other stakeholders such as the State Animal and Agricultural Response Team (SART).

c. Coordinate resources to support the rescue and sheltering of companion animals in disasters.

d. Control disease and provide for the feeding of livestock and other farm animals.

e. Provide for the management of animal response volunteers.

f. Coordinate support agency activities.

### C. SUPPORTING STATE AGENCIES

#### 1. NORTH CAROLINA STATE UNIVERSITY (NCSU)

**NC COOPERATIVE EXTENSION**

a. Provide technical advice to the SERT.

b. Provide personnel and equipment necessary and useful for response to animal emergencies.

c. Provide partnership with the SART and County Animal Response Teams (CARTs).

**NC STATE UNIVERSITY COLLEGE OF VETERINARY MEDICINE (CVM)**

a. Provide technical and academic advice and assistance to the SERT and SART.

b. Provide personnel and equipment to deploy based on availability of requested resources.

**2. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Provide support for investigation of zoonotic diseases and implementation of rabies control measures.

b. Provide environmental health recommendations as needed to ensure pet shelter activities do not adversely affect human health.

**3. NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (NCDNCR)**

**NC ZOOLOGICAL PARK**

a. Provide guidance to the SERT on the control and protection of exotic animals that are affected by the disaster.

b. Provide personnel and equipment as required to control or protect exotic animals.

**4. NC WILDLIFE RESOURCES COMMISSION (NCWRC)**

a. Provide guidance to the SERT on the control and protection of wildlife affected by a disaster.

b. Provide personnel and equipment as required to protect wildlife.

c. Coordinate with licensed certified wildlife rehabilitation centers for the care of any orphaned or injured wildlife that is able to be safely captured and rehabilitated.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The NCDA&CS manages and coordinates animal protection activities during emergencies and disasters. The State Agricultural Response Team (SART) is an interagency partnership established as part of the SERT under leadership from the NCDA&CS. SART and other partner agencies and organizations support NCDA&CS in this mission through agency-specific tasks, volunteer management, receiving and distributing of donations, and the coordination of volunteer response groups when planning for and responding to an emergency affecting livestock and companion animals.

Responsibility for situation assessment and determination of resource needs lies primarily with county emergency management offices, county animal services, and local incident commanders. The State Emergency Response Team (SERT) and the Joint Field Office (JFO) rely on local assessments of impact and needs.

When local capabilities are exceeded, requests for animal protection assistance and resources, such as food, medicine, shelter material, specialized personnel, and additional veterinary medical professionals, will be transmitted from the local emergency management office to the State EOC and communicated to the Agriculture Emergency Operations Center (Ag EOC). Appropriate animal protection partners will be assigned to the local resource requests. Should the need for federal resources exist, the State EOC will coordinate requests for federal assistance. The coordination and tasking of these national level resources will be coordinated at the Ag EOC in conjunction with State EOC incident objectives.

Issues involving exotic animals and animals that are usually kept in a controlled environment, such as zoos, circuses, or carnivals, will be handled by local animal services, wildlife resources, or zoological personnel and returned to controlled environments.

Domestic animals and livestock that are displaced, lost, strayed, surrendered, homeless, or otherwise in danger shall be the responsibility of their owners or designees when possible. For these animals, local Animal Control will take a leadership role where ownership cannot be established, owners cannot be contacted, or owners cannot care for their animals. Animal

services may receive assistance from NCDA&CS and NC Cooperative Extension. County Animal Response Teams (CARTs) may assist in this mission as requested by county emergency management personnel. Other volunteer groups may also assist in this function. If their deployment is coordinated by NCDA&CS, they must have a signed Memorandum of Agreement or Understanding and written approval of the State Veterinarian or Incident Commander at the Ag EOC. The animals will be sheltered, fed, and returned to their owners if possible. Animals with owners who are unable to care for them or where owners are not able to be located will become the property of the county, and final disposition will be determined by the county animal service.

Actual animal protection operations will be managed in accordance with the National Incident Management System (NIMS). Situation assessment information will be transmitted according to established procedures.

## B. NOTIFICATION

This appendix and implementing procedures will be activated in the event of a disaster causing a major requirement for animal protection. The SERT Leader will determine when it is necessary to initiate animal protection activities and notify the NCDA&CS.

## C. RESPONSE ACTIONS

### 1. INITIAL

a. Assess the needs and numbers of affected animals.

b. Support animal rescue and sheltering personnel.

c. Support evacuation and sheltering operations by helping identify volunteers, supplies, and equipment.

d. Support the opening of existing or temporary rescue animal shelters for stray, lost, and homeless pets by supplementing through the SERT partnerships of SART/CARTs, NCDA&CS, NCSU CVM, and NC Cooperative Extension.

e. Provide support to control wild and exotic animals.

### 2. CONTINUING

a. Support sheltering and feeding of animals.

b. Support opening of additional shelters as required.

c. Make media appeals based on actual needs for donations, search for owners, and other needs as required.

d. Support efforts to identify owners of lost, strayed, and homeless animals and return them to their rightful owners.

e. Support efforts to foster or adopt animals without owners or whose owners can no longer care for them.

f. Support euthanasia operations, if necessary, when animals, such as companion pets, cannot be adopted or owner cannot be found.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Animal owners are responsible for the protection of their pets. Animal owners should plan for animal care during disasters as they prepare their family preparedness plan. Counties, usually through their Animal Control Officers and animal shelters will protect animals affected by any disaster to include rescue, shelter, control, feeding, and preventive immunization of animals left homeless, surrendered, lost, or strayed as a result of the disaster. County Animal Response Teams may be organized to manage and coordinate animal protection activities. CARTs mirror SART in their makeup and include all local level partners that can assist animals in catastrophic events.

### B. STATE

The NCDA&CS manages and coordinates animal protection activities during emergencies and disasters. They work with a variety of partners, local emergency management coordinators and Federal Coordinating Officers (FCOs) to provide animal protection assistance to local jurisdictions in the form of guidance, policy, food, water, medicine, and other resources as may be required. The SART encourages the establishment of County Animal Response Teams. The state and majority of counties have built additional sheltering capacity in the form of Companion Animal Mobile Equipment Trailers (CAMETs), Companion Animal Sheltering Trailers (CASTs), and trained volunteers in the NC Veterinary Response Corps (NCVRC). These assets are distributed across the state and may be engaged via county to county mutual aid or requests to the state via emergency management channels and NCSPARTA. NCVRC management is accomplished via NC TERMS by the NCDA&CS Emergency Programs Division.

## C. FEDERAL

USDA Animal and Plant Health Inspection Service (APHIS) Animal Care and Veterinary Services provide coordination and integration of federal resources through NIMS structured support centers. Animal Care assists with implementation of PETS Act activities and Veterinary Services does the same for livestock and equine activities. Assistance includes personnel, technology, feed, veterinary support, assistance with reimbursement procedures, and resource requests.

# ENERGY (ESF-12)

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to establish a systematic approach for addressing disruptive energy events that threaten or affect the citizens, economy, or government of North Carolina. Additionally, this appendix strives to reduce the impact of disruptive energy events and support a timely recovery.

### B. SCOPE

This appendix provides a framework for addressing disruptions to any sector of the state's energy portfolio. During a disaster, energy is required to support immediate response operations, maintain the functionality of critical infrastructure, and facilitate recovery.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Energy disruptions threaten commerce, transportation, communications, government, and the health of the state's citizens. During any given year, North Carolina faces the possibility of an energy disruption through accidental, natural, systematic or deliberate incidents. An energy emergency has the potential to produce substantial cascading effects and adversely affect the delivery of essential needs such as food, water, shelter, and medical treatment.

### B. ASSUMPTIONS

1. The energy system is complex by nature, with multiple cross-sector interdependencies. A disruption in one sector is likely to affect other parts of the system and involve multiple providers.

2. Each sector and commodity within the state's energy portfolio is vulnerable to disruption.

3. Energy industry entities are responsible for repairing their privately owned infrastructure and restoring energy supplies.

4. Energy industry entities have internal plans to respond to energy disruptions.

5. Federal resources and expertise will be mobilized when energy disruptions exceed the capabilities of state and local governments.

6. Affected areas may be inaccessible via ground transportation.

7. Coordination of energy industry representatives may be required.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Provide a communications link with local and federal government for the exchange of status information and resource requests.

b. Coordinate damage assessment within the disaster area and on-scene recovery efforts.

c. Maintain communications with the Nuclear Regulatory Commission (NRC) and nuclear facilities in responding to and recovering from radiological nuclear power plant emergencies.

### B. LEAD TECHNICAL AGENCY

#### 1. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

**STATE ENERGY PROGRAM (SEP)**

a. Upon activation, report to the State Emergency Operations Center (EOC) and staff the ESF-12 cell within the Operations Section Infrastructure Support Group.

b. Gather information about the condition of the state's energy supply and infrastructure from commercial news sources, government information sharing systems, industry information services and private sector contacts.

c. Share pertinent information with the SEP, North Carolina Emergency Management, federal ESF-12, and energy industry partners as appropriate.

## C. SUPPORTING AGENCIES

### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA NATIONAL GUARD (NCNG)

a. Provide manpower and equipment for clearing debris where electrical service restoration is taking place.

b. Provide other support to local governments as resources and tasking allow.

### 2. NC STATE HIGHWAY PATROL (NCSHP)

a. Coordinate all law enforcement and traffic control measures.

b. Provide security support for critical infrastructure as needed.

c. If required, facilitate applications to the Federal Motor Carrier Safety Administration (FMCSA) for waivers of driver hour limits.

### 3. NORTH CAROLINA UTILITIES COMMISSION (NCUC)

a. Monitor private electrical and natural gas utilities.

b. Provide guidance, instruction, and oversight to all governmental and private organizations involved in power distribution systems.

c. Maintain effective communications with agencies and organizations during response and recovery operations.

d. Provide guidance on curtailment plans submitted to the Commission by utilities and fuel providers.

### 4. NC DEPARTMENT OF TRANSPORTATION (NCDOT)

a. Provide manpower and equipment for clearing debris on state-maintained roadways to areas where electrical service restoration is taking place based on available resources and priorities.

**5. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)**

**DIVISION OF AIR QUALITY (DAQ)**

a. Facilitate applications to the U.S. Environmental Protection Agency (EPA) for waivers of environmental requirements for motor vehicle fuels in response to a disruption of petroleum supplies.

**6. U.S. DEPARTMENT OF ENERGY (DOE)**

**OFFICE OF ELECTRICITY DELIVERY AND ENERGY RELIABILITY, INFRASTRUCTURE SECURITY AND ENERGY RESTORATION (ISER)**

a. Coordinate federal information gathering and promulgation on the condition of energy supplies and distribution systems, restoration efforts and recovery.

b. Assist with requests for federal emergency response actions.

c. Locate fuel sources for transportation, communications, emergency operations and national defense.

d. Coordinate with local and tribal governments to assess the condition of energy infrastructure and prioritize restoration activities.

e. Facilitate Jones Act waivers or other waivers under the Department's jurisdiction.

**7. U.S. ARMY CORPS OF ENGINEERS (USACE)**

a. In coordination with the U.S. Department of Energy and the 249th Engineer Battalion, supply emergency electrical generation capacity.

**8. LOCAL GOVERNMENTS**

a. Identify a local ESF-12 coordinator and develop a plan.

b. Develop a list of critical infrastructure for priority restoration to be referenced in the local ESF-12 plan and include energy requirements for each facility.

c. Establish contacts with local energy providers for coordination prior to and during disruptive energy events.

d. Municipalities that operate their own electric distribution systems are responsible for restoring the functionality of their own infrastructure.

e. Provide status reports to the State Emergency Response Team (SERT) on service outages and restoration activities.

## 9. PRIVATE SECTOR PARTNERS

| Electricity | Natural Gas | Petroleum | Propane |
|---|---|---|---|
| Dominion<br>Duke Energy Progress<br>Energy Electricities<br>Electric Cooperatives | Williams Pipeline<br>Piedmont Natural Gas<br>PSNC Energy | Colonial Pipeline<br>Kinder-Morgan Pipeline<br>Charlotte Terminal<br>Greensboro Terminal<br>Selma Terminal<br>American Petroleum Institute<br>NC Petroleum & Convenience Marketers Association<br>Local Distribution Companies | Dixie Pipeline<br>Apex Terminal<br>NC Propane Gas Association<br>Local Distribution Companies |

### ELECTRIC UTILITIES

a. Assess the extent of damage to transmission and distribution systems and provide status reports to the ESF-12 partners.

b. Coordinate with state and local government to establish an electrical service restoration listing of critical facilities.

c. Provide specially trained personnel and equipment for efficient restoration of the electrical distribution systems. An operator may choose to exercise Memorandums of Agreement with other companies to bring in the resources needed for timely restoration.

### NATURAL GAS PARTNERS

a. Assess the extent of damage to natural gas infrastructure and the availability of resources and provide a status report to the ESF-12 partners.

b. Identify and address safety hazards caused by damaged pipelines.

c. Restore functionality of the natural gas distribution system.

**PETROLEUM PARTNERS**

a. Pipeline operators will assess the extent of damage to hazardous liquid and gas pipelines and the availability of resources and provide a status report to the ESF-12 partners.

b. Terminal operators will assess the extent of damage to terminal infrastructure (racks, manifolds, storage and breakout tanks) and the availability of resources and provide a status report to ESF-12 partners.

c. Pipeline and terminal operators will make repairs and restore pipeline functionality.

d. Local propane distribution companies will assess the extent of damage to propane distribution infrastructure and the availability of resources and provide a status report to ESF-12 partners.

e. Local propane distribution companies will coordinate with local emergency management personnel to recover displaced propane tanks.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The SEO continually monitors emergent or potential disruptions to the state's energy supply. Upon detection of an energy disruption, the SEO will notify NCEM, partner agencies, and energy industry partners as appropriate. The SEO will monitor the disruption's impact on the state's energy infrastructure, conduct analyses, and provide recommended actions.

The energy industry (electrical utilities, natural gas, propane, petroleum) provides for the production, transmission, and distribution of energy. The vast majority of energy infrastructure is privately owned, and the responsibility for restoration of service rests with the operator of the system.

The SEO and the SERT benefit from the cooperation of privately owned energy industry partners to understand the impact of disruptive energy events on their operations, the potential degradation of service delivery, and provide subject matter expertise depending upon the situation. The SEO and the SERT work with members of the energy industry and

government agencies to coordinate response activities and prioritize restoration for critical infrastructure.

The Electric Membership Cooperatives and Electricities of North Carolina serve as liaisons between their member providers and the SERT. Individual municipal power systems or cooperatives are responsible for restoring the functionality of their own infrastructure.

State, county, and local governments will pre-identify critical infrastructure that should have priority for energy restoration. These priorities will be communicated to the appropriate energy industry partners for incorporation into their internal restoration planning processes.

The ESF-12 cell will coordinate energy industry response and restoration activities with other ESFs in order to facilitate a timely recovery.

## CLASSIFICATION OF ENERGY SHORTAGES AND TRIGGER POINTS

Energy shortages are classified as mild, moderate, or severe depending on their duration, the amount of supply reduction, and the area or number of citizens affected. Additional information on the classification process, criteria, and Energy Office response actions are available in Section 2.2 of the North Carolina Energy Assurance Plan. Information on types of energy shortages is available in Section 2.3.

These triggers are guidelines. Factors such as weather, expected duration, affected area, population or critical infrastructure will determine the appropriate level of response. Much of the data used to classify an energy shortage is produced on a monthly basis, and the preliminary classification of a specific shortage may be revised as more data becomes available.

- Mild Shortage: a 5-10% supply reduction lasting up to one week due to an isolated incident or degradation of service reliability. Commodity spot prices will increase rapidly, driving up retail energy prices.

- Moderate Shortage: a 10-15% supply reduction lasting up to three weeks due to an escalating incident or prolonged degradation of service reliability. Energy suppliers may declare force majeure, go on allocation, or request government assistance. Distributors may have difficulty meeting contract obligations, and there may be shortages at the retail level. Energy providers may implement curtailment plans.

- Severe shortage: a 15% or greater supply reduction that persists for several weeks. Commodities may be unavailable on the spot and

retail markets. Utilities may implement protective action plans to maintain grid integrity. Government agencies may be called upon to provide relief.

**DEMAND REDUCTION MEASURES**

Demand reduction measures are intended to reduce the consumption of a specific energy resource. Lower consumption may be required to extend available supplies or to restore stability to a distribution system. Measures can be implemented on a voluntary or mandatory basis depending on the severity, cause, and expected duration of an energy emergency. Section 5.4 of the North Carolina Energy Assurance Plan describes each measure in detail and provides estimated demand reductions for individual measures.

1. Electricity

    a. Public/Government Measures. The following measures reduce the overall demand by curtailing non-essential consumption:

        - HVAC temperature set-back;
        - Reduce hot water temperatures;
        - Operating hours reductions/closings; and
        - Limit the use of electronic signage/advertising and other non-essential lighting.

    b. Utility Protective Actions. Utilities may act in order to preserve the integrity of the integrated electrical grid.

        - Curtailment of non-firm service
        - Voltage reductions
        - Load shedding

2. Natural Gas

    a. Public/Government Measures. The following measures reduce the overall demand by curtailing non-essential consumption:

        - Reduce temperature of heat spaces;
        - Reduce hot water temperatures;
        - Compressed work weeks for facilities heated using natural gas; and
        - Operating hours reductions/closings.

b. Industry Actions. Providers may act to maintain line pressure and continuity of service. Curtailment of customers with interruptible service contracts.

3. Petroleum

a. Public/Government Measures. The following measures reduce the overall demand by curtailing non-essential consumption:

- Reduce or restrict non-essential travel;
- Implement no-idling policy;
- Encourage use of multi-passenger travel;
- Highway Speed Reductive;
- Fuel purchasing restrictions;
  - Odd/Even Schema
  - Minimum Fuel Purchase
  - Maximum Fuel Purchase
  - Priority End Users
- Speed Enforcement; and
- State Fuel Set-Aside Program.

b. Industry Actions. Disruptions may result in supply shortages.

- Petroleum suppliers may declare force majeure.
- Terminal operations may go on allocation.

4. Propane

a. Public/Government Measures. The following measures reduce overall demand by curtailing non-essential consumption:

- Reduce temperature of spaces heated with propane; and
- Reduce hot water temperatures.

b. Industry Actions. Disruptions may result in supply shortages. Curtail delivery of fuel for non-essential purposes.

## B. NOTIFICATION

Upon notification of an emergency or when the potential exists for a disaster, NCEM will notify agencies tasked in this appendix. Upon identification of a disruptive energy event that affects or has the potential to affect the state's energy supply or distribution infrastructure, the SEO

will notify NCEM. Upon declaration of an energy emergency, the ESF-12 staff will notify the stakeholders listed in the ESF-12 Notification Checklist in Enclosure 1. Should communications systems become inoperable, the State Energy Office will send representatives to the State EOC.

## C. RESPONSE ACTIONS

### 1. INITIAL

a. Gather information on the current energy situation including:
   - The cause and extent of the disruption;
   - Realized or potential effects on the state energy supply;
   - Realized or potential impact to energy consumers;
   - Estimated time to repair / replace infrastructure and restore service;
   - Current restoration priorities;
   - Potential sources of alternative supplies; and
   - Requests for government assistance.

b. Provide energy industry stakeholders with information that may assist their response operations, track restoration progress and collect situation updates for SERT leadership.

c. Establish a reporting schedule for updates on industry restoration activities.

d. Provide information to the SERT Public Information Officer to inform the public about the disruption and government response efforts.

### 2. CONTINUING

a. Provide SERT leadership with a practical analysis of the situation that includes a short-term projected outlook, potential mitigation measures and restoration of energy supplies.

b. Communicate state restoration priorities to energy providers in accordance with the North Carolina Energy Security Plan.

c. Assist local and state entities with resource requests.

d. Administer statutory authorities pertaining to energy conservation as directed by SERT leadership.

e. Track the availability, pricing, and usage of energy within the state.

f. Communicate with local government officials to verify that recovery is progressing.

g. Assist in the coordination of resupply efforts.

# ENERGY CHECKLISTS (ESF-12)

2026

## ENERGY EMERGENCY TRIGGERS AND CHECKLISTS

## ESF-12 CELL ACTIVATION CHECKLIST

**Note: The following are guidelines. Factors such as weather, expected duration, affected area, population or critical infrastructure will determine the appropriate level of response.**

| ACTIVATION LEVEL | | ACTIONS TAKEN |
|---|---|---|
| **Level 5 – Level 4**<br>**Trigger: N/A*** | ☐ | **+ Normal operations; monitor phase by all stakeholders** |

*** The ESF-12 cell will prepare for activation when the National Hurricane Center advises that a tropical cyclone threatens the southeastern or mid-Atlantic coastline.**

| ACTIVATION LEVEL | | ACTIONS TAKEN |
|---|---|---|
| **Level 3 (Mild Shortage)** ☐<br>**Trigger:**<br>**Isolated incident/degradation of service reliability.**<br>**5 to 10% Supply reduction lasting up to one week.** | | **+ Review operating guidelines, continue monitoring and review/analyze results** |
| | ☐ | **+ Communicate with energy providers to determine extent, cause, and expected duration of the disruption** |
| | ☐ | **+ Communicate with affected jurisdictions to identify energy shortages** |
| | ☐ | **+ Coordinate public information efforts with NCEM JIC** |
| | ☐ | **+ Provide situation updates to NCEM** |
| | ☐ | **+ Recommend voluntary demand reduction Measures** |

| ACTIVATION LEVEL | | ACTIONS TAKEN |
|---|---|---|
| **Level 2 (Moderate Shortage)** | ☐ | **+ Continue all Mild Shortage actions** |
| **Trigger:**<br>**10-15% Supply reduction lasting up to three weeks** | ☐ | **+ Coordinate with energy providers to identify and recommend voluntary conservation measures** |
| | ☐ | **+ Advise NCEM regarding declaration of Energy Emergency** |
| | ☐ | **+ Recommend mandatory demand reduction measures** |

| ACTIVATION LEVEL | | ACTIONS TAKEN |
|---|---|---|
| **Level 1 (Severe shortage)** | ☐ | **+ Continue all Moderate Shortage actions** |
| **Trigger:**<br>**>15% supply reduction lasting more than three weeks** | ☐ | **+ Recommend declaration of Energy Emergency** |
| | ☐ | **+ Recommend implementation of Petroleum Set-Aside Plan** |

# PETROLEUM SHORTAGE (NC ENERGY EMERGENCY)

## USAGE PROFILE

Petroleum is primarily used as a transportation fuel, as well as for heating, auxiliary electric generation and industrial purposes. North Carolina's petroleum supply originates along the Gulf Coast, where crude oil is refined and finished product is inserted into the Colonial and Plantation interstate pipelines. The two interstate pipelines bring fuel to terminals in Charlotte, Greensboro, and Selma. Both interstate pipelines operate as common carriers and serve additional markets. Some distillate products are imported via the Port of Wilmington. An insignificant amount is imported to border communities via truck. Trucks transport petroleum products from the three terminals to distributors and retailers.

## TRIGGERS

Note: The following are guidelines. Factors such as weather, expected duration, affected area, population or critical infrastructure will determine the appropriate level of response.

The ESF-12 cell will prepare for activation when the National Hurricane Center advises that a tropical cyclone threatens petroleum refining or transportation infrastructure along the Gulf Coast.

Level 3 (Mild Shortage) Up to 10% supply reduction lasting up to one week

| | |
|---|---|
| Response actions: | Continue monitoring and determination actions.<br>Communicate with suppliers and provide situation update to NCEM.<br>Coordinate public information announcements with NCEM JIC.<br>Coordinate with other ESFs to address energy requirements.<br>Recommend voluntary conservation measures. |

| | |
|---|---|
| Level 2 (Moderate Shortage) | 10-15% supply reduction lasting up to three weeks |
| Response actions: | Continue all mild shortage actions.<br>Recommend mandatory conservation measures. |

| | |
|---|---|
| Level 1 (Severe Shortage) | >15% supply reduction lasting more than three weeks |
| Response actions: | Continue all moderate shortage actions.<br>Recommend implementation of Petroleum Set-Aside plan.<br>Notify U.S. Department of Energy, ESF-12. |

## RESOURCES

| | |
|---|---|
| **List of Stakeholders** | **NC Energy Assurance Plan 1.2.5** |
| **Types of Shortages** | **NC Energy Assurance Plan 2.3.3** |
| **Infrastructure Summary** | **NC Energy Assurance Plan 3.3.4** |
| **Transportation Summary** | **NC Energy Assurance Plan 3.4.4** |
| **Conservation Measures** | **NC Energy Assurance Plan 5.4.4** |

# ELECTRICITY SHORTAGE (NC ENERGY EMERGENCY)

## USAGE PROFILE

Reliable and affordable electricity is essential to the health, safety, and welfare of the people and economy of North Carolina. All sectors of the economy rely on electricity. Approximately 90% of electric power used in North Carolina is generated in state or at plants operated by the three principal investor-owned utilities (IOUs), Duke Power, Progress Energy and Dominion North Carolina. As of 2009, North Carolina's primary sources of energy for electricity generation were coal (62%), nuclear (32%), natural gas (3%) and renewables (3%). There are three nuclear generating stations in the state, in Southport, New Hill, and Mecklenburg County.

## TRIGGERS

Note: The following are guidelines. Factors such as weather, expected duration, affected area, population or critical infrastructure will determine the appropriate level of response.

| | |
|---|---|
| Level 3 (Mild Shortage) | Isolated outage or service degradation affecting >2500 customers, restoration anticipated within 48 hours. |
| Response actions: | Continue monitoring and determination actions.<br>Query utility about expected duration and grid-protective measures.<br>Identify any affected critical infrastructure.<br>Coordinate with other ESFs to address energy requirements.<br>Coordinate public information announcements with NCEM JIC. |
| Level 2 (Moderate Shortage) | Region-wide outage or service degradation affecting >10,000 customers, restoration anticipated within 168 hours. |
| Response actions: | Continue all mild shortage actions.<br>Recommend voluntary conservation measures. |
| Level 1 (Severe Shortage) | Widespread and persistent outage or service degradation affecting >20,000 customers, restoration not expected within 168 hours. |
| Response actions: | Continue all moderate shortage actions.<br>Recommend mandatory conservation measures.<br>Notify U.S. Department of Energy, ESF-12. |

## RESOURCES

| | |
|---|---|
| **List of Stakeholders** | **NC Energy Assurance Plan 1.2.1** |
| **Vulnerabilities** | **NC Energy Assurance Plan 2.1.3** |
| **Types of Shortages** | **NC Energy Assurance Plan 2.3.3** |
| **Infrastructure Summary** | **NC Energy Assurance Plan 3.3.1** |
| **Conservation Measures** | **NC Energy Assurance Plan 5.4.2** |

# NATURAL GAS SHORTAGE (NC ENERGY EMERGENCY)

## USAGE PROFILE

North Carolina imports natural gas via the Williams-Transco pipeline, which originates in Mont Belvieu, TX. The pipeline is a common carrier, serving additional markets. Natural gas is primarily used for electrical generation, climate control, water heating, and cooking. Gas is a growing segment of the state's energy profile and is increasingly used for electrical generation. It is transported throughout the state via transmission, distribution, and service pipelines. Natural gas is marketed by Piedmont Natural Gas, PSNC Energy, and several local distribution companies.

## TRIGGERS

Note: The following are guidelines. Factors such as weather, expected duration, affected area, population or critical infrastructure will determine the appropriate level of response.

Level 3 (Mild Shortage) Up to 10% supply reduction lasting up to one week

| | |
|---|---|
| Response actions: | Continue monitoring and determination actions.<br>Communicate with suppliers and provide situation update to NCEM.<br>Coordinate public information announcements with NCEM JIC.<br>Coordinate with other ESFs to address energy requirements.<br>Recommend voluntary conservation measures. |

| | |
|---|---|
| Level 2 (Moderate Shortage) | 10-15% supply reduction lasting up to three weeks |
| Response actions: | Continue all mild shortage actions.<br>Query electric utilities about the potential for cascading effects.<br>Query gas providers about expected duration and curtailment measures.<br>Recommend mandatory conservation measures. |
| Level 1 (Severe Shortage) | >15% supply reduction lasting more than three weeks |
| Response actions: | Continue all moderate shortage actions.<br>Notify U.S. Department of Energy, ESF-12. |

## RESOURCES

| | |
|---|---|
| **List of Stakeholders** | **NC Energy Assurance Plan 1.2.3** |
| **Vulnerabilities** | **NC Energy Assurance Plan 2.1.4** |
| **Types of Shortages** | **NC Energy Assurance Plan 2.3.2** |
| **Infrastructure Summary** | **NC Energy Assurance Plan 3.3.2** |
| **Conservation Measures** | **NC Energy Assurance Plan 5.4.3** |

## NCESF-12

## ENERGY DISRUPTION REPORTING WORKSHEET

TRACKING INFORMATION

| | |
|---|---|
| DATE: __/__/__ TIME: _____ | NEXT REPORT EXPECTED: _____ |
| EVENT: _____ | REPORT TAKEN BY: _____ |
| REPORTING ORGANIZATION: _____ | |
| CONTACT NAME: _____ | |
| CONTACT INFORMATION: | |

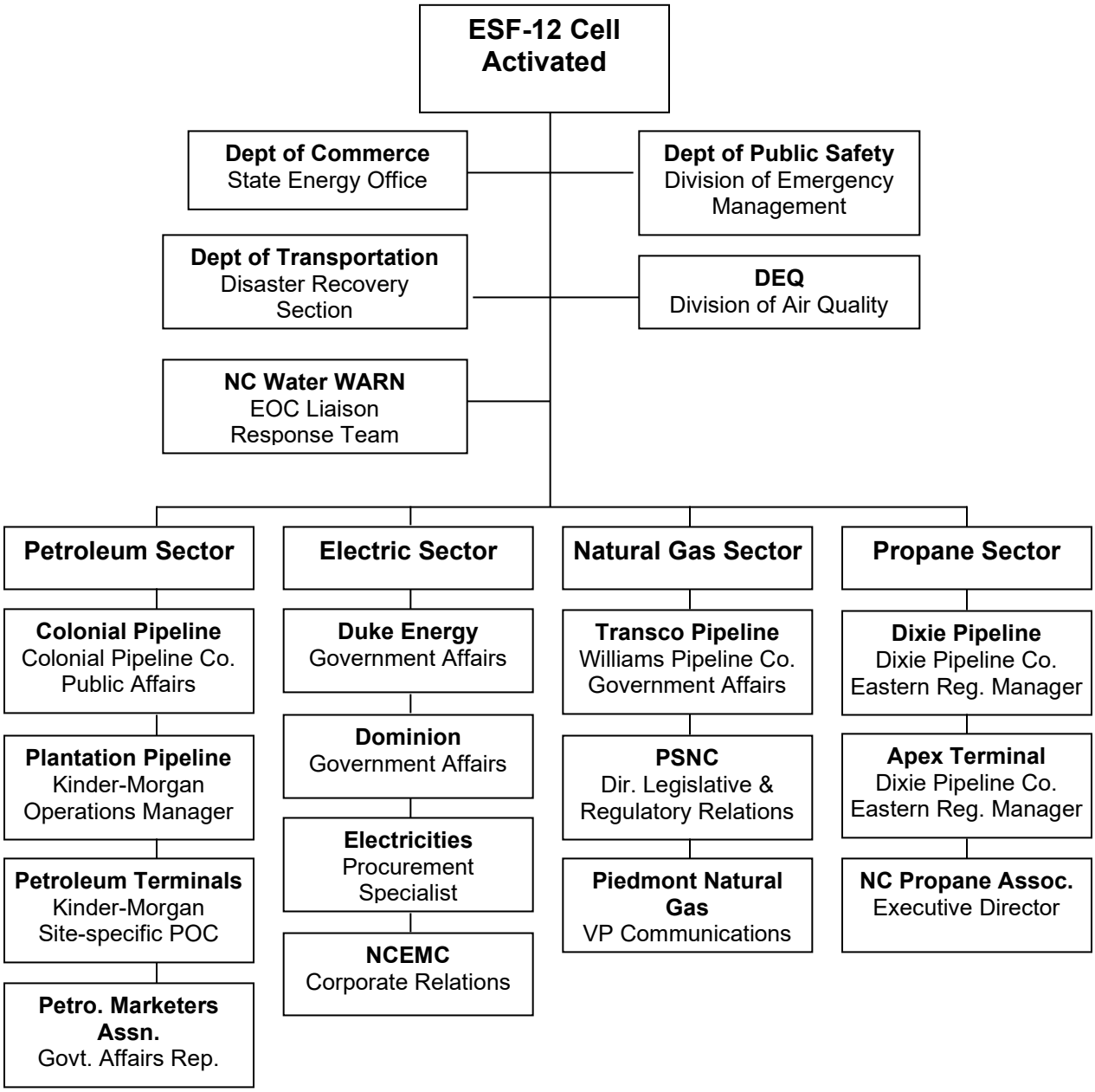
EVENT SUMMARY

| |
|---|
| CAUSE (IF KNOWN): |
| AREA AFFECTED: |
| POPULATION(S) AFFECTED: |
| ENERGY SUPPLY IMPACT(S): |
| CRITICAL INFRASTRUCTURE(S) AFFECTED: |
| CONSUMER IMPACT(S): |

RESPONSE ACTIVITIES

| |
|---|
| CURRENT RESPONSE/RESTORATION ACTIVITIES: |
| ESTIMATED TIME TO REPAIR/RESTORE: |
| ALTERNATIVE SOURCES OF SUPPLY: |
| SUPPORT REQUEST(S): |

## ESF-12 CELL NOTIFICATION CHECKLIST FOR ENERGY EMERGENCIES




The entities listed on this notification chart are responsible for major sections of energy infrastructure serving North Carolina. It is not an exhaustive list, and additional notifications may be required due to the characteristics of a specific event.

Refer to the ESF-12 Emergency Contact List for the specific names, phone numbers, and/or email addresses of listed entities.

# LAW ENFORCEMENT (ESF-13)

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to provide coordination for all state law enforcement resources to support local law enforcement during and following public disturbance, riots and/or emergency situations.

### B. SCOPE

The State Emergency Response Team (SERT) Emergency Services Branch will coordinate state law enforcement activities during public disturbances, riots and/or emergency situations.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Emergencies, man-made or natural, may be of such magnitude as to overwhelm the resources of local law enforcement. Security and protection of the public and its property will be essential. Civil disturbances are the public assemblage of three or more persons which by disorderly and violent conduct, or the imminent threat of disorderly and violent conduct, results in injury or damage to persons or property or creates a clear and present danger of injury or damage to persons or property (G.S. §14-288.2).

### B. ASSUMPTIONS

1. Local government may be, under certain circumstances, overwhelmed by the extent of response effort required to support evacuations, provide security, control traffic and carry out other law enforcement activities.

2. Local police departments and sheriff's offices will activate mutual aid from other local law enforcement agencies before requesting state assistance.

3. The SERT will develop a contingency plan to deploy state resources in the event that local control of the emergency is insufficient to ensure adequate protection for lives and property.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Monitor potential emergencies that may require the deployment of state law enforcement resources in support of the affected law enforcement agencies.

b. Provide additional law enforcement resources to impacted areas as necessary.

### B. SUPPORTING STATE AGENCIES

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide trained personnel for traffic control.

b. Provide military forces to assist local law enforcement in the emergency area for security, control of entrance to and exit from disaster area, and protection of people and crowd control.

c. Provide a Reaction Force specifically trained for response to public disturbances and riots.

**ALCOHOL LAW ENFORCEMENT**

a. Assist in law enforcement, including investigation and staff law enforcement specialists.

#### 2. NC STATE HIGHWAY PATROL (NCSHP)

a. Provide uniform personnel for highway law enforcement, traffic control, resource transportation, security, public disturbance, and riot response.

b. Provide security escort when required by related plans, policies, and/or procedures.

**DIVISION OF MOTOR VEHICLES LICENSE AND THEFT BUREAU (DMV-L&T)**

a. Assist local law enforcement.

b. Assist emergency management officials with special vehicle registration matters for emergency vehicles.

**3. STATE BUREAU OF INVESTIGATION (SBI)**

a. Assist in law enforcement, including investigation and staff law enforcement specialists.

**4. NC DEPARTMENT OF ADULT CORRECTION (NCDAC)**

a. Provide uniformed personnel to support/assist law enforcement with security, traffic control, and buses to transport inmates from evacuated jails to other jails or prisons at request of a sheriff.

**5. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)**

**DIVISON OF MARINE FISHERIES (DMF)**

**NORTH CAROLINA MARINE PATROL**

a. Enforce laws and regulations in state coastal waters.

b. Provide law enforcement support.

**6. NC DEPARTMENT OF TRANSPORTATION (NCDOT)**

**DIVISION OF HIGHWAYS**

a. Monitor road conditions and coordinate with local law enforcement to provide public with detour routes via DriveNC.gov and available message boards.

**7. NC WILDLIFE RESOURCES COMMISSION (NCWRC)**

**LAW ENFORCEMENT DIVISION**

a. Provide law enforcement support, especially on state rivers and lakes.

**8. NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (NCDNCR)**
**DIVISION OF PARKS AND RECREATION (NC STATE PARKS)**

a. Provide law enforcement support, including laws related to state park lands and waters.

**9. NC DEPARTMENT OF INSURANCE (NCDOI)**

**CRIMINAL INVESTIGATION DIVISION (CID)**

a. Provide Law enforcement support, including security and traffic control.

## C. SUPPORTING AGENCIES

### 1. NORTH CAROLINA ASSOCIATION OF CHIEFS OF POLICE

a. Assist in the coordination of mutual aid resources in support of local police departments. This includes coordinating law enforcement resources, sharing information, and ensuring effective communication during emergencies.

### 2. NORTH CAROLINA SHERIFF'S ASSOCIATIONS

a. Coordinate law enforcement support for all sheriffs in North Carolina through the North Carolina Sheriffs' Association, Statewide Disaster Assistance Network.

b. Manage resources (personnel and/or equipment) requested by sheriffs' offices in affected disaster areas and the deployment of resources from sheriffs' offices outside the affected area through the Statewide Disaster Assistance Network

# IV. CONCEPT OF OPERATIONS

## A. GENERAL

Local law enforcement agencies are encouraged to request assistance from other local law enforcement agencies by mutual aid General Statutes before asking the state for assistance. In a state of emergency, when it is determined by the lead state agency that local control of the emergency is insufficient to assure protection for lives and property in accordance with the North Carolina Emergency Management Act, the Governor may deploy state law enforcement resources to the emergency area.

### B. NOTIFICATION

Upon notification that a public disturbance, riot and/or emergency situation has occurred or the potential for one exists, emergency management will alert relevant partners and appropriate law enforcement agencies. Based upon the severity of the situation, agencies will be asked to report to the State EOC.

### C. RESPONSE ACTIONS

#### 1. INITIAL

a. Local and state law enforcement agencies from within the emergency area will be committed.

b. State law enforcement agencies will monitor local situations in preparation for possible commitment.

c. Local law enforcement resources from both within and from outside the emergency area will be committed when requested by mutual aid.

#### 2. CONTINUING

a. Local law enforcement agencies will respond to law enforcement and security requirements within their capabilities.

b. State law enforcement resources will be deployed to the emergency area upon receiving a request or when it is determined local law enforcement agency resources are insufficient to assure adequate protection for lives and property.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

County sheriffs and local chiefs of police are responsible for law enforcement within their jurisdictions. Pursuant to law, all sheriffs' offices and police departments may provide mutual aid to each other, upon a written request, upon the terms specified in the General Statutes. When local resources are exhausted, state assistance is requested through emergency management channels.

## B. STATE

The SERT Emergency Services Branch will support state law enforcement activities when a public disturbance, riot and/or emergency situation occurs or when the potential for disaster exists. According to the severity, agencies will be asked to report to the State EOC. If the public disturbance, riots and/or emergency situation are isolated to one area of the state, a representative of the law enforcement division from that area will be dispatched to the affected agency to establish a state law enforcement liaison and to monitor and coordinate state law enforcement activities. State resources will be dispatched from the State EOC, including an NCEM Area Coordinator, should the situation require.

## C. FEDERAL

In the event a public disturbance, riot and/or emergency situation exceed state capabilities, the Governor may request federal assistance.

# AERIAL RECONNAISSANCE TEAMS (ART)

2026

## I. MISSION

As part of preliminary damage assessment, to deploy rapidly and fly over severely impacted areas providing reports on the extent and location of hurricane damage. Aerial Reconnaissance Teams (ARTs) will coordinate activities with the FEMA Rapid Needs Assessment (RNA) Team.

## II. CONCEPT OF OPERATIONS

The ARTs are led by an ART Coordinator assigned from the State Emergency Response Team (SERT) Recovery Section. They schedule aerial reconnaissance according to requirements established by the SERT Planning Section. ARTs will be deployed immediately after a major hurricane impacts North Carolina and weather conditions permit. Two ARTs will deploy from the RDU airport at the National Guard Aviation Center and fly to counties impacted by a hurricane. One helicopter will fly the impacted area where the hurricane eye's center moved over land. The other helicopter will fly the eastern eye wall where hurricane winds are expected to have been most severe. Both helicopters will fly these areas, county by county, observing and noting the following:

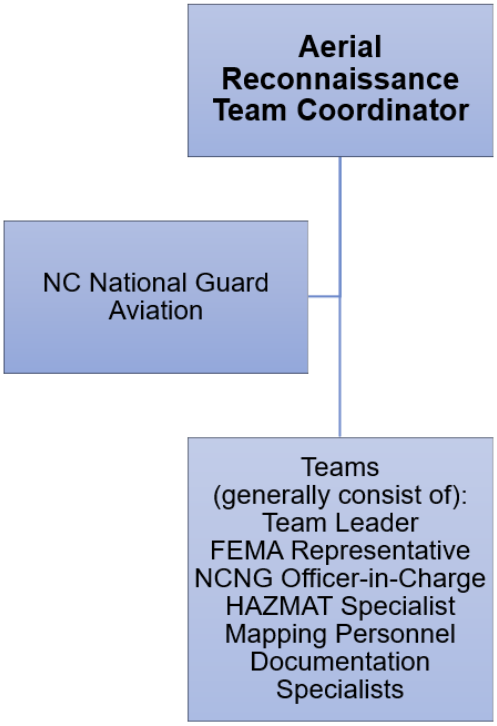
- Severity of the damage;
- Specific impact information and locations, i.e. estimated houses damaged, roads washed away, bridges out, power lines down, etc.;
- Record video and digital images of the damage;
- Mark those areas that should be investigated in greater detail by an unmanned aerial vehicle (UAV) and, if possible, where a remote pilot could set up a nearby base of operations; and
- Determine what immediate state assistance may be needed.

If possible, the information being recorded by the ARTs will be sent back to the State Emergency Operations Center (EOC) by one or more of the following methods:

- By voice transmission between the ART leader and the State EOC as fly-over occurs;
- By voice transmission using a satellite phone once the helicopter lands in an impacted county;
- By telephone once a team lands in an impacted area;
- By fax machine once a team lands in an impacted area; and
- By hand delivering the reports and maps back to the State EOC when the ARTs return to Raleigh.

## III. ART INFORMATION MISSION OBJECTIVES

ART information mission objectives identify the status of Infrastructure and mass care structures for each affected county.




Priorities include:

A. Telephone and communications towers

B. Electrical power lines

C. Roads and Bridges

D. Health/Medical Facilities

E. Waste and Water Treatment Plants and Systems

F. Airports and Railroads

G. Main Government buildings

H. Shelters

I. Mapped areas of significantly impacted areas

# ALL HAZARD INCIDENT MANAGEMENT TEAMS (AHIMT)

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to describe the support provided by All Hazards Incident Management Teams (AHIMT). These personnel are trained and credentialed to fulfill a variety of incident command positions to maximize their value in a deployment, both within North Carolina and to other states through the Emergency Management Assistance Compact (EMAC).

### B. SCOPE

Members of AHIMTs can be deployed for any response to maintain public safety. This may range from large, planned events to a response with very little lead time. The complexity of the incident will dictate the size of the AHIMT as well as the level of qualifications needed. Becoming and remaining an IMT member requires an ongoing commitment for that individual to attend training opportunities provided for IMT members. Candidates for an AHIMT must be experienced in disaster response, specifically long-term activations (greater than 72 hours) within an Emergency Operations Center (EOC) or Field Command Posts. Additionally, completion of the AHIMT training requirements is necessary to apply to become a part of the Branch Incident Management Team. Individuals who become AHIMT credentialed also maintain a current AHIMT position task book.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A major disaster may cause many people to be in life threatening situations that require various levels of response. Team members can be comprised of local, state, federal and non-governmental AHIMT trained and credentialed personnel. Supplemental personnel may be added to these teams to augment specific local needs.

### B. ASSUMPTIONS

1. All available and trained AHIMT resources will be committed, and additional subject matter experts or technical specialists may be requested from the state or through EMAC.

2. Support, coordination and direction of local efforts, including volunteers, will be required.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Provide a liaison to local government and coordinate assistance and/or response from state and federal governments.

b. Organize and appropriately train emergency management personnel for participation in all aspects of AHIMT operations.

c. Coordinate additional training for all members of AHIMT to ensure an acceptable level of preparedness.

d. Maintain a current directory of qualified resources for AHIMT deployment.

### B. SUPPORTING STATE AGENCY

#### 1. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Provide full AHIMTs and/or AHIMT personnel.

b. Train NCFS personnel in All Hazard and or Wildland ICS. Maintain records of training and qualifications.

c. Support AHIMT training of other state / local agencies.

d. Support development of local AHIMTs.

e. Develop AHIMT qualifications of other state and local agencies through participation in NCFS AHIMTs.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

AHIMT members are equipped with a high level of Incident Command System (ICS) experience in emergency management. When deployed, they may fill assigned ICS positions within an organization to support their response, serve in an ICS deputy position to support local responders, provide relief to local responders to ensure that 24-hour operations are continued, and/or serve as a mentor for local personnel with less disaster response experience. Although AHIMTs are comprised of sixteen ICS positions, some or all of these positions may be filled for any particular deployment. The positions include staff trained and certified in command elements, operations, planning, logistics, and finance and administration.

Requests for an AHIMT may come from an agency/community within the state or from another state through EMAC. Upon notification by the State EOC of an AHIMT request, members will be notified and asked to respond with availability. If available, AHIMT members must be ready for deployment with 24 hours' notice. NCEM Regional Coordination Centers (RCCs) will identify team leaders who will be activated with concurrence of the State Emergency Response Team (SERT) Leader. The RCCs will identify other team members depending on requests and needs of the receiving jurisdiction and coordinate their movement and assignment with team leaders. As needed, the NCEM EMAC Coordinator will submit a cost estimate to the requesting agency.

Once the AHIMT has been activated, team members will be provided a copy of the mission assignment, which typically requires deployment of a period no less and 72 hours but up to 14 days. At the direction of the Team Leader, AHIMTs will support local/county briefings and planning meetings as required. They will ensure all state resources are properly accounted for and will provide advice to the agency/community on the availability and appropriate use of state resources. They will serve as liaisons between local/county government and the SERT. AHIMTs will be demobilized or re-deployed when the mission at their designated location has been completed.

# AVIATION / AIR BRANCH

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to establish consistent policies, organizational structures, and procedures for the use of aviation support during emergencies in North Carolina.

### B. SCOPE

This appendix establishes parameters for the effective integration of aviation assets into disaster response and recovery activities.

## II. SITUATION AND ASSUMPTIONS

### A. ASSUMPTIONS

1. Disasters will result in a need for aviation assets to support operations in the direct or surrounding impacted area.

2. NC State Emergency Response Team (SERT) Air Branch is responsible for coordinating the integration of aviation assets requested by the Regional Response Coordination Center (RRCC) or North Carolina Emergency Management (NCEM) in response to a disaster or emergency. The NC SERT Air Branch is not designed to provide direct C2 of aviation resources but rather, it coordinates aviation specific missions and resources between federal, state, and local agencies for centralized planning with decentralized execution.

3. No functions of the NC SERT Air Branch circumvent or diminish any agency's statutory authority to respond.

4. The NC SERT Air Branch is a coordinating entity of partner agencies with a statutory authority to respond with aviation resources and expected to coordinate activities with the Air Branch during disasters or planned events to ensure unity of effort.

5. The NC SERT Air Branch consists of two collaborating entities which are the coordination cell and the operations cell. The makeup of the Air Branch is situation dependent and could include representatives from state, local, federal agencies and non-Governmental organizations (NGOs).

- Coordination Cell: Responsible for air asset and personnel approval, logistical support, communication plan/equipment, funding, and EMAC approval.

- Operations Cell: Responsible for aviation asset employment strategy, aviation asset tasking and mission forecasting in conjunction with asset assignment and deconfliction of responding aviation agencies.

6. Airspace control and management rests with the Federal Aviation Administration (FAA).

7. The NC SERT Air Branch can activate all or part of the state and local Aviation plan.

8. Aircraft, aircrews, support and supplies may be pre-positioned at staging areas in order to be in a response posture after a disaster strikes.

9. Civil Air Patrol (CAP) missions are coordinated within the SERT and must be approved by either the Commander, NC Wing CAP (if a state mission) or by the US Air Force (if a federal mission).

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

**NC SERT AIR BRANCH (COORDINATION CELL)**
**(NC AIR SERT FUNCTIONAL LEAD)**

a. Act as liaison between NCEM and aviation resource agencies.

b. Maintain and update aviation resource list and track status of resources during emergencies.

c. Identify necessary staffing and activate selected components.

d. Coordinate the approval of aviation resources.

e. Coordinate the approval of personnel.

f. Coordinate the logistical support of aviation assets and personnel.

g. Coordinate and develop the aviation communications plan.

h. Coordinate the approval for Emergency Management Assistance Compact (EMAC) resources for out-of-state aviation needs.

i. Maintain and report Data collections from aviation resources.

## B. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA NATIONAL GUARD (NCNG)

#### NC SERT AIR BRANCH (OPERATIONS CELL)
#### AVIATION TASKING LEAD

a. As necessary, identify and establish a forward staging area and the associated logistical support necessary for operations.

b. Brief the State Emergency Operations Center (EOC) on the status of activated aviation resources, including current missions, available aircraft by type, locations of staging areas, and proposed priorities for aviation support.

c. Respond to requests for aviation support from the Regional Response Coordination Center.

d. Maintain daily aviation activity logs including all missions flown.

e. Coordinate maintenance and logistical support for aircraft.

f. Other operational, managerial and administrative support as needed.

g. Identify the need for temporary flight restrictions and coordinate the requests with the FAA.

h. If requested by the FAA, establish restricted airspace management.

#### CIVIL AIR PATROL (CAP)

a. Assist in air search, land rescue, aerial surveillance of surface routes and traffic.

b. Provide aerial courier/messenger service, light transport flights for personnel and supplies.

c. Provide aerial reconnaissance and photographic flights for damage assessment as well as fixed, mobile, and airborne communications.

d. Provide aircraft to support disaster air operations as available.

e. Provide a CAP liaison officer to support air operations in the State EOC.

f. Provide ground team support and ground transport.

g. Support and participate in Point of Distribution operations (POD).

**2. NC STATE HIGHWAY PATROL (NCSHP)**

a. Assist in air search and rescue.

b. Assist in aerial surveillance of surface routes and traffic.

c. Provide rotary wing aircraft in support of NCHART.

d. Provide light transport flights for personnel and supplies.

e. Provide aerial reconnaissance and command and control.

f. Provide rotary wing aircraft to support disaster air operations as available.

g. Respond to requests for aviation support from the State EOC.

**3. STATE BUREAU OF INVESTIGATION (SBI)**

a. Assist in aerial surveillance of surface routes and traffic.

b. Provide aerial courier and messenger service.

c. Provide light transport flights for personnel and supplies.

d. Provide aerial reconnaissance and command and control.

e. Provide fixed, mobile, and airborne communications.

f. Provide aircraft to support disaster air operations as available.

g. Respond to requests for aviation support from the State EOC.

**4. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)**

**DIVISION OF MARINE FISHERIES (DMF)**

**NORTH CAROLINA MARINE PATROL**

a. Assist in aerial surveillance of surface routes and traffic.

b. Provide aerial courier and messenger service.

c. Provide light transport flights for personnel and supplies.

d. Provide aircraft to support disaster air operations as available.

e. Provide drones statewide to support survey and search and rescue operations.

**5. NC DEPARTMENT OF TRANSPORTATION (NCDOT)**
**DIVISION OF AVIATION**

a. Provide light transport flights for personnel and supplies.

b. Provide aircraft to support disaster air operations as available.

**6. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)**

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Assist in aerial surveillance of surface routes and traffic.

b. Provide light transport flights for personnel and supplies.

c. Provide aerial reconnaissance and command and control.

d. Provide aircraft to support disaster air operations as available.

### 7. NC WILDLIFE RESOURCES COMMISSION (NCWRC)

#### LAW ENFORCEMENT DIVISION

a. Assist in aerial surveillance of surface routes and traffic.

b. Provide aerial courier and messenger service.

c. Provide light transport flights for personnel and supplies.

d. Provide aircraft to support disaster air operations as available.

e. Provide drones statewide to support survey and search and rescue operations.

### 8. AIR MEDICAL OPERATIONS

a. Assist NCOEMS with critical care patient transportation.

b. Provide rotary wing aircraft in support of patient movement.

c. Respond to requests for aviation support from the State EOC.

d. Coordinate agency flight tasking, sequencing and frequency assignments with Air SERT Functional Lead.

e. Provide rotary wing aircraft to support disaster air operations as available.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

Most aviation support will be limited in scope to the site of the disaster area during the assessment. The NC SERT Air Branch is the central point of contact for disaster aviation support activities. For early reconnaissance flights, the Air Branch may be called during the initial stages of the event assessment.

The Air Branch may select a location and alert additional staff to support forward air operations. Aviation Liaisons may also be positioned in the State EOC. The Air Branch will address the coordination and allocation of resources, staging, logistics, intelligence, reporting, and communications for air support. Depending on the severity of the situation, or the

anticipated levels of air operations, additional staffing may be activated at the State EOC, an airport, or other appropriate facility to support this function. Funding will be in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended).

## B. NOTIFICATION

NCEM, via the State EOC, will notify the NC SERT Air Branch when aviation support is required. The Air Branch will notify the appropriate aviation asset holders as deemed necessary for the incident.

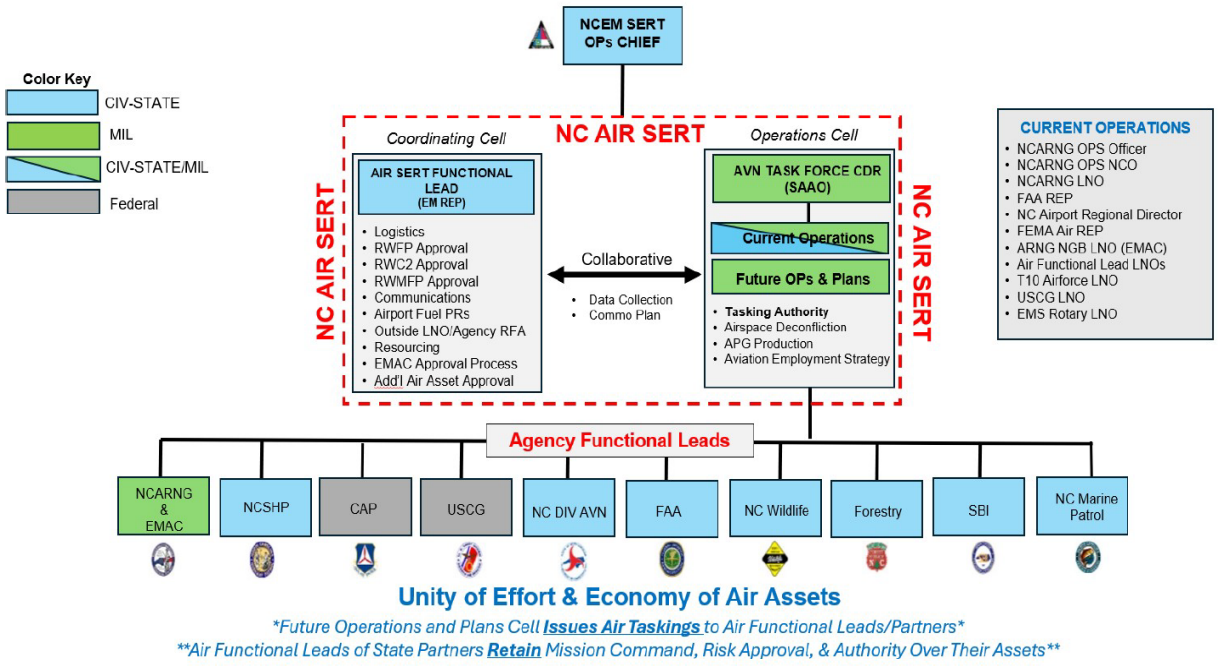



**Figure 1: NC SERT Air Branch Organization**

## V. REFERENCES

A. North Carolina State and Local Aviation Plan

# MILITARY SUPPORT

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to provide for the organization of military support to the State Emergency Response Team (SERT) during disasters and/or civil unrest.

### B. SCOPE

The scope of military support operations varies. Military support will be provided through U.S. Department of Defense resources under state or federal authorities to the SERT.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A large-scale disaster will result in widespread loss or damage to the civilian infrastructure. In addition, there may be widespread displacement of people because of damage to or loss of structures and housing. To quickly assess effects on the population and to provide immediate response, an impact assessment will be required immediately following a disaster.

### B. ASSUMPTIONS

1. A catastrophic disaster will overwhelm the resources of local governments.

2. North Carolina National Guard (NCNG) resources will be made available to assist civil authorities if support does not interfere with an essential military mission.

3. To assist local officials, the Governor may order any or all the NCNG to active duty under state authorities.

4. NCNG assistance will be limited to missions that can be accomplished more effectively by the NCNG compared to other agencies of government.

5. Additional military support may be requested when the disaster exceeds the capabilities of local and state resources.

6. Counties surrounding or adjoining military installations have entered into Memoranda of Agreement with the local military base for support during local emergencies. Such memoranda should address financial accounting and liability, operations liability, and commercial operations.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Provide assistance as needed through field services personnel.

b. Coordinate requests for NCNG resources.

### B. SUPPORTING STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide a representative of the SERT at the State EOC to serve as the functional lead for military support as well as any additional personnel and resources required for coordination, command, and control of military resources.

b. Provide military support to civil authorities. Missions may include, but are not limited to:

- Communications;
- Cybersecurity;
- Debris clearance;
- Medical and refugee evacuation;
- Search and rescue;
- Food and water supply;
- Health, sanitation and medical services;
- Housing and shelter;
- Maintaining law and order;
- Emergency repair of streets, roads, and bridges;
- Transportation;
- Damage assessment;

- Emergency flood control; and
- Aviation support.

c. Provide NCNG mission-ready force packages which refers to a pre-identified, mission-specific group of personnel and equipment organized to rapidly respond to a particular emergency or support need.

d. Provide personnel and resources to support the coordination, command, and control of military aviation assets to the SERT Air Operations Branch as outlined in North Carolina State and Local Aviation Planning Guide.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The NCNG will operate from the State EOC to coordinate mission requests in support of the SERT and to advise the SERT Leader on military support capabilities and resources. The NCNG will provide military support to civil authorities in accordance with the North Carolina National Guard All Hazards CONPLAN (contingency).

When ordered into active duty by the Governor, the Adjutant General will mobilize personnel and equipment in and around the disaster area or potential disaster area as required to restore/preserve law and order and to provide support for the other SERT activities as directed by the SERT Leader. During a disaster, when waiting for instructions from higher authority precludes effective response, a National Guard Commander may take action necessary to save human life, prevent immediate human suffering, or lessen major property damage or destruction. The Commander will report his/her actions to higher military and civil authority as soon as possible. NCNG Assistance will not be delayed for lack of reimbursement commitment or for lack of liability certification from the requestor.

In disasters of sufficient magnitude to require federal Department of Defense (DOD) response, the NCNG Adjutant General and his staff will serve as liaison between North Carolina and the active component commander through the dual status command structure. This will allow for the integration of military support resources under state as well as federal authorities under a single command and control structure to reduce duplication of effort and improve operational efficiencies.

Requests for assets and/or capabilities of the larger U.S. Department of Defense are routed through the State EOC for approval and routing through FEMA. These requests do not impact the ability for any commander of a federal military installation to support an immediate threat to life, limb, or eyesight under their immediate response authority in support of local or state civil authorities.

Military support to civil authorities will terminate as soon as possible after civil authorities can handle the emergency with a priority of demobilization of military support resources deployed under federal authorities prior to resources mobilized under state authorities.

### B. NOTIFICATION

When a disaster has occurred or is imminent, the NCEM Operations Chief or designee will notify military support agencies. NCNG will use existing unit alert and mobilization plans to alert, mobilize, and demobilize personnel and assets.

### C. RESPONSE ACTIONS

a. Deploy state personnel and equipment resources as necessary.

b. Assess impacts and needs.

c. Evaluate and coordinate military assistance requests.

d. Relieve military units as soon as mission is complete or when civilian assets can assume mission requirements.

e. Provide generators as requested.

f. Provide wreckers to support evacuation.

g. Provide NCNG force packages.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Each local jurisdiction is responsible for the management of disasters to the extent its resources allow. When local and mutual aid resources have been exhausted, local jurisdictions may request assistance from the state.

### B. STATE

Requests for military support are received in the State EOC and forwarded to the NCNG Adjutant General for approval. If the NCNG can support the request, the mission will be scheduled. The NCNG Director of Military Support will keep mission status information.

### C. FEDERAL

Requests for federal military assistance may be made by NCEM to FEMA. In the event of a major disaster or when the potential for a major disaster exists, FEMA may dispatch a Defense Coordinating Officer to the North Carolina EOC. This officer helps prepare and coordinate requests for federal military resources.

## VI. REFERENCES

A. North Carolina State and Local Aviation Plan

B. NCNG CONPLAN

# WORKER SAFETY AND HEALTH SUPPORT

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to provide guidelines for implementing worker safety and health support functions during potential or actual emergencies and disasters. Additionally, this appendix describes the actions needed to ensure that threats to responder safety and health are anticipated, recognized, evaluated, and controlled consistently so that responders are properly protected during incident management operations.

### B. SCOPE

The State Emergency Response Team (SERT) activates the North Carolina Department of Labor (NCDOL), Occupational Safety and Health (OSH) Division as the coordinator for worker safety and health technical support. The NCDOL then coordinates mechanisms and processes used to provide technical assistance for carrying out incident safety management activities include identification and characterization of incident hazards, assessments and analyses of health risks and exposures to responders, medical monitoring, and incident risk management.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A significant natural disaster or man-made incident may create conditions which would adversely affect the safety and health of emergency responders. In addition, secondary events such as fires, explosions, flooding and hazardous material releases may compound the problems and threaten both survivors and rescue personnel.

### B. ASSUMPTIONS

1. Emergency Management's activation of the State Emergency Response Team also activates the NCDOL, Occupational Safety and Health Division as the coordinator for worker safety and health technical support.

2. NCDOL, OSH Division assistance and coordination may also be requested during an incident if specific needs are identified by other departments or individual agencies.

3. Private-sector and public-sector employers are responsible for the safety and health of their employees.

4. NC employers are responsible for worker health and safety pursuant to the Occupational Safety and Health Act of NC (NCGS §95-129) and in some cases 40 CFR 311, Worker Protection. This responsibility includes allocating sufficient resources for safety and health programs, training staff, purchasing protective clothing, and equipment as needed, and correcting unsafe or unsanitary conditions.

5. Worker safety and health representatives work with the SERT or local Incident Commander regarding the release of general occupational safety and health information.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Provide resources, including personnel and equipment, to support and assist NC emergency response agencies and federal organizations in protecting first responders and recovery workers during a local or nationally significant incident.

### B. SUPPORTING STATE AGENCIES

#### 1. NC DEPARTMENT OF LABOR (NCDOL)

**OCCUPATIONAL SAFETY AND HEALTH DIVISION (OSH)**

a. Safety and health representatives work with the SERT or local Incident Commander regarding the release of general occupational safety and health information.

b. Allocate sufficient resources for safety and health programs, training staff, purchasing protective clothing and equipment as needed, and correcting unsafe or unsanitary conditions.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The NCDOL coordinates state and federal safety and health assets to provide proactive consideration of potential hazards. They ensure the availability and management of safety resources needed by responders and shares responder safety-related information. They coordinate among state agencies, local, and federal governments, and private-sector organizations involved in incident response.

### B. NOTIFICATION

Upon notification of an incident, representatives from local, state, and federal governments and the private sector involved in incident characterization, stabilization, and cleanup will meet as directed by the SERT Leader/Incident Commander to identify and resolve conflicts, share information, and provide the SERT Safety Coordinator/Incident Command Post (ICP) Safety Officer with the information necessary to manage responder safety and health risks.

### C. RESPONSE ACTIONS

#### 1. INITIAL

a. Provide staff to support the SERT Safety Coordinator/Incident Command Post Safety Officer.

b. NCDOL personnel will serve as technical specialists in other Incident Command System (ICS) elements as required.

c. Identify likely hazards associated with potential incidents and the preventative actions that can be taken to reduce or eliminate illnesses and injuries that may result from hazardous exposure.

#### 2. CONTINUING

a. Evaluate the need for longer term epidemiological medical monitoring and surveillance of responders.

b. Division resolves technical, procedural, and risk assessment conflicts, if necessary, through formal recourse to the SERT Safety Coordinator/ICP Safety Officer, SERT Leader or Incident Commander before they adversely affect the consistency and accuracy, or the advice and information provided to responders and response organizations.

c. Collect and manage data (exposure data, accident/injury documentation, etc.) to facilitate consistent data-formatting and data-sharing among response organizations.

d. Carry out responder exposure monitoring, including task-specific exposure monitoring for toxins and physical stressors (e.g., noise, heat/cold, ionizing radiation).

e. Provide occupational safety and health technical advice and support to the SERT Safety Officer and ICP Safety Officer(s) involved in incident management.

f. Representatives from local, state, and federal governments and the private sector involved in incident characterization, stabilization, and cleanup will meet as directed by the SERT Leader/Incident Commander to identify and resolve conflicts, share information, and provide the SERT Safety Coordinator/ICP Safety Officer with the information necessary to manage responder safety and health risks.

# SERT PLANNING SECTION

2026

## I. PURPOSE

This appendix describes the Planning Section of the State Emergency Response Team (SERT) during disasters, emergencies, and significant planned events. The core functions performed by the Planning Section are consistent for all hazards, regardless of impact or geographical area.

## II. MISSION

The Planning Section is responsible for collecting, formatting, archiving, and distributing emergency/disaster information. The Section serves as the focal point to collect, analyze, and disseminate up-to-date information, to include details related to activation cadence, to NCEM and the State Emergency Response Team.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

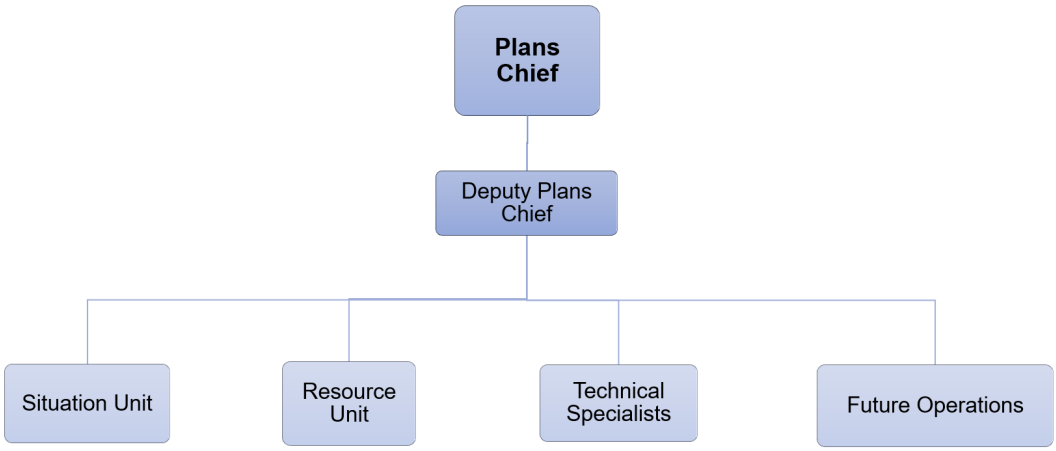
The Plans Section Chief reports directly to the SERT Leader and is responsible for the overall operations of the Planning Section. In addition to overseeing the development of all reporting products, they ensure the SERT Leader reviews and approves objectives for each operational period. They develop and deliver SERT Operational Briefs and leads coordination with Functional Leads to collect and validate information for reporting. The Deputy Plans Chief performs all functions of the Plans Section Chief in their absence and assigns personnel to their specific roles and tasks.

The core functions carried out by the SERT Planning Section include:

- Resource tracking
- Developing and disseminating the following:
    - Reports containing disaster and incident information
    - Incident Action Plans (IAPs)
    - Executive Summaries
    - Future Operations reports
- Meteorological support and technical expertise
- Future Operations planning
- After-Action Reports and Corrective Action Planning

# SERT PLANNING SECTION

2026




## A. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

### 1. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

### PLANNING SECTION

### SITUATION UNIT

The Situation Unit will monitor a variety of information sources (primarily NCSPARTA, email and social media) and coordinate with Functional Leads to collect emergency/disaster information and assemble and disseminate via Executive Summaries. The Situation Unit will also monitor conference calls and attend briefings and meetings as needed. If needed, staff will assist in developing displays, charts, graphs and spreadsheets.

### RESOURCE UNIT

The Resource Unit will monitor and track the assignment of resources to NCEM Branches and develop Incident Action Plans. IAPs will be published daily for the following 24-hour operational period (0700 – 0700). Considerations in preparing the IAP include the SERT Leader's priorities, available state resources, and the status of previously planned activities.

### NATURAL HAZARDS BRANCH/TECHNICAL SPECIALISTS

NCEM meteorologists will provide timely, tailored weather support for SERT operations. Meteorologists will be available, as appropriate, on a 24-hour basis to provide any weather briefing or forecast the SERT may require.

Other technical specialists will provide subject matter expertise and advice to the SERT Leader for event specific decisions. Personnel will vary depending on the type of event occurring.

## FUTURE OPERATIONS

The Future Operations cell is responsible for anticipating and identifying considerations, requirements, and potential actions that may arise 72+ hours the current operational period. This cell looks ahead to emerging threats, evolving disaster impacts, resource demands, and recovery needs that extend past immediate response efforts. By doing so, the Future Operations cell provides the SERT Leader with key considerations and timely recommendations to ensure sustained response and recovery efforts.

# SERT LOGISTICS SECTION (ESF-7)

2026

## I. PURPOSE

This appendix describes the Logistics Section of the State Emergency Response Team (SERT) during activation, including processes and procedures for resource support, transportation management, and distribution management.

## II. MISSION

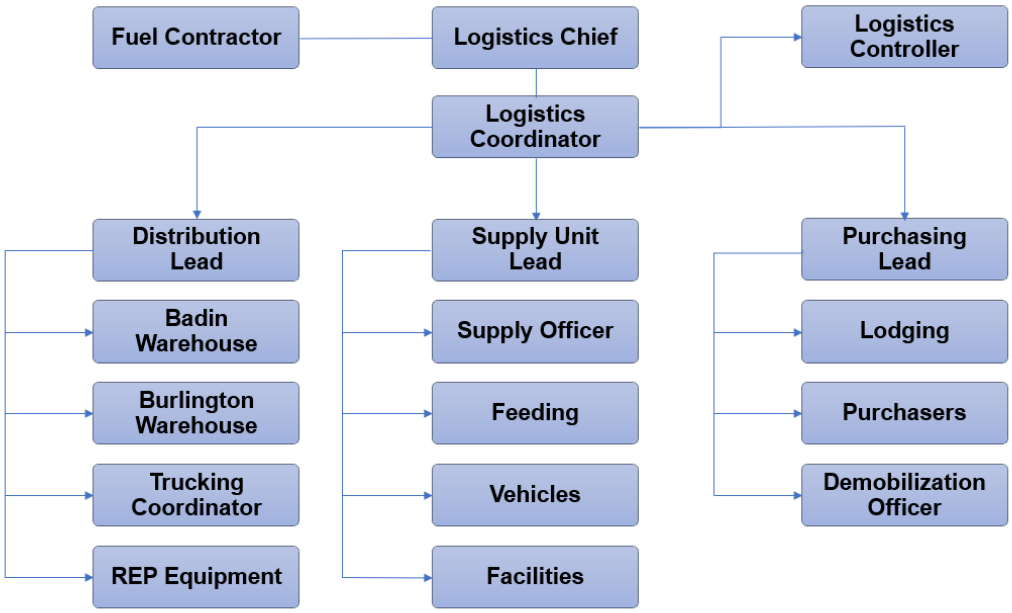
The Logistics Section procures, stores and transports state resources in support of disaster response and recovery operations. It processes resource requests from local governments, state agencies, and SERT partners, and tasks appropriate agencies to satisfy requests as needed through a resource management system. The resource management system is used for all incidents and events identified in the North Carolina Emergency Operations Plan (EOP) and the State Enhanced Hazard Mitigation Plan, and is comprised of:

- A disaster management software package titled NCSPARTA;
- NC Department of Public Safety (NCDPS), North Carolina Emergency Management (NCEM) facilities to include but not limited to the State Emergency Operations Center (EOC) and headquarters, three (3) operational regional coordination centers, two (2) disaster warehouses, and SERT partner facilities as needed;
- Personnel from all federal, state, regional, local, faith-based and non-profit agencies, and private business identified within the NCEOP that are supporting a specific incident or event;
- Equipment, goods, materials, services, and financial resources from all partners identified within the NCEOP;
- Solicited goods, materials, services, personnel, financial resources and facilities;
- Contractual agreements, memoranda of agreement, memoranda of understanding, and other arrangements that provide additional resources; and
- Laws, plans, policies, procedures, and job aids developed to implement an all-hazards approach as well as specific incidents such as pandemic and radiological emergencies.

Unsolicited resources are not accepted by the state and are referred to non-profit, faith-based and private business entities. Resource management objectives are established in order of life safety, incident stabilization, and property and environment preservation followed by objectives established by the SERT Leader.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Logistics Chief reports directly to the SERT Leader and is responsible for overall logistics activities. The Logistics Coordinator controls the Section's day-to-day activities. The Logistics Coordinator and members of the section task SERT partners to fulfill resource requests and to perform other missions via NCSPARTA. Their roles and capabilities are described below.




### A. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### 1. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

#### LOGISTICS SECTION

#### SUPPLY UNIT

The Supply Unit is responsible for initial processing of resource requests and identifying sourcing solutions for feeding, lodging, commodities, facilities, equipment, and services. While the Logistics Coordinator may be able to route some requests directly to the appropriate unit, many requests will require significant research and contact with field personnel. It is the Supply Officer's responsibility to gain all information required for a sourcing solution. If the best solution is to use SERT partner assets, the Log Coordinator tasks the appropriate SERT partner via NCSPARTA.

### SERVICES UNIT

The Services Branch, Facility Unit maintains existing facilities and related services and establishes short-term leases. The Ground Support Unit provides fleet management and supports ongoing recovery operations. In addition, the Services Branch provides support to the Distribution Branch, Supply Unit, state/federal Joint Field Office (JFO), and Joint Reception, Staging, Onward Movement, and Integration (JRSOI) site as necessary.

### DISTRIBUTION UNIT

The Distribution Branch consists of two disaster warehouses and assorted emergency commodities, a Mass Evacuation Transportation Cell, and any additional activated logistics staging areas. The Branch is responsible for warehouse operations, inventory management, transportation of commodities and equipment, and coordinating mass evacuation transportation support.

### PURCHASING UNIT

Pre-positioned all-hazards contracts and purchasing by SERT partners during an activation must be routed through the NCEM Logistics Section. The Purchasing Branch procures commodities, goods, equipment, facilities, and services for the SERT using an emergency procurement process in accordance with North Carolina General Statute 143 and with 2 CFR Part 200. The Branch also establishes and maintains pre-positioned all-hazards contracts as needed.

## B. SUPPORTING AGENCIES

### 1. NC DEPARTMENT OF ADMINISTRATION (NCDOA)

### MOTOR FLEET MANAGEMENT

a. Provide motor pool support.

b. Purchase and Contracts provides purchasing and contract support.

### STATE PROPERTY OFFICE (SPO)

a. Provide facilities needed by the SERT for response and recovery operations.

b. Validates or supports any facilities the Logistics Section leases or

acquires.

c. Make available a tabulation of properties that may be available.

d. Provide surplus property listing for use during emergency situations.

**2. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)**

a. Provide the SERT with information related to available emergency resources and supplies.

**FOOD DISTRIBUTION DIVISION**

a. Provide tractor trailers, drivers, and bulk USDA foods as needed.

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Transport emergency food supplies through food distribution and state farms operations from NCDA&CS owned warehouses or other sources to distribution and/or mass feeding locations in disaster areas.

b. Provide equipment and personnel as needed for logistical support.

**3. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)**

**PURCHASING AND LOGISTICS OFFICE**

a. Provide personnel for the Purchasing Unit in the State EOC during disaster activations.

b. Coordinate procedures with the NCEM Logistics Chief.

**CIVIL AIR PATROL (CAP)**

a. Provide support to include search and rescue and debris removal.

b. Provide Point of Distribution (POD) Teams.

c. Provide transportation for evacuees as needed.

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide transportation and logistical support as directed.

**4. NC STATE HIGHWAY PATROL (NCSHP)**

a. Provide transportation, equipment, uniformed personnel, and related services as may be directed.

**STATE CAPITOL POLICE**

a. Provide security services for the State EOC and other emergency management facilities.

**5. NC DEPARTMENT OF ADULT CORRECTION (NCDAC)**

a. Provide tractor trailers, drivers, commodities, buses, vans, and sworn law enforcement officers as needed.

b. Provide transportation, equipment, uniformed personnel, and related services as may be directed.

c. Provide a representative to the SERT Logistics Transportation Cell, when activated, who can coordinate use of buses and passenger vans to assist with evacuation operations.

d. Provide transportation to support evacuation missions, equipment, uniformed personnel and related services for the support of law enforcement personnel as may be directed.

e. Provide transportation for the evacuation of offenders and other affected department personnel.

f. Provide trucks and drivers as well as provisions (blankets, pillows, etc.) from Correction Enterprise Warehouses.

**6. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)**

a. Provide the SERT with information related to available emergency resources and supplies.

**7. NC DEPARTMENT OF PUBLIC INSTRUCTION (NCDPI)**

a. Provide the SERT with information related to available or potential emergency facilities, resources, supplies, and/or personnel resources.

b. Provide a representative to the SERT Logistics Transportation Cell who can coordinate use of school buses to assist with evacuation and re-entry operations.

c. Coordinate with county school systems to provide buses for evacuation.

**8. NC DEPARTMENT OF TRANSPORTATION (NCDOT)**

a. Provide a representative to the SERT Logistics Transportation Cell to provide assistance with communication between public transportation sub recipients.

b. Provide a list of transportation agencies.

**9. NC LEAGUE OF MUNICIPALITIES**

a. Facilitate mutual aid between North Carolina cities.

b. Provide a representative to the Logistics Section during SERT activations, as needed.

**10. FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)**

a. Provide commodities, equipment, and transportation support as requested during a federally declared event, and technical support during non-federally declared events.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The NCEM Logistics Section Chief is responsible for the management of SERT Logistics and coordinates the logistics operations of all state agencies. State logistics will be coordinated through the State EOC. All available state-owned resources may be used during emergency operations. Primarily, resource distribution will occur through the State EOC, Regional Coordination Centers (RCCs) and from state warehouses. Resources that cannot be provided from state assets will be secured

through direct procurement from federal or vendor resources. The Logistics Section will maintain a resource tracking and validate financial purchases for Logistics resources.

Two database systems support SERT Logistics. NCSPARTA is used for state and county agencies to make requests, for SEOC personnel to track requests, and for Logistics personnel to task agencies to act to satisfy requests. NCSPARTA is also used to share essential process information. Logistics personnel use the Identify, Credential, and Access Management (ICAM) database to provide real-time asset visibility of NCEM-owned commodities and equipment.

Local governments will use their transportation assets and prearranged supporting resources to the extent necessary and available. If the extent of the disaster exceeds the resources of the local government, state assistance will be provided upon request. These include administrative and utility vehicles (sedans, pick-ups, dump trucks), special purposes vehicles (water tankers, tractor-trailers), local school activity buses and public-school buses (as prearranged between local government and local school boards).

Counties must designate enough PODs to support distribution of disaster supplies (food, water) to 20 percent of their populations and report these locations to the Logistics Section so that they are available for use during disasters. Counties must also plan to provide staffing and equipment to operate these PODs or report to the Logistics Section the locations needing state support to operate.

Contracted truck and charter bus transportation services, as well as state government transportation resources available to the SERT, will be used to assist local emergency operations and other state agencies in meeting the requirements of moving people, supplies and equipment.

The Logistics Section is responsible for transportation operations. State Logistics employs a civilian transportation contractor to provide contract trucks and trailers to move most resources in response to a disaster. The transportation contractor will provide a representative in the State EOC to procure transportation assets as directed by the State Transportation Coordinator.

A Transportation Cell, consisting of transportation representatives from appropriate state agencies, will be established in the State EOC under the control of the State Transportation Coordinator whenever state assets are required to assist with evacuation operations. As a minimum for evacuation

operations, the Cell will consist of representatives from the NC Department of Transportation, NC Department of Public Instruction, NC Department of Public Safety, and a representative from the civilian charter bus company currently under state contract. The Cell may also be established during other contingencies when significant, non-bus transportation assets are required from other state agencies for the disaster response.

Throughout disaster response, the Logistics Section will maintain the capability to establish a mobile Logistics Staging Area and/or a base in an impact disaster. Additionally, they will maintain the ability to establish and operate a Joint Reception, Staging, Onward Movement, and Integration (JRSOI) site to state mutual aid resources.

## A. REFERENCES

1. Joint Reception, Staging, Onward Movement and Integration (JRSOI) Plan and Standard Operating Procedure

2. North Carolina Medical Countermeasure Plan

3. State of North Carolina Receipt, Stage, and Store (RSS) Warehouse Manual

## B. TABS

1. Distribution Management Plan

# DISTRIBUTION MANAGEMENT PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

This appendix is to provide guidance for the effective and efficient distribution of critical resources and services prior to, during, and following an emergency or all-hazards event.

### B. SCOPE

Distribution management covers the disbursement of critical commodities and services to affected personnel, municipalities, counties and other state agencies in North Carolina. Distribution management encompasses supply chain coordination, resource management, and warehouse and transportation operations to ensure the timely and efficient delivery of supplies to distribution points and staging areas. It also includes providing equipment and services to support incident operations and establishing mechanisms to distribute essential supplies and commodities to disaster survivors.

### C. BACKGROUND

Disasters and all-hazards events in North Carolina, both large and small, will disrupt normal supply chains. This triggers the need for relief distribution chains that address critical emergency supplies such as food, water, tarps, and fuel. This emergency distribution management system is managed at all levels by state, local, tribal, and territorial agencies and/or voluntary, faith-based, or community-based organizations. Resource gaps identified during previous disasters have informed the development and refinement of emergency distribution plans to ensure the effective and efficient delivery of critical resources and services to disaster survivors within the community.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Local jurisdictions may experience resource demands that exceed their capabilities to provide essential emergency supplies and services, including food, water, tarps, and fuel, particularly when transportation and communications systems are disrupted or fail. The State Emergency Response Team (SERT) and State Emergency Operations Center (SEOC) allows for flexibility to augment the capacity to match manpower and mission requirements to meet most foreseeable logistical needs during disaster response.

### B. ASSUMPTIONS

1. Local jurisdictions may begin response operations without the benefit of a detailed or comprehensive understanding of the situation and/or critical needs assessment.

2. Local and regional supply chains and infrastructure will have been significantly disrupted, destroyed or depleted. Successful and sustained emergency operations depend on effective logistics and distribution management at all levels of government. Local jurisdictions maintain primary responsibility for distribution operations, while state and federal partners provide support through requested resources, information sharing, technical guidance, strategic assistance, and coordinated communications.

3. Available local resources will be managed county to county via the North Carolina Intra-State Mutual Aid agreement or via the NCEM Regional Branches.

4. Effective distribution of resources may require a state Logistics Staging Areas (LSA), Central Receiving and Distribution Points (CRDP) or local commodity Points of Distribution (PODs). Counties must pre-designate CRDP's, staging areas and POD locations to support their county operations and plan for integration of state provided resources.

5. Commodities and equipment may be provided from the SERT, Business Emergency Operations Center (BEOC) partners, publicly donated or commercial sources, other states via the Emergency Management Assistance Compact (EMAC), or the Federal Emergency Management Agency (FEMA).

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Direct and coordinate logistics operations.

b. Provide distribution support for the SERT, State EOC, local emergency management, and other state supported field locations.

c. Coordinate available private sector corporate donations virtually through the SERT BEOC to fulfill resource requests.

d. Leverage pre-positioned contracts to augment potential gaps in the response effort.

e. Utilize the emergency procurement process to obtain needed resources, commodities, equipment and services.

## B. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF ADMINISTRATION (NCDOA)

#### MOTOR FLEET MANAGEMENT

a. Manage state-owned passenger vehicles and central motor pools in support of distribution, response and recovery operations.

#### DIVISION OF PURCHASING AND CONTRACT

a. Provide personnel for the Supply or Purchasing Unit during disaster activations to support procurement.

#### DIVISION OF STATE PROPERTY

a. Identify potential state facilities that could be used as distribution points.

b. Secure short-term and long-term facility leases to serve as warehousing or distribution points when requested.

### 2. NC DEPARTMENT OF ADULT CORRECTIONS (NCDAC)

a. Provide transportation, equipment, uniformed personnel, inmate labor, and related services to support resource distribution.

b. Provide a representative to the SEOC who can coordinate use of buses and passenger vans.

### 3. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA NATIONAL GUARD

a. Provide transportation assets from the NCNG such as trucks, personnel, material handling, and air assets.

b. Provide local CRDP liaison teams.

#### DIVISION OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION

a. Provide uniformed personnel and related services as directed.

#### PURCHASING AND LOGISTICS (P&L)

a. Provide personnel for the Supply or Purchasing Unit during disaster activations to support procurement.

b. Ensure personnel are trained and exercised periodically in coordination with the SERT Logistics Chief.

c. Ensure personnel are trained and exercised periodically.

### 4. NC STATE HIGHWAY PATROL (NCSHP)

a. Provide transportation, equipment, uniformed personnel, and related services as directed to support distribution.

### 5. NC DEPARTMENT OF PUBLIC INSTRUCTION (NCDPI)

a. Provide the SERT with information related to available or potential emergency facilities, resources, supplies, and/or personnel resources.

b. Provide a representative to the SEOC who can coordinate use of school buses.

### 6. NC DEPARTMENT OF TRANSPORTATION (NCDOT)

a. Provide the most current routes for logistical support and transportation.

b. Provide a representative to the SEOC who can represent transportation enterprises including aviation, rail, NC Public Transit Association (NC PTA), NC Ferry Division, and the NC State Ports Authority.

c. Identify potential funding sources and identify other financial resources that may be available for public transportation grantees during an emergency.

### 7. OTHER STATE AGENCIES

a. Other state agencies can supply facilities for distribution points and transportation needs to make immediate deliveries as requested and based on asset availability.

## C. OTHER SUPPORTING ORGANIZATIONS

### 1. NORTH CAROLINA VOLUNTEER ORGANIZATIONS ACTIVE IN DISASTERS (NCVOAD)

a. Provide facilities and transportation assets as requested to facilitate distribution to communities.

b. Coordinate the services of additional non-profit and faith-based organizations when requested to assist in distribution.

### 2. BAPTIST ON MISSION

a. Assist with the distribution of emergency feeding assets in accordance with the mass feeding plan.

### 3. AMERICAN RED CROSS

a. Assist with the distribution of emergency feeding assets in accordance with the mass feeding plan.

### 4. THE SALVATION ARMY

a. Assist with the distribution of emergency feeding assets in accordance with the mass feeding plan.

### 5. FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

a. Establish an Incident Support Base (ISB) in North Carolina at a designated federal facility to facilitate the distribution of federal resources.

b. Fulfill federal requests and deliver to points specified by the State during a federally declared disaster.

## IV. CONCEPT OF OPERATIONS

### A. REQUIREMENT DEFINING

North Carolina does not stock or maintain all the equipment and commodities required for every natural or manmade disaster scenario. Census data and a 15% population formula are used to forecast needed commodities. NCEM ensures commodities are available to sustain 20,000 people for one day based on historical event requests, space, funding availability, and supply chain resilience. Bottled water vendors in North Carolina can sustain up to 500,000 gallons of bottled water per day. Contracts with existing vendors can deliver up to 1,000,000 meals within a 24-hour order being placed.

NCEM Logistics then works with stakeholders to identify funding streams and orders resources. For events with advanced notice, supply chains for critical commodities can be sustained with available funding. For no-notice events, as well as high-impact events, the state may look towards FEMA to fill commodity resource gaps as identified in the FEMA Region IV Concept of Operations Plan.

Agency specific contracts, mutual aid agreements, and business partnerships are in place to replenish stock levels and provide continual support during a response. Gaps for resources are identified as the results of exercises and real-world activations.

NCEM also assists with the critical distribution for the Strategic National Stockpile (SNS) and the National Veterinary Stockpile (NVS).

## B. RESOURCE ORDERING

The Logistics Supply Unit processes all resource requests assigned to Logistics before tasking any agency to fill a request. The role of Supply Officers in the Logistics Supply Unit is to coordinate with requestors, Logistics staff, and SERT and BEOC partners as necessary to develop sourcing recommendations to satisfy needs. Supply Officers recommend sourcing solutions to the Supply Unit Leader who approves, denies, or makes resource recommendations to the Logistics Chief. Supply Officers then recommend assignment to the appropriate organization to fulfill the resource request (SERT, BEOC partners, EMAC, Logistics Distribution Branch, Logistics Services or the Logistics Purchasing Unit).

NCSPARTA is the primary disaster management platform utilized by state and county agencies to make, fulfill, and track resource requests. Logistics personnel use the Resource Tracker within NCSPARTA to provide real time asset visibility on commodities and equipment and record all purchases and rental equipment transactions.

The Resource Tracker is used to complete the following:

- Record purchases and view purchase list;
- Manage/track rental equipment; and
- Provide situational awareness information and management reports.

### Logistics Supply Unit

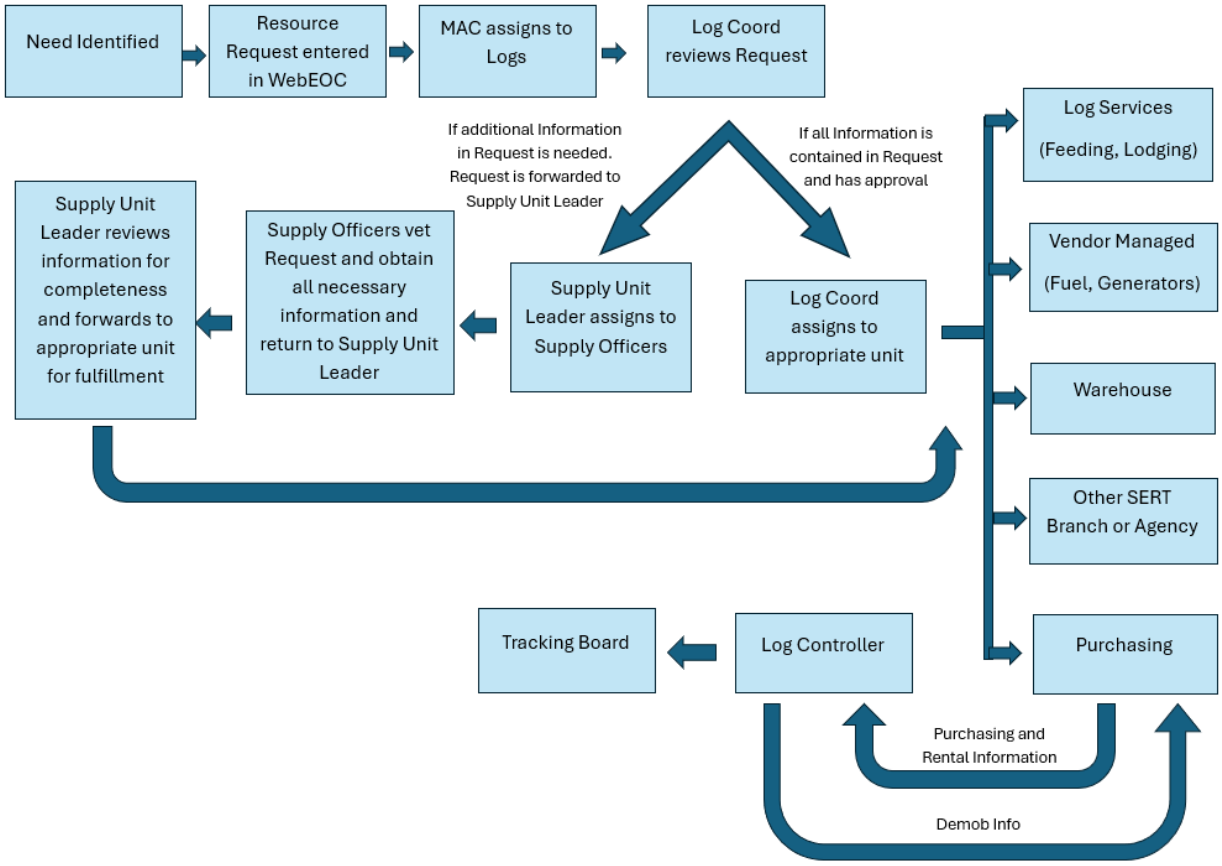
The Logistics Supply Unit is where the Logistics Coordinator directs processing and coordination activities. The Supply Unit Leader reviews all NCSPARTA requests and assigns them to one of several Supply Officers. The Supply Unit Leader provides guidance to Supply Officers and approves their sourcing recommendations.

The role of the Supply Officer is to develop and recommend to the Supply Unit Leader a sourcing solution for resource requests. They will gather additional information needed to make a good sourcing solution by querying a county for additional information, checking in Resource Tracker to determine whether the warehouses or FEMA have the resources on hand in sufficient quantities, or by coordinating with SERT partners to ascertain whether they can fill the request. A Supply Officer may determine that the best solution is to purchase the requested resources. When the Supply Unit Leader approves a Supply Officer's recommendation, they will task the appropriate agency in NCSPARTA to provide the resources.

The number of Supply Officers can be increased to keep pace with requirements as the number and frequency of requests increases. In large events, the Logistics Coordinator will appoint a Supply Unit Leader to assist with the approval process and to provide guidance to the Supply Officers. If no Supply Unit Leader is assigned, the Logistics Coordinator will assume those duties.

Figure 2 shows the process flow of resource requests within the Logistics Supply Unit. It illustrates the role and actions of a Supply Officer for a request. The bullets at each stage in the process describe the actions of the players.

**Figure 2 - Process Flow for Resource Request**




If the items are on hand in one of the logistics warehouses, the Supply Officer deploys the resource in Resource Trackers then tasks the appropriate warehouse via NCSPARTA.

## C. DISTRIBUTION BRANCH

The mission of the Logistics Distribution Branch is to execute approved sourcing solutions for on-hand supplies and equipment, to facilitate delivery of disaster supplies and services, and to coordinate ground, air or sea transportation for distribution.

The Distribution Branch requests and assigns ground transportation to the state warehouses as needed, and such assets operate under the control of the warehouse manager. These assets can come from state agencies such as the North Carolina Department of Agriculture and Consumer Services (NCDA&CS), the North Carolina National Guard (NCNG), and contracted vendors. The Logistics Distribution Branch will coordinate with the SERT Air Boss for air transportation, or with the NCDOT for ferry or additional ground support needs such as waivers and over-weight/height routing.

**Commodities Distribution Infrastructure**

Below shows the distribution infrastructure for disaster commodities.

1. **FEMA Incident Support Base (ISB) Capabilities:**
    a. 29 trucks meals; 57 trucks water
    b. 5+ days for 50,000 people
2. **Logistics Support Centers**
    a. Stocks for 20,000 people for one day
    b. Staging areas for trailer loads of commodities adjacent to warehouses
3. **County CRDP**
    a. Pre-landfall commodities for responders
    b. Post-landfall stocks for emergency POD re-supply
4. **County PODs**
    a. Operational by Landfall +72 hours

5. **County Logistics Liaison Teams** (2-person)

    a. Assist County EM Coordinator with request & CRDP/POD reporting

    b. Ensure SERT Logistics gets the information it needs

6. **FEMA Incident Support Base (ISB)**

    The FEMA ISB supports the state with 29 truckloads of meals and 57 truckloads of water. The ISB is stocked and operational no later than one day before landfall for hurricane events with enough food and water for 285,000 people for a day – or for over 50,000 people for 5 days. The quantity of supplies is the result of a FEMA-NCEM gap analysis based on a Category 3 hurricane impacting Wilmington and coming inland along Interstate 40. The ISB is requested using the federal Resource Request Form (RRF) process and can deliver to state warehouses, staging areas, or local CRDP and POD's in coordination with the Logistics Section.

7. **Logistics Support Centers**

    The state has two warehouses with enough meals and water for 20,000 people for one day. Warehouses have tarps and plastic sheets for covering damaged roofs, chainsaws and four sandbaggers. Each warehouse has an area of hardstand available for staging tractor-trailer loads of commodities, up to 80 truckloads per staging area. The National Guard provides personnel to assist NCEM managers to operate each warehouse and staging areas adjacent to the warehouses. Additionally, NG trucks are staged at the warehouses as a shuttle fleet to deliver supplies in addition to internal Logistics Personnel, contractors, or other SERT partners available to deliver to CRDP's and POD's.

    Supply chain management is coordinated between the Logistics Supply Unit and the Logistics Distribution Branch with key stakeholders such as vendors, contractors, state agencies, and FEMA. The Logistics Support Branch will work with the Logistics Supply Unit and the Logistics Services Branch to spin up additional logistics support centers or staging areas as needed.

8. **County Receiving and Distribution Point**

    Counties have identified at least one County Receiving and Distribution Point (CRDP) capable of receiving supplies from state Logistics. State guidance is for CRDPs to have approximately 2,000 feet of inside storage for pallets; a loading dock; enough hardstand to park ten, 53-foot trailers;

and material handling equipment to off-load trucks. The CRDP should open no later than one day before landfall for hurricane events with food/water for county responders. Post-landfall, CRDPs will distribute supplies to un-typed commodity distribution points and be prepared to provide emergency re-supply for other PODs and responders in the county area.

**9. County Logistics Liaison Team**

To assist the counties in managing commodities distribution and to ensure SERT Logistics gets the information it needs to support the counties effectively, the SERT is prepared, upon request, to send the most critically impacted counties a two-person Logistics Liaison Team to coordinate with the impacted county emergency management agency. Both the NCNG and Civil Air Patrol have identified personnel for these teams. Each will receive training on its mission prior to reporting to the county to help manage operations and inventory at the CRDP and PODs. In particular, the team can help the county EOC with re-supply orders for PODs and the CRDP and ensure re-supply orders are submitted with the required information and at the required time each day. Teams can stage at the Disaster Recovery Operations Center (DROC) in Raleigh at landfall minus one day, where they will receive vehicles, equipment, supplies and just-in-time training for their mission, presented by Logistics Services personnel. The teams will deploy to designated counties once it is safe to do so.

**10. Points of Distribution (PODs)**

Using the United States Army Corps of Engineers (USACE) POD model, counties have identified enough POD locations to meet the needs of at least twenty percent of its population. POD locations, point of contact information, and other key elements of information are kept up to date in NCSPARTA.

A county will make an initial commodity order with the state based on the standard POD typing methodology. One caveat is that the state uses an “un-typed” POD standard: one pallet each of meals, water and tarps for small/rural areas.

## D. INVENTORY MANAGEMENT

The NCEM warehouses stock basic commodities such as packaged food, bottled water, clean-up supplies, sandbags, and chainsaws. The Logistics Inventory in ICAM is the inventory management system for the warehouses and provides real-time asset visibility for all Logistics Section personnel as noted above. Minimum commodity thresholds are established within ICAM and the system will notify key logistics personnel when the minimum re-

order threshold has been reached. Each facility, be it a state staging area, logistics coordination center or other, uses the First In First Out (FIFO) methodology. Initial inventories will be validated prior to a facility opening, and again when the facility closes. PODs are to report inventory balances and burn rates to counties daily, with counties putting in re-stock orders daily to the state.

## E. TRANSPORTATION CONTRACTORS

The Division's primary commercial transportation contractor provides a representative in the EOC 24/7 who is co-located with and works for the Logistics Distribution Branch Manager. The responsibility of the Transportation Contractor is to provide the trucks and trailers needed to deliver warehoused and purchased resources more than can be delivered by NCEM employees and the NC National Guard shuttle fleet established at the warehouse(s). The Logistics Distribution Branch Manager assigns these transportation missions to the Transportation Contractor as Supply Unit assigns NCSPARTA requests to the warehouses or to the Purchasing Unit.

The transportation contractor representatives take action on assigned missions following procedures outlined in this SOP and in Agency Specific contracts. They will utilize the NCSPARTA fulfillment number or the PO# for transportation mission numbers, so they convey the purpose of the mission. They will ensure drivers reporting to the vendor and the warehouses know their transportation mission number. Additionally, they will notify the Logistics Distribution Manager as missions are completed so NCSPARTA can be updated.

## F. EXTERNAL PARTNER COORDINATION

### 1. STRATEGIC NATIONAL STOCKPILE

Strategic National Stockpile / Medical Countermeasure will be distributed according to the SNS/MC Transportation and Escort Security Plan.

### 2. NATIONAL VETERINARY STOCKPILE

The National Veterinary Stockpile will be distributed according to the State of North Carolina National Veterinary Stockpile Plan.

### 3. RADIOLOGICAL EMERGENCY PREPAREDNESS (REP) PROGRAM

The North Carolina REP assets will be distributed at the county level first and then augmented by Logistics Support.

### 4. MASS FEEDING PLAN

Mass Feeding will be distributed by SERT Partners and supported by Logistics Support.

## G. STAGING

The state can designate and operate forward staging areas based on the needs of the event. NCEM Logistics or each Regional Coordination Center (RCC) can establish and manage an operational staging area, and/or base camp. Staging can also occur at a state-run Joint Receiving, Staging, Onward Movement and Integration (JRSOI) site, National Guard armories, other state facilities, airports, and commercial sites such as truck stops.

## H. DEMOBILIZATION

Logistics Purchasing tracks rentals for renewals and/or demobilization using NCSPARTA during the event. At the request of the originator, end user or the RCC, the resource will be marked “DEMOB” in the NCSPARTA resource request. Logistics Distribution will contact the vendor and arrange the pick-up of the resource. Logistics Distribution will complete a post activation/demobilization inventory of the warehouse and record it in ICAM. Any shortfalls in inventory will be noted and resources will be ordered to bring the inventory to state required levels. The Logistics Distribution Branch Manager will demobilize warehouse staff when instructed. Other assets in the operational theater are demobilized using a tiered approach: released from county, released from RCC, then released from the state in accordance with published incident specific demobilization plans.

# V. REFERENCES

A. RSOI (Reception, Staging, Onward Movement and Integration) Plan

B. RSOI Standard Operating Procedure

C. SNS/State of North Carolina Medical Countermeasure Plan

D. National Veterinary Stockpile Plan

# SERT CENTRAL SERVICES SECTION

2026

## I. PURPOSE

This appendix describes the role of the Central Services Section during the activation of the State Emergency Operations Center (EOC). This includes finance, applications and GIS, human resources, information technology and the Responder Assistance Initiative (RAI). Central Services performs other roles outside of State Emergency Response Team (SERT) activations that are not described in this appendix.

## II. MISSION

During a SERT activation, the Central Services Section is responsible for:

A. Finance: Document disaster-related costs for leadership and process invoices to ensure prompt payment for goods and services necessary to support emergency response and disaster recovery efforts.

B. Information Technology: Provide information technology user support and infrastructure capabilities. Support flood inundation mapping and GIS technology in collaboration with the Hazard Mitigation Section. Maintain WebEOC to optimize performance and availability, provide end-user assistance, and ensure seamless access to geospatial hazard information platforms. Additionally, host REMIT for efficient financial tracking and reporting.

C. Human Resources: Process the hiring of temporary employees, if applicable.

D. Responder Assistance Initiative (RAI): Provide specialized mental health services in addition to peer team consultation and coordination with first responder agencies upon request.

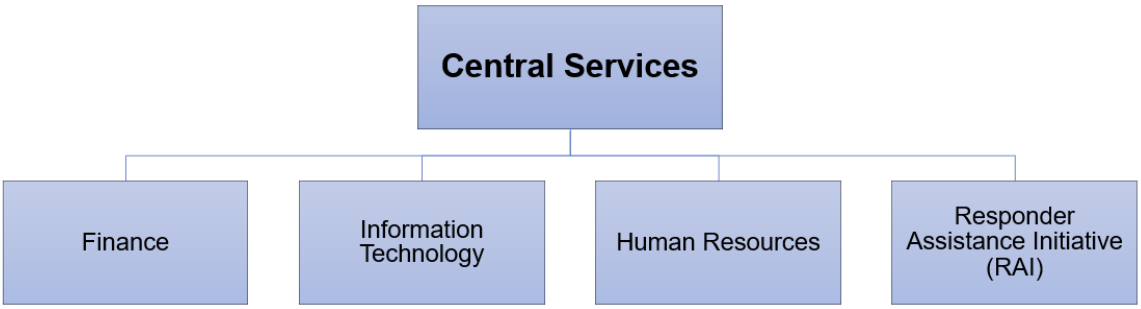
## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Deputy Director of Central Services reports directly to the SERT Leader during SERT activations. The Central Services Section is constituted with staff from North Carolina Emergency Management (NCEM) and augmented with staff members from the NC Department of Public Safety (NCDPS) Budget and Controller's Office. The Finance Chief is the principal fiscal/financial advisor to the SERT Leader.

The size of the SERT Finance function will determine if the Finance Team needs to be augmented with DPS Budget and Controller's Office personnel.

# SERT CENTRAL SERVICES SECTION

2026




## A. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

## NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

## CENTRAL SERVICES SECTION

### 1. FINANCE BRANCH

SERT Finance supports response and recovery operations by collecting expenditure reports from state agencies and advising the SERT Leader on the financial activities and expenditures before, during and after the response phase and/or event. The following are primary responsibilities of the Branch:

Finance Chief and Deputy Finance Chief(s)

a. Implement the SERT Finance State EOC Activation Checklist.

b. Monitor NCSPARTA and enter significant events or taskings as needed.

c. Provide data and information to the SERT Leader and Deputy Director of Central Services.

d. Coordinate and resolve financial issues with the NCDPS Controller's and Budget Office.

e. Disseminate information to SERT partners and NCEM personnel on financial issues.

f. Provide guidance to SERT partners on collecting and retrieving expenditures for reimbursements.

g. Ensure all NCEM expenditures, such as labor, equipment, materials and supplies, contracts, and rentals, have been captured for

reimbursement following the event.

h. Coordinate with the Mutual Aid Coordinator on mutual aid and other external resources.

i. Coordinate with leadership for Direct Federal Missions (DFM) and Emergency Management Assistance Compact (EMAC) requests.

j. Coordinate with the Recovery Section for the preparation and submission of the initial SF-424 (Request for Federal Assistance) and associated documents for federally declared disasters.

SERT Finance Team

a. Track all expenditures for NCEM to include invoice, contract, E-Procurement and P-Card purchases, direct billing, DFM, EMAC, lodging, meals and other costs related to the event.

b. Track expenditures from state agencies and state resources that have been deployed on state missions during an event including NCHART, Urban Search and Rescue Teams, Regional Response Teams (Hazardous Materials). Notify NCEM Functional Leads when expenditure information is not being provided.

c. Ensure cost centers and budgets are established.

d. Use the Finance Branch State EOC Activation Checklist to ensure activities are submitted and monitored.

e. Prepare reports for the SERT Leader, DPS, and other state and federal agencies as needed or required.

f. Monitor NCSPARTA for anticipated and/or estimated and actual expenditures.

g. Coordinate with the Logistics Section on anticipated and actual costs and resources, commodities, and equipment ordered and received.

h. Compile financial information provided by the Regional Coordination Centers on their direct local expenditures.

i. Ensure emergency purchase orders have been recorded in REMIT and/or appropriate systems of record for tracking purposes.

j. Ensure copies of invoices and contracts are retained for potential reimbursement submission.

### 2. INFORMATION TECHNOLOGY

Geographic Information System (GIS) staff cover analysis, geospatial data creation and analysis within impacted areas. Flood inundation mapping and analysis requests are only modeled and not ground proofed. The Branch also supports NCSPARTA and Flood Inundation Mapping and Alert Network (FIMAN) applications.

### 3. HUMAN RESOURCES

The NCEM Human Resources team provides personnel administration for those supporting the disaster event. This includes the hiring of temporary employees and ensuring applicable HR data points are provided to the Finance Chief.

### 4. RESPONDER ASSISTANCE INITIATIVE (RAI)

The Responder Assistance Initiative provides wellness services, peer support services, and mental health clinical treatment for employees of NCDPS and first responders in North Carolina. The services provided are essential for the clients served and accessibility during disaster operations is critical to the program's mission.

If requested, RAI will designate an RAI Peer Consultant or Coordinator (non-clinical) with the ability to deploy immediately and serve as a liaison with the SERT. The RAI SERT Liaison will be responsible for information flow between the SERT and RAI Director or designee. The Liaison will report to the Operations Chief or designee and will remain under this direction for the duration of the event unless reassigned.

When necessary, the Liaison will serve as a response coordinator for RAI support to public safety agencies, deployed resources, including developing and coordinating RAI deployment and/or virtual or on-site staffing schedules.

## IV. REFERENCES

A. DPS Policies and Procedures Manual

B. NC Disaster Recovery Guide

C. Office of State Budget and Management Budget Manual

D. NCEM Comprehensive Recovery Plan

E. US Department of Homeland Security, Financial Management Guide

F. 44 Code of Federal Regulations, Part 13

G. 2 Code of Federal Regulations, Part 200

H. NC DPS Purchasing and Logistics Manual

I. NC DPS Accounts Payable Policy

J. NC DPS Travel, Travel Allowance, and Reimbursement Policy

# SERT PARTNERSHIP ENGAGEMENT SECTION (ESF-14)

2026

## I. PURPOSE

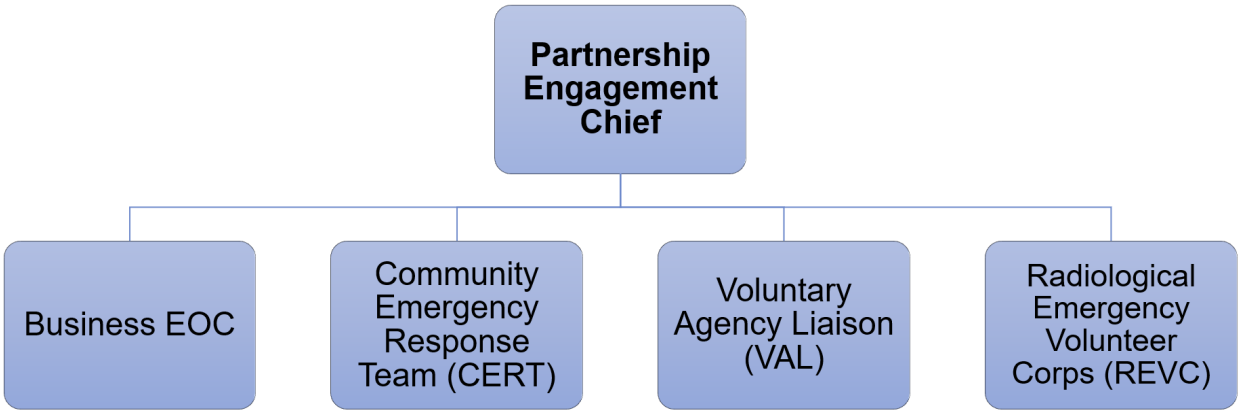
This appendix describes the Partnership Engagement Section of the State Emergency Response Team (SERT) during disasters, emergencies, and significant planned events. The core functions performed by the Partnership Engagement Section are consistent for all hazards, regardless of impact or geographical area.

## II. MISSION

The Office of Partnership Engagement (OPE) is responsible for identifying, developing, coordinating, and strengthening partnerships at the local, state, federal, and national levels to support North Carolina Emergency Management's public safety mission, enhance community resilience, and protect the state's critical infrastructure. Focus areas include private sector business/industry, volunteers, community, faith-based, and non-profit organizations, colleges and universities. The section includes the Business EOC, the Community Emergency Response Team (CERT), Voluntary Agency Liaisons (VAL) and the Radiological Emergency Volunteer Corps (REVC).

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Partnership Engagement Chief reports directly to the SERT Leader and will continually assess staff resources during events requesting additional staff from the SERT Leader as necessary.



## A. LEAD STATE AGENCY

### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

**PARTNERSHIP ENGAGEMENT SECTION**

**BUSINESS EMERGENCY OPERATIONS CENTER (BEOC)**

The mission of the BEOC is to provide situational awareness and information sharing to the private sector during times of disaster and gather the same support of the SERT. To enhance the common operating picture, liaise, and foster the collaboration of efforts between the public and private sectors in all phases of emergency management, and to support the stabilization and recovery of communities after any event. The NC BEOC is the first operational BEOC with the capability to mobilize private sector resources, force packages and to manage the coordination and delivery of private sector supplies and donations. The continuation of business operations in communities supports the overall NCEM mission.

Resource requests are tasked out to private sector partners and coordinated through the BEOC to speed support to the need whenever the SERT is activated. Private sector offers for rental, for lease, at cost or for donation are coordinated here. Mutual aid between businesses is encouraged and the common operating picture is greatly enhanced. The private-public partnerships in the state support public safety and help protect North Carolina's economic strength by fostering collaboration, communication and cooperation between businesses and the communities they serve.

**COMMUNITY EMERGENCY RESPONSE TEAM (CERT)**

Community Emergency Response Teams across the state are available through NCSPARTA resource requests for a myriad of tasks, including but not limited to:

- Assisting with sheltering and reception center operations.
- Conducting light search and rescue.
- Performing damage assessments.
- Assisting with sandbagging operations.
- Assisting in local/county/state Emergency Operations Centers.
- Assisting with Disaster Medical Operations.
- Assisting with animal rescue and sheltering.

- Providing communications support.
- Assisting with Points of Distribution.
- Assisting with call center operations.
- Manage, organize and maintain control of unsolicited volunteers.
- Call center support.

**RADIOLOGICAL EMERGENCY VOLUNTEER CORPS (REVC)**

These volunteers are specially trained to respond to radiological incidents and can assist with radiological surveys and shelter staffing. The REVC team is requested through NCSPARTA.

**VOLUNTARY AGENCY LIAISON (VAL)**

The Voluntary Agency Liaison (VAL) mission is to establish, foster, and maintain relationships among government, voluntary, faith based, and community partners to strengthen capabilities and support the delivery of inclusive, equitable services by empowering communities to address disaster related unmet needs. The VAL works directly with Long Term Recovery Groups (LTRGs) and North Carolina Voluntary Organizations Active in Disaster (North Carolina VOADS). These groups aid survivors of disasters with home repair, rebuilding, the provision of furniture and appliances, as well as provide financial and legal advice and counsel.

North Carolina VOADs, to include faith-based and Community Organizations Active in Disaster (COADS), provide a coordination of services to ensure that unmet needs are addressed, provide financial assistance, supplies and share knowledge and resources with residents of North Carolina before, during and after disasters. The VAL supports the coordination, training, preparedness, organization and status reporting of these critical groups.

## IV. TABS

A. Volunteer and Donations Management

# VOLUNTEER AND DONATIONS MANAGEMENT

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to ensure the most efficient and effective use of volunteers, organizations, and donations to support all Emergency Support Functions (ESFs) during incidents of significance in North Carolina that require a state response.

### B. SCOPE

This appendix provides guidance on the state's role in supporting the management of affiliated/unaffiliated volunteers and solicited/unsolicited donations. Affiliated volunteers include those that are trained and rostered by their organization, as defined in the NC Emergency Operations Plan (NCEOP). Unaffiliated volunteers, also known as spontaneous volunteers, include individuals who offer to help or who self-deploy to assist in emergency situations without coordinating their activities. They are considered "unaffiliated" because they are not part of a disaster relief and/or emergency response organization. The guidance in this appendix also ensures the effective and efficient acceptance, management and delivery of solicited and unsolicited donations including goods, materials, services, personnel, financial resources and facilities.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

During and following an incident, requirements for goods, materials, services, personnel, financial resources, and facilities may exceed local and state capabilities. Volunteer and donations management may play a major role in meeting these needs. However, the State Emergency Response Team (SERT) will need to provide leadership and direction to organize and streamline efficient use of resources. Special actions may be required to avoid unsolicited volunteers and donations becoming a burden to response and recovery operations.

### B. ASSUMPTIONS

1. Local governments and volunteer agencies will maintain volunteer and donations management plans.

2. Individual volunteers and/or groups of volunteers will go to the affected area and help. An organized volunteer disaster response effort will be required.

3. Individuals and relief organizations from outside the disaster area may begin to collect donations to meet the needs of the survivors.

4. The SERT will not directly receive unsolicited donations but may support local governments and volunteer agencies with their volunteer and donation management plans.

5. Appropriate public messaging on volunteer and donation opportunities will be provided.

6. Unsolicited donations may arrive unsorted or with minimal packaging from local, national, or international organizations. Unneeded or unwarranted donations may arrive such as unsorted or dirty clothing, used mattresses, or perishable food. These donations should not be accepted.

7. The amount of donations and services may increase with the amount of media attention the disaster receives.

8. Resource gaps tied to medical supplies and pharmaceuticals will be addressed through the Department of Health and Human Services (DHHS), Division of Public Health (DPH) first through all available means.

9. All available means will be used to educate the public, emergency management community, elected officials, and the media on the strategy and principles for managing donations.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. Coordinate the efforts of SERT partners associated with volunteer and donations management.

b. Assist in the arrangement for transportation that might be required during the receipt, movement and distribution of donations when local capabilities and resources have been exhausted.

c. Determine if resources offered can support any needs requested.

d. Coordinate resource requests with private sector assets and capabilities when local and state resources have been exhausted.

e. Coordinate donated facilities with appropriate stakeholders when local capabilities and resources have been exhausted.

f. Coordinate and manage Community Emergency Response Teams (CERT) volunteers.

## B. SUPPORTING STATE AGENCIES

### 1. OFFICE OF THE GOVERNOR

**NC COMMISSION ON VOLUNTEERISM AND COMMUNITY SERVICE (VOLUNTEERNC)**

a. Execute internal procedures to direct unaffiliated volunteers to local, community, faith-based, and nonprofits entities.

b. Coordinate activities with the SERT Voluntary Agency Liaison (VAL), including VolunteerNC's activation of AmeriCorps members when appropriate.

c. Coordinate with partner agencies to determine available volunteer resources and needs.

d. Remain cognizant of the activities and needs of North Carolina Volunteer Organizations Active in Disasters (North Carolina VOAD) member organizations through collaborative efforts with the SERT.

e. Collaborate with the Joint Information Center (JIC) on incident-specific media messaging for unaffiliated volunteers and monetary donations.

f. Oversee the NC Disaster Relief Fund should it be activated by the Governor.

### 2. NC DEPARTMENT OF ADMINISTRATION (NCDOA)

**STATE PROPERTY OFFICE (SPO)**

a. Provide information of any state-owned facility that might be needed.

**3. NC DEPARTMENT OF ADULT CORRECTION (NCDAC)**

a. Coordinate available offender labor as needed.

**4. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)**

a. Coordinate the use of the state fairgrounds in Raleigh and other NCDA&CS owned facilities.

b. Arrange for the transport of donated food items if needed.

c. Conduct inspections of potential suspect food donations.

d. Provide a liaison to coordinate donation activities for animals.

**5. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

a. Inform the SERT of identified needs within DHHS divisions and/or offices that could be satisfied by offers of donations or volunteer services.

b. Assist the SERT in the management of donated pharmaceuticals.

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**
**NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)**

a. Collaborate with the SERT on any donated medical supplies.

## C. SUPPORTING AGENCIES

**1. NORTH CAROLINA VOLUNTEER ORGANIZATIONS ACTIVE IN DISASTERS (NORTH CAROLINA VOAD)**

a. Provide a liaison to the State Emergency Operations Center (EOC).

b. In the event additional volunteer and donations management support is requested, North Carolina VOAD support will be solicited.

**2. NON-GOVERNMENTAL ORGANIZATIONS (NGO)**

a. Within its agreements, coordinate the provision of relief efforts by all volunteer organizations actively engaged in providing assistance to disaster survivors.

### 3. FOOD BANKS OF NORTH CAROLINA

a. Provide a liaison to the SERT to assist in the state's process for accepting/refusing offers of donated food, if requested.

b. Prepare procedures to accept unsolicited donations of food and other appropriate products.

c. Provide organizational donation phone numbers to NC 211 for reference.

d. Inform the SERT of any identified needs of survivors which could be met using donations.

### 4. UNITED WAY OF NC

a. Provide the information and referral service, NC 211, a public information portal for residents to obtain real-time communications and resources related to a disaster.

b. Provide trained call specialists to staff the NC 211 call center in order to provide information and referrals on available resources within their community in addition to eligibility requirements and intake information.

c. Collaborate with the SERT and the Office of the Governor by serving as the fiscal agent for the NC Disaster Relief Fund, if activated.

### 5. COMMUNITY EMERGENCY RESPONSE TEAMS (CERT)

a. Within its agreements, provide volunteers, as requested, to support volunteer and donation operations.

### 6. TRIBAL AND LOCAL GOVERNMENTS

a. Prepare plans to accept offers of donations and volunteer services.

b. Identify local volunteer coordinators to help match spontaneous volunteers with local organizations or agencies that need volunteers after an incident.

c. Coordinate with local volunteer, community and religious organizations to operate local distribution sites.

d. Identify alternate distribution points for contingency purposes.

e. Assess local needs for donations and volunteers and communicate the needs through NC SPARTA.

### 7. FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

a. Support volunteer and donation activities as formally requested by the state.

b. Provide a Voluntary Agency Liaison (VAL) to support the state Voluntary Agency Liaison.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

When counties and local jurisdictions exceed their volunteer and donations management capabilities, the SERT may provide support for the management of affiliated/unaffiliated volunteers and unsolicited donations. During a SERT activation, NC 211 operates a hotline used to receive offers of donations/services and direct them as needed. NC 211 call specialists will provide callers with emergency information such as shelter locations, feeding sites, and road closures, along with intake information and eligibility requirements. The SERT will provide NC 211 with priority emergency information and instructions necessary for electronically capturing donor information related to goods, volunteers, and cash.

The SERT will implement a public information campaign at the onset of the incident to encourage donations of money and specific goods and services. The Governor and senior state officials will inform the public of the donations policy and how the public can best contribute. The SERT will continue the public information efforts throughout disaster operations by coordinating with the Governor's Press Office and the Joint Information Center.

#### AFFILIATED AND UNAFFILIATED VOLUNTEERS

Affiliated volunteers are those that are trained and rostered by their organization to complete specific tasks. Requests from state agencies, local government or private volunteer organizations for volunteers to assist in affected jurisdictions that are received in NCSPARTA will be forwarded appropriately.

Unaffiliated volunteers, also known as spontaneous volunteers, include individuals who offer help or who self-deploy to assist in emergency situations without coordinating their activities. They are considered "unaffiliated"

because they are not part of a disaster relief and/or emergency response organization. While the state recognizes the value of unaffiliated volunteers, they are discouraged from going directly into any disaster site. Volunteers can visit VolunteerNC's website for information on how to best affiliate.

**SOLICITED AND UNSOLICITED DONATIONS**

The SERT may support the management and coordination of solicited and unsolicited donations when local counties are overwhelmed. This may include donated goods, materials, services, personnel, financial resources, and facilities. Unsolicited donations are those that arrive but have not been requested by an agency. Solicited goods are those which are advertised as needs. The SERT does not solicit donations unless otherwise directed by the Governor or designee and will support as necessary. The organization accepting or receiving the donation will follow its own logistics policies and procedures.

## B. NOTIFICATION

Notification requirement for activation of web-based systems for donated goods and volunteer services includes informing the President of North Carolina VOAD, the Governor's Press Office, the Joint Information Center, and VolunteerNC.

Notification requirements of the NC Disaster Relief Fund include informing the President of United Way of NC (fiscal agent for the fund), the Governor's Press Office and the Joint Information Center.

## C. RESPONSE ACTIONS

### 1. INITIAL

a. Several response activation decisions are required by the SERT initially, including the activation of the NC Disaster Relief Fund and establishing NC 211.

b. Gaps are identified and reported to respective functional leads.

### 2. CONTINUING

a. Document and share information and resource gaps by participating in North Carolina VOAD conference calls and communicating with North Carolina VOAD leadership and local emergency management coordinators.

b. Facilitate the fulfillment of resource requests and share unsolicited volunteer and donation information with appropriate stakeholders.

c. Continue processing financial donations for the NC Disaster Relief Fund if activated for the disaster. Financial contributions are distributed to vetted nonprofit and faith-based organizations that are engaged in response and recovery efforts via a grant application process.

## V. DIRECTION, CONTROL AND COORDINATION

### A. LOCAL

Local governments and volunteer agencies will be encouraged to develop and implement volunteer and donations management plans.

### B. STATE

The state will use NCSPARTA and other tools to facilitate volunteer and donations management. Emergency information will be dispersed related to donated goods, spontaneous volunteers, and cash donations.

The state will primarily collaborate with North Carolina VOAD member organizations that have established structures to coordinate volunteers and donations. Rather than donations of food, clothing or other items, the state will encourage donations of cash to established North Carolina VOAD member organizations that are providing services to disaster survivors or to the NC Disaster Relief Fund if activated for the incident.

The decision to activate the NC Disaster Relief Fund is made after discussion between NCEM and the Office of the Governor. VolunteerNC makes the decision to include event specific volunteer opportunities and support.

### C. FEDERAL

NCEM communicates and coordinates with the FEMA Voluntary Agency Liaisons (VALs) who may be deployed for the disaster. When requested, the FEMA VAL will support the fulfillment of volunteer and donation resource gaps as identified by the SERT.

# SERT HAZARD MITIGATION SECTION

2026

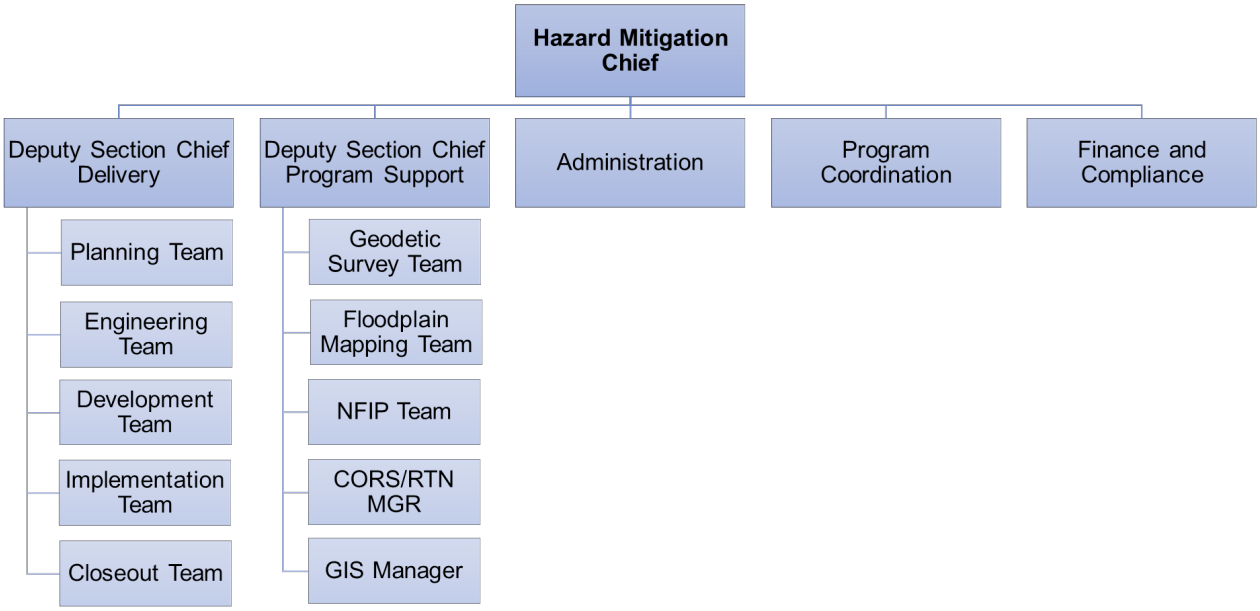
## I. PURPOSE

The purpose of this appendix is to provide guidance and procedures to carry out Hazard Mitigation functions to support preparation, response and recovery efforts surrounding disasters.

## II. MISSION

The Hazard Mitigation Section is responsible for conducting and maintaining statewide vulnerability assessments for all natural hazards and developing mitigation policies, programs and strategies that will lessen both current and future vulnerability. The Hazard Mitigation Section supports SERT efforts including floodplain mapping, the Flood Inundation Mapping and Alert Network (FIMAN), the National Flood Insurance Program (NFIP), collection of high-water mark survey data, coordination and management of the collection of post-storm aerial imagery and Light Detection and Ranging (Lidar) elevation data and operation and management of the North Carolina Continuously Operating Reference Station/Real Time Network. This section also administers post-disaster hazard mitigation grant programs provided to the state so it can rebuild in a way that mitigates future disaster damages.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES



## A. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

### 1. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

#### HAZARD MITIGATION SECTION

#### PLANNING TEAM

a. Maintain and continually update NC's Enhanced Hazard Mitigation Plan.

b. Develop a comprehensive hazard mitigation implementation strategy based on the FEMA-approved mitigation plan.

c. Provide funding for updating and maintaining regional hazard mitigation plans.

d. Communicate with local governments regarding hazard mitigation priorities found in mitigation plans and updates based on the disaster activity.

e. Coordinate with community planning and capacity-building, recovery planning, HMGP, and Public Assistance mitigation.

f. Build public and business/industry support for hazard mitigation initiatives.

#### DEVELOPMENT TEAM

a. Review, assign priority and recommend hazard mitigation actions for implementation.

b. Identify and notify potential sub-applicants of the availability of HMGP funding.

c. Provide potential sub-applicants with information on the application process, management costs, program eligibility, and deadlines.

d. Determine sub-applicant eligibility.

e. Create and submit sub-applicant applications in FEMA system.

f. Early deployment into communities for Hazard Mitigation applications intake.

**ENGINEERING TEAM**

a. Complete initial assessments of potential HMGP projects.

b. Provide engineering reports and supplemental documentation for grant applications, request for information (RFIs), and scope of work changes (SOW-C).

c. Support implementation of awarded projects ensuring homeowner safety and contract compliance through quality and compliance (QA/QC) visits.

d. Develop and maintain engineering service contracts to support development and implementation of grant applications and awards.

e. Provide engineering insight and support to all HM projects as needed.

**IMPLEMENTATION TEAM**

a. Create project specification sheets and notice for bid announcements for FEMA approved projects.

b. Award and oversee chosen vendor(s) to complete acquisition, mitigation reconstruction, and elevation projects.

c. Provide project management of all construction projects.

**FINANCE AND BUSINESS COMPLIANCE TEAM**

a. Provide quarterly progress report to FEMA on each disaster grant project(s).

**CLOSEOUT TEAM**

a. Grant closeout of grant once all projects have been completed.

**GEODETIC SURVEY**

a. Operate and maintain the North Carolina Continuously Operations Reference Station (CORS) and Real Time Network (RTN).

b. Collect survey data for the Flood Risk Information System (FRIS) and Flood Inundation Mapping and Alert Network (FIMAN).

c. Coordinate and obtain post event aerial imagery (manned and unmanned data collection).

d. Coordinate and obtain post event remote sensing data.

e. Manage and obtain post event lidar elevation data.

f. Collect post flood event high water mark survey data.

g. Provide survey efforts for river and state boundaries.

h. Provide survey efforts for river channels, post-event high water marks, and state boundaries.

**NATIONAL FLOOD INSURANCE PROGRAM (NFIP)**

a. Conduct outreach to NFIP participating communities to ensure that substantial damage assessments are being conducted and substantial damage determinations are issued to property owners.

b. Provide post disaster floodplain management guidance in coordination with FEMA.

c. Provide regulatory information related to the National Flood Insurance Program (NFIP) and post disaster substantial damage determinations.

**FLOODPLAIN PROGRAM MANAGEMENT**

a. Maintain and collect flood hazard and building risk data for the Flood Risk Information System (FRIS) and Advisory Flood Data viewers.

b. Identify post disaster high water mark survey locations for FIMAN inundation library and flood study model calibration.

c. Support and utilize FIMAN during flood events, including the development of flood briefs, to support members of the SERT.

### A. SUPPORTING AGENCIES

#### 1. UNITED STATES ARMY CORPS OF ENINGEERS (USACE)

a. Provide GIS/mapping.

b. Provide structural safety assessments.

c. Provide assessments for landslide stabilization.

#### 2. NORTH CAROLINA DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

a. Provide environmental assessments and reviews

b. Provide environmental remediation

c. Provide environmental permits when appropriate

d. Provide information related to landslides and dams

#### 3. NORTH CAROLINA DEPARTMENT OF TRANSPORTATION (NCDOT)

a. Provide GIS/mapping.

b. Provide structural safety assessments.

c. Repair state roads and bridges.

d. Provide assessments for road stabilization.

e. Provide permits for appropriate acquisitions

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

Once the SERT is activated in preparation to respond to an event, the Hazard Mitigation section begins supporting SERT operations. The Hazard Mitigation Chief reports directly to the SERT Leader and leads hazard mitigation recovery activities.

The floodplain mapping team begins working with the Planning Section to provide possible inundation mapping and flood information provided by the National Flood Center. During the event, the floodplain mapping team monitors the inputs received from the gauges and the Flood Inundation Mapping and Alert Network (FIMAN) to advise the SERT of forecasted flood crests and highest flood threats. They also verify any gauges that may need maintenance and relay this information to the gauge maintenance team for repair. FIMAN gauges are real time, and individual sites may be selected to project and estimate what flood will occur at certain elevations.

As the event subsides, the Geodetic Survey team collects high water mark readings and begins coordinating with partners to gather aerial and satellite imagery, including Lidar, to support recovery planning. The NFIP team begins working with communities to start damage assessments and collect Substantial Damage Assessments from impacted communities.

Dam inundation mapping is available through the NC Dam State Emergency Response Application (SERA), https://sera.nc.gov/SERA/. The database contains intermediate and high hazard dams, their hydraulic models, timelines for fail scenarios, and impacted roads and structures.

If a Presidential Disaster Declaration is granted, FEMA provides the Governor with a letter stating approval and Hazard Mitigation funding is made available. The delivery team begins working with and preparing to deploy to impacted communities to start the process of developing applications for the Hazard Mitigation Grant Program to be submitted to FEMA. The process is lengthy and can take up to five years from the beginning to closing of a single HMGP grant.

The NCEM Hazard Mitigation Section will serve as lead for administration of pre-disaster and post-disaster hazard mitigation grant funding.

## B. RESPONSE ACTIONS

### 1. INITIAL

a. Activate Hazard Mitigation Section grant administration efforts once the disaster declaration and FEMA HMGP approval letter is received by the State Hazard Mitigation Officer.

b. Early deployment of Development Team into communities for Hazard Mitigation applications intake.

c. Coordinate with FEMA, National Geodetic Survey, and DOT for pre- and post-event aerial imagery and LIDAR data collection.

**2. CONTINUING**

a. Identify and notify potential sub-applicants of the availability of HMGP funding.

b. Provide potential sub-applicants with information on the application process, management costs, program eligibility, and deadlines.

c. Determine sub-applicant eligibility.

d. Create and submit sub-applicant applications in FEMA system.

e. Create project specification sheets and notice for bid announcements for FEMA approved projects.

f. Contract with chosen vendor(s) to complete acquisition, mitigation reconstruction, and elevation projects.

g. Grant closeout after all grant projects is completed.

## V. DIRECTION, CONTROL, AND COORDINATION

### A. LOCAL

When applying for federal hazard mitigation funding, local governments are designated as sub-applicants. They are responsible for communicating with, coordinating, and education individual homeowners within their jurisdiction.

### B. STATE

The Hazard Mitigation Section serves as the official applicant when submitting sub-applicant applications for FEMA review.

### C. FEDERAL

FEMA provides federal hazard mitigation communication to the state. The State Hazard Mitigation Officer communicates with FEMA Region 4 office as needed.

## VI. REFERENCES

A. NCEM Recovery Public Assistance Administrative Plan

B. NCEM State Hazard Mitigation Plan

C. North Carolina Disaster Recovery Framework

# SERT HOMELAND SECURITY SECTION

2026

## I. PURPOSE

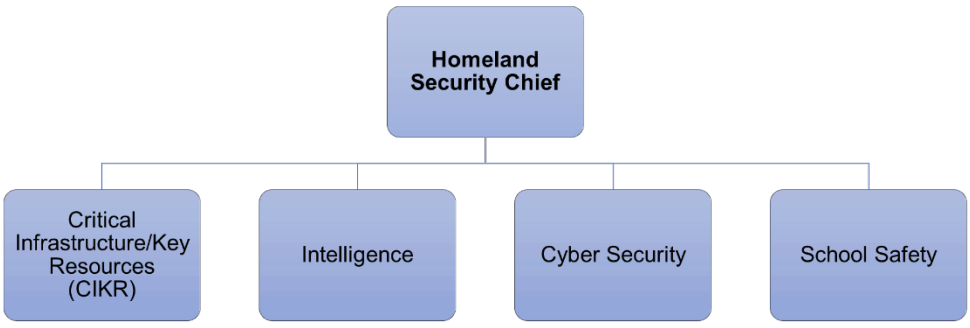
This appendix describes the Homeland Security Section of the State Emergency Response Team (SERT) during activation. The core functions performed by the SERT Homeland Security Section are pliable for an all-hazards approach regardless of geographical area.

## II. MISSION

The Homeland Security Section is a multi-functional section with roles that conjoin with other NCEM sections during SERT activations. The Homeland Security Section maintains liaison with federal, state, tribal, local and private sector partners in supporting statewide critical infrastructure response, intelligence gathering assistance and monitoring, and cyber response and connectivity to emergency services. The Homeland Security Section also provides situational awareness to the NC Homeland Security Advisor (HSA) regarding operational activities being conducted during SERT activations.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Homeland Security Section Chief reports directly to the SERT Leader and will continually assess staff resources and needs as well as support other NCEM Sections during disaster/emergency/special events and address resource and/or staffing supplements as they develop. The Homeland Security Section Chief will act as the HSA advisor during SERT activations in conjunction with the SERT Leader who is dual rolled as the Deputy Homeland Security Advisor (DHSA). This support is intended to keep the HSA informed as to the mitigation, response and recovery efforts as well as maintaining connectivity with federal agency partners.



# SERT HOMELAND SECURITY SECTION

2026

## A. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

### 1. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

#### HOMELAND SECURITY SECTION

#### CRITICAL INFRASTRUCTURE/KEY RESOURCES UNIT (CIKR)

The CIKR unit is responsible for the writing, editing and maintaining the Threat and Hazard Identification and Risk Assessment Plan (THIRA) as well as maintaining active liaison with critical infrastructure partners at the federal, state, local, tribal and private levels. Depending on the nature of the SERT activation, CIKR is prepared to provide proactive outreach through this partnership network, allowing other SERT members to prepare assets and resources as effectively and efficiently as possible.

#### INTELLIGENCE UNIT

The Homeland Security Sections maintains a staff of two (2) analysts, who, depending on the nature of the SERT activation, will conduct proactive threat and information gathering as contained within NC Information Sharing and Analysis Center (NCISAAC), in support of the overall strategic deployment of staffing and resources. These analysts are capable of being dual rolled (i.e. medical support services, etc.) to support SERT activations where intelligence gathering can be operationalized by other NCISAAC personnel.

#### CYBER UNIT

The Homeland Security Section Cyber Unit is responsible for coordinating pre-established cyber support/response team members from the NC National Guard (NCNG), NC Department of Information Technology (NCDIT), NC Local Government Information Security Association (NCLGISA) as well as the FBI and other federal partners. The flexibility and outreach capabilities of this unit allow for a multifaceted cyber approach supporting the designated SERT activation.

#### SCHOOL SAFETY

The Homeland Security Section coordinates with all North Carolina school districts, along with the NC State Bureau of Investigation (SBI) Center for Safer Schools and other SERT partners to implement the State Emergency Response Application (SERA), School Risk Management Plans (SRMP)

and the statewide Panic Alarm solution, all of which are designed to help coordinate first responders, law enforcement and emergency management response to hazards and threats at school facilities.

Leveraging data and information documented in SRMP, SERA efficiently presents profile and process information and spatially displays school floor plans, key assets, and vulnerabilities for first responders and law enforcement assets which are also aligned with the Panic Alarm solution.

## IV. TABS

A. Cybersecurity

# CYBERSECURITY

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this appendix is to establish a systematic approach for addressing a cybersecurity incident that affects or threatens to affect the citizens, economy, or government of North Carolina. The goal of this approach will be to reduce impacts, enact effective cyber response measures, and support a timely recovery of state and local government IT assets, IT capabilities and critical infrastructure.

### B. SCOPE

This incident response plan is applicable to state and local government operated information technology and critical infrastructure partners. In many cases, coordination between the lines of efforts, i.e. state, local, federal and private sector infrastructure owners, will be critical to the identification, protection, detection, response and recovery from a cyber incident.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Cybersecurity is the state of being protected against the criminal or unauthorized use of electronic data, or the measure taken to achieve this. The unauthorized intrusion of network systems and manipulations of these systems to include disruptions of services and extrication of sensitive data are elements of a cybersecurity incident.

### B. ASSUMPTIONS

1. Information systems in the private and public sector are routinely probed and attacked on a continuous basis by a variety of known and unknown actors.

2. The potential for a cybersecurity incident exists at any given time.

3. A cybersecurity incident can produce cascading impacts that adversely affect the delivery of essential goods and services, harm the state's economy, degrade public services, and have other adverse outcomes.

4. A cybersecurity incident could be a part of a complex attack involving physical attacks or other malicious activity.

5. Ongoing deployments of information technologies in essential business processes and critical infrastructure increases the potential impact of a future incident.

6. Impacted entities may not be required to report cybersecurity incidents to the Joint Cybersecurity Task Force (JCTF), may not report cybersecurity incidents in a timely manner, or may not know who to alert unless previously notified.

7. Initial state or local response may be focused on the physical and operational impact of a cybersecurity incident, while the actual cause and impacts of the incident may remain undetermined for a period of time.

8. Cybersecurity incidents may overwhelm local government, state government and private sector resources.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. Serve as one of the lead technical agencies responsible for directing technical response and recovery to an identified cybersecurity incident.

b. Serve as lead response agency responsible for coordinating SERT resources and administering the North Carolina Mutual Aid System.

c. Coordinate with JCTF to maintain situational awareness and address consequence management as it relates to cybersecurity incidents.

d. Operate, house, and staff the Joint Information System/Center for coordination of public messaging related to any incident (once activated).

e. Provide emergency contracting support for SERT agencies.

f. Serve as a communications link between local, state and federal government agencies for information exchange and resource requests for asset response.

g. Identify cyber related critical infrastructure and key resources.

h. Member of the JCTF as outlined below.

i. Coordinate requests for resources from all state agencies.

j. Request federal assistance as required.

## B. LEAD TECHNICAL AGENCIES

### 1. NORTH CAROLINA JOINT CYBERSECURITY TASK FORCE (JCTF)

The JCTF serves as the lead task force responsible for directing technical response and recovery to an identified cybersecurity incident. The JCTF is chaired by the State Homeland Security Advisor and operated by four lead technical agencies:

- North Carolina Emergency Management (NCEM), Homeland Security Section Cyber Unit Manager and recognized deputies.
- North Carolina National Guard (NCNG) Cyber Security Response Force Chief Information Officer and designated deputies.
- North Carolina Department of Information Technology (NCDIT) Chief State Risk Officer/State Chief Information Security Officer and designated deputies.
- North Carolina Local Government Information Systems Association (NCLGISA) IT Strike Team Leaders and designated deputies.

The JCTF is responsible for:

a. Providing subject matter expertise and supporting information to aid in the declaration of a state of emergency or actions requiring the activation of this plan.

b. Escalating and downgrading cybersecurity levels.

c. Gathering cyber threat intelligence related to incidents and sharing information and intelligence with relevant partners for an all-hazards approach.

d. Identifying cyber related critical infrastructure and key resources.

e. Coordinating with all state, local, private and federal technical partners from a threat response perspective.

f. Establishing coordination calls between state, local and/or private affected entities, and ensuring the following:

   i. Legal agreements, i.e. Memorandums of Agreement/ Understanding (MOA/U) and/or Non-Disclosure Agreements (NDAs) are in place.

   ii. Affected entity has established procedures to address:

   - Onsite crisis coordination (needed when multiple vendors are in use).
   - Types of forensic support on contract or needed.
   - Coordination calls.
   - Mechanisms on how Indicators of Compromise (IoCs) will be shared, e.g. HSIN or public releasable anonymized.
   - The capturing of appropriate minutes of coordination meetings.

**2. NORTH CAROLINA NATIONAL GUARD (NCNG)**

**CYBER SECURITY RESPONSE FORCE**

a. Serve as one of the lead technical agencies responsible for directing technical response and recovery to an identified cybersecurity incident.

b. Provide trained cybersecurity specialists to assist state agencies, local governments, and critical infrastructure partners in responding to ongoing cybersecurity incidents and restoration of services if available and appropriate.

c. Provide cyber subject matter experts and liaison officers to assist NCDIT, other state agencies, local governments, and other critical infrastructure partner agencies if available and appropriate.

d. Provide lead support and technical subject matter expertise for cyber incidents affecting private sector critical infrastructure if available and appropriate.

e. Provide incident response and recovery resources such as information assurance, applications, and network operations personnel, for affected state, local and private sector partners.

f. Collect, analyze, and share cyber threat and vulnerability information with appropriate agencies/entities on affected state, local, and private sector critical infrastructures.

g. Conduct state missions including cyber activities incident response, as directed by the Governor and as permitted by law.

**3. NC DEPARTMENT OF INFORMATION TECHNOLOGY (NCDIT)**

**ENTERPRISE SECURITY AND RISK MANAGEMENT OFFICE (ESRMO)**

a. Serve as one of the lead technical agencies responsible for directing technical response and recovery to an identified cybersecurity incident.

b. Share responsibility for providing subject matter expertise and supporting information to aid the declaration of a state emergency or actions requiring the activation of this plan.

c. Share responsibility for the escalation and downgrade of cyber severity levels.

d. Monitor the state networks through the state's Security Operations Center (SOC) for cybersecurity incidents or other conditions which could disrupt essential information technology services in the state.

e. Share cybersecurity incident response and recovery activities with the State Emergency Response Team (SERT), and other external partners for situational awareness on NCDIT incidents falling under this plan and make recommendations to the SERT on additional response and recovery actions, as appropriate.

f. Coordinate with all state, local, private and federal technical partners from a threat response perspective.

g. Provide incident response and recovery personnel and resources to affected state, local and private sector partners as appropriate and as available.

h. Establish and maintain a continuity of operations plan for reestablishing access to hosted services following a disaster.

i. Coordinate cyber training and education of state sectors.

j. Provide advisory services as it relates to the use of 3rd party incident response vendor support.

**4. NC LOCAL GOVERNMENT INFORMATION SYSTEMS ASSOCIATION (NCLGISA)**

**INFORMATION TECHNOLOGY (IT) STRIKE TEAM**

a. Serve as one of the lead technical agencies responsible for directing technical response and recovery to an identified cybersecurity incident.

b. Provide mutual support to local government entities impacted by any incident that exhausts their resources and capabilities.

c. Identify and provide local government cyber and law enforcement support to aid local and tribal government organizations affected by cyber incidents.

d. Provide technical skills to support the identification, protection, detection, response and recovery actions for cyber incidents impacting local government systems or infrastructure.

e. Maintain local government cyber situational awareness and conduct information sharing activities with state, local and federal partners.

f. Provide law enforcement support to collaborate with federal and state resources and aid in information sharing and timely response for the preservation of cybercrime evidence.

## C. SUPPORTING STATE AGENCIES

**1. NC INFORMATION SHARING AND ANALYSIS CENTER (ISAAC) FUSION CENTER**

a. Support of the lead in response to cyber incidents.

b. Gather and share information with local, state and federal law enforcement agencies. Collect and analyze law enforcement information following the incident's conclusion.

c. Provide cyber liaison capabilities between NCDIT, NCDPS, NCNG, NCLGISA Strike Team, private sector and other local government and federal partners.

d. Provide accurate and timely information and intelligence products and provide direct analytical support for investigations.

e. Provide investigative response and triage resources as well as support the post-incident criminal investigation and associated forensics.

f. Notify the National Cybersecurity and Communications Integration Center (NCCIC) of cybersecurity incidents for situational awareness purposes and to provide context and to scope of the incident.

**2. NC STATE BUREAU OF INVESTIGATION (SBI)**

a. Support of the lead agency in response to cyber incidents.

b. Provide maintenance of law and order due to unrests created as a result of the cyber event.

c. Intelligence gathering and warning dissemination.

d. Direct criminal investigation of a cyber event or coordination with federal entities.

e. Provide support for cyber terrorist incident activities in coordination with NCEM.

**3. NC STATE HIGHWAY PATROL (NCSHP)**

a. Support of the lead agency in response to cyber incidents.

## D. SUPPORTING FEDERAL AGENCIES AND EXTERNAL ENTITIES

**1. FEDERAL BUREAU OF INVESTIGATION (FBI)**

a. Serve as members of the JCTF.

b. Provide support with threat intelligence, information sharing, and investigation support as requested and dictated by the cyber incident.

c. Provide technical support capabilities for incident response and investigations.

d. Leverage the National Cyber Investigative Joint Task Force to augment investigations.

e. Report cybercrime, including computer intrusions or attacks, fraud, intellectual property theft, identity theft, theft of trade secrets, criminal hacking, terrorist activity, espionage, sabotage, or other foreign intelligence activity to FBI Field Office Cyber Task Forces.

**2. U.S. DEPARTMENT OF HOMELAND SECURITY (DHS)**

**CYBERSECURITY & INFRASTRUCTURE SECURITY AGENCY (CISA)**

a. Serve as members of the JCTF.

b. Provide 24x7 cyber situational awareness, incident response, and management center resources.

c. Share information among public and private sectors to provide a common operating picture of vulnerabilities, intrusions, incidents, mitigation, and recovery actions.

d. Facilitate coordination regarding cybersecurity risks and incidents across the civilian communities, state/local/tribal/territorial (SLTT) governments, and the private sector.

e. Provide federal asset response support to the private sector in the form of on-site technical assistance (if requested by the impacted entity).

f. Reduce risks within and across all critical infrastructure sectors by partnering with law enforcement agencies and the intelligence community.

g. Coordinate efforts among federal, state, local, and tribal governments and control systems owners, operators, and vendors.

h. Act as the primary platform to coordinate the federal government's asset response to cyber incidents.

i. Report suspected or confirmed cyber incidents, including when the affected entity may be interested in government assistance in removing the adversary, restoring operations, and recommending ways to further improve security.

**U.S. SECRET SERVICE (USSS)**

a. Serve as members of the JCTF.

b. Provide support with threat intelligence, information sharing, and investigation support as requested and dictated by the cyber incident.

c. Provide technical support capabilities for incident response and investigations.

d. Report cybercrime, including computer intrusions or attacks, transmission of malicious code, password trafficking, or theft of payment card or other financial payment information.

**4. MULTI-STATE INFORMATION SHARING AND ANALYSIS CENTER (MS-ISAC)**

a. Provide additional support for forensics, continuous monitoring, SME consulting and awareness materials.

b. Act as a focal point for critical information exchange and coordination between the SLTT community and the federal government.

**5. NATIONAL CYBER INVESTIGATIVE JOINT TASK FORCE (NCIJTF)**

a. Serve as the lead federal agency for threat response activities.

b. Reports cyber intrusions and major cybercrimes that require assessment for action, investigation, and engagement with local field offices of federal law enforcement agencies or the federal government.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

The normal operation and maintenance of statewide information technology infrastructure is shared between multiple state, local, and private sector agencies and the NCDIT. Many agencies maintain their own systems using internal IT staff and resources. NCDIT operates and maintains enterprise services, data centers, and other functions used throughout state government. NCDIT also operates several of the primary internet gateways used by state agencies and provides perimeter monitoring of traffic into and out of many areas of the state's network.

These entities, working collaboratively, will provide the technical expertise and resources required to respond to and recover from a cybersecurity incident. NCEM will support the technical response and recovery effort through coordination of SERT resources, public messaging via the Joint Information System/Center, and requests for resources (as required).

State agencies are responsible for creating and maintaining cyber incident response and business continuity plans that describe how the agency will respond to and recover from cybersecurity incidents. These plans define specific roles, responsibilities, and procedures for agency personnel. The plans are maintained by each agency's Chief Information Security Officer or designee, as well as by the NCDIT Enterprise Security and Risk Management Office (ESRMO).

Cybersecurity incidents affecting local government critical infrastructure systems will be supported by the JCTF. Localities can request JCTF assistance through established emergency management processes. Cybersecurity incidents affecting privately owned critical infrastructure should be managed by the infrastructure owner/operator. If additional resources are needed, private owners/operators should exhaust all existing support channels before requesting assistance from the state.

### B. NOTIFICATION

#### 1. STATE NOTIFICATION

In accordance with N.C.G.S. § 143B-1379 state agencies that experience an information security incident will notify the NCDIT ESRMO within 24 hours of confirmation. For state agencies, notification can occur through the following mechanisms:

Statewide Cybersecurity Incident Report Form (online portal to enter details): https://it.nc.gov/cybersecurity-situation-report

Telephone (NCDIT Service Desk): 1-800-722-3946 / 919-754-6000

E-mail (ESRMO): DIT.ThreatManagement@nc.gov.

Local government, academic institutions, and private partners may report confirmed and suspected incidents affecting their operations to the NCEM 24-Hour Watch at 1-800-858-0368 / 919-733-3300, or via e-mail to NCEOC@ncdps.gov. If an affected entity is requesting JCTF assistance, they must report the incident to the 24-Hour Watch.

The ESRMO and/or the 24-Hour Watch will make appropriate notifications to lead and supporting agencies as described in this annex and any other external entities as required. Based on the severity of the situation, the SERT Leader may request supporting agencies to participate in coordination conference calls or report to the State Emergency Operations Center (SEOC). Note: If the incident is reported to DHS or FBI, the Secretary of Public Safety/Homeland Security Advisor will be notified to ensure coordinated messaging.

## 2. FEDERAL NOTIFICATION

The National Cyber Incident Response Plan outlines the activities and focus of supporting federal agencies. Upon receiving a report of a cyber incident, the federal government will promptly focus its efforts on two activities: threat response and asset response.

- Threat response includes attributing, pursuing, and disrupting malicious cyber actors and malicious cyber activity. It includes conducting criminal investigations and other actions to counter malicious cyber activity.

- Asset response includes protecting assets and mitigating vulnerabilities in the face of malicious cyber activity. It includes reducing the impact to systems and/or data, strengthening, recovering and restoring services, identifying other entities at risk, and assessing potential risk to the broader community and mitigating potential privacy risks to affected entity.

- The state will leverage the reporting chain outlined below for efficiency and standardization of processes.

NCDIT will ensure that all federal threat and asset response supporting agencies are notified appropriately (see contact details in Table 1).

| Threat Response |
|---|
| **Federal Bureau of Investigation (FBI):**<br>FBI Field Office Cyber Task Forces:<br>https://www.fbi.gov/contact-us<br>Internet Crime Complaint Center (IC3): https://www.ic3.gov |
| **National Cyber Investigative Joint Task Force (NCIJTF)**<br>CyWatch 24/7 Command Center: cywatch@fbi.gov<br>(855) 292-3937 |
| **United States Secret Service (USSS)**<br>Secret Service Field Offices and Electronic<br>Crimes Task Forces (ECTFs):<br>https://www.secretservice.gov/contact/field-offices |
| **United States Immigration and Customs Enforcement / Homeland Security Investigations (ICE/HSI) HSI**<br>Tip Line: 866-DHS-2-ICE (866-347-2423) or online via<br>https://www.ice.gov/webform/ice-tip-form<br>HSI Field Offices: https://www.ice.gov/contact/field-offices<br>HSI Cyber Crimes Center (C3):<br>https://www.ice.gov/features/cyber |
| **Asset Response** |
| **Cybersecurity and Infrastructure Security Agency**:<br>report@cisa.gov<br>1-844-Say-CISA or 844-729-2472<br>https://www.cisa.gov/cisa-central |

Table 1. Key Federal Threat and Asset Response Supporting Agencies

### 3. PUBLIC NOTIFICATION

NCDIT and NCEM will coordinate through the Joint Information System (JIS) to provide public information for any incident affecting state entities or critical infrastructure. The impacted entity shall provide a representative to the JIS to ensure consistency and coordination.

## C. RESPONSE AND RECOVERY ACTIONS

The state will leverage the NCCIC Cyber Incident Scoring System (NCISS) to assess the impact and severity of a cyber incident.

The various levels outlined in Table 2 will only be determined after an impact assessment has been conducted and will factor the likelihood of the threat materializing. North Carolina defines “significant cyber incident” as any

incident with the classification level of High, Severe, or Emergency. For incidents impacting state resources, appropriate members of the JCTF will determine the extent of a response.

The JCTF will be responsible for classifying the cyber disruption level. An upgrade may occur if there is substantial intelligence received to indicate a need or if a cyber incident has increased in its overall impact to the affected areas. Increasing the response action and stages is accomplished as an effort to prevent the incident from spreading. Increasing the cyber level should be managed gradually and an assessment conducted regularly throughout the process.

In order to downgrade the level, careful assessment must be conducted. A downgrade will only occur once there is confirmation that the indicators leading to the declaration have been neutralized. Similar to upgrade procedures, downgrading will occur incrementally.

It is important to note that a cyber disruption level may be declared prior to an actual cyber incident occurring and without any attributed impact. This declaration could be made as a result of actionable and targeted intelligence received. The severity levels, description and baseline cyber support responses are captured in Table 2.

| CYBER DISRUPTION ESCALATION PROTOCOL | | | |
|---|---|---|---|
| **LEVEL** | **COLOR** | **DESCRIPTION / IMPACT** | **BASELINE CYBER SUPPORT** |
| Emergency | **Black** | Poses an imminent threat to the provision of wide-scale critical infrastructure services, state government stability, or the lives of North Carolina residents. | State of Emergency is declared. Full cyber package which may contain National Guard Defensive Cyber Operations, private sector, state and federal cyber resources. EMAC support may be requested. Incident reporting by affected party is mandatory. |
| Severe | **Red** | Likely to result in a significant impact to public health or safety, economic security, foreign relations, or civil liberties.<br><br>Involvement of any actual, suspected, or potential breach of bulk restricted or confidential data. | State of Emergency is declared. Full cyber package which may contain National Guard Defensive Cyber Operations, private sector, state and federal cyber resources. EMAC support may be requested. Incident |

| CYBER DISRUPTION ESCALATION PROTOCOL | | | |
|---|---|---|---|
| **LEVEL** | **COLOR** | **DESCRIPTION / IMPACT** | **BASELINE CYBER SUPPORT** |
| | | Immediate attention required, including the engagement of data owners and performing short-term containment including taking down potentially compromised systems and applications.<br><br>Multiple systems likely to be exploited with high criticality to business functionality. | reporting by affected party is mandatory. |
| High | **Orange** | Likely to result in a noticeable impact to public health or safety, economic security, foreign relations, civil liberties, public confidence or state/agency reputation.<br><br>Serious attempt or actual interruption in availability, or negative impact to confidentiality or integrity or data breach.<br><br>Repeated or persistent Medium Incident. May include systems with low to moderate criticalities which are affected by vulnerabilities likely to be exploited. | The state will activate a MOU with the National Guard Defensive Cyber Operations Team and provide onsite cyber recovery and remediation support. Incident reporting by affected party is mandatory. |
| Medium | **Yellow** | May impact public health or safety, economic security, foreign relations, civil liberties, public confidence or state/agency reputation.<br><br>One instance of a clear attempt to obtain unauthorized information or access; a repeated or persistent low incident. May also include the accidental internal exposure of employee records. | The state may provide remote cyber support and consultation services. Incident reporting is mandatory |

| CYBER DISRUPTION ESCALATION PROTOCOL | | | |
|---|---|---|---|
| **LEVEL** | **COLOR** | **DESCRIPTION / IMPACT** | **BASELINE CYBER SUPPORT** |
| | | May also include vulnerabilities with a rare rate of occurrence on critical systems. | |
| Low | **Green** | Unlikely to result in a noticeable impact to public health or safety, economic security, foreign relations, civil liberties, public confidence or state/agency reputation.<br><br>One instance of potentially unfriendly activity (e.g., port scan, malware detections, unexpected performance peak, observation of potentially malicious user activity, theft of a device, etc. | State resources will not be deployed; however, incident reporting is required from the affected party. The state may provide recommendations as requested. Incident reporting by affected party is mandatory. |

Table 2. Cyber Disruption Escalation Protocol and Levels

### INCIDENT RESPONSE PROCESS

If this plan is activated, the lead technical agency, supported by the JCTF, will use the following process flow diagram throughout the cyber incident response (see Figure 1).

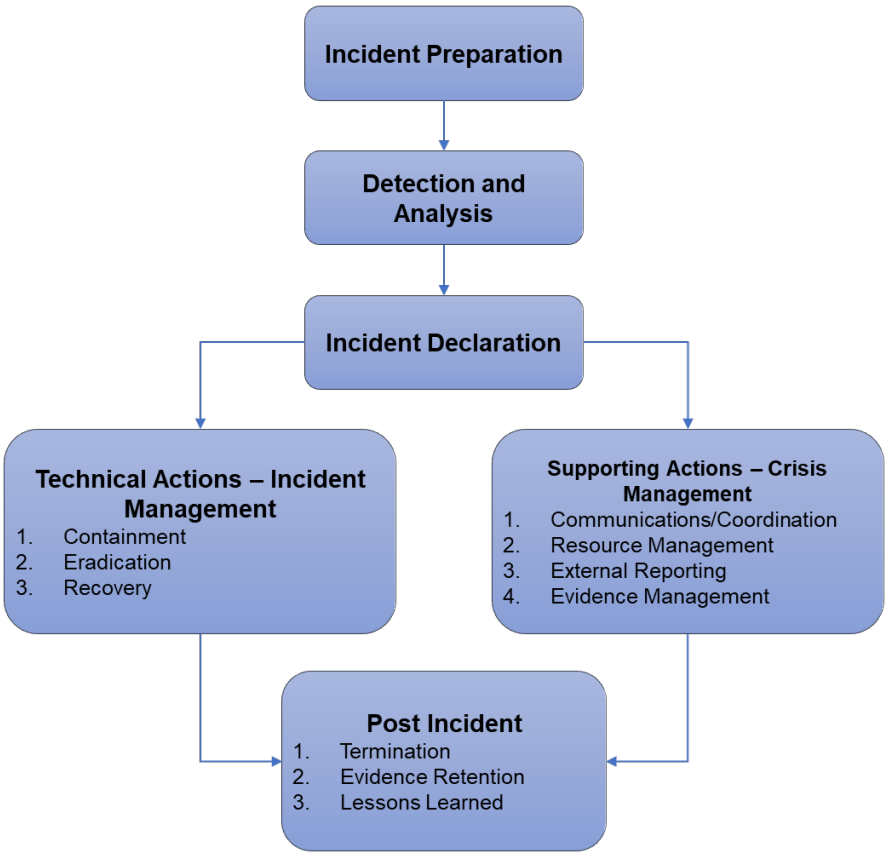



Figure 1. Incident Response Phases

## 1. PREPARATION

a. The JCTF will maintain situational awareness of cybersecurity threats through a variety of federal, state, and private sector information-sharing resources.

b. The State SOC is located in NCDIT and is managed 24 hours per day. The State SOC leads the coordination and response efforts in assessing and managing cyber incidents affecting the state government networks.

## 2. DETECTION AND ANALYSIS

a. The JCTF will assess the extent and severity of the cybersecurity incident through analysis of log files, audit trails, system contents, or other indicators of compromise. The JCTF determines the level of response required to respond to incidents and directs the utilization of agency resources to minimize incident exposure. Once the severity level has been identified, the JCTF will make the necessary coordination activities as needed.

b. If any data classified as restricted, highly restricted or other protected information is confirmed to be compromised, the affected entity will immediately notify the JCTF as indicated in above notification procedures and any other authorities required by laws or appropriate regulations.

## 3. INCIDENT DECLARATION

a. The Joint Information System/Center (JIS/JIC) will be activated to coordinate public messaging and media requests. SERT partners may be asked to augment personnel to staff the JIC (as required).

b. The Joint Cybersecurity Mission Center (JCMC) located at the State EOC will be used as the primary location for coordination of all operational response activities and resource allocations. This coordination includes communicating significant cyber incident related situational awareness and activities to State EOC partners, the Governor's Office, NCCIC, and the Homeland Security Advisor (HSA) to monitor and prepare for the possible onset of any further consequences.

## 4. CONTAINMENT

a. The JCTF will coordinate and/or provide technical support to the impacted entity to take appropriate measures to isolate, contain or mitigate further service disruptions related to the cybersecurity incident.
    - Law enforcement agencies may request that intrusions continue for a limited period in order to facilitate collection of evidence and techniques, tactics, and procedures (TTPs). These requests will be considered on a situationally dependent basis in coordination with JCTF and the affected entity.

b. Once the method of intrusion/compromise is known, the affected entity(s) will implement corrective actions to reduce the risk of further disruption. During this phase, it is important that all stakeholders maintain situational awareness. The JCTF will provide information technology support for collaboration tools and services as needed.

c. The JIS/JIC will publish regular press releases updating the public on response activities and respond to information requests, as appropriate.

## 5. ERADICATION

a. When the incident has been contained, the JCTF will coordinate and provide technical support to the affected entity to ensure that mandatory forensics is conducted on all impacted systems, networks, infrastructure to ensure against residual vulnerabilities.

b. Audit trails, log files, and other forensic information should be retained to the greatest extent that is reasonably feasible for the purposes of later analysis and investigation.

c. The JIS/JIC will continue to provide public messaging and information request support for the affected entity(s) and SERT partners.

## 6. RECOVERY

a. For affected agencies, the JCTF will assist in the restoration and recovery efforts to restore services and return state information technology infrastructure to normal operations. NCDIT will lead this effort when state agencies are affected. Restoration may include actions such as restore from “clean” backups or software installations, replacement of damaged/unrecoverable equipment, or rebuilding/restoration of systems.

b. All affected entities should validate configurations using approved configuration baselines, (e.g. Security and Technical Implementation Guides (STIGS)), CIS benchmarks and vulnerability testing to ensure systems are no longer susceptible to various methods of attack, prior to being placed into production.

c. NCEM will coordinate SERT activities in support of the recovery effort.

d. The JIS/JIC will publish regular press releases updating the public on recovery activities and respond to information requests until transitioning public messaging activities back to individual agencies.

### 7. AFTER ACTION REVIEW

a. The JCTF will work with the affected entity to identify policy options or best practices that could prevent similar incidents in the future or improve the state's defense and response capabilities.

b. The JCTF may also recommend and/or coordinate implementation of such actions statewide, including with local government entities. The affected entity has the lead collect documentation resulting from the incident for post incident analysis and TTP modifications.

## V. DIRECTION CONTROL AND COORDINATION

### A. LOCAL

The agency responsible for the operation and maintenance of local government information technology infrastructure varies between jurisdictions. All local government activities to respond and recover from cybersecurity incidents will be conducted in accordance with established local policies and plans. Local governments may be able to obtain required resources from neighboring jurisdictions through mutual aid agreements.

### B. STATE

State assistance may be requested through emergency management channels if the incident exhausts local government resources. State response activities will be coordinated through the SERT. The SERT will have overall incident command for the response and recovery operation. The state Chief Information Officer, or their designee, will serve as the primary agency technical advisor to the SERT during the response and recovery phases of the incident. The SERT may request support from other states through the Emergency Management Assistance Compact (EMAC).

In the event of an exceptionally severe or widespread disruption, the Governor may declare a State of Emergency in accordance with the North Carolina Emergency Management Act.

### C. FEDERAL

In the event an incident exceeds state capabilities or there is a need for federal resources, the state may request federal assistance through the US-CERT, MS-ISAC, DHS and/or NSA. Depending on the need, the National Cyber Incident Response Plan identifies when reporting to the federal government is appropriate. The following are listed as reportable cyber incidents:

- Result in a significant loss of data, system availability, or control of systems;
- Impact a large number of victims;
- Indicate unauthorized access to, or malicious software present on, critical;
  information technology systems;
- Affect critical infrastructure or core government functions; or
- Impact national security, economic security, or public health and safety.

## VI. REFERENCES

A. N.C.G.S. § 143B-1376. Statewide security standards

B. N.C.G.S. § 143B-1379. State agency cooperation; liaisons

C. N.C.G.S.§ 143B-1377. State CIO approval of security standards and risk assessments

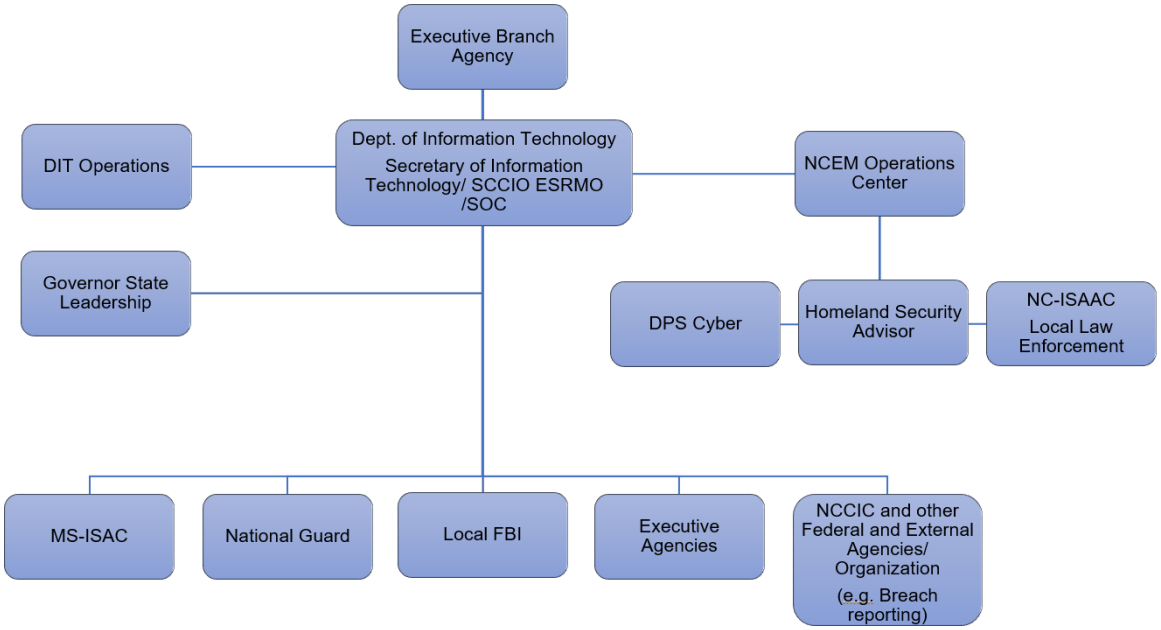
D. N.C.G.S. § 75-65. Protection from security breaches

E. N.C.G.S. § 75-60. Identity Theft Protection Act

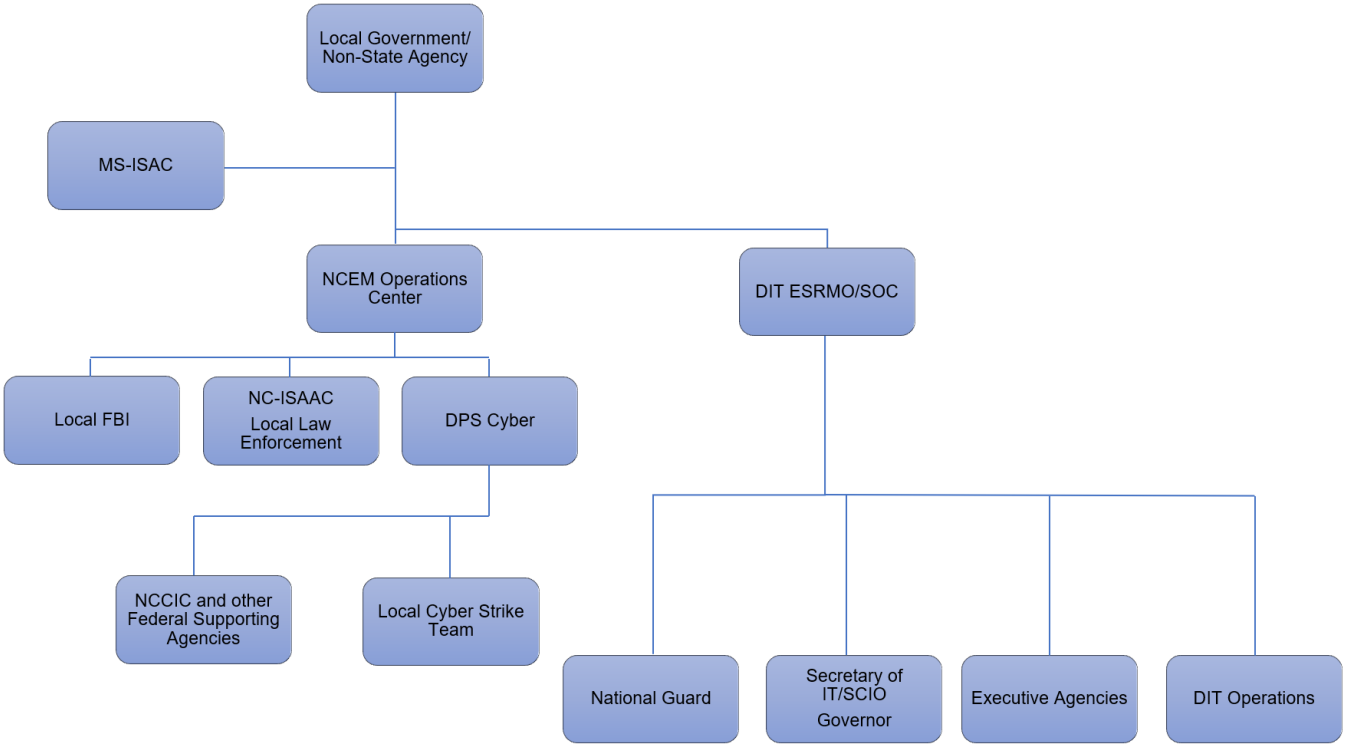
F. N.C.G.S. §§166A North Carolina Emergency Management Act

G. National Cyber Incident Response Plan, 2016

## ATTACHMENT A – SIGNIFICANT CYBER INCIDENTS AFFECTING STATE AGENCY(S) NOTIFICATION PROCESS



## ATTACHMENT B – SIGNIFICANT CYBER INCIDENTS AFFECTING LOCAL GOVERNMENT OR OTHER NON-STATE ENTITY(S) NOTIFICATION PROCESS



**ANNEX B**

# HAZARD SPECIFIC PLANS

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this annex is to establish a systematic approach for responding to natural and technological hazards that affect North Carolina.

### B. SCOPE

This annex contains hazard-specific appendices that describe actions and procedures for response to emergencies and disasters resulting from natural and technological hazards.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

North Carolina is susceptible to a variety of natural and technological hazards. Hazard-specific plans are necessary to ensure prompt and effective assistance is provided to citizens affected by all hazards.

### B. ASSUMPTIONS

In every case, hazard-specific plans included as appendices to this annex are written and designed for the most intense natural and technological hazard incidents.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

As described in the Basic Plan and various appendices to this annex.

## IV. CONCEPT OF OPERATIONS

As described in the Basic Plan and various appendices to this annex.

## V. DIRECTION, CONTROL AND COORDINATION

As described in the Basic Plan and various appendices to this annex.

## VI. APPENDICES

| | | |
|---|---|---|
| A. | Appendix 1 | Hurricanes and Coastal Storms Operations Plan |
| B. | Appendix 2 | Severe Winter Weather Operations Plan |
| C. | Appendix 3 | Drought Assessment and Response |
| D. | Appendix 4 | Foreign Animal Disease Operations Plan |
| E. | Appendix 5 | Infectious Disease Response Plan |
| F. | Appendix 6 | Food Emergency Response Plan |
| G. | Appendix 7 | Earthquake Operations Plan |

# HURRICANES AND COASTAL STORMS OPERATIONS PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

This appendix outlines the coordinating actions taken by the State Emergency Response Team (SERT) when a hurricane or coastal storm threatens North Carolina.

### B. SCOPE

This appendix includes the anticipated actions of the federal, state and local agencies, as well as private sector organizations.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Due to its geographic location on the east coast of the United States, North Carolina can experience both direct and indirect impacts from tropical cyclones. There are several paths that a hurricane may take, all of which result in varying effects to North Carolina (Fig. 1). A “coastal track” (where the hurricane skirts the coastline) typically results in a threat of heavy rain, high winds and storm surge across portions of central and eastern North Carolina. A “gulf track” (when a hurricane makes landfall on the Gulf Coast and moves northward) often brings heavy rains and flooding to the western portion of the state. A “direct hit” can cause statewide damage from heavy rain, high winds and storm surge and often results in the most widespread impacts.

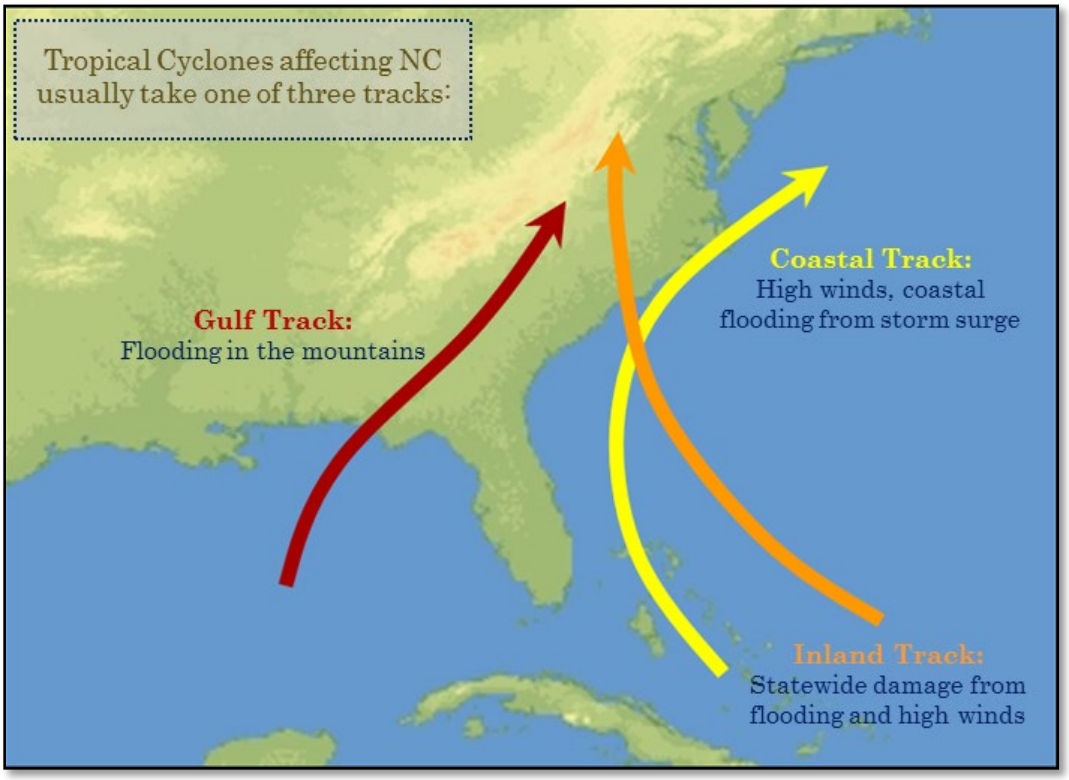



**Figure 1:** Hurricanes typically take one of the above tracks, all of which result in different impacts to North Carolina. (North Carolina State Climate Office)

Although tropical cyclones can occur during any month of the year, they are most common during the official Atlantic hurricane season (June 1st through November 30st). The peak of hurricane season occurs from mid-August through mid-October, North Carolina's climatologically favored period for tropical cyclones. The low-lying nature of the coast, high number of inlets and sounds, and extensive coastal development makes North Carolina especially vulnerable to tropical cyclones.

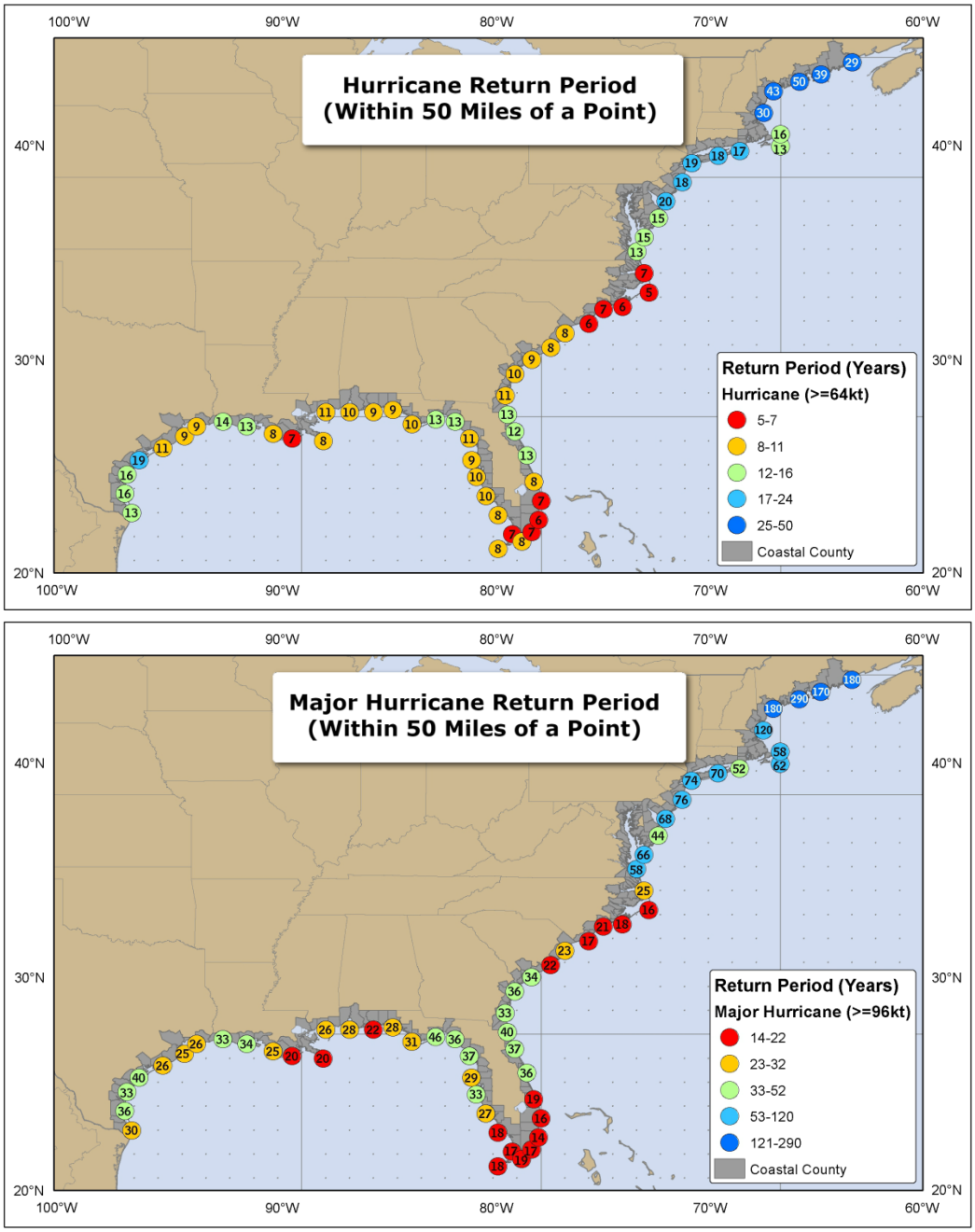



**Figure 2a (top), 2b (bottom):** North Carolina is home to one of the most hurricane prone coastlines in the country. On average a hurricane passes within 50 miles of the coast every 5-7 years (Fig. 2a). While major hurricanes are less common, on average North Carolina averages one passing within 50 miles of the coastline every 16-21 years (Fig. 2b). Impacts may still be felt if a hurricane makes landfall along an adjacent coastline. (National Hurricane Center)

## B. ASSUMPTIONS

1. Statewide impacts from a dangerous tropical cyclone have occurred, resulting in widespread, significant effects across North Carolina.

2. Catastrophic damage from heavy rains/flooding, high winds and storm surge has occurred across a significant portion of North Carolina. Roads will be impassable, and many structures are severely or completely destroyed.

3. Further inland, significant tree and some structural damage has occurred due to high winds. Roads may also be impassible due to debris.

4. Much or all of the state has received excessive rainfall. Mountainous and smaller rivers and streams flood during and shortly after the storm, while larger rivers will experience major flooding in the days and weeks after the storm has passed. Dam failures will also occur. Sections of interstate and especially secondary roads will be blocked due to washouts and water on the roadway in addition to the threat of landslides for higher mountainous terrain.

5. Flooding rains have caused animal waste ponds to overflow, and sewage treatment facilities have failed. Drinking water may not be potable without boiling after landfall.

6. There are widespread and extensive power outages due to high winds and infrastructure damage knocking down power lines and communication systems across a large area of the state. Due to damages and the extent of power outages, some areas may not have electricity or communication, water systems, etc. for days to weeks.

7. Emergency transportation of resources (inbound response and outbound disposal) may require permits, licenses, or exemptions.

8. Significant impacts from a tropical cyclone will require federal, state and local efforts to perform initial damage/needs assessment concerning the number, type and magnitude of impacts.

9. Weaker storms with less impact may only require the partial activation of this appendix and may involve coordination between North Carolina Emergency Management (NCEM) and other supporting state agencies.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFTEY (NCDPS)

#### NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

a. Support local government efforts through resource and technical assistance in preparation for and during tropical cyclone emergencies.

b. Provide real-time projection and analysis of flooding impacts.

c. Provide aerial imagery (video, photos, and photogrammetry) via unmanned aerial vehicles (UAVs).

### B. SUPPORTING STATE AGENCIES

#### 1. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

a. Assess incident impact on food, agriculture, agribusiness, animals, and other areas regulated or supported by the mission of NCDA&CS.

b. Report disaster facts, loss records, response information and other impact data from the agriculture sector to the Agriculture Incident Management Team (AgIMT) and, by way of the Liaison Officer, the SERT.

c. Protect the safety and security of the commercial food supply.

d. Respond to and mitigate animal and plant disease outbreaks or potential disease situations and pests.

e. Coordinate with Public Health officials and other partners to implement strategies for protecting public health and general welfare.

f. Formulate and coordinate public information, guidance, recommendations, and information through approved channels with appropriate partners to the SERT, industry leaders, agriculture producers, and the public.

g. Promote and implement actions and strategies that maintain consumer confidence for food and agriculture health and security.

h. Provide guidance for the safety and sheltering of companion animals.

i. Provide general and technical assistance to industries, partners, and other entities within the scope and mission of NCDA&CS.

**EMERGENCY PROGRAMS DIVISION**

a. Coordinate with NCEM on behalf of the Commissioner of Agriculture regarding the State of Emergency and applicable transportation waivers.

b. Activate the AgIMT to manage and coordinate the overall food and agriculture response for the Department, partner and affiliate organizations, and agriculture stakeholders.

c. Collect and retain disaster facts, loss records, response information and other impact data to the agriculture sector from reliable sources.

d. Develop recovery strategies and reports and serve as NCDA&CS lead for recovery.

e. Provide a SERT Liaison for the response to the SEOC.

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Assist local governments and NCDOT in road clearance operations to reestablish critical access post storm.

b. Provide personnel and equipment to construct foot bridges and other means of temporary access to reestablish critical access to isolated areas.

c. Provide personnel to support Incident Management Teams (IMTs).

d. Provide personnel and equipment to support logistical requirements of the disaster including, but not limited to, bridge mats, high clearance volume pumps, and heavy equipment.

## 2. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

### DIVISION OF AIR QUALITY (DAQ)

a. Assist with facility outreach prior to storm impacts to prepare and mitigate potential hazardous materials releases as a result of the storm impacts.

b. Assist with response to high-risk facilities who either fail to respond or require assistance to mitigate hazardous materials release.

### DIVISION OF WATER RESOURCES (DWR)

a. Assist with facility outreach prior to storm impacts to prepare and mitigate potential hazardous materials releases.

b. Assist with response to high-risk facilities who either fail to respond or require assistance to mitigate hazardous materials release.

### DIVISION OF MARINE FISHERIES (DMF)

### NORTH CAROLINA MARINE PATROL

a. Render law enforcement assistance such as force protection for deployed resources as well as provide support to other local and state law enforcement agencies.

b. Provide resources to facilitate land, sea and air transportation.

c. Provide personnel and equipment to support enforcement of waterway restrictions.

d. Provide personnel and equipment to support logistical requirements of disaster such as, but not limited to, high volume pumps, heavy equipment, barges, front end loaders, etc.

### DIVISION OF WASTE MANAGEMENT (DWM)

a. Identify procedures for storage of debris pending disposal.

b. If debris is determined to be hazardous, provide a vendor list to the responsible party for proper waste management.

c. Issue emergency permits for treatment, storage, disposal, and transportation of debris and associated clean-up activities.

d. Provide vendor list to responsible parties to facilitate cost assessment for proper waste management.

e. Identify landfills that will accept contaminated solid waste and facilities/vendors that will accept and treat contaminated liquid waste.

**DIVISION OF COASTAL MANAGEMENT (DCM)**

a. Disseminate important information to the public through the issuance of press releases and other methods of communication, including activation of the DCM toll-free line (1-888-472-6278) for citizen concerns and inquiries.

b. Conduct informal assessments of damage to private and public property to determine the extent of damage in the coastal area and make a recommendation to the DEQ Secretary about whether to implement any or all sections of the Emergency General Permit rule [15A NCAC 07H .2500] along portions of the coast that experience damage. *(NOTE: DCM staff do not make formal assessments of storm damage, including estimates of structure damage and losses to beach fill and sand dunes).*

c. Work with the DEQ Secretary to issue Coastal Area Management Act (CAMA) Emergency Major Permits, as appropriate, for individual projects under emergency provisions as specified by CAMA [G.S. 113A-118(f)] and the State Dredge and Fill Law [G.S. 113-229(e1)]. These may include the replacement of severely damaged roads and bridges, for example.

d. Respond to inquiries about permit requirements, process CAMA permit applications, and conduct federal consistency reviews for projects as required during the post-storm recovery period. Assist with communication amongst state and federal environment review agencies to conduct environmental reviews of proposed projects as quickly as possible.

e. Close Coastal Reserve properties to the public as warranted prior to the storm when threats exist to public safety. Inspect N.C. Coastal Reserve properties shortly after landfall, as soon as it is safe to do so, to assess damage and wildlife needs. Communicate changes in Coastal Reserve status (closure and opening) to the public via press release, Reserve and DCM website, and social media.

f. Provide guidance, best practices and trained personnel for removing vessels from environmentally sensitive coastal waters and shorelines to vessel owners, salvage companies, and marinas in areas where there are abandoned and derelict vessels.

**3. NC WILDLIFE RESOURCES COMMISSION (NCWRC)**

a. Provide personnel and equipment to support law enforcement.

b. Provide air, water, and land transportation.

c. Act as liaison between the SERT and interested environmental and conservation groups.

d. Provide personnel and equipment to support law enforcement of waterway restrictions.

e. Provide technical support and leadership to support identification and removal of abandoned vehicles.

f. Provide watercraft and crews to support enforcement of USCG-initiated restrictions on waterway use.

**4. NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (NCDNCR)**

**DIVISION OF PARKS AND RECREATION (NC STATE PARKS)**

a. Evacuate state parks when threats exist to public safety.

b. Coordinate with other law enforcement agencies.

c. Provide areas on park property for use as assembly or staging areas for equipment and personnel.

d. Provide transportation and communication within state park areas.

e. Determine access points and routes least likely to harm park facilities.

f. Provide a liaison authorized to grant permission for response and cleanup activities as well as issue any required permits concerning state park facilities.

g. Provide a liaison and carry out technical consultations with the US National Park Service if a national park/seashore is threatened.

**5. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Coordinate public health nurses to support local and state shelter requirements and provide consolation and maintain communication with deployed public health nurses.

b. Monitor the health of shelter populations for potential infectious disease outbreaks and provide mitigation recommendations where appropriate.

c. Conduct well-water testing at the NC State Laboratory of Public Health (NCSLPH) to identify bacterial contaminants of public health concern such as E. coli after flood waters have receded.

**DIVISION OF SOCIAL SERVICES (DSS)**

a. Coordinate with mass care support agencies to support local sheltering operations.

b. Obtain personnel rosters, sheltering listings, and number of shelter managers from county departments of social services responding in affected jurisdictions.

c. Provide technical assistance, when requested, to county departments of social services in organizing resources to provide food and water requirements for shelter population.

d. Provide technical assistance, when requested, to county departments of social services in organizing transportation of food from identified warehouses to mass care feeding sites.

e. Track and report the status of shelter operations.

f. Coordinate with partners to answer questions from county departments of social services about accessibility in shelters.

g. Coordinate all requests for spoken language and American Sign Language interpreters.

**DIVISON OF AGING AND ADULT SERVICES (DAAS)**

a. Promote the exchange of technical and statistical information relevant to needs and outcomes of older adults and adults with access and functional needs from NCEM to area agencies on aging and county health and human services departments.

b. Collaborate with human services agencies to assist counties in meeting the needs of individuals needing functional support sheltering services.

c. Collaborate with ESF-8, DHSR, and DPH for individuals needing medical support sheltering services.

**DIVISON OF MENTAL HEALTH, DEVELOPMENTAL DISABILITIES AND SUBSTANCE USE SERVICES (MHDDSUS)**

a. Coordinate/facilitate the provision of mental health/crisis counseling to victims at shelters, mass care facilities, and community sites.

b. Coordinate distribution of Naloxone to shelters, mass care facilities, and fixed feeding sites with counties.

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**

**NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)**

a. Provide leadership in coordinating and integrating the overall state efforts that provide medical assistance to a disaster-affected area.

b. Coordinate and direct the activation and deployment of state resources of medical personnel, supplies, equipment, pharmaceuticals, and assets.

c. Assist in the development of local capabilities for the coordination of all healthcare services needed for triage, treatment, transportation, tracking, and evacuation of the affected population with medical concerns.

d. Establish and maintain the cooperation of the various state medical and related professional organizations in coordinating the shifting of Healthcare Service resources from unaffected areas to areas of need.

e. Coordinate with the SERT Military Support Branch to arrange for medical support from military partners.

f. Coordinate the clinical support and/or movement of patience from an impacted area when a higher level of care or evacuation is deemed necessary.

g. Coordinate the healthcare services for state-operated shelters by implementing the Healthcare Services in Shelters annex.

**6. OFFICE OF STATE FIRE MARSHAL (OSFM)**

a. Coordinate firefighting assets to support local response efforts.

b. Coordinate restoration of firefighting services and protection post storm.

c. Coordinate personnel to support additional building inspection resources to augment local capabilities for damage assessments.

**7. NC DEPARTMENT OF TRANSPORTATION (NCDOT)**

**DIVISION OF HIGHWAYS (DOH)**

a. Monitor and report on road conditions.

b. Coordinate with NCSHP on immediate tow activation.

c. Determine activation of routing room used to provide emergency responders with available routes to renter damaged areas.

d. Erect and maintain such signs, lights, barricades or other traffic control devices as deemed appropriate to maintain or control traffic along the affected state-maintained routes or detour routes.

e. Remove sand/soil debris from state-maintained right of ways.

f. Provide SERT partners lists of contractors/suppliers to assist in the cleanup efforts of sites outside the state-maintained right of way.

**FERRY DIVISION**

a. Coordinate with USCG the movement of ferries through affected waterways.

b. Provide transportation to emergency personnel and equipment as needed.

c. Assist in the evacuation of the affected population.

**8. NC DEPARTMENT OF PUBLIC SAFTEY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide trained personnel traffic control.

b. Provide shelter support as needed.

c. Provide military forces to assist local law enforcement in the emergency area for security, control of entrance to and exit from disaster area, and protection of people and crowd control.

d. Provide a Reaction Force specially trained for response to public disturbances and riots.

e. Provide military forces to assist local and state resources in rescues and evacuations as needed.

f. Provide NCNG mission support packages.

g. Provide transportation support.

**CIVIL AIR PATROL (CAP)**

a. Support and participate in aerial reconnaissance to assess damage immediately after the hurricane strikes.

b. Provide personnel and equipment to support air and ground transportation.

c. Provide personnel to provide logistical support to State EOC activation.

d. Use Aerial Reconnaissance Teams (ART) to collect quick visual evidence of hurricane damage to allow optimum deployment and distribution of state resources during the hurricane recovery period.

e. Assist in air search, land rescue, aerial surveillance of surface routes and traffic.

f. Provide aircraft to support disaster air operations as available.

g. Provide a CAP liaison officer to support air operations in the State EOC.

h. Provide ground team support and ground transport.

i. Support and participate in Point of Distribution (POD) operations.

**9. NC STATE HIGHWAY PATROL (NCSHP)**

a. Coordinate traffic control measures and isolation of the impacted area as needed.

b. Regulate motor vehicle traffic where indicated.

c. Provide communications support.

d. Assist with movement of resources in coordination with other state partners, as needed.

**10. UTILITY PROVIDERS**

a. Provide decision makers with up-to-date power outage information and estimated restoration times.

b. Provide support as needed to other utilities if able.

c. Restore electrical power to residences and business.

d. Repair and restore any downed power lines and/or transformers.

## C. SUPPORTING FEDERAL AGENCIES

### 1. US ARMY CORPS OF ENGINEERS (USACE)

a. Support immediate lifesaving and life safety emergency response priorities.

b. Sustain lives with temporary emergency power and other needs including temporary housing, temporary roofing, debris management, Urban Search and Rescue (USAR), and Local Government Liaisons (LGLs).

c. Initiate recovery efforts by assessing and restoring critical infrastructure.

### 2. US ENVIRONMENTAL PROTECTION AGENCY (EPA)

a. Provide personnel and equipment to support hazardous materials assessment and response in coordination with DEQ as well as the United States Coast Guard (USCG).

### 3. FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

a. Provide response resources at the request of the SERT Leader.

b. If approved, execute programs that provide financial support for damages to property.

c. Educate state and local officials to inform of the recovery assistance available and how to apply for it.

d. Monitor recovery process to ensure the timely delivery of eligible assistance and compliance with the law and regulations.

e. Provide immediate and critical storm information for decision making through the Hurricane Liaison Team (HLT).

### 4. NATIONAL OCEANIC AND ATMOPSHERIC ADMINISTRATION (NOAA)

### NATIONAL HURRICANE CENTER (NHC)

a. Issue advisories on the location, strength and movement of tropical storms or hurricanes.

b. Provide track and intensity guidance on tropical cyclones up to 120 hours in advance.

c. Provide detailed storm surge inundation information and maps for the coastline.

d. Issue tropical storm and hurricane watches and warnings, as well as storm surge watches and warnings.

e. Provide additional state specific briefings as needed.

**NATIONAL WEATHER SERVICE (NWS)**

a. Provide detailed forecast information, such as wind speed and direction, rainfall amount, etc., for locations across the state.

b. Issue watches and warnings associated with effects from the tropical cyclone such as winds, floods, etc.

c. Participate in conference calls to provide situational awareness and forecast updates.

d. Coordinate with the Southeast River Forecast Center and Lower Mississippi Forecast Center to provide forecasts of riverine flooding.

**WEATHER PREDICTION CENTER (WPC)**

a. Provide rainfall total forecasts up to 7 days in advance

b. Outline areas that are likely to experience rainfall that may exceed flash flood guidance up to 5 days in advance.

c. Issue Mesoscale Precipitation Discussions outlining where flooding rains may occur during the next several hours.

**5. UNITED STATES COAST GUARD (USCG)**

a. Provide personnel and equipment to support hazardous materials assessment and response.

b. Provide search and rescue air assets.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

When an incident is expected to have limited impacts, the State EOC may elevate from Normal Operations to an Enhanced Watch with NCEM Functional Leads meeting daily. NCEM or SERT Functional Leads will notify SERT agency representatives of the potential hurricane or coastal storm impacts and possible SERT activation. Upon a greater threat to the state, necessary SERT agencies will report to the State EOC for a SERT Activation.

HURREVAC provides a graphical plot of the National Hurricane Center Forecast Advisory to assist government officials in making various evacuation decisions. If not obtained through HURREVAC, information on tropical cyclone intensity, forecast track, wind speed and direction, as well as storm surge inundation information will be accessed through the National Hurricane Center website. Coordination and communication with the National Hurricane Center will be arranged by the FEMA Hurricane Liaison Team.

The National Weather Service and National Hurricane Center will be used as the official source of weather information. These offices provide guidance to emergency managers through briefings, conference calls, and webinars to achieve consistency between the forecast and emergency management response.

### B. RESPONSE ACTIONS

The change from Normal Operations to an Enhanced Watch and/or to a SERT Activation is dependent upon the observed threat and expected impact. The following are general guidelines that may support a change in activation level. For information on staffing and general responses associated with an activation, refer to the NCEOP Basic Plan.

#### 1. PRE-LANDFALL

The SERT Leader may decide to elevate the State EOC to an Enhanced Watch if the NHC begins issuing advisories on a tropical storm or depression that does not pose an immediate threat but may impact the state. During an Enhanced Watch, NCEM or SERT Functional Leads will notify SERT agency representatives of the potential hurricane or coastal storm threats and possible SERT activation.

The SERT Leader may decide to elevate the State EOC to a SERT Activation if:

a. Confidence is increasing that significant impacts from a hurricane or coastal storm are expected;

b. Major traffic problems, power outages or shelter openings are expected or occurring;

c. A tropical system has impacted the state causing flooding, road closures and damages to structures; or

d. Numerous state resources have been requested.

During a SERT activation, all necessary SERT partners will be activated in the State EOC and RCC(s). Movement of supplies before and after the storm will be directed by the SERT Leader and the Logistics Section. Shelters will be opened, as necessary. If needed, the Deputy General Counsel may assist the NC Governor's Office in drafting a State of Emergency to be forwarded to the Governor for signature.

## 2. POST-LANDFALL

A hurricane or tropical storm has caused impacts to the coast, made landfall and tracked into North Carolina, or a nearby state has been impacted and is requesting mutual aid. The SERT Leader may remain at SERT Activation or may move to an Enhanced Watch based on severity and the likelihood of local capabilities being exceeded.

a. The Branch Office(s)/RCCs will begin to evaluate the disaster impact and establish priorities related to life, property and the environment at risk. The Field Branch Manager/RCC Incident Commander will coordinate the establishment of priorities with the SERT Leader and/or the Operations Section Chief to ensure consistency between the State EOC and the Branch Offices(s). The State EOC should prepare to receive additional staff from FEMA and other federal and volunteer agencies. At the direction of the Operations Section Chief, the State EOC staff assigns inventory and dispatches resources to the Branch Office(s) in support of response activities.

b. Once weather conditions allow, the Civil Air Patrol ARTs will begin an aerial reconnaissance of the disaster area. The Hazard Mitigation section will coordinate with FEMA, National Geodetic Survey and NCDOT for pre- and post-storm aerial imagery data collection. The State EOC determines priorities for immediate assistance using damage reports from the counties and with NASA for remote data sensing collection of aerial reconnaissance information.

c. If state resources are overwhelmed and additional assets are needed, mutual aid agreements between neighboring states will be implemented. This will be largely dependent on the disaster effect on the neighboring states. Some mutual aid agreements may be implemented prior to landfall, if the threat warrants.

d. The Joint Field Office (JFO) manages all long-term recovery actions and operates until all priority recovery activities are accomplished.

## V. REFERENCES

A. Chapter 166A of the North Carolina General Statutes, North Carolina Emergency Management Act, as amended

B. Chapter 130A of the North Carolina General Statutes, Public Health

C. NCEM Human Services Mass Feeding Plan

D. NCEM Human Services Shelter Guide

# SEVERE WINTER WEATHER OPERATIONS PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

This appendix describes the coordinating actions taken by the State Emergency Response Team (SERT) when severe winter weather threatens or affects North Carolina.

### B. SCOPE

This appendix includes the anticipated actions of the federal, state and local agencies, as well as private sector organizations.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Due to the geographic regions (Mountains, Piedmont and Coastal Plain), North Carolina experiences a myriad of precipitation types (rain, freezing rain, sleet, and snow) during a winter weather event.

The mountain region of North Carolina is often more prone to winter weather than any other region in the state. In this region, snow is typically the most dominant precipitation type (Fig. 1a). Valley areas typically receive 10-20” of snowfall per season, while higher elevations on western facing slopes may receive 50-75”. The Piedmont is the second most favored region for snowfall, averaging 5-10” of snow a year. The Coastal Plain is the least accustomed to winter weather with 5” or less of snowfall per season, often with several years passing where no measurable snow falls. The Piedmont and Coastal Plain are the most likely areas to experience sleet and freezing rain (Fig. 1b/1c).

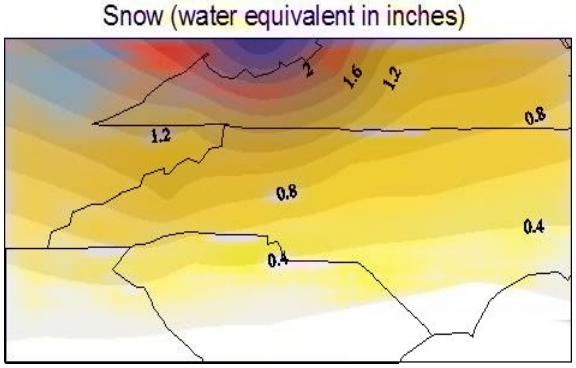



**Figure 1a:** Average liquid equivalent of snow per season. The Mountains receive the most snowfall. In the Piedmont and Coastal Plain, the highest snowfall totals are to the northwest, while the southeastern Coastal Plain of NC experiences the least amount of snowfall per season.
(North Carolina State Climate Office)

Freezing rain, sleet and ice accumulations can cause problems across North Carolina. Ice accumulation of ¼” is considered significant and will occur every few years. Less commonly, catastrophic accumulations of freezing rain

occur (½”- ¾”+) which result in significant damage to trees, powerlines and infrastructure. While rare, large accumulations of sleet (>1”) are possible.

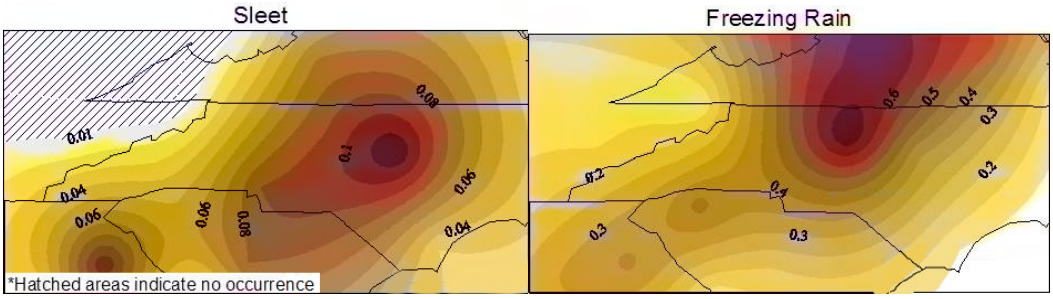



**Figure 1b (left), 1c (right):** Average liquid equivalent of freezing rain and sleet per season. While the Mountains and Coastal Plain typically experience sleet and freezing rain, the most prone area to those precipitation types is the Piedmont. (North Carolina State Climate Office)

Wintry precipitation is not the only hazard that a winter storm can bring to the state. During Nor’easters, strong winds occur along the coastline and contribute to coastal flooding. While rare, high winds and blowing snow in the mountains can create blizzard conditions, causing travel to be difficult if not impossible. Brutally cold temperatures may occur during and after a winter storm, making frostbite or hypothermia a concern for anyone outdoors or without heat.

## B. ASSUMPTIONS

1. Significant accumulations of winter weather will make travel difficult and dangerous. Ramps and bridges will be the most susceptible to icing.

2. Activation of this appendix may not occur during a typical winter weather event in the mountains; however, an equivalent event in the Piedmont or Coastal Plain may require activation.

3. Blowing snow will create visibilities near zero and may accumulate into drifts which could block roadways.

4. Brutally cold temperatures combined with strong winds will make hypothermia a danger to anyone outside.

5. Snow and ice accumulations will cause power outages for several days. Extensive damage to trees and powerlines may result.

6. Roadways may be blocked by debris and extensive clearing work may be required.

7. Disruption of electricity for extended periods of time may affect water and sewer treatment plants, potentially making water unpotable without boiling after the storm.

8. Road closures in coastal areas may occur due to coastal flooding from high winds.

9. The NC Department of Transportation Division of Highways will follow their snow clearing policy for state-maintained bridges and highways.

10. Emergency transportation of resources may require permits, licenses, or exemptions.

11. Less-impactful winter storms may only require partial activation of this appendix and may involve coordination between NCEM and other supporting state agencies.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Support local government efforts through resource and technical assistance during emergencies and coordinate state and federal response and recovery activities.

### B. SUPPORTING STATE AGENCIES

#### 1. NC DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES (NCDA&CS)

a. Assess incident impact on food, agriculture, agribusiness, animals, and other areas regulated or supported by the mission of NCDA&CS.

b. Report disaster facts, loss records, response information and other impact data to the agriculture sector to the Agriculture Incident Management Team (AgIMT) and the SERT.

c. Formulate and coordinate public information, guidance, recommendations, and information through approved channels with appropriate partners to the SERT, industry leaders, agriculture producers, and the public.

d. Provide guidance for the safety and sheltering of companion animals.

e. Provide general and technical assistance to industries, partners, and other entities or persons within the scope and mission of NCDA&CS and the food and agriculture response.

f. Promote and implement actions and strategies that maintain consumer confidence for food and agriculture health and security.

**EMERGENCY PROGRAMS DIVISION**

a. Activate the AgIMT to manage and coordinate the overall food and agriculture response from the department, partner and affiliate organizations, and agriculture stakeholders.

b. Collect and retain disaster facts, loss records, response information and other impact data to the agriculture sector from reliable sources.

c. Develop recovery strategies and reports and serve as NCDA&CS lead for recovery.

d. Provide a SERT Liaison for the food and agriculture response to the Human Services Branch.

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Provide chainsaw crews to aid in road clearance.

b. Provide air and land transportation for responders when access to the incident is limited.

c. Organize emergency feeding for responders.

d. Support operations by acting as Field Observers, Line Locators or guides in forest areas.

**2. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)**

**DIVISION OF MARINE FISHERIES (DMF)**

**NORTH CAROLINA MARINE PATROL**

a. Render law enforcement assistance.

b. Provide land, sea, and air transportation.

c. Provide aircraft and crew for surveillance/reconnaissance.

d. Provide watercraft and crews to support enforcement of USCG-initiated restrictions on waterway use.

**DIVISION OF WASTE MANAGEMENT (DWM)**

a. Identify procedures for storage of debris pending disposal.

b. If debris is determined to be hazardous, provide a vendor list to the responsible party for proper waste management.

c. Issue emergency permits for treatment, storage, disposal, and transportation of debris and associated clean-up activities.

d. Provide vendor list to responsible party to facilitate cost assessment for proper waste management.

e. Identify landfills that will accept contaminated solid waste and facilities/vendors that will accept and treat contaminated liquid waste.

**3. NC WILDLIFE RESOURCES COMMISSION (NCWRC)**

**LAW ENFORCEMENT DIVISION**

a. Render law enforcement assistance.

b. Provide air, water, and land transportation.

c. Act as liaison between the SERT and interested environmental and conservation groups.

**4. NC DEPARTMENT OF NATURAL AND CULTURAL RESOURCES (NCDNCR)**

**DIVISION OF PARKS AND RECREATION (NC STATE PARKS)**

a. Evacuation of state parks when threats exist to public safety.

b. Coordination with other law enforcement agencies.

c. Provide areas on park property for use as assembly or staging areas for equipment and personnel.

d. Provide transportation and communication within state park areas.

e. Determine access points and routes least likely to harm park facilities and advise the SERT Leader of same.

f. Provide a liaison to the SERT authorized to grant permission for response and cleanup activities as well as issue any required permits concerning state park facilities.

g. Provide liaison and carry out technical consultations with US National Park Service if a national park/seashore is threatened.

**5. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Coordinate public health nurses to support local and state shelter requirements; provide consultation and maintain communication with deployed public health nurses.

b. Coordinate release of health and safety guidance and recommendations within affected communities i.e. use of generators and carbon monoxide poisoning, avoid contaminated water, etc.

c. Monitor health of shelter populations for potential infectious disease outbreaks and provide mitigation recommendations where appropriate.

**DIVISION OF SOCIAL SERVICES (DSS)**

a. Coordinate with mass care support agencies to support local sheltering operations.

b. Obtain personnel rosters, sheltering listings, and number of shelter managers from county departments of social services responding in affected jurisdictions.

c. Provide technical assistance, when requested, to county departments of social services in organizing resources to provide food and water requirements for shelter population.

d. Provide technical assistance, when requested, to county departments of social services in organizing transportation of food from identified warehouses to mass care feeding sites.

e. Track and report the status of shelter operations.

f. Coordinate with partners to answer questions from county departments of social services about accessibility in shelters.

g. Coordinate all requests for spoken language and American Sign Language interpreters.

**DIVISON OF AGING AND ADULT SERVICES (DAAS)**

a. Promote the exchange of technical and statistical information relevant to needs and outcomes of older adults and adults with access and functional needs from NCEM to area agencies on aging and county health and human services departments.

b. Collaborate with human services agencies to assist counties in meeting the needs of individuals needing functional support sheltering services.

c. Collaborate with ESF-8, DHSR, and DPH for individuals needing medical support sheltering services.

**DIVISON OF MENTAL HEALTH, DEVELOPMENTAL DISABILITIES AND SUBSTANCE USE SERVICES (MHDDSUS)**

a. Coordinate/facilitate the provision of mental health/crisis counseling to victims at shelters, mass care facilities, and community settings.

b. Coordinate distribution of Naloxone to shelters, mass care facilities, and fixed feeding sites with counties.

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**

**NORTH CAROLINA OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)**

a. Provide leadership in coordinating and integrating the overall state efforts that provide medical assistance to a disaster-affected area.

b. Coordinate and direct the activation and deployment of state resources of medical personnel, supplies, equipment, pharmaceuticals, and assets.

c. Assist in the development of local capabilities for the coordination of all healthcare services needed for triage, treatment, transportation, tracking, and evacuation of the affected population with medical concerns.

d. Establish and maintain the cooperation of the various state medical and related professional organizations in coordinating the shifting of healthcare service resources from unaffected areas to areas of need.

e. Coordinate with the SERT Military Support Branch to arrange for medical support from military installations.

f. Coordinate the healthcare services for state-operated shelters by implementing the Healthcare Services in Shelters annex.

**6. OFFICE OF STATE FIRE MARSHAL (OSFM)**

a. Coordinate firefighting assets to support local response efforts.

b. Coordinate restoration of firefighting services and protection post storm.

c. Coordinate personnel to support additional building inspection resources to augment local capabilities for damage assessments.

**7. NC DEPARTMENT OF TRANSPORTATION (NCDOT)**

**DIVISION OF HIGHWAYS (DOH)**

a. Monitor and report on road conditions.

b. Coordinate with NCSHP on immediate tow activation.

c. Coordinate mission assignments with NCEM and NCNG for hotspot team deployment.

d. Erect and maintain signs, lights, barricades, or other traffic control devices as deemed appropriate to maintain or control traffic along the affected state-maintained or detour routes.

e. Conduct anti-icing and de-icing operations across the state based on forecasted weather, traffic, and road conditions with the primary responsibility to clear interstates and four-lane divided primary routes essential for interstate and regional traffic movement.

f. Incident Management Assistance Patrol (IMAP) to support quick clearance of incidents and immediately towing disabled or abandoned vehicles so they are not creating hazards for emergency responders or impeding snow and ice removal efforts.

**8. NC DEPARTMENT OF PUBLIC SAFTEY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Assist with debris clearance from roadways.

b. Provide shelter support as needed.

c. Provide transportation assets to assist NCSHP, DOT, and local agencies in road clearance as well as to transport resources.

d. Provide emergency personnel, support fire, rescue and emergency medical response.

**9. NC STATE HIGHWAY PATROL (NCSHP)**

a. Coordinate control measures and isolation of the impacted area as needed.

b. Regulate motor vehicle traffic where indicated.

c. Provide communications support.

d. Assist with movement of resources in coordination with other state partners, as needed.

### 10. UTILITY PROVIDERS

a. Provide decision makers with up-to-date power outage information and expected restoration times.

b. Provide support as needed to other utilities if able.

c. Restore electrical power to residences and business.

d. Repair and restore any downed power lines and/or transformers.

## C. SUPPORTING FEDERAL AGENCIES

### 1. NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA)

#### NATIONAL WEATHER SERVICE (NWS)

a. Provide detailed forecast information such as temperature, snowfall and freezing rain accumulations, etc. for locations across the state.

b. Issue watches and warnings associated with the effects of a winter storm including winter storm warning, winter storm watch, winter weather advisory, etc.

c. Participate in conference calls to provide situational awareness and forecast updates.

#### WEATHER PREDICTION CENTER (WPC)

a. Provide potential winter storms impacts via Winter Storm Severity Index (WSSI) and Probabilistic Winter Storm Severity Index (WSSI-P).

b. Outline areas that are most likely to receive impacts from any wintry precipitation via Winter Precipitation Guidance.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

When an incident is expected to have limited impacts, the State EOC may elevate from Normal Operations to an Enhanced Watch with NCEM or SERT Functional Leads meeting daily. NCEM or SERT Functional Leads will notify SERT partners of the potential of severe winter weather. Upon a greater threat to the state, necessary SERT agencies will report to the State EOC for a SERT activation.

### B. RESPONSE ACTIONS

#### 1. INITIAL

The change from daily operations to an Enhanced Watch and/or to a SERT Activation of the State EOC is dependent upon the observed threat and expected impact. The following are general guidelines that may support a change in activation level. For information on staffing and general responses associated with an activation, please refer to the NCEOP Basic Plan.

The SERT Leader may decide to elevate the State EOC to an Enhanced Watch if:

a. There is the threat of significant accumulation of snow, sleet, or ice within 3-7 days;

b. A Winter Weather Advisory has been issued for minor accumulation of snow, sleet, or ice;

c. A Nor’easter could bring coastal impacts; or

d. If an extended period of very cold temperatures is possible.

During an Enhanced Watch, NCEM or SERT Functional Leads will notify SERT agency representatives of the potential winter weather hazard threats and possible SERT Activation of the State EOC. The SERT Leader may decide to elevate the State EOC to a SERT Activation if:

a. Confidence is increasing that significant accumulation of snow, sleet or ice is expected;

b. Major traffic problems, power outages or shelter openings are expected or occurring;

c. A Nor'easter has impacted the state causing flooding, road closures and damages to structures; or

d. Numerous state resources have been requested.

During a SERT Activation, all necessary SERT agencies will be activated in the State EOC and RCC(s). Movement of supplies before and after the storm will be directed by the SERT Leader and the Logistics Section. Shelters will be opened in the affected region, as necessary. If needed, the Deputy General Counsel may assist the NC Governor's Office in drafting a State of Emergency Proclamation to be forwarded to the Governor for signature.

### 2. CONTINUING

If state resources are overwhelmed and additional assets are needed, mutual aid agreements between neighboring states may be employed. This will be largely dependent on the disaster's effect to the neighboring state. As conditions improve, ongoing efforts will include, but are not limited to:

- Plowing of roadways by DOT to remove snow, sleet and ice accumulations;
- Treating of problem areas with salt, sand and brine;
- Restoration of electricity and other utilities if they were lost; and
- Removal of debris from roadways.

In the event of a major ice storm, there will likely be widespread and extensive damage to trees, powerlines and possibly structures. In this case, it may be weeks after the snow and ice accumulations melt before normal operations resume. Ongoing efforts will include, but are not limited to:

- Continued utility restoration; and
- Repairs to buildings or infrastructure that may have been damaged by ice accumulations.

## V. REFERENCES

A. Winter Storm Hotspot Concept of Operations

# DROUGHT ASSESSMENT AND RESPONSE PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

This appendix outlines the coordinating actions taken by the State Emergency Response Team (SERT) when significant drought conditions impact North Carolina.

### B. SCOPE

This appendix includes the anticipated actions of the federal, state and local agencies, as well as private sector organizations.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Drought is a broad term to describe below normal precipitation or abnormally dry conditions. Historically, North Carolina experiences drought conditions every few years with a significant drought occurring every 10-20 years. The timeframe and duration of drought, as well as the effects on different sectors, result in a series of more specific impacts across North Carolina. There are four definitions of drought: Meteorological, Agricultural, Hydrological, and Socioeconomical.

Meteorological drought occurs when precipitation at a given location remains below normal for an extended period. Because North Carolina encompasses diverse geographic regions and climate patterns, what constitutes “below normal” precipitation varies across the state.

Agricultural drought results from insufficient soil moisture to meet the water requirements of crops during the growing season. The severity of agricultural drought depends on factors such as crop type, growth stage, and the availability of supplemental water sources, including lakes, reservoirs, and groundwater.

Hydrological drought is characterized by reduced streamflow, declining lake and reservoir levels, and diminished groundwater supplies. These conditions develop over months or even years as the cumulative effects of prolonged precipitation deficits impact the state’s water resources.

Socioeconomic drought occurs when water demand exceeds available supplies, resulting in impacts to communities, businesses, and the

economy. This type of drought often reflects the cumulative effects of meteorological, agricultural, and hydrological drought and may lead to increased food costs, reduced water quality, restrictions on water use, and broader economic consequences across North Carolina.

The North Carolina Drought Management Advisory Council (DMAC) was created in 2003 under North Carolina General Statute 143.355.1. It is an interagency organization responsible for assessing the status of drought across North Carolina based on technical data to address varying conditions throughout the state. The DMAC convenes weekly to review statewide drought conditions and provide suggestions to the U.S. Drought Monitor which publishes the nation's drought map.

Drought conditions may be monitored through the US Drought Monitor via the North Carolina DMAC website or the National Drought Mitigation Center website. This tool outlines drought categories that define the severity of the drought determined through a combination of factors including stream flows, amount of water stored in reservoirs, groundwater levels, agricultural information, forestry sensors, weather forecasts, and time of year. Categories include Abnormally Dry (D0), Moderate (D1), Severe (D2), Extreme (D3) and Exceptional Drought (D4). The North Carolina DMAC assesses drought conditions weekly based on water resource conditions across the state.

## B. ASSUMPTIONS

1. Local governments and water suppliers will retain primary responsibility for ensuring adequate potable water supplies within their jurisdictions and service areas, including implementing local drought response plans, enacting water conservation policies and restrictions, and utilizing available local resources to address water shortages before requesting additional assistance from the state.

2. State assistance may be necessary to supplement local capabilities when drought conditions exceed available resources or threaten public health, safety, and essential services.

3. A drought may result in significant agricultural and ecological impacts, although impacts may vary by location.

4. Pressures on the agricultural sector may result in widespread economic losses due to reduced crop and livestock production, increased risks to livestock and poultry health and well-being, higher production costs,

increased transportation demands and associated carbon emissions, and operational disruptions and additional expenses for processing facilities, markets, and restaurants resulting from potable water shortages.

5. A drought can place significant pressure on ecosystems, potentially altering habitats and forcing species to shift their ranges in search of more suitable conditions.

6. Dry vegetation enhances the risk of wildfires. Limited water resources may cause a strain on firefighting operations.

7. Source water levels may become dangerously low. This includes dry wells due to low groundwater or low lake and river levels.

8. Due to reduced source water levels, water quality may deteriorate.

9. With a long-term drought, economic impacts are likely due to low crop yields, increasing food costs, limited water availability, reduced tourism due to low water at recreation areas, etc.

10. Less-impactful droughts may only require a partial implementation of this appendix and may involve coordination between North Carolina Emergency Management (NCEM) and other state agencies.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Support local government efforts during drought emergencies and coordinate state and federal emergency activities.

### B. LEAD TECHNICAL AGENCY

#### 1. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

a. Serve as the lead agency for the DMAC and designate an employee of the department to serve as chair Council.

b. Monitor municipal water/sewer systems, water sources, and assist

with water system leak detection.

## C. SUPPORTING AGENCIES

### 1. NORTH CAROLINA DROUGHT MANAGEMENT ADVISORY COUNCIL (DMAC)

a. Organizations that serve on the DMAC:
- NC Division of Environmental Quality (chair)
- NC Cooperative Extension
- North Carolina State Climate Office
- NC Utilities Commission (NCUC)
- NC Wildlife Resources Commission
- NC Forest Service (NCFS)
- NC Department of Commerce (NCDOC)
- NC Department of Public Safety (NCDPS)
- US National Weather Service (NWS)
- US Geological Survey (USGS)
- US Army Corp of Engineers (USACE)
- US Department of Agriculture (USDA) Farm Service Agency (FSA) (State Executive Director)
- Duke Energy
- Tennessee Valley Authority (TVA)
- CubeHydro
- Private Water Systems
- Federal Emergency Management Agency (FEMA)
- Neighboring representatives from South Carolina, Virginia, and Tennessee

b. Develop water resource assessments and projections.

c. Select or develop specific formats for routine and special reports regarding water resources.

d. Identify the need for additional water supply information.

e. Compile all assessments of water resource capability to withstand drought impact.

f. Compile and distribute weekly assessments of North Carolina drought impacts and make recommendations to the U.S. Drought Monitor for consideration and publication.

**2. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)**

a. Promote water conservation measures for agriculture.

b. Interface with state and federal agriculture agencies.

c. Coordinate and collaborate with agencies providing disaster/emergency assistance for livestock and crop owners.

d. Provide public information messaging to agriculture stakeholders.

e. Provide reports on drought agriculture relief activities as needed.

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Provide fire suppression for state- and privately-owned wood and grasslands.

b. Promote safety messaging during drought to mitigate ignition and spread of wildfires.

c. Monitor and assess the wildfire danger, issuing statewide burn bans as necessary.

**3. NORTH CAROLINA UTILITIES COMMISSION (NCUC)**

a. Monitor utility impacts and potential energy loss.

**4. OFFICE OF STATE FIRE MARSHAL (OSFM)**

a. Ensure water resources for firefighting, such as tanker strike teams, if traditional resources are unavailable.

b. Monitor and assess the wildfire danger, issuing local burn bans as necessary.

**5. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

a. Coordinate well water testing for contamination.

b. Monitor the impact of water shortages on public health.

c. Monitor well water for inorganic contaminants at the NC State Laboratory of Public Health (NCSLPH).

**6. NORTH CAROLINA STATE UNIVERSITY (NCSU)**

**NC COOPERATIVE EXTENSION**

a. Provide agriculture assessment data to the DMAC.

b. Interface with local, state, and federal agriculture agencies.

c. Coordinate and collaborate with agencies providing emergency assistance for livestock and crop owners.

d. Provide public information messaging to agriculture stakeholders.

e. Provide reports on drought agriculture relief activities as needed.

**7. US DEPARTMENT OF AGRICULTURE (USDA) FARM SERVICE AGENCY (FSA)**

a. Participate in agriculture damage assessments.

b. Provide information on federal relief programs.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

Local municipalities may activate their own drought response plans, which may include water supply reporting requirements and voluntary or mandatory water use restrictions during periods of extreme drought. The NC DMAC assessments can prompt response actions with drought occurs or worsens, and the SERT Leader may activate Drought Task Forces based on this information. Lead agencies will use available resources to undertake response actions within their normal operations.

Under N.C.G.S. § 143-355.2(d), the North Carolina Department of Environmental Quality (NCDEQ) may require local governments providing public water service and large community water systems to implement or escalate water shortage response measures based on drought conditions. If existing and next-tier conservation measures are determined to be

insufficient to minimize impacts on public health, safety, and the environment, NCDEQ may require more stringent restrictions, including measures two levels above those currently implemented, following consultation and written findings.

The DMAC typically uses the US Drought Monitor and/or the Palmer Drought Severity Index and the overall assessment provided weekly from various state, federal, and private partners to trigger response actions when drought occurs or worsens. The use of the US Drought Monitor and Palmer Index does not preclude use of other indices or information as appropriate to help depict drought for water supply, agriculture, or forest resources and particularly to decide when to activate task forces.

Technical data is monitored weekly by the DMAC who may request a change in SERT posture based on technical data and/or observed trends. A change in SERT posture may include the activation of the Joint Information Center (JIC) that includes a delegated Public Information Officer (PIO). Lead agencies will use available resources to undertake response actions within their normal programs.

Drought task forces will meet according to a schedule established by the chairpersons of the Lead State Agency and Lead Technical Agency, and terminate activities based on information shared by the DMAC. Once the task forces have been assembled, each task force will continue to make assessments that are included in reports to the DMAC and/or NCEM as necessary. The status of each drought task force will be dependent on the impact to each sector and will not be solely dependent on the level of drought. Other impacts include the longevity of drought, type of drought, and the extent of impacts to landmass and/or population. The information provided by each task force will be distributed to SERT leadership and the Governor’s Office for decision making.

## DROUGHT TASK FORCES

North Carolina uses a dual system of assessment and response to deal effectively with drought. The assessment system establishes task forces comprising state and federal agency representatives to rapidly evaluate water availability and drought impacts and disseminate findings to relevant stakeholders. Task forces are generally chaired by a middle or senior level management employee in the lead state agency and are designed to assess the range of needs that can result from drought.

These task forces will make assessments of various sectors and will report

them to the North Carolina DMAC, the SERT and other state agencies as appropriate. The findings and recommendations of the task forces are assimilated into the overall state drought assessment and are intended to ensure effective response capabilities, as well as to provide documentation for any emergency declaration. The task forces do not become involved in the response of various agencies to a declared drought emergency, nor do they have authority over member agencies. These task forces will meet according to a schedule established by the chairpersons (from the Lead State Agency and the Lead Technical Agency) and terminate activities based on information shared by the DMAC.

## AGRICULTURE TASK FORCE

The Agriculture Task Force monitors the state's agriculture industry. The NC Department of Agriculture and Consumer Services (NCDA&CS) is the lead agency and, in conjunction with the NCEM, is responsible for activating this task force. Members of this task force include (but are not limited to) NC Cooperative Extension and the US Department of Agriculture (USDA) Farm Service Agency (FSA).

Agriculture Task Force Response Actions:

a. Review and update guidelines and procedures for drought response.

b. Assess current and potential agricultural drought severity.

c. Evaluate agriculture impact data.

d. Develop action plans for drought response with ESF-11 partners.

e. Identify potential sources for drought assistance.

f. Recommend SERT response levels and activities.

g. Prepare agricultural assessments and special reports for the SERT.

h. Formulate guidance, recommendations, and information through approved channels to SERT partners, industry leaders, and agriculture producers.

i. Maintain supporting data and records of activities.

Agriculture Task Force Recovery Actions:

a. Evaluate and amend action plan for drought response with ESF-11 partners as events and circumstances change.

b. Update inventory and maintain information on special resources with cost data and procedures for activation.

c. Create, sustain and distribute contact information of support service agencies and agricultural industries stakeholders, agencies, personnel and resources for drought response.

d. Issue guidance, recommendations, and information through approved channels to SERT partners, industry leaders, and agriculture producers of appropriate and available response actions.

e. Develop and distribute projections of drought impacts on the agricultural economy.

f. Issue regular and special reports to the North Carolina DMAC, the SERT, and other government agencies as appropriate.

g. Analyze and identify procedures for coordinating with other drought task forces.

**ECONOMIC IMPACT TASK FORCE**

The Economic Impact Task Force monitors the impact of the drought on the state's economy. The task force will identify the potential impacts of drought and track their occurrence and intensity. The NC Department of Commerce (NCDOC) is the lead agency and, in conjunction with NCEM, is responsible for activating this task force. Members of this task force include (but are not limited to) the NC Department of Revenue (NCDOR), NC Department of Health and Human Services (NCDHHS) Division of Social Services (DSS), NC Department of Labor (NCDOL), the US Small Business Administration (SBA), and Council of Governments.

Economic Impact Task Force Response Actions:

a. Study the feasibility and enlist involvement of appropriate individuals who can use economic simulation models to project drought related economic impacts on a regional and statewide basis.

b. Identify actual and potential economic impacts in drought affected regions of the state.

c. Prepare economic impact assessments and special reports for the SERT.

Economic Impact Task Force Recovery Actions:

a. Identify assessment resource shortfalls and necessary tools for effective assessment procedures and take action to meet these assessment needs. Assessments should include loss of sales tax revenues, increase in unemployment, and decreases in tourism levels and lodging receipts. Assessments should identify major commercial and industrial problem areas.

b. Provide recommendations for mitigation and response to actual and potential economic drought impacts.

**ENERGY LOSS TASK FORCE**

The Energy Loss Task Force assesses the impact on the capability to meet energy needs, specifically in those areas that depend on generation of hydroelectric power. The NC Department of Environmental Quality (NCDEQ) Division of Energy, Mineral, and Land Resources is the lead agency and, in conjunction with NCEM, is responsible for activating this task force as necessary during periods of drought. Members of this task force also include (but are not limited to) the North Carolina Utilities Commission (NCUC), U.S. Army Corps of Engineers (USACE), and the NCDEQ Division of Water Resources (DWR).

Energy Loss Task Force Response Actions:

a. Contact and coordinate with appropriate utilities to provide a continuing assessment of all impacts on the energy operating system.

b. Identify, outline, and determine impacts resulting from loss of adequate water levels. Assessments will include total energy loss attributable to drought, and an evaluation of water shortage impacts on electrical power generation, as well as identification of other major potential problem areas.

c. Assist private and public utilities in implementing their response plans.

d. Assess all apparent and ramifying implications pertinent to the immediate problems such as societal, social, economic, and environmental consequences of the situation.

e. Gather information on energy loss, make impact assessments and prepare regular and special reports for the North Carolina DMAC, SERT, and other government agencies as may be required.

f. Establish procedural tasking for the evaluation of specific hydroelectric energy loss.

g. Exchange timely information with private and public utilities on hydroelectric energy loss assessment and response requirements.

h. Prepare assessments and special reports for the SERT.

Energy Loss Task Force Recovery Actions:

a. Advise and recommend courses of action in energy loss response and recovery to the DMAC and the SERT.

b. Emphasize and suggest appropriate actions (including conservation) to the geographical area concerned.

c. Monitor and report adverse effects of water shortage on hydroelectric plants including utility redirection of energy supply.

**HEALTH TASK FORCE**

The Health Task Force investigates and specifies adverse health conditions caused by water shortages during drought. The NC Department of Health and Human Services (NCDHHS) Division of Public Health (DPH) is the lead agency and, in conjunction with NCEM, is responsible for activating this task force. Members of this task force also include (but are not limited to) NCDHHS Division of Public Health (DPH) Epidemiology Section, Division of Health Service Regulation (DHSR), Division of Aging, and the Division of Mental Health, Developmental Disabilities, and Substance Abuse Services (MHDDSUS).

Health Task Force Response Actions:

a. Contact and coordinate with appropriate government and private agencies concerning drought related health problems.

b. Investigate and evaluate environmental health aspects of the drought situation. Assessments will include impact of water restriction measures on community health and the number of concurrent climate hazards (extreme temperatures, wildfires, natural disasters) that may affect environmental health aspects.

c. Investigate and evaluate epidemiological ramifications of the drought throughout the affected area and how concurrent extreme weather events may affect these ramifications.

d. Examine the effects of water shortage on foods and drugs.

e. Evaluate drought related veterinary health problems, particularly those associated with meat and poultry which may pose a danger to human consumption.

f. Evaluate and report drought effects on home health services, group care, detention centers, and medical centers.

g. Evaluate and report the effects of drought on the aging population.

h. Determine the requirements for mental health counseling for drought related difficulties.

i. Develop drought and health educational materials when and where appropriate.

j. Prepare health impact assessments and special reports for the SERT.

Health Task Force Recovery Actions:

a. Assess the effects of water restriction measures on community health.

## WATER SOURCES TASK FORCE

The Water Sources Task Force investigates and identifies available water sources during drought. The NC DEQ Division of Water Resources (DWR) is the lead agency and, in conjunction with NCEM, is responsible for activating this task force. Members of this task force also include (but are not limited to) the NC DEQ Division of Water Quality, Division of Soil and Water Conservation, NC Cooperative Extension, and NCDA&CS.

Water Sources Task Force Response Actions:

a. Identify and locate alternative water sources within the drought affected areas.

b. Identify water conservation measures to minimize water consumption and extend available resources.

c. Monitor water supply and demand to make recommendations on how to allocate existing supplies.

d. Form special working teams as necessary.

e. Establish procedures for evaluation of specific water resources.

f. Provide weekly assessments of current and potential water supply.

g. Monitor and evaluate local methods for measuring water supply and water use during water shortage conditions.

h. Provide timely information to local officials to encourage community cooperation for water conservation.

i. Explore and report possibilities for supplementing local water supplies.

j. Emphasize mandatory conservation as soon as there are visible or measurable signs that water supplies are significantly lower than seasonal norms and are diminishing.

k. Stress stringent conservation measures during water shortage emergencies.

l. Recommend rationing only when supply is clearly inadequate to meet projected demands.

m. Prepare assessments and special reports for the SERT.

Water Sources Task Force Recovery Actions:

a. Monitor water supply conditions and the effectiveness of water conservation measures.

c. Advise and recommend water conservation phasing to agriculture and community water supplies.

d. Emphasize voluntary conservation when conditions indicate the potential for serious water supply shortages.

# FOREIGN ANIMAL DISEASE OPERATIONS PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

This appendix outlines actions and procedures that the State Emergency Operations Center (EOC), the Agriculture Emergency Operations Center (Ag EOC), and the State Emergency Response Team (SERT) will take when a Foreign Animal Disease (FAD) threatens susceptible animals in North Carolina. North Carolina will seek the assistance of and cooperate with the United States Department of Agriculture (USDA) in accordance with their FAD Plan.

### B. SCOPE

This appendix will be activated in coordination with the state veterinarian or designees and North Carolina Emergency Management (NCEM) when there is a credible FAD threat to North Carolina.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

There are thousands of facilities and animal population groups in North Carolina that are vulnerable to naturally occurring FADs as well as potential targets for intentional disease introduction. Response to these types of incidents will involve local, state, federal, and private agencies. Agribusinesses that breed and produce susceptible animals in the hundreds or thousands within the confines of a single operation make attractive targets. An outbreak of a foreign animal disease could cripple the affected industry and dependent businesses for years. Export markets would be lost, and production would dramatically decrease. Businesses would fail. Tax revenue generated directly and indirectly would diminish dramatically. North Carolina's ability to export that type of susceptible animal species would be impacted for months to years. If the disease spread to other states, it could have a devastating impact on the United States' ability to feed its people and to compete in the global marketplace. In the case of FADs with significant human health effects, the response urgency and economic impact may be much greater.

Activation will be a result of notification of NCEM through the SERT by the North Carolina Department of Agriculture and Consumer Services (NCDA&CS), which will likely be the first state agency to detect a potential FAD. The state veterinarian is the responsible individual within NCDA&CS for FADs and works with the Emergency Programs (EP) Director to

coordinate with the SERT. An Agriculture Incident Management Team (AgIMT) will be activated by the state veterinarian that initially will be comprised of NCDA&CS employees during the investigation period but will quickly include other partners if the incident escalates into a large outbreak. The AgIMT will utilize the Incident Command System (ICS) to manage the response. With most FAD responses, NCDA&CS, in coordination with USDA, would be the lead technical agency with the SERT in support. There are situations such as a zoonotic or bioterrorist incident that USDA, EM, Public Health, Law Enforcement, and NCDA&CS representatives may be included in a Unified Command structure. Policy decisions will be formed through a Policy Group comprised of the Commissioner of Agriculture (or designee), state veterinarian, USDA representative, Public Information Officer (PIO), and any other representatives of agencies, Industry, or subject matter experts that the state veterinarian deems important to policy determinations and will be implemented by the AgIMT.

## B. ASSUMPTIONS

1. NCDA&CS, through the state veterinarian, has jurisdictional authority as the lead technical agency for a FAD incident in NC. NCDA&CS will offer technical advice to the SERT Leader under the NCEOP in the response.

2. In any FAD incident, the USDA'S Area Veterinarian in Charge (AVIC) will collaborate with the state veterinarian's office and will lead the federal response.

3. Understanding that NC may not be the first state to become affected by an outbreak, resulting in limited federal resources, the state veterinarian and SERT must be prepared to proceed with FAD incident response with limited federal agency participation.

4. For plan development, a worst-case scenario was assumed, involving the discovery of Foot and Mouth Disease (FMD) at one or more production sites in the swine industry.

5. Because animals are exported out of the state and out of the country, an infection could rapidly become a national or multinational incident. The costs associated with the loss of animals, production, exports, and indirect items may be billions of dollars. Any delay in detecting FAD and implementation of this plan may increase these costs.

6. Due to the unique regulatory nature of FAD emergencies and the policy decisions required, there will be more direction to the Incident Command Posts (ICPs) and Branch Offices from the Policy Group/NCDA&CS AgIMT,

specifically from the state veterinarian due to regulatory authorities, than with other types of SERT Operations.

7. If a zoonotic disease were involved, NCDA&CS would be the lead technical agency through a Unified Command with the NC Department of Health and Human Services, Division of Public Health with specific responsibility for human health. Public Health would also be represented in the policy group and if human infections occurred.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. ICPs at County or Branch EOC's manned by NCEM Incident Management Teams (IMT) are bound to decisions made by veterinary authorities within the scope of the Incident Response Plan. ICPs may be located at county EOCs or elsewhere as necessary to accomplish their missions. Response zones may cross county lines.

b. Initially, outbreak management will occur through the State AgIMT in conjunction with the county EOC in the affected county. As an outbreak expands, additional county EOCs may be activated to provide command/logistical support.

c. NCEM will provide logistical support for the AgIMT which would include tracking and managing resource requests at the State EOC. Logistics may establish an identification office in the vicinity (ex. county EOC) to provide identification badges to all persons authorized entry into restricted areas (EOC's, Zones, Infected Premises, etc.).

### B. LEAD TECHNICAL AGENCY

#### 1. NC DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES (NCDA&CS)

a. The NCDA&CS, through the state veterinarian, is the lead technical agency for FAD incidents. NCDA&CS will have a liaison(s) to the State EOC that will serve as technical advisor to the SERT Leader. Official documentation for FAD incidents will be through USDA's Emergency

Management Response System 2.0 (EMRS2) and NCSPARTA. EMRS2 is the response software package that USDA and states use to manage information, reporting, permitting, and documentation of disease response. NCSPARTA would be used for requesting and tracking local and state resources along with reporting and documentation to County EM and state/local Law Enforcement. Response communication will use whatever means are available depending on the location of the response (VIPER, emails, telephone, etc.).

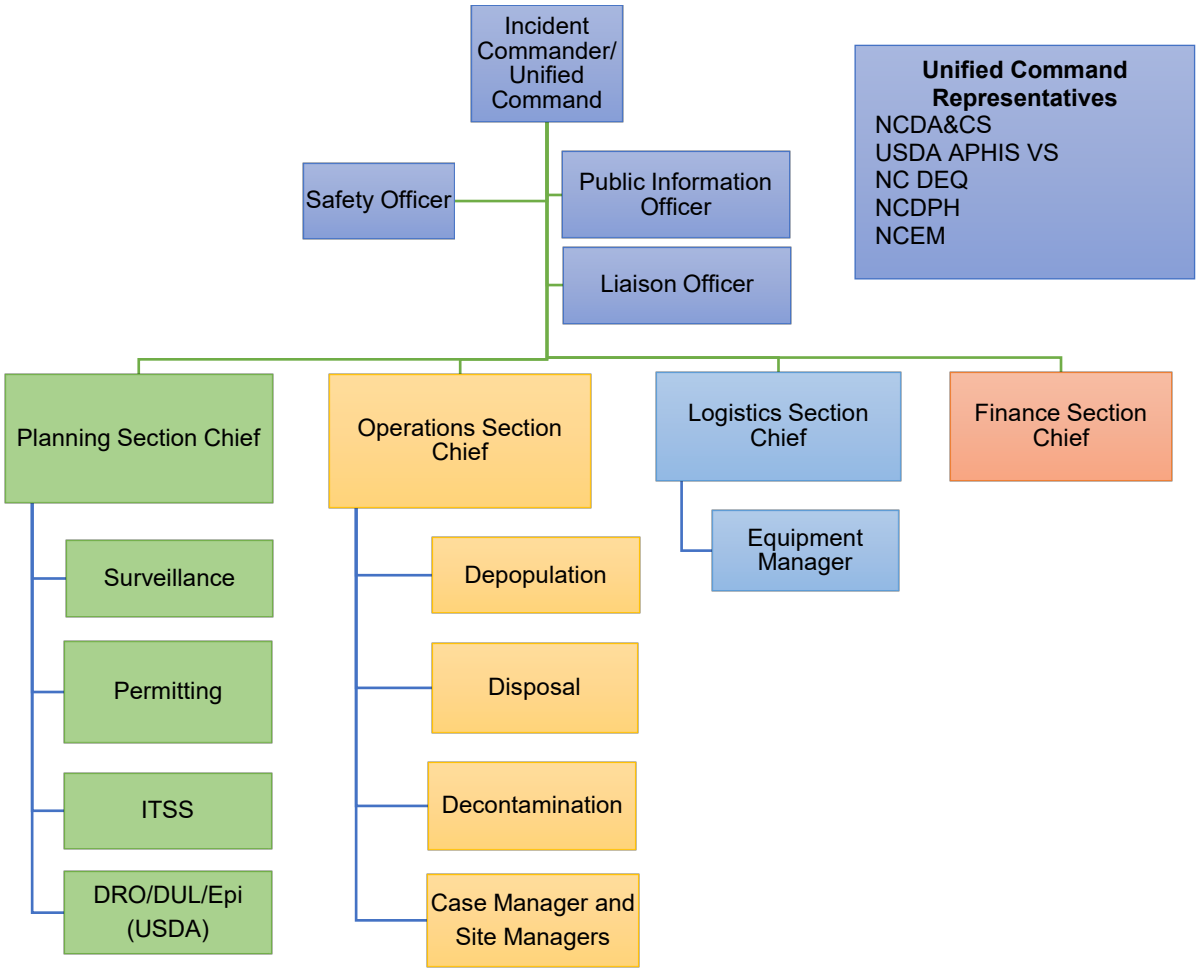
b. The state veterinarian, in collaboration with USDA, is responsible for assigning personnel (Foreign Animal Disease Diagnosticians (FADD)) to investigate premises that have reported animals showing signs compatible with a FAD or that may have been exposed to infected animals. These premises may be quarantined pending test results.

c. The state veterinarian, or designee, also makes determinations as to appropriate resources for quarantining affected premises, ensuring the depopulation of designated animals, disposal of dead animals, and decontamination of premises in coordination with USDA and potentially the SERT depending on the extent of the outbreak.

d. NCDA&CS state veterinarian's office is responsible for activation of an AgIMT to oversee the response activities needed to eradicate/manage a disease outbreak. The AgIMT would assign all personnel needed to manage the incident both in the State EOC as well as in the field. The state veterinarian and USDA will form a Unified Command and include any other agencies as deemed necessary based on the type of FAD occurring. The state veterinarian would also form the Policy Group either upon confirmation of an outbreak or even before confirmation to aid in policy decisions. Depending on the size of the outbreak, Branch Offices and remote ICPs may be established by the AgIMT which would work with Emergency Management to assign appropriate personnel.

e. The AgIMT may be located at the Ag EOC, State EOC, or remote ICP depending on the size and scope of the outbreak. The response partner agencies that assist in disasters will be formed into the SART (State Animal and Agricultural Response Team) and will serve as a Multiagency Coordination Group (MAC) to help collect/disseminate information as well as identify resources necessary for response.

f. For FAD emergencies, the SERT is organized as detailed below:




The amount of assistance needed during an FAD incident will vary depending on size and scope of an outbreak. The Incident Commander, in consultation with the Policy Group, will establish incident objectives, which would include activities in the following areas:

- Biosecurity Protocol Implementation;
- Veterinary Resource Management;
- Epidemiology;
- Surveillance; and
- Infected premises operations (depopulation as needed, disposal, and decontamination).

g. Statewide surveillance activities are organized under the Operations Section within the AgIMT. Coordination of border and facility

surveillance as well as surveillance at other points of potential disease entry, such as airports, port, rail, and mail facilities will be prioritized according to the outbreak needs.

h. The state veterinarian may assign personnel to serve at Regional and County Emergency Operation Centers, to assist with the management of the veterinary and animal related activities.

i. An epidemiology function will be included in the AgIMT and will coordinate the collection of disease-related information, disease spread detection, and prevention efforts such as trace in/out, permitting, and vaccination control. Epidemiology activities include both investigation of the outbreak and developing an understanding of how to prevent disease from spreading to negative premises.

j. Those personnel assigned to infected premises will be considered contaminated and will undergo wait periods before entering other premises with susceptible animals or into areas containing equipment/personnel that are considered non-contaminated.

k. Operations is responsible for all response activities and will include activities on infected premises as well as activities on premises not known to be infected (ex. Surveillance and Biosecurity). Activities on infected premises may include depopulation (either to manage the outbreak or due to animal welfare concerns), disposal of carcasses and contaminated materials and decontamination of personnel, equipment, and the premises. Industry personnel and/or contractors will play a substantial role in carrying out the operational activities on infected premises and may enter into contracts with USDA.

l. All required response positions (i.e. Case Managers, Site Managers, Field Reimbursement Specialists) will be staffed by either state or federal personnel to ensure growers and/or owners of affected premises received eligible indemnity and compensation from USDA.

m. Permitting of animals and animal products will be accomplished using EMRS 2.0 with the primary purpose of assisting in disease containment efforts and facilitating business continuity during the response.

n. The NCEM Branch Offices provide ready access to the NCSPARTA system. Due to the highly contagious nature of diseases such as Foot and Mouth Disease and Avian Influenza, multiple counties may become involved in an outbreak quickly. If resource needs exceed

the capacity of NCDA&CS, NCSPARTA will be used to facilitate resource requesting/tracking, information dissemination, and especially law enforcement activities across jurisdictions. EMRS 2.0 contains and uses protected industry information and will be used by animal health officials to manage disease tracking/reporting and permitted movement of animals and animal products.

o. Activities such as investigations, placing quarantines, depopulation, disposal, and decontamination will be overseen by trained subject matter experts who may oversee multiple infected sites. Safety Officers will oversee and approve activities on all premises and in Operational Briefings and on Incident Action Plans.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

### NORTH CAROLINA DIVISION OF PUBLIC HEALTH (DPH)

a. If a FAD is zoonotic, NC DPH will coordinate with local health departments with regards to the investigation and monitoring of disease in response personnel and other exposed individuals as well as provide technical expertise to the AgIMT on safety protocols.

### 2. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

a. Provide trained personnel to assist in the field and on infected premises as needed.

b. Provide expertise in determination of adequate disposal sites as needed.

c. Provide guidance, in collaboration with NCDA&CS, on biosecurity, decontamination, on-farm burial/disposal, composting, incineration, and transport for disposal and/or rendering.

d. Establish and maintain points of contact within the private disposal industry sector, at the federal level, and with other states.

e. Provide general educational information for the public via website and publications.

### 3. NC WILDLIFE RESOURCES COMMISSION (NCWRC)

a. NCWRC will provide expertise related to detection and management of FAD in wildlife populations.

## D. SUPPORTING FEDERAL AGENCIES

### 1. UNITED STATES DEPARTMENT OF AGRICULTURE (USDA)

a. Confirm diagnosis through National Veterinary Services Laboratory.

b. Make initial national announcement of FAD confirmation with NCDA&CS.

c. Act as liaison between interested parties: contractors, other states, other countries.

d. Determine how and when depopulation may take place with indemnity guaranteed.

e. Provide USDA-specific required response personnel and work through indemnity and compensation approvals for infected or exposed premises.

f. Provide trained personnel to assist in incident response in Command or General Staff positions or enter into a Unified Command.

g. Provide epidemiology support.

h. Negotiate with and approve contractors to help with response if needed.

i. Provide resources from the National Veterinary Stockpile.

j. Coordinate communication between NCDA&CS and USDA District Office and/or Riverdale USDA office.

# IV. CONCEPT OF OPERATIONS

## A. GENERAL

When NCDA&CS receives a report of an illness in susceptible animals in North Carolina that appears to be a FAD, the state veterinarian or designee coordinates with USDA to assign a Foreign Animal Disease Diagnostician (FADD) to the premises to investigate the report. The state veterinarian will

assign appropriate state veterinary personnel to assist USDA. Following an initial investigation, the incident will be classified based on the degree of suspicion that the animals are infected with a FAD - high suspicion, intermediate suspicion, or low suspicion. In the case of a low suspicion classification, no notification outside of NCDA&CS will be made.

## B. NOTIFICATION

If there is confirmation of an FAD outbreak nationally but not in NC, this constitutes an Enhanced Watch status for the SERT. A limited AgIMT may be activated to review plans and assess readiness for response to an FAD should one be detected in NC.

When USDA notifies the state veterinarian that premises under investigation have been confirmed to have a FAD, the state veterinarian or EP Director will notify the SERT of disease confirmation Depending on the disease and scope of the outbreak, this could prompt activation of the SERT. The AgIMT by following USDA guidance will establish Response Zones consisting of the infected premises, the infected zone, the buffer zone, and the surveillance zone. Surveillance of susceptible animals will be conducted in the Control Area (Infected and Buffer Zones) according to response protocols as quickly as possible.

The Commissioner of Agriculture along with the NCEM Director will advise the Governor and may ask for emergency declarations at the state or federal level if the scale and scope of the outbreaks warrants a large response. If a zoonotic disease is suspected, DHHS will be included in all briefings and decision processes.

## C. RESPONSE ACTIONS

### 1. INITIAL

a. Investigate and characterize the suspected case.

b. Perform an epidemiologic investigation including surveillance and Geographical Information System (GIS) mapping.

c. Establish an ICP and Joint Information Center (JIC).

d. Reduce the risk of disease spread through appropriate decontamination procedures of infected premises and enhanced biosecurity practices for all susceptible premises in the Control Area.

e. Enact NCDA&CS FAD Response Plan which includes establishing quarantines, Control Areas, AgIMT, permitted movements, and disease eradication procedures.

**2. CONTINUING**

a. As the FAD outbreak progresses, the number of infected premises or quarantine areas may increase requiring implementation of area commands under the National Incident Management System. All of these groups will remain under the direction of the state veterinarian and the SERT/AgIMT, if warranted, throughout the incident.

b. Continue adherence to enhanced biosecurity protocols.

c. Continue surveillance activities within the zoned areas and on premises that have received potentially contaminated/infected animals, feed, equipment, and/or personnel.

d. Depopulate for disease control/eradication or for animal welfare considerations, appropriately dispose of carcasses, contaminated materials, etc., and decontaminate infected premises and materials to prevent disease spread.

e. Maintain interagency coordination via assigned liaison.

f. Ensure appropriate use of Public Affairs and media management.

g. Maintain effective and efficient supply acquisition and dissemination from Logistics.

h. Take into consideration medical support and other human factors to include both physical and mental health.

i. Maintain communications with Industry and other impacted businesses.

j. Maintain appropriate research and laboratory support.

k. Ensure all documentation is completed and submitted to the appropriate agencies via the established routes (i.e. EMRS 2.0, NCSPARTA) for all state agencies involved along with animal owners/growers.

## V. REFERENCES

A. Chapter 130A of the North Carolina General Statutes, Public Health

B. GS.106-399.4 of the North Carolina General Statues, Imminent threat of contagious animal disease; emergency measures and procedures.

C. NC National Veterinary Stockpile Plan

D. NCDA&CS Foreign Animal Disease (FAD) Plan

## VI. TABS

A. State Border and Traffic Security

B. FAD Containment and Quarantine

C. Depopulation and Disposal of FAD Infected Animals

D. FAD Decontamination

# STATE BORDER AND INTERSTATE TRAFFIC SECURITY FOR FOREIGN ANIMAL DISEASE (FAD)

2026

## I. INTRODUCTION

### A. PURPOSE

This tab establishes plans to monitor traffic entering North Carolina to ensure that infected animals are not imported and that those animals without proper permits are removed, quarantined, or denied entry into North Carolina. The State Emergency Response Team (SERT) will work to secure North Carolina's borders and major highway throughways to an extent sufficient to reduce the risk of spread of FADs from other states. The success of this mission depends on close coordination with USDA, other state Departments of Agriculture and Emergency Management Agencies in adjacent states along with clear communication of policies and permitting requirements to the impacted industries and the public.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

If a Foreign Animal Disease (FAD) is diagnosed in another state, it is important to secure North Carolina's borders to prevent introduction of the disease-causing agent. Border security focuses on efforts that will prevent interstate movements of infected or contaminated susceptible animals, equipment, etc. from states that are infected with a FAD. Movements of animal or animal products, equipment, and personnel from control areas that are established around infected premises will be done through a permitting process utilizing the United States Department of Agriculture's (USDA's) Emergency Management Response System 2.0 (EMRS2). Intrastate movements are currently handled through permits issued by the state veterinarian and interstate movements are coordinated through USDA. Animals found in transit on NC roadways from areas infected with a FAD must be addressed through quarantine or controlled transportation routing actions that would remove them from the state.

There have been extensive outbreaks with control measures in place for Highly Pathogenic Avian Influenza (HPAI) throughout the United States including North Carolina since 2022. It has been necessary to closely monitor and control entry of susceptible animals along with any movement of them within NC. This would be the same response as any other FAD detection in the country.

### B. ASSUMPTIONS

1. All FADs are highly infectious and could be devastating for large portions of North Carolina's susceptible animal populations and economy.

2. An outbreak of a FAD that has zoonotic potential may bring significant human health problems and may significantly impact North Carolina's agricultural economy.

3. Strict control of North Carolina's borders and the movement of susceptible animals through a permitting process within the state will be an effective measure for reducing risk of a FAD introduction into NC. Restricting the importation of susceptible animals/animal products through permitting and monitoring the entry of equipment, personnel and vehicles from infected areas will lessen the probability of a FAD introduction to NC.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. ROLES AND RESPONSIBILITIES

#### 1. NC DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES (NCDA&CS)

a. The NC Department of Agriculture and Consumer Services (NCDA&CS) through the state veterinarian is the lead technical agency for FAD incidents and is responsible for providing appropriate criteria by which certain animals, equipment, and personnel are to be denied entry into or evicted from North Carolina.

#### 2. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)

**OPERATIONS SECTION**

**HUMAN SERVICES BRANCH**

a. Responsible for supporting the state veterinarian in FAD incident response and coordinating FAD border and throughway control activities statewide.

**EMERGENCY SERVICES BRANCH**

a. Support Human Services Branch with law enforcement coordination, as needed.

### 3. NC STATE HIGHWAY PATROL (NCSHP)

a. Responsible for staffing border monitoring points and paying particular attention to animal transport vehicles within the state as a part of normal patrol activities.

### 4. COUNTY AND LOCAL LAW ENFORCEMENT

a. Responsible for manning border control monitoring points as required and appropriate according to instructions from the SERT Emergency Services Branch, NCSHP, and the applicable field branch offices.

## IV. CONCEPT OF OPERATIONS

The SERT Emergency Services Branch, through appropriate SERT Branch Offices, will establish locations, schedules, and identify personnel necessary to secure borders.

1. Monitoring points will be established at appropriate locations including weigh stations and visitor centers. Entry points to North Carolina on the five major Interstate Highways (I-26, I-40, I-77, I-85, and I-95) will receive priority attention with regard to placement of law enforcement personnel to monitor movement of vehicles carrying livestock, produce, equipment, etc. Visitor centers and weigh stations may also be used as information dissemination sites.

2. The NCSHP and county and local law enforcement officers will maintain other highway and road surveillance activities through routine patrol. Patrols may also be implemented if a neighboring state becomes infected. The state veterinarian will provide screening criteria and help in determining the risk of questionable shipments for law enforcement officers.

3. Monitoring will include vehicles that normally haul livestock (including horse trailers). Animal transport vehicles may be stopped and inspected for proper permits. Any officer who detects susceptible animals without proper permits will promptly notify the appropriate state or Ag EOC point-of-contact to provide information to the state veterinarian (or designee) of the origin of the animal shipment in question. The state veterinarian (or designee) will determine the disposition of the offending vehicle which may be escorted across the border and out of North Carolina or to designated quarantine areas.

4. Officers may stop any other vehicle containing produce, livestock, animal products and/or equipment from an infected area. Drivers hauling such items should have proof of origin and if traveling through or out of the Control Areas, have required movement permits. The state veterinarian will be notified of vehicles lacking proper paperwork. If the state veterinarian determines contamination is likely, the offending vehicle may be escorted across the border and out of North Carolina into the state from which it entered or to a designated quarantine area. The state veterinarian will notify the appropriate neighboring state's veterinary office before an offending vehicle leaves North Carolina.

# FOREIGN ANIMAL DISEASE (FAD) CONTAINMENT AND QUARANTINE

2026

## I. INTRODUCTION

### A. PURPOSE

This tab documents plans to prevent the spread of a Foreign Animal Disease (FAD) by quarantine and containment of designated animals, equipment, and personnel to contain a FAD in as small an area as possible until it can be eradicated.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

North Carolina's agribusiness industry along with businesses who depend on it could be crippled for years or longer with a major outbreak of a FAD in the state. Export for those susceptible species could be stopped, and production would decrease. Businesses would fail. Tax revenue generated directly and indirectly would diminish dramatically. The state's ability to export that type of livestock or products derived from livestock would virtually end for a minimum of three to five years. If the disease spreads to other states, it could have a devastating impact on the United States' ability to compete in the global marketplace. If the disease is zoonotic, then the threat to human health and well-being would greatly increase the socio-economic impact and the response and recovery resource requirements.

Many FADs exist endemically around the world which makes them a constant threat to the US. When an animal shows signs consistent with a FAD in NC, the NC Department of Agriculture and Consumer Services (NCDA&CS) state veterinarian will classify the animal(s) as suspect and additional testing by USDA will be performed for confirmation. Even a single confirmed case of a FAD in NC threatens significant portions of the state's susceptible animal population. Depending on the extent of the outbreak, quarantine(s) may be required for a single farm/premises, several farms/premises, an entire county, several counties, or the entire state.

### B. ASSUMPTIONS

1. The disease is very contagious, and it is critical to maintain strict biosecurity.

2. Laboratory confirmation may not be possible before the disease has spread well beyond its initial point. Containment Zoning defines areas around infected premises where protocols such as increased biosecurity and

permitted movement controls may be implemented. The size of these zones will depend on the disease and animal density in the affected area(s) but may expand to involve multiple counties.

3. If NCDA&CS does not have sufficient resources to manage the Control Areas, they may call upon the NC Division of Emergency Management (NCEM) for assistance as part of the State Emergency Response Team (SERT).

4. The state veterinarian, by following USDA's guidance, would designate the Control Areas and movement restrictions.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. ROLES AND RESPONSIBILITIES

#### 1. NC DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES (NCDA&CS)

In coordination with the USDA AVIC, NCDA&CS will:

a. Exercise overall responsibility for a FAD incident investigation, classification, containment, control, and remediation;

b. Activate the Policy Group and Incident Management Team at the appropriate time of FAD investigation or confirmation;

c. Appoint qualified individuals to serve in key technical areas of FAD incident response;

d. Guide the Policy Group to make decisions and recommendations to the Incident Commander/IMT regarding FAD response activities and resource commitment; and

e. Coordinate response activities with NC SERT and USDA.

**2. NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

**OPERATIONS SECTION**

**EMERGENCY SERVICES BRANCH**

a. Coordinate with appropriate agencies to establish law enforcement quarantine teams of sufficient size to cordon the area(s) identified by veterinary authorities.

b. Coordinate with the SERT Logistics Section to arrange for the NCNG to assist with assigned activities as needed.

c. Provide formal communication through the NCSPARTA System for purposes of documentation, clarity, and tracking of response activity.

d. The Emergency Services Branch (Enforcement Section) and all other state, county, and local law enforcement agencies will assist the NCSHP and NCNG as necessary with movement restriction enforcement activities.

**HUMAN SERVICES BRANCH**

a. In coordination with the SERT Logistics Section, arrange for establishment and operation of comfort stations to support operations.

**3. NC STATE HIGHWAY PATROL (NCSHP)**

a. Serve as lead agency to enforce animal movement restrictions on public roadways.

## IV. CONCEPT OF OPERATIONS

Once SERT activation occurs due to a suspected or confirmed FAD, all response activities will be coordinated through the SERT, the Ag EOC and the state veterinarian's office. Formal communications will be through the NCSPARTA and EMRS2 (USDA) Systems for the purpose of documentation, tracking, and direction of activities. Following USDA guidance, all disease response positions such as Case Managers, Site Managers, and Biosecurity Officers will be utilized to prevent the spread of disease from infected premises. There are certain IMT positions that can only be held by specifically trained USDA personnel. The AgIMT will work with the SERT to implement the containment procedures. The size and composition of response teams will be determined according to the size of the area, operations,

activities, and availability of personnel. The North Carolina State Highway Patrol (NCSHP) and local law enforcement will be assigned enforcement roles within containment zones as part of their patrol duties for restricted animal movement during an outbreak. NCNG may be requested to assist in various roles during an outbreak.

1. Containment Zones and response activities will be conducted under the authority and direction of the NC DA&CS state veterinarian with support and assistance from the SERT and particularly from the NCSHP, the NC National Guard (NCNG), local law enforcement and emergency response agencies. The state veterinarian or designated representative from NCDA&CS will provide technical guidance in addressing the FAD and participating as the lead agency during a FAD outbreak. The state veterinarian's office will work collaboratively with the USDA Area Veterinarian in Charge (AVIC) on FAD response including containment zoning, permitting of animal and animal product movements, and quarantine enforcement.

2. Premises for which quarantines may be implemented include infected premises, suspect premises, and contact (exposed) premises. The size and shape of the Containment Zones will be set by the Policy Group to be consistent with established biosecurity requirements as well as the epidemiology and national standards for the specific FAD.

3. Entry/exit points to allow movement of permitted animals and animal products, equipment, personnel, etc. will be set under direction and authority of the state veterinarian. A typical structure for a Containment Zone is shown below. Decontamination is addressed in Tab D of this appendix.

    a. Infected Premises. Entry and exit are restricted. Thorough decontamination, following established protocols is necessary for all personnel, equipment, vehicles, and supplies to exit premises.

    b. Infected Zone. Susceptible animal movements are controlled through permitting. Biosecurity protocols are required on premises with susceptible animals to protect animals from disease entry (NC Standardized Biosecurity Protocol). Scheduled surveillance activities will be implemented in this zone to determine the extent of disease spread. The initial infected zone would extend ~2 miles (3 km) or as designated by the state veterinarian for the disease present from the infected premises.

c. Buffer (Surveillance) Zones. Surveillance zones can be designated as buffer zones, vaccination zones, etc. depending on measures being implemented within them. Biosecurity protocols will be required and permitting for animal/animal product movements as stipulated by state veterinarian. Scheduled surveillance activities will be implemented in this zone to determine the extent of disease spread. This may equate to the 6-mile (10 km) ring used in some other disease plans.

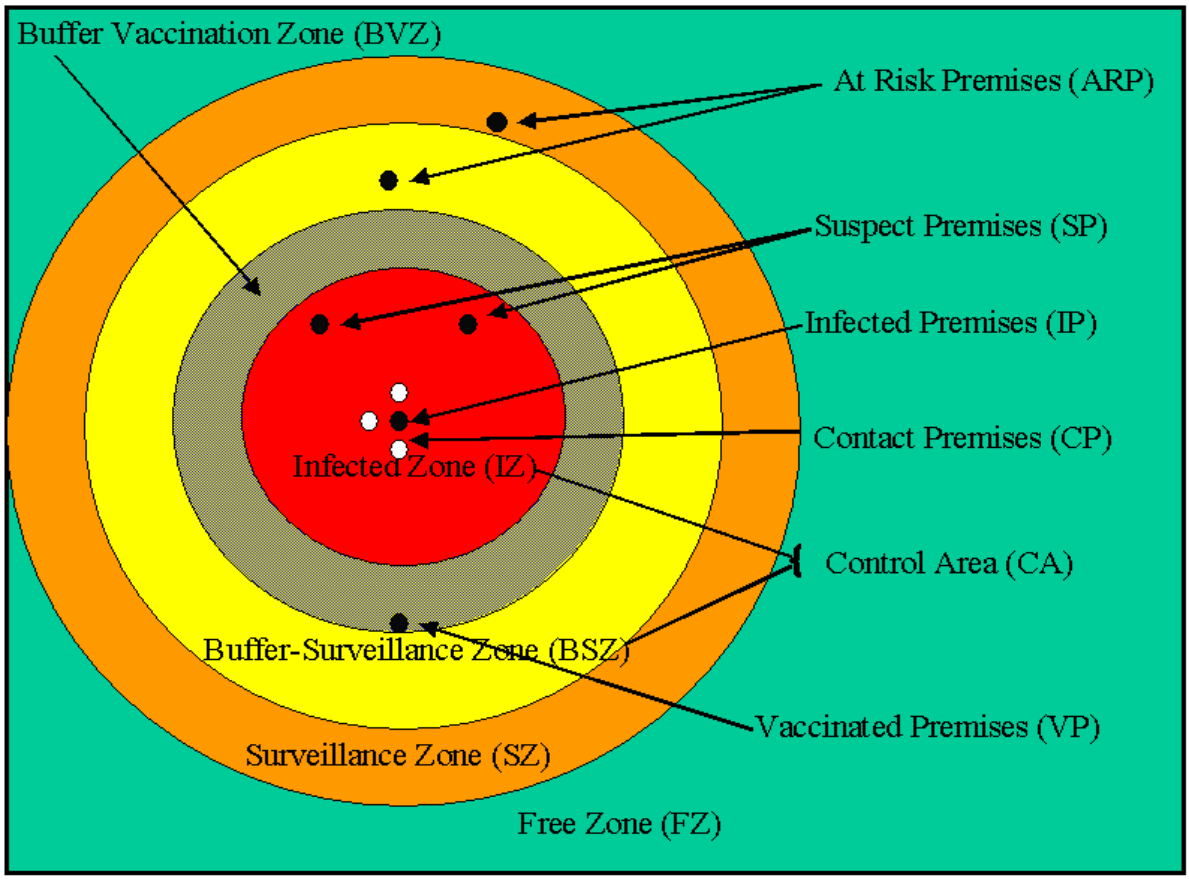



**Figure 1:** Example of Quarantine/Control Area Zones

## V. REFERENCES

A. Chapter 106 of the North Carolina General Statute as amended

# DEPOPULATION AND DISPOSAL OF FOREIGN ANIMAL DISEASE (FAD) INFECTED ANIMALS

2026

## I. INTRODUCTION

### A. PURPOSE

This tab documents plans for depopulation and disposal of infected and exposed animals designated by the state veterinarian during a Foreign Animal Disease (FAD) outbreak so that biosecurity is maintained, spread of the disease is prevented, and environmental impact is limited.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A major outbreak of a FAD could have significant impacts on human and/or animal health and cripple for years the state's agribusiness industry and those other businesses that depend on it. Exports and production would decrease. Businesses would fail. Tax revenue generated directly and indirectly would diminish dramatically. The state's ability to export susceptible animals would virtually end for three to five years. If the disease spreads to other states, it could have a devastating impact on the United States' ability to compete in the global marketplace. To contain and eradicate the disease, it may be necessary to depopulate significant numbers of infected and susceptible animals and properly dispose of their carcasses.

After consultation with the USDA, the NC Department of Agriculture and Consumer Services (NCDA&CS), through the state veterinarian, classifies a FAD incident as Highly Suspicious or Confirmed. The state veterinarian directs depopulation and disposal activities of animals within the quarantine area while maintaining biosecurity.

### B. ASSUMPTIONS

1. Depopulation of certain susceptible animals in some FAD outbreaks may be the best solution to prevent spread and involvement of larger numbers of susceptible animals. Vaccination and other measures may not be available as tools to help stop the spread of the disease agent. In addition, if the disease is zoonotic, then depopulation of animals may be necessary to prevent human exposure.

2. In some FAD outbreaks, a managed eradication approach may be taken where infected animals are not euthanized unless the diseases process so

affects the animal that animal welfare concerns necessitate euthanasia. Methods of depopulation must be approved by the state veterinarian.

3. Owners of designated animals will likely have limited capability to depopulate and dispose of their animals on their own in a timely manner to prevent spread of a FAD.

4. Composting will be the preferred method of disposal for most FADs since the disease-causing agent will most likely be inactivated during the process and minimal impacts will be incurred to the environment if performed correctly. Owners of susceptible animals may have sufficient land areas for biosecure composting of animal carcasses but have limited access to necessary equipment or subject matter experts to perform it correctly. Composting as a carcass disposal option must be approved by appropriate authorities to ensure that potentially detrimental environmental impacts have been mitigated.

5. Disposal methods (rendering, incinerating, burial, etc.) other than composting may be appropriate in certain instances, but due to the increase in biosecurity risks and other considerations (risk of spread by transport, environmental, etc.), would be used only in specific situations. Disposal options for infected materials including carcasses must be approved by the state veterinarian or USDA.

6. If the owner/operator does not have the resources to perform the prescribed depopulation and disposal in a timely manner, then additional resources will be sought from federal and state logistics.

7. When local owner/operator resources are exhausted, the state will be able to provide depopulation and disposal assistance through NCDA&CS and USDA. State resources for this activity are limited, thus contract resources may be required to address a widespread outbreak. Based on availability of depopulation and disposal resources, the Policy Group may decide to manage infected animals in an outbreak rather than depopulate and dispose of them.

8. Since no one method of depopulating animals and disposing of their carcasses is acceptable in every situation, it is impossible to prescribe such methods in advance. Decisions on these methods will be made as the outbreak progresses and considering economic, health, environmental and other factors.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. ORGANIZATION

Depopulation and disposal of designated animals will be accomplished on site (whenever possible) under direction of designated NCDA&CS or USDA personnel. Safety is of paramount importance thus the Safety Officer will review depopulation and disposal protocols and activities.

### B. RESPONSIBILITIES

1. The state veterinarian is responsible for:

    a. Authorizing the depopulation and disposal of designated animals.

    b. Providing direction and establishing policy that will designate which animals are to be depopulated to facilitate containment and eradication of the FAD.

    c. Establishing eradication procedures for depopulation and disposal of designated animals.

2. The assigned Case Manager acts as a liaison for the owners and growers to the rest of the IMT and assists with all procedures and protocols on the infected premises. The Biosecurity Officer is responsible for ensuring that all personnel, including owners, follow proper procedures to maintain biosecurity and prevent the spread of the FAD.

## IV. CONCEPT OF OPERATIONS

When the confirmation or high suspicion of a FAD on a premises in NC. The state veterinarian or designee will direct depopulation and disposal activities for the infected premises. Additional assistance for these activities can be requested through the IMT Logistics and Operations Sections. If resources are not available in-state, additional assistance can be requested by USDA. All activities will be communicated and documented through NC SPARTA and EMRS.

## V. REFERENCES

A. Chapter 106 of the North Carolina General Statutes as amended

# FOREIGN ANIMAL DISEASE (FAD) DECONTAMINATION

2026

## I. INTRODUCTION

### A. PURPOSE

This tab documents plans for decontaminating people, animals, vehicles, material and equipment that have or may have been in contact with a Foreign Animal Disease (FAD) so that biosecurity is maintained, spread of the disease is prevented, and environmental impact is limited.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

A major outbreak of a foreign animal disease could cripple the state's agribusiness industry and those other businesses that depend on it. Exports and production would decrease. Businesses would fail. Tax revenue generated directly and indirectly would diminish dramatically. If the disease spreads to other states, it could have a devastating impact on the United States' ability to compete in the global marketplace.

A FAD incident under investigation in North Carolina is classified by the NC Department of Agriculture and Consumer Services (NCDA&CS) state veterinarian working with the United State Department of Agriculture (USDA) Area Veterinarian in Charge (AVIC) as "High Suspicion", "Intermediate Suspicion" or "Low Suspicion". Significant portions of the state's susceptible animal population can be threatened by diseases such as Foot and Mouth Disease and Highly Pathogenic Avian Influenza. The state veterinarian will direct vehicles, equipment, materials, and some animals that have been in FAD infected areas to be decontaminated to help contain a disease outbreak.

### B. ASSUMPTIONS

1. Owners of susceptible animals may have limited capability to decontaminate people, equipment, vehicles, materials, and non-susceptible animals that may have been in contact with a FAD on their premises.

2. The IMT Operations Section will be able to develop an effective and workable protocol for decontamination based on approved protocols from USDA.

3. Local fire departments have limited decontamination capabilities but may be able to provide assistance in a FAD incident.

4. When local resources are exhausted, the state will be able to provide decontamination assistance through the State Emergency Response Team (SERT) Logistics Section and the NC National Guard (NCNG). State resources for this activity are limited and may not be sufficient to handle a widespread outbreak.

5. The federal government will be able to provide decontamination assistance when local and state resources are exhausted. These federal government resources may be significantly challenged in multi-state FAD incidents.

6. Contracts with specialty contractors may be required to address decontamination activities for a widespread or long-term FAD incident.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. ORGANIZATION

Decontamination will be accomplished on site under direction of the Biosecurity Officer according to general instruction from the IMT Operations Section. Decontamination teams may be from NCDA&CS, local fire departments, the NCNG, industry, contractor or a federal agency.

### B. RESPONSIBILITIES

1. The state veterinarian is responsible for:

    a. Providing overall direction, identification of infected premises, containment, control, and remediation of North Carolina FAD incidents in coordination with USDA and the SERT Leader.

    b. Activating the Incident Management Team and Policy Group to manage a FAD outbreak event.

    c. Establishing effective FAD decontamination procedures and protocols in conjunction with IMT Operations.

    d. Supervising (through the Biosecurity Officer) decontamination activities on Infected Premises to ensure established procedures are followed.

2. The IMT will:

    a. Coordinate the support activities by other state, federal, and local agencies in support of the NCDA&CS's FAD response effort.

    b. Carry out the required regulatory management, procurement, finance, and documentation activities in support of the FAD response.

3. The Biosecurity Officer is responsible for directing decontamination activities and ensuring decontamination teams follow procedures to maintain biosecurity and prevent the disease from spreading.

4. The IMT Operations Section is responsible for coordinating with local fire departments and emergency response organizations to arrange for decontamination teams. The Operations Section is also responsible for assigning decontamination teams to premises and providing decontamination protocols/guidelines.

5. Local fire departments are responsible for providing such manpower and equipment as resources allow serving as on-site decontamination teams.

6. The IMT Logistics Section is responsible for securing necessary equipment and personnel for decontamination efforts should the task be beyond local capabilities.

7. The animal production industry is expected to establish contingency contracts with their normal clean-up and decontamination contractors to be available to respond quickly in the event of a disease outbreak or other catastrophic incident.

## IV. CONCEPT OF OPERATIONS

1. USDA may approve a contract for decontamination procedures to be completed on the infected premises. Decontamination is to be accomplished according to instructions and protocols provided by the IMT, and under supervision of the Biosecurity Officer. Should the decontamination task exceed local capabilities, the SERT Logistics Section will arrange for additional decontamination teams. Should decontamination requirements exceed local and state capabilities, it will be necessary to request assistance from the federal government through USDA National Veterinary Stockpile (NVS) or private decontamination contractors.

2. Decontamination will need to be performed in all zones to some degree. The degree of decontamination needed will depend on which zone the premises are located or if they have any known contacts with an infected premises. For example, close proximity to an infected premise may increase the risk of becoming infected and thus the need for more stringent decontamination protocols. The IMT Operations Section will establish protocols and procedures for each zone.

## V. REFERENCES

A. Chapter 106 of the North Carolina General Statutes, as amended

# INFECTIOUS DISEASE RESPONSE PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

This appendix outlines the coordinating actions taken by the State Emergency Response Team (SERT) to a widespread public health threat posed by one or more infectious agents. Such a threat can be a naturally occurring event such as an influenza pandemic, or a bioterrorism act that intentionally exposes individuals to infectious agents.

### B. SCOPE

This appendix includes the anticipated actions of the federal, state and local agencies, as well as private sector organizations.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

An infectious disease is any medical condition that is caused by viruses, fungi, bacteria, or parasites. Invading microorganisms include viruses, fungi, bacteria, and parasites. Sources for these organisms include the environment, animals, insects, and other mammals, including humans. Transmission usually occurs by inhalation, ingestion, direct contact or by bites by a vector. Identification, evaluation and mitigation of infectious diseases are essential to protect public health. Infectious diseases can occur naturally, through human error (e.g. food borne outbreaks), or through deliberate acts of bioterrorism. Many infectious diseases are serious threats to human health. The spread of drug-resistant bacteria, emerging diseases, and new strains of influenza are of particular concern.

Bioterrorism is defined as the intentional human release of a naturally occurring or human-modified toxin or biological agent. There has been an increase in acts of bioterrorism in recent history. Numerous surveillance systems are in place to monitor for human health and environmental contamination indicators. Links with veterinary health surveillance systems are also in place in North Carolina to monitor zoonotic infectious diseases that may cause human illness.

The state is responsible for detecting and monitoring the occurrence of acquired or intentionally disseminated infectious diseases or intoxicants, prevent their spread and mitigate their severity. Additionally, it is the state's responsibility to educate the public and medical community regarding signs and symptoms of infection, personal protective measures and control methods.

### B. ASSUMPTIONS

1. Any outbreak of an infectious disease could be widespread and become an epidemic or a pandemic. Prudent preparation can limit spread and lessen effects.

2. Healthcare facilities may become overwhelmed and unable to accommodate all infected or exposed people. Additional temporary treatment facilities may be created in alternative facilities. Screening facilities will be created to triage people for appropriate care.

3. The US Centers for Disease Control and Prevention (CDC) may be called to assist in any human infectious disease epidemic with public health support.

4. Public health control measures include medical countermeasures such as vaccination, infection prevention, and sanitation recommendations. Such measures, especially when widespread, may disrupt the economy and require large numbers of law enforcement and other manpower resources.

5. Buildings and areas may become contaminated with diseases or biological agents and may be closed until they are disinfected or decontaminated. This may cause interruptions in business and government.

6. Emergency transportation of resources (inbound response and outbound disposal) may require permits, licenses, or exemptions.

7. Lesser outbreaks with limited impacts may only require the partial activation of this appendix and may involve coordination between North Carolina Emergency Management (NCEM) and other supporting state agencies.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Support local government efforts through resource and technical assistance during emergencies and coordinate state and federal response and recovery activities.

## B. LEAD TECHNICAL AGENCY

### 1. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

**DIVISION OF PUBLIC HEALTH PREPAREDNESS & RESPONSE PLANS WORKING GROUP**

a. Authorize updated plans and procedures for public health emergencies. The Public Health Preparedness & Response Steering Committee will meet quarterly. The team and its subcommittees will update this plan, develop additional subordinate plans, and develop procedures within their areas of expertise.

b. The State Epidemiologist with NCDHHS, in collaboration with local public health officials, will be responsible for planning the investigation of human disease events.

c. The State Veterinarian with NCDA&CS will be responsible for investigating and response planning for animal disease events and collaborating with the State Epidemiologist on outbreaks involving zoonotic diseases.

d. The State Entomologist with NCDHHS will be responsible for planning for the natural vector or reservoir component of infectious diseases.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

**EMERGENCY PROGRAMS DIVISION**

a. Coordinate food and agriculture response for NCDA&CS and partners.

b. Provide veterinary expertise and coordinate animal response in support of the State Veterinarian’s guidance and Veterinary Division’s lead role.

c. Provide a SERT Liaison as needed.

**VETERINARY DIVISION**

a. Monitor the health of livestock, poultry and other animals to identify any potential sources of infectious disease from animals and collaborate with partner agencies as appropriate.

## 2. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

### DIVISION OF AIR QUALITY (DAQ)

a. Monitor the ambient air quality in the state to determine how an infectious disease agents may travel through the air.

### DIVISION OF WATER RESOURCES (DWR)

a. Monitor the drinking water supply of the state to determine whether infectious disease may travel through drinking water.

## 3. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

### DIVISION OF PUBLIC HEALTH (DPH)

a. Coordinate public health nurses.

b. In the event of an emergency or disaster during an outbreak, monitor health of shelter populations for potential infectious disease outbreaks.

c. Coordinate wastewater testing using laboratories (e.g. NC State Laboratory of Public Health (NCSLPH)) that provide data to the National Wastewater Surveillance System (NWSS). The NWSS is a public health tool used to track pathogens and limit the spread of infectious disease within communities.

d. The NCSLPH will coordinate an/or conduct active laboratory-based surveillance for biological and/or chemical agents of public health concern in clinical specimens as required.

### DIVISION OF SOCIAL SERVICES (DSS)

a. Coordinate efforts to provide mass care facilities, food, water, and distribution of relief supplies as needed.

b. Track and report the status of local support operations.

c. Coordinate with partners to answer questions from county departments of social services about accessibility at mass care sites.

d. Coordinate all requests for spoken language and American Sign Language interpreters.

e. Coordinate/facilitate the provision of relief efforts provided by volunteer organizations with the county DSS.

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**

**NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)**

a. Provide leadership in coordinating and integrating the overall state efforts that provide medical assistance to a disaster-affected area.

b. Coordinate and direct the activation and deployment of state resources of medical personnel, supplies, equipment, pharmaceuticals and assets.

c. Assist in the development of local capabilities for the coordination of all healthcare services needed for triage, treatment, transportation, tracking, and evacuation of the affected population with medical concerns.

d. Establish and maintain the cooperation of the various state medical and related professional organizations in coordinating the shifting of healthcare service resources from unaffected areas to areas of need.

e. Coordinate with the SERT Military Support Branch to arrange for medical support from military installations.

f. Coordinate the clinical support and/or movement of patients from an impacted area when higher level of care or evacuation is deemed necessary.

g. Coordinate the healthcare services for state-operated shelters by implementing the Healthcare Services in Shelters Annex.

**4. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide trained personnel for traffic control.

b. Provide security at healthcare facilities and established temporary treatment facilities.

c. Provide military forces to assist local law enforcement in the emergency area for security, control of entrance to and exit from disaster area, and protection of people and crowd control.

**5. STATE BUREAU OF INVESTIGATION (SBI)**

a. Coordinate investigation efforts, especially if the infectious disease is suspected to have originated via a biological terror attack.

**6. NC STATE HIGHWAY PATROL (NCSHP)**

a. Regulate motor vehicle traffic where indicated.

b. Provide security escort when required by related plans, policies, and/or procedures.

**7. UNC CENTER FOR PUBLIC HEALTH PREPAREDNESS**

a. Deliver training, conduct research and provide technical assistance to public health professionals across the state.

## D. SUPPORTING FEDERAL AGENCIES

**1. US ARMY CORPS OF ENGINEERS (USACE)**

a. Support immediate lifesaving and life safety emergency response priorities.

b. Sustain lives with temporary emergency power and other needs including temporary housing, temporary roofing, debris management, Urban Search and Rescue (USAR), and Local Government Liaisons (LGLs).

c. Perform infrastructure assessments to schools, stadiums and other buildings to determine if they can be converted into temporary hospitals.

d. Initiate recovery efforts by assessing and restoring critical infrastructure.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

When an incident is expected to have limited impacts or confidence in the magnitude of significant impacts is low, the State EOC may elevate from Normal Operations to an Enhanced Watch with NCEM Functional Leads meeting daily. NCEM or SERT Functional Leads will notify SERT agency representatives of the potential release of a biological agent or infectious disease. Upon a greater threat to the state, necessary SERT agencies will report to the State EOC for SERT Activation and the State Health Director will become a technical advisor to the SERT Leader and the Governor.

SERT agencies will be responsible for the following actions during an infectious disease outbreak:

1. Communicate public health infectious disease information to neighboring states and the federal government;

2. Assist local health departments, hospitals, and other medical treatment facilities in their treatment of the infectious disease;

3. Coordinate federal assistance to the affected regions; and

4. Assist local health departments with public health control measures such as surveillance, disease investigation, social distancing, immunization, prophylaxis, mass treatment, and mass fatality management.

### B. RESPONSE ACTIONS

Upon the indication of an infectious disease outbreak, the change from Normal Operations to an Enhanced Watch and/or SERT Activation is dependent upon the observed threat and expected impact. The following are general guidelines that may support a change in activation level. For information on staffing and general responses associated with an activation, please refer to the NCEOP Basic Plan.

The SERT Leader may elevate the State EOC to an Enhanced Watch if there is a threat of a release of a biological agent or infectious disease. The SERT Leader may also elevate to an Enhanced Watch if there has been an infectious disease outbreak in a community, but public health capabilities are sufficient and there are limited deaths reported. State assistance may or may not be requested but this is generally a monitoring stage. During an Enhanced Watch, NCEM or SERT Functional Leads will notify SERT agency representatives of a possible SERT Activation.

The following actions will be taken during an Enhanced Watch:

- All emergency support function agencies are alerted;
- A coordinating call is conducted to determine the need for activation and for SERT partners to report to the State EOC;
- The Public Health Coordination Center (PHCC) is alerted and manned, at the level determined in the PHCC SOP;
- The PHCC provides assistance to local public health officials;
- The NCOEMS begins to identify medical resources available from across the healthcare system in NC and to assess those facilities in need of support; and
- The State Medical Response System is alerted for possible deployment.

The SERT Leader may decide to elevate the State EOC to a SERT Activation if there has been a confirmed release of a biological agent or infectious disease, there is a widespread disease outbreak occurring, there are a large number of patients seeking treatment and hospitals in a multi-county area are overwhelmed, or state resources have been requested.

The following actions will be taken during a SERT Activation:

- The SERT is fully activated with 24-hour staffing from all SERT members, the NCEM Regional Coordination Centers will be activated.
- The State Health Director becomes a technical advisor to the SERT Leader and the Governor.

- The PHCC becomes activated per the PHCC SOP. Medical Countermeasures are activated for possible receipt of the stockpile.

- The Governor, on advice from the SERT Leader and the State Health Director, declares a State of Emergency and may request federal assistance.

- The NCOEMS, coordinates support for medical surge to include surge facilities staff, medical supplies, and equipment.

- Pharmaceutical augmentation through the US CDC Medical Countermeasures will be done through the PHCC in conjunction with DMAT.

- The State Medical Response System may be deployed to an affected area to provide additional medical surge capacity at the direction of the ESF-8 lead in consultation with the SERT Lead.

- Facilities and temporary living accommodations will be decontaminated and disinfected.

- Health and medical response continue as above with additional resources requested from other states and federal assets.

- Alternative sites, distribution of pharmaceuticals, disease containment procedures and public information will be implemented according to agency plans and coordinated through the State EOC.

- The DHHS staff within the Citizens Services Office will assist in coordinating the response to citizens with special medical needs.

## V. REFERENCES

A. Chapter 130A of the North Carolina General Statutes, Public Health

B. NC National Veterinary Stockpile Plan

# FOOD EMERGENCY RESPONSE PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

The purpose of this plan is to prepare for early detection and rapid response to minimize impact and encourage a swift recovery from significant threats to food safety and public health.

### B. SCOPE

This plan addresses policies and procedures that will minimize the impact of an unintentional, deliberate, or natural disaster incident related to the state's food supply. In addition, the plan addresses recovery following an incident. The plan stresses local, state, and federal interagency cooperation, as well as cooperation with industry. This cooperation will be essential when responding and recovering rapidly to any attack or threat to the state's food supply.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

North Carolina, the third most agriculturally diverse state in the nation, has extensive national and international exports markets. Food and agricultural production, processing and retail systems are a multi-billion dollar (>$68 billion) industry in NC and employ ~20% of the workforce. Thus, the safety and security of the state's food supply is of paramount importance. Not only will an incident affecting the food chain impact this system, but also consumption of the contaminated food item could result in human illness (with an associated potential cost of $10-83 billion per year in the U.S). The effects of one incident will not only negatively impact North Carolina, but also the nation and other countries. A major outbreak could cripple the affected industry for years. Businesses would fail without a rapid response system that focuses on business resiliency and continuity. Tax revenue generated directly and indirectly would diminish dramatically.

This operations plan will be activated when the consequences of the event exceed the ability of the local government or lead agency to handle the incident, there is a disaster declaration by the Governor, more than one state agency has become involved in responding to the incident (beyond what transpires for more routine food incidents), or there is an interstate emergency that has exceeded the joint state's abilities or an Emergency Management Assistance Compact (EMAC) request is made for mutual aid

to a state. Activation will be a result of notification from NC Emergency Management (NCEM) through the State Emergency Response Team (SERT) by the NC Department of Health and Human Services (NCDHHS) Division of Public Health (DPH), NC Department of Environmental Quality (NCDEQ), the NC Department of Agriculture and Consumer Services (NCDA&CS), or local health departments.

## B. ASSUMPTIONS

1. For the purpose of this plan, the term “food” is defined as any product normally consumed by humans or animals for nourishment.

2. Incident management activities will be initiated and conducted using the principles contained in the National Incident Management System (NIMS).

3. The responsibilities for food safety and food borne disease surveillance are divided among multiple agencies in North Carolina including NCDHHS/DPH, NCDEQ, and NCDA&CS. Regulatory authorities, responsibilities, and the initial responder will determine the lead agency, at least initially. The nature of a food emergency will result in the involvement of additional supporting agencies and groups, such as state entities, federal agencies and private industry.

4. Threats to the food supply can come from natural sources, accidental contamination, and deliberate acts as well. This plan will be used to respond to food borne emergencies, regardless of the cause.

5. Law enforcement will become the lead agency for the criminal investigation portion of a response when a food borne disease outbreak or other food-related emergency is determined to be the result of a deliberate or criminal act. Regulatory and public health agencies will maintain normal responsibilities.

6. NCDHHS/DPH, NCDEQ, NCDA&CS, and/or the local Health Departments will be responsible for field investigations or inspections of retail food markets and food service establishments, food processors, dairy farms and plants, retail and custom meat establishments, shellfish harvesting and monitoring of water quality in shellfish harvesting areas according to agency specific protocols and policies.

7. The Food and Drug Administration (FDA), US Department of Agriculture (USDA) and the Centers for Disease Control and Prevention (CDC) may be asked to support a state’s response to a food borne emergency.

8. An effective and coordinated response effort will be needed to restore the public's confidence in the food supply in the aftermath of a contamination event.

9. Because of the lack of a uniform regulatory system that ensures the traceability of all products and commodities, tracing may be difficult.

10. Developments in the farm-to-table pathway have greatly increased the number of entry points for contamination and the potential for widespread contamination of the food supply. Because of the lack of security and surveillance at many farms, food processing and packaging plants, and retail food establishments, terrorists have easy access to implement a food borne attack.

11. The local health director, in consultation with state agencies, will be primarily responsible for the identification and control of routine food borne disease outbreaks and environmental field investigations in food service establishments (e.g., restaurants, delis, meat markets).

12. State health agencies will be the primary group responsible in cross-jurisdictional outbreaks and will consult with other state agencies with food safety responsibilities.

13. A deliberate act or the receipt of a threat against the food and agricultural community, in and of itself, could initiate response actions at all levels of government, industry, and other stakeholders to minimize public panic.

14. Detection of a food borne emergency in an area outside of North Carolina will prompt implementation of additional preparedness and prevention measures.

15. A deliberate act of contaminating the food pathway will result in additional law enforcement and security response actions at all levels of government, industry, producers, and the private sector.

16. Vector/contamination control may require discarding large quantities of agricultural products and organic matter, invoking embargoes or trade restrictions, culling livestock, or poultry, and identifying alternative sources of food.

17. Depending on the causative substance of the contamination, contaminated foodstuffs may need to be considered and handled as hazardous waste.

18. Suspected infected locations, machinery, distribution centers, restaurants, eateries, and transport vehicles may need to be cleaned, disinfected and re-evaluated for contamination.

19. Due to the diversity of the type of commodity and geographical location, as well as the impact of the variety of cultures/languages represented in North Carolina, response to and recovery from an emergency will require a coordinated effort of all stakeholders.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFTEY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Support local government efforts through resource and technical assistance during food emergencies.

b. Coordinate state and federal response and recovery activities.

### B. SUPPORTING STATE AGENCIES

#### 1. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

a. Provide laboratory capacity to conduct analysis on samples of food products and ingredients to assist in determining source, nature and scope of contamination event.

b. Inspect and investigate state-licensed, permitted, and other facilities associated with suspected or confirmed food borne illness.

c. Collect ingredient, raw agricultural commodity, product or environmental samples for laboratory analysis as necessary to determine the nature and scope of the event.

d. Assist with the recall of products.

e. Trace forward and back products with suspected ingredients.

f. Take field actions to mitigate incident (embargo, condemn, quarantine, etc.).

g. Through the EOC, coordinate with animal or plant production agencies or groups if the investigation requires access to or examination of raw food products.

h. Coordinate with HazMat teams for disposal of recalled hazardous food items, as warranted by the circumstances.

**2. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)**

**DIVISION OF AIR QUALITY (DAQ)**

a. Monitor the ambient air quality in the state to determine how an infectious disease may travel through the air.

**DIVISION OF WATER RESOURCES (DWR)**

a. Monitor the drinking water supply to determine whether infectious disease may travel through drinking water.

**DIVISION OF MARINE FISHERIES (DMF)**

a. Inspect and investigate DMF licensed/certified shellfish dealers and other facilities associated with suspected or confirmed foodborne illness related to shellfish.

b. Take actions to mitigate incidents including seizure, embargo, and voluntary disposal.

c. Assist with recall of implicated shellfish.

d. Trace back and trace forward of implicated shellfish.

**3. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)**

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Coordinate with local health departments and other jurisdictions to ensure environmental assessments are completed and mitigation measures are implemented.

b. Coordinate public health nurses as needed.

c. Coordinate with federal agencies on multi-jurisdictional events.

d. Coordinate with NCDA&CS, USDA, FDA, or CDC labs to collect food samples for analysis when needed.

e. Provide support to local health departments for embargo of food, disposition of food, food establishment permit suspension.

**DIVISION OF SOCIAL SERVICES (DSS)**

a. Coordinate efforts to provide emergency shelters, mass care facilities, feeding, and water.

b. Coordination/facilitation of the provision of sheltering during a food emergency including persons with functional needs (sensory, physical, mental limitations, and non-English speaking) with county departments of social services (county DSS).

c. Coordination/facilitation of the provision of relief efforts provided by volunteer organizations with the county DSS.

d. Coordination/facilitation of the provision of mental health/crisis counseling to victims at shelters, mass care facilities, and fixed feeding sites with county DSS.

e. Coordination/facilitation of the provision of emergency first aid to victims at shelters, mass care facilities, and fixed feeding sites with county DSS.

f. Ensure all DHHS Divisions are staffed for response, recovery and mitigation.

g. Ensure all DHHS Divisions are on standby and are ready to deploy Division resources.

h. Notify Sensory and Foreign Language Interpreter Staff of NCDHHS and NCDHHS interpreter contracts to be on standby and ready to deploy, if requested.

i. Support the American Red Cross and other agencies in shelter staffing at designated Red Cross Shelters.

**4. NC DEPARTMENT OF PUBLIC SAFTEY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide trained personnel for traffic control.

b. Provide military forces to assist local law enforcement in the emergency area for security, control of entrance to and exit from disaster area, and protection of people and crowd control.

c. Provide military forces to assist local and state resources in rescues and evacuations as needed.

**5. NC STATE HIGHWAY PATROL (NCSHP)**

a. Coordinate traffic control measures and isolation of the impacted area as needed.

b. Regulate motor vehicle traffic where indicated.

c. Provide communications support.

## C. SUPPORTING FEDERAL AGENCIES

**1. FOOD AND DRUG ADMINISTRATION (FDA)**

a. Undertake investigations to identify implicated products.

b. Request and assist firms responsible for implicated product with conducting a recall.

c. If warranted, exercise administrative detention of the implicated product.

d. Provide laboratory surge capacity to process an increased volume of food samples.

e. Issue press information, such as consumer advisories.

f. Coordinate the Food Emergency Response Network (FERN) in conjunction with USDA/FSIS and CDC.

g. Coordinate its investigations with federal, state and local partners.

h. FDA Office of Criminal Investigations may provide support in a criminal investigation.

i. Maintain and distribute food testing protocols through the Food Emergency Response Network.

**2. CENTER FOR DISEASE CONTROL AND PREVENTION (CDC)**

a. Conduct public health surveillance, including food borne disease surveillance, to identify the causes and sources of food borne disease (sporadic cases and outbreaks), to monitor the public health burden of food borne disease, and to identify new and emerging causes of food borne disease.

b. Coordinate the national molecular sub-typing network for food borne disease surveillance, through which public health laboratories can identify specific strains of food borne bacteria using whole genome sequencing to find clusters of disease that represent unrecognized outbreaks.

c. Develop state-of-the-art laboratory methods to identify food borne pathogens, including whole genome sequencing.

d. Training and developing the state and local public health workforce to improve food borne disease surveillance, investigation and response.

e. Assisting state and local health and food safety officials address food borne disease emergencies.

f. Providing clinical, epidemiological and public health expertise.

g. Depending on the nature of the threat, enhance procedures for detecting and analyzing the suspected biological or chemical agents.

h. Providing laboratory surge capacity to process an increased volume of clinical or food samples.

i. Collaborating and communicating extensively with the states, FDA and USDA.

j. Identifying staff to be on continuous alert to assist and possibly be dispatched to a response site.

k. Issuing health alerts to state health departments and key healthcare provider networks to increase surveillance of new or unusual clusters of illness.

l. Issuing alerts to the broader public health, medical and other relevant constituencies, as needed.

m. Developing appropriate messages and guidance for the public.

### 3. UNITED STATES DEPARTMENT OF AGRICULTURE (USDA)

a. Assist with disease eradication and food safety threat activities, including quarantine, evaluation, slaughter, disposal, cleaning and disinfecting, epidemiology, trace-back, vector control and transportation permitting arrangements.

b. Consult with state and local authorities regarding eradication and food safety threat proceedings.

c. Collect, analyze and disseminate technical and logistical information.

d. Define training requirements for casual employees or support agencies involved with emergency response operations.

e. Issue a declaration of extraordinary emergency.

f. Define the infected area and control zones directly impacted and involved in the food emergency.

g. Prepare information for dissemination to the public, producers, processors and other concerned groups.

h. Inform the public about meat, poultry and egg product food safety issues.

i. Allocate funding for compensation to the owner(s) of culled animals.

j. Define restrictions on interstate commerce.

k. USDA Office of Inspector General may provide support in a criminal investigation.

#### 4. TRIBAL GOVERNMENTS

The Tribal Chief Executive Officer (CEO) is responsible for the safety and welfare of the members of their tribe. As such, this representative works with the state in the emergency planning process to define the critical roles and responsibilities of the tribe. The Tribal Chief Executive Officer may be responsible for:

a. Declaring tribal emergencies that can result in the implementation of a tribal response plan or a mutual aid agreement.

b. Coordinating tribal resources, relative to all potential types of response or incidents, to prepare for, respond to and recover from incidents in an all-hazards context.

c. Having powers to suspend tribal laws and ordinances to assist with a response.

d. Providing leadership and communicating with the tribal nation, businesses and other entities to help them cope with the incident response and recovery.

e. Negotiating mutual aid agreements to enhance resource sharing.

f. Requesting federal assistance, through the state governor or directly from the federal government, when tribal resources have been overwhelmed.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

#### 1. EMAC AND MUTUAL AID

The use of the Emergency Mutual Aid Compacts (EMACs) and established mutual aid agreements may be utilized to supplement local and state resources. The procedures for obtaining authority to request or offer interstate assistance reside with the State Emergency Operations Center (EOC).

Circumstances when interstate interaction might occur include, but are not limited to:

a. Contaminated food has been shipped either to or through another state.

b. Out-of-state facilities process food produced in the state.

c. Outbreak crosses state lines.

d. Contaminated food was processed or manufactured in another state.

e. State response outstrips state's resources.

## 2. INCIDENT IDENTIFICATION

Surveillance will be essential in identifying a food emergency or the initial signs of an emergency unfolding. Local sources will be instrumental during the initial identification of an unintentional or deliberate food-related incident. These local sources would include:

a. Consumers

b. Local health departments

c. Poison control centers

d. Hospitals

e. Private practice physicians

f. Law enforcement

g. Food retailers, manufacturers, and distributors

h. Veterinarians

i. Processors and producers

Specific observations that could indicate a food-related incident has occurred include:

a. Routine monitoring and surveillance of food supplies or human illness.

b. Discovery of physical characteristic(s) of a food item or agricultural product that suggests possible contamination with a biological or chemical agent (e.g., presence of an unidentified and unexpected powder, a bad odor or an abnormal taste).

c. Observation of suspicious behavior or activity by an employee or customer.

d. Reports of unusual clusters or types of illness among employees, consumers, or animals.

e. A significant security breach in a food-system facility, storage tank or shipping vehicle, or receipt of a threat (via a telephone call or piece of mail) indicating that an agricultural or food product has been or will be contaminated.

f. Laboratory evidence of food contamination.

## 3. NOTIFICATION AND ACTION TRIGGERS

a. As mentioned above, local sources will be instrumental in the initial identification of an unintentional or deliberate food-related incident. 10A NCAC 41A.0101 lists the diseases and conditions that must be reported by local health care providers to local health departments, who in return report to the State Health Department. Clinical and reference laboratories also have a list of diseases that they are required to report to the State Health Department. The NC State Laboratory of Public Health (NCSLPH) has primary responsibility for testing bacterial isolates derived from human specimens; but can support characterization of isolates derived from food samples. NCSLPH directory reports to NCDHHS/DPH Communicable Disease Branch (CDB) through the NC Electronic Disease Surveillance System (NCEDSS) and shares encrypted files with the CDB.

b. Even if a disease is not on the list of reportable diseases, if an unusual cluster or an outbreak occurs, then it is reportable to State Health Department. The state would notify the appropriate state and federal agencies. Likewise, an unusual cluster of complaints may be received by any agency which may indicate a food emergency has occurred. Notification of a food emergency event between affected agencies, organizations, and private industry will proceed according to Emergency Notification Protocols.

c. The Food Emergency Response Plan (FERP) will be activated if:

- An event occurs that exceeds the ability of the local government or lead agency
- There is a disaster declaration by the Governor
- More than one state agency has become involved in responding to the incident (beyond what transpires for more routine food incidents)
- There is an interstate emergency that has exceeded the joint state's abilities.

d. The NCSLPH, NCDEQ, and/or NCDA&CS may identify an unintentional or deliberate food-related incident through consumer complaints, industry notification, or via law enforcement. The NCDA&CS Food Laboratory is networked with NCSLPH under the Food Emergency Response Network (FERN) and would be the primary agency for testing food samples. The NCSLPH and NCDA&CS laboratory share responsibility for testing bacterial isolates derived from selected food or environmental samples. Collaboration and coordination exist between the laboratories.

e. The U. S. Department of Homeland Security has established the National Terrorism Advisory System to communicate terrorist threats. Through this advisory system, various threat levels are communicated to the State Homeland Security Advisor (Secretary of Public Safety). If a Bulletin or Alert is issued concerning a threat to the food chain, appropriate notifications through the NC Food Safety and Defense Task Force will take place including NCDHHS/DPH, NCDEQ, NCDA&CS and the affected industries.

f. The Food Safety and Inspection Service (FSIS) is charged with protecting the nation's food supply by providing inspectors and veterinarians in meat, poultry and egg product plants, and at ports-of-entry to prevent, detect and act in response to food safety emergencies. FSIS may assist state and local authorities in disease eradication activities and food borne illness emergency investigations.

g. If there is a suspected or confirmed, deliberate contamination of food, sample collection and analysis will be the responsibility of law enforcement (local, state or federal) unless a written request is made to NCDHHS/DPH, NCDEQ, and/or NCDA&CS to provide laboratory support. If such a request is made, sample collection and delivery continue to be the responsibility of law enforcement.

## 4. ACTIVATION OF THE STATE EOC

Dependent upon the level of the incident, the State EOC may need to be activated. The activation of the State EOC will generally occur in conjunction with both the lead agency and the NCEM. In all food emergencies, communications between departments, industry, and all stakeholders will be critical to ensure the best possible response. Having appropriate representation of affected agencies and industries in the State EOC will help ensure that consistent communication occurs.

Normal Operations: Food incident events are routine, restricted to a small population or area, requiring no special application of local or state response resources, terrorism is not suspected and the local or state mechanisms to deal with the events are not stressed.

Enhanced Watch: A food incident has expanded so that local or lead agency resources cannot adequately respond. The FERP is activated to release state support elements to assist with the local, regional, or investigative effort.

The SERT may also transition to an enhanced watch if a food incident has been traced to a product originating in another state, shipped to other states, or tied into a distribution network that impacts multiple states. The FERP is activated to supply state resources to support the response in the originating state. Multi-state coordination is required for the response, and federal resources also may be requested by the responding state.

SERT Activation: A food incident involves a highly contagious disease requiring the activation of additional state response plans relative to human health and disease containment. This level of activation will require internal coordination between lead agencies for the food incident and would require human health, interstate, and federal coordination.

The SERT may also be activated if the incident has been identified as a deliberate act. In this case, state and/or federal resources will be needed to assist with the criminal investigative portion of the response. In the event the incident is believed or shown to be a deliberate act, law enforcement will take the lead in the criminal investigative portion of the response.

## 5. CHAIN OF COMMAND

a. The local government or lead agency will have the lead for operational management at all five (5) stages of an emergency management life cycle for the local event: preparedness, prevention, mitigation, response and recovery. Once the State EOC has been activated, the Director of NCEM assigns personnel to the five (5) elements of incident command (command, planning, operation, logistics, and finance and administration). An Incident Management Team (IMT) may be deployed to the local site that has been overtaxed due to the consequences of the event. The State EOC will coordinate with all federal partners according to the NIMS guidance.

b. At the state level, the lead agency may differ depending on the type of incident that occurs. The responsible regulatory agency would initially be the lead agency for protecting the health of the citizens of North Carolina. If the incident is a deliberate act, law enforcement would become the lead agency for the criminal components of the response. NCDHHS/DPH will be responsible for human health surveillance, epidemiological investigation and response.

   NCDHHS and NCDA&CS will be responsible for trace back, trace forward, removal of product from the marketplace, inspections, field investigations, and other activities to ensure the safety of food available to consumers based on regulatory authorities. If two or more agencies need to be the lead, then a Unified Command would be established per NIMS guidelines.

c. Once the contaminated food item has been identified, an industry representative will be asked to serve as a liaison in the State EOC to ensure constant and clear communication between regulatory agencies and private industry.

## 6. PUBLIC INFORMATION

In a food emergency, the PIOs from NCEM, NCDHHS/DPH, NCDEQ, NCDA&CS, and industry will work together in a Joint Information Center (JIC) to prepare media materials and conduct media briefings in accordance with ICS principals. These activities will support the local EOCs and the State EOC. The JIC will prepare a communications plan to guide information content and delivery in the emergency. Specific tasks for the JIC during a food emergency include the following:

a. Activate the JIC, ensuring that all stakeholders are updated.

b. Prepare and update basic fact sheets, key messages, and other informational materials for distribution to partners, stakeholders and the public through appropriate established channels.

c. Prepare and publish information that is accessible to the public via the Internet, in coordination with NCEM, NCDHHS/DPH, NCDEQ, NCDA&CS, local health departments (LHD), industry representatives, Law Enforcement (if applicable), and other participating groups.

d. Coordinate with federal, state and local PIOs regarding information release protocols.

e. Prepare and send out media releases in coordination with the lead agency, Communications, the Governor's office, Emergency Management, all state agencies involved, affected LHDs, industry, and other participating groups.

f. Prepare a media release in anticipation of the laboratory confirmation of a presumptive positive, including instructions for the public about proper treatment and access to information about specific sites.

g. Prepare for media briefings with the following agencies or groups having a role in disseminating public information related to a food emergency: NCEM, NCDHHS/DPH, NCDEQ, NCDA&CS, industry, and law enforcement officials (e.g., SBI, FBI).

h. Provide honest public information coordination, development, and dissemination with the goal to re-establish public trust and confidence in the commodity and the food chain in general.

## 7. INTERSTATE COORDINATION

When incidents cross-jurisdictional boundaries or require support from outside states, State EOC will facilitate incident management and policy coordination. The principal functions and responsibilities of State EOC include the following:

a. Ensuring that each agency involved with incident management activities is providing appropriate situational awareness and resource status information;

b. Establishing priorities among states;

c. Acquiring and allocating resources required by incident management personnel in concert with the Incident Command (IC) or Unified Command (UC) involved;

d. Anticipating and identifying future resource requirements;

e. Coordinating and resolving policy issues arising from the incident; and

f. Providing strategic coordination, as required.

## 8. FOOD EMERGENCY RESPONSE TEAMS

It may become necessary to form and activate strike teams (food emergency response teams or Rapid Response Teams) to address specific response tasks. These teams could be charged with tasks appropriate to the response, such as: surveillance, sampling, product recalls, trace-backs, trace forward, embargo, disposal of contaminated materials, decontamination and disinfection, evidence gathering, quarantine, security, public education, sample analysis, or any other operational aspect of mitigating a food emergency. The Planning and Operations Staff will design and staff the strike teams to fulfill specific tasks. The expertise and agencies represented on a team will be a direct function of the response-specific tasks it is assigned. Generally, a team should include experts in the following aspects of the emergency: technical or science, policy, media relations, communications staff, etc. Specific examples of appropriate personnel might include, but are not limited to, epidemiologists, toxicologists, law enforcement personnel, regulatory specialists, representatives of the lead agency, environmental health specialists, etc.

## 9. FOOD BORNE DISEASE SURVEILLANCE AND OUTBREAK INVESTIGATIONS

a. Monitoring and providing alerts for cases and outbreaks of human illness from any cause, including food borne illness, is accomplished within the North Carolina Public Health Information Network (NCPHIN). This network integrates routine disease surveillance, syndromic surveillance through the North Carolina Disease Event Tracking and Epidemiologic Collection Tool (NCDETECT) and the Health Alert Network (HAN).

b. Public Health Law (Chapter 130A Article 133-143 of the NCGS) requires routine collection of certain communicable diseases cases. Physicians, school principals, and operators of day care centers and

restaurants are required to report cases to local health departments. The local health department, along with the NCSLPH and NCDHHS/DPH submit communicable disease data into the NCEDSS. Data from hospital emergency departments, Emergency Medical Services and the Carolina Poison Control Center provide most of the data input for NCDETECT. Some sources of pilot data include information from urgent care centers, wildlife and veterinary laboratories. The NC-HAN is a secure web-based system designed to automatically issue health alerts about public health incidents to key individuals in NDDHHS/DPH, local health departments, hospitals, laboratories and other partners in the event of a public health emergency which could include a food borne outbreak.

c. In addition, local health departments, NCDHHS/DPH, NCDEQ, and NCDA&CS monitor consumer complaints to determine if there is a trend or problem emerging. NCDHHS/DPH, Communicable Disease Branch, in conjunction with state partners, conducts the following tasks:

- Surveillance for food borne illnesses and food borne disease outbreaks;
- Surveillance for food borne illnesses and food borne disease outbreaks;
- Surveillance (human and product) to prevent copycat incidents and to re-establish trust in commodity.
- Manage the investigation of food borne illness and outbreaks;
- Coordinate food borne illness investigations with appropriate food safety officials at the local, state or federal level;
- Report cases or outbreaks of food borne illness to the state and CDC. Request CDC assistance, if needed; and,
- Through the JIC, provide health and food safety information and guidance to the public.

## 10. DISEASE INVESTIGATIONS AND PRODUCT CONTAMINATION INVESTIGATIONS

If public health identifies an incident (e.g., illness) or a disease outbreak that is associated with food, an investigation will be implemented to determine the extent of the illness (e.g., severity and number of cases), the suspected food source, and the scope of the situation. State and local health officials will work with state and local food safety officials to coordinate the human health and food product investigations.

Generally, the state will be responsible for any related food commodity investigations. Local Health Departments, state epidemiologists, NCDHHS, NCDEQ and the NCDA&CS are several of the state agencies identified as having responsibilities relative to implementing these tasks.

## 11. LABORATORY SERVICES

The NCSLPH, NCDA&CS and SBI all house laboratories that perform testing on human, animal, food, and/or environmental samples. The following are the roles and responsibilities of these laboratories during a food emergency:

a. Provide analytical testing of food, environmental samples and human specimens for pathogens, toxins, and chemicals (e.g., *Salmonella*, *Listeria*, *E. coli O157:H7*, *Vibrio parahaemolyticus*, organophosphates, heavy metals, ricin, etc.).

b. Maintain capability for conducting analysis using validated methods.

c. Test samples for evidence of contamination by zoonotic or epizootic organisms.

d. Perform complex food analyses with high precision and accuracy at an elevated throughput rate for extended periods of time.

e. Coordinate information and data sharing with the State EOC, the lead agency, and the food, animal, and human health laboratory networks, such as the FERN, NAHRS, PulseNet, and LRN.

f. Provide timely reports of lab results.

g. Provide guidance to field investigators.

h. Be an active member of the outbreak investigation team.

i. Provide rapid laboratory testing to confirm remediation activities have reduced or removed the threat.

## 12. ANIMAL AND PLANT PRODUCTION

When animal or crop production is affected in a food emergency, NCDA&CS will have the responsibility of providing animal and plant production liaisons to the State EOC. These individuals will monitor the animal and/or plant response, provide support as necessary, provide communication and coordination between the food response and the plant or animal response, and ensure proper activation of the appropriate animal or plant portions of the State EOP.

In general, these liaisons should have the ability to provide the following support:

a. Contain, compartmentalize, control, and eradicate animal diseases that impact human health.

b. Cooperate and provide communication with other agencies and organizations; federal, state, and local public health; veterinarians; producers; and animal owners within the state in accordance with ICS principals.

c. Exclude, detect, and control or eradicate serious insect pests and plant diseases.

d. Regulate the sale and use of pesticides that could impact the food supply and human health.

e. Investigate incidents of pesticide misuse relative to a pesticide-based food contamination incident.

f. Embargo pre-harvest food ingredients to protect the food supply.

g. Mobilize expertise in support of the timely and accurate investigation of pesticide, heavy metals and other contamination incidents involving pre-harvest food that carry over to pre- and post-harvest food production.

h. For more details, See the state’s Livestock and Crop/Produce Emergency Response Plans.

## 13. ENVIRONMENTAL PROTECTION

During the response to a food emergency, it will be necessary to maintain protection of the environment. Issues, such as the disposal of contaminated product, decontamination and disinfection, disposal of contaminated food or feed, water supply and quality, sampling and other issues related to maintaining environmental quality will be the responsibilities of the agencies or groups assigned to this responsibility. These groups should be prepared to provide the following support:

a. Provide scientific expertise.

b. Provide environmental sampling and analysis.

c. Decontamination support.

d. Facilitate disposal of contaminated materials.

e. Manage environmental permitting.

NCDEQ and/or NCDA&CS will serve as primary points of contacts (POCs) on these issues at the state level.

## 14. EVIDENCE GATHERING, SECURITY AND POLICING

During a food emergency, personnel from the local county health department, NCDHHS, NCDEQ, NCDA&CS, FDA, and/or USDA will collect the appropriate samples. Coordination among agencies should take place prior to sample collection to ensure proper regulatory jurisdictional and/or investigation protocols are followed. Integrity of samples will be maintained on all samples through chain of custody including the use of tamper evident seals. Any needed policing and security will be provided by local and state law enforcement. It is likely that these efforts would be augmented with federal support once the scope of the incident exceeded the capabilities of the state entities.

In the event the outbreak investigation or other evidence suggests that the food emergency was the result of a deliberate or terrorist act, the law enforcement (local, SBI, FBI) would assume the lead role relative to the criminal investigative aspects of the response. Some responsibilities associated with this role include:

a. Collecting and analyzing the appropriate samples from potentially contaminated items. Other state laboratories (NCSLPH, NCDEQ and NCDA&CS), upon written request from the SBI or FBI, can perform laboratory analyses.

b. Providing security, law enforcement and traffic control, as required.

c. Supporting response operations and controlling access and movement.

d. Supporting response activities that are under the supervision of the lead agency and the State EOC.

## 15. TRANSPORTATION

During a food emergency response, the SERT will coordinate the following support from local, state, inter-state, or federal resources:

a. Provide traffic control, as required.

b. Support response operations relative to access controls to affected zones. The affected zone is the area directly impacted and involved in the food emergency.

c. Provide guidance for re-routing traffic in and around the affected area.

d. Monitor and detain, if necessary, outbound, and inbound transporters of plant or commodities at state border weigh or inspection facilities.

e. Move soil, plant materials and contaminated food or debris.

f. Identify potential sources of outside assistance, i.e., contractors, equipment sources, etc.

### 16. LEGAL SUPPORT

The DPS Office of General Counsel, in consultation when necessary with the state's Attorney General's Office, will assist with any legal matters or considerations in the planning for and response to a food emergency. Legal matters may include liability, insurance, contracting, definitions of authority, etc. NC has regulations to assist the appropriate agency with right-of-entry into facilities, embargo authority (NCDHHS/DPH and NCDA&CS), and a broadened embargo law that grants authority to local health directors (in consultation with NCDHHS/DPH). The Tort Claims Acts covers any personnel working with the State EOC in a food emergency. Contracted and EMAC personnel also have state-provided liability protection.

### 17. EDUCATION AND OUTREACH

NCDHHS, NCDEQ, NCDA&CS, industry, and academic centers will provide education and information based on timely research to help prepare for and respond to emergency situations. In addition, these groups may assist PIOs with developing materials for public dissemination through the JIC.

## V. REFERENCES

A. Chapter 130A of the North Carolina General Statutes, Public Health

B. NC Food, Drug and Cosmetic Act: Chapter 106, Article 12 - Food, Drugs and Cosmetics

# EARTHQUAKE OPERATIONS PLAN

2026

## I. INTRODUCTION

### A. PURPOSE

This appendix outlines the coordinating actions taken by the State Emergency Response Team (SERT) following an earthquake that impacts North Carolina.

### B. SCOPE

This appendix includes the anticipated actions of the federal, state and local agencies, as well as private sector organizations.

## II. SITUATION AND ASSUMPTIONS

### A. SITUATION

Earthquakes primarily occur along fault lines (fractures in the rocks of the Earth's crust) but they can occur anywhere. Pressures under the crust can build over time and without advanced warning, these faults slip and cause an earthquake. The center of the earthquake, or epicenter, can occur at various depths and cause different magnitudes of shaking depending on rock and soil types. While the original earthquake is typically the strongest, significant aftershocks may occur for days and weeks afterwards and can cause additional damage.

Scientists use various scales to determine the strength of an earthquake. The Magnitude Scale is an attempt to measure how much energy is released by an earthquake. Typically, earthquakes less than a 2.5 Magnitude are not felt, but are recorded on seismometers. Earthquakes with around a 3.0 Magnitude are felt by many people (shallow earthquakes with a magnitude less than 3.0 can be felt). Local damage usually begins near a Magnitude of 4.5. Earthquakes with a Magnitude of 6.0 are typically destructive with a major earthquake considered anything above a 7.0 Magnitude. Another scale that is used to measure earthquake intensity is the Modified Mercalli Intensity Scale. This scale describes how earthquakes "feel" and how much destruction the earthquake causes. Many factors determine the intensity of an earthquake at the surface of the earth, such as the depth where the earthquake originates and what kinds of rock and soil are at the surface. The Modified Mercalli Intensity Scale has ten levels designated by Roman numerals described in the table below.

**Modified Mercalli Intensity Scale:**

| Intensity | Shaking | Description/Damage |
|---|---|---|
| I | Not felt | Not felt except by a very few under especially favorable conditions. |
| II | Weak | Felt only by a few persons at rest, especially on upper floors of buildings. |
| III | Weak | Felt quite noticeably by persons indoors, especially on upper floors of buildings. Many people do not recognize it as an earthquake. Standing motor cars may rock slightly. Vibrations similar to the passing of a truck. Duration estimated. |
| IV | Light | Felt indoors by many, outdoors by few during the day. At night, some awakened. Dishes, windows, doors disturbed; walls make cracking sound. Sensation like heavy truck striking building. Standing motor cars rocked noticeably. |
| V | Moderate | Felt by nearly everyone; many awakened. Some dishes and windows broken. Unstable objects overturned. Pendulum clocks may stop. |
| VI | Strong | Felt by all, many frightened. Some heavy furniture moved; a few instances of fallen plaster. Damage slight. |
| VII | Very strong | Damage negligible in buildings of good design and construction; slight to moderate in well-built ordinary structures; considerable damage in poorly built or badly designed structures; some chimneys broken. |
| VIII | Severe | Damage slight in specially designed structures; considerable damage in ordinary substantial buildings with partial collapse. Damage great in poorly built structures. Fall of chimneys, factory stacks, columns, monuments, walls. Heavy furniture overturned. |
| IX | Violent | Damage considerable in specially designed structures; well-designed frame structures thrown out of plumb. Damage great in substantial buildings, with partial collapse. Buildings shifted off foundations. |
| X | Extreme | Some well-built wooden structures destroyed; most masonry and frame structures destroyed with foundations. Rails bent. |

North Carolina can experience earthquakes centered within the state, but also from earthquakes centered outside of the state in five seismic zones: Eastern Tennessee, Charleston, South Carolina, Giles County, Virginia, Central Virginia, and New Madrid. While earthquakes can be felt across all of North Carolina, the greatest threat is in western NC and along the North Carolina/South Carolina state line in southeastern NC.

While earthquakes do occur in North Carolina, large and damaging earthquakes are not common. The state has experienced 23 damaging earthquakes from 1735-2023. The greatest damage occurred during the 1861 Wilkesboro, 1886 Charleston, 1916 Asheville, 1926 Mitchell County, and 2020 Sparta earthquakes. The most recent damaging earthquake in North Carolina occurred on August 9, 2020 in the town of Sparta, located in Alleghany County. The 5.1 Magnitude earthquake had a Modified Mercalli Intensity Scale of VI-VII (Strong to Very Strong Shaking with Light to Moderate Damage) and resulted in over 550 reports of damage to houses and commercial buildings across Alleghany County.

Although building codes are not as strict as areas prone to major earthquakes, newer buildings and bridges are designed to withstand some amount of shaking. Older buildings, typically built from brick or stone, are most at risk for damage or failure during an earthquake.

Earthquakes are also capable of causing land/rockslides in areas of steeply sloped terrain. This is especially a problem in the mountains where these land/rockslides may block major transportation routes.

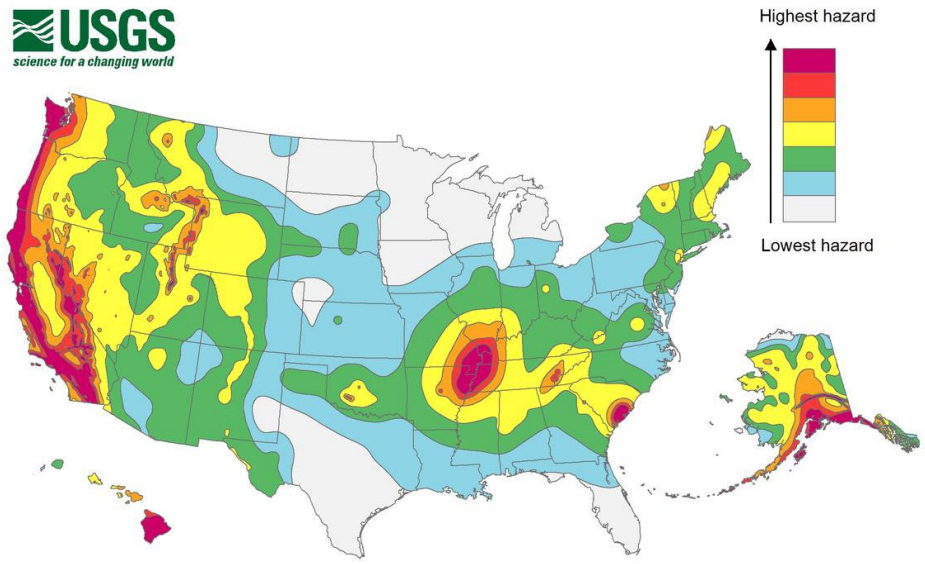



**Figure 2:** Earthquake hazard map showing peak ground accelerations having a 2 percent probability of being exceeded in 50 years, for a firm rock site. The map is based on the most recent USGS models for the conterminous U.S. (2018), Hawaii (1998), and Alaska (2007). The models are based on seismicity and fault-slip rates and take into account the frequency of earthquakes of various magnitudes. Locally, the hazard may be greater than shown, because site geology may amplify ground motions. (US Geological Survey)

## B. ASSUMPTIONS

1. Earthquakes may strike without warning and can occur at any time.

2. Significant damage to infrastructure, including buildings such as hospitals, roads, bridges, gas lines, etc. can be expected. This may limit available resources and mobility in the affected area.

3. Aftershocks are expected. These aftershocks may be powerful enough to cause additional damage to already weakened structures.

4. Ground-based communications systems will be disrupted. Alternative means of communication will be needed, such as satellite phones and ham radios.

5. Disruptions to utilities will occur due to damage to power lines or by damage to a power plant facility itself.

6. After a significant earthquake, there is an immediate need to conduct safety inspections of buildings as residents need to be kept from using unsafe buildings. Qualified inspectors will evaluate buildings using Applied Technology

Council's Procedures for Post-earthquake Safety Evaluation of Buildings procedure (ATC-20 Building Safety Evaluation Forms and Placards). Green-tagged buildings are inspected as safe, yellow-tagged buildings have restricted use, and red-tagged buildings are unsafe.

## III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. LEAD STATE AGENCY

#### 1. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)

**NORTH CAROLINA EMERGENCY MANAGEMENT (NCEM)**

a. Support local government efforts through resource and technical assistance during emergencies and coordinate state and federal response and recovery activities.

b. Lead the state's actions in the earthquake response and serve as state liaison in discussions with federal agencies concerning the response actions to be taken.

c. Provide aerial imagery (video, photos, and photogrammetry) via unmanned aerial vehicles (UAVs).

d. Coordinate and deploy regional search and rescue teams as required to support local government operations.

### B. LEAD TECHNICAL AGENCY

#### 1. NC DEPARTMENT OF ENVIRONMENTAL QUALITY (NCDEQ)

**DIVISION OF ENERGY, MINERAL, AND LAND RESOURCES**

**NC GEOLOGICAL SURVEY**

a. Provide a qualified geologist to serve as Earthquake Technical Advisor to the SERT Leader.

b. Collaborate with the U.S. Geological Survey (USGS) to estimate earthquake damage based on the magnitude and location of the earthquake.

c. Advise on all potential impacts and additional threats.

**DIVISION OF AIR QUALITY (DAQ)**

**DIVISION OF WATER RESOURCES (DWR)**

a. Assume the lead role in coordinating the emergency response to air and water quality problems resulting from an earthquake.

**DIVISION OF ENVIRONMENTAL EDUCATION AND PUBLIC AFFAIRS**

a. Assist local governments in evaluation ramifications from chemical spills or releases that adversely affect the environment.

## C. SUPPORTING STATE AGENCIES

### 1. NC DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES (NCDA&CS)

**NORTH CAROLINA FOREST SERVICE (NCFS)**

a. Transport emergency food supplies through food distribution and state farms operations from NCDA&CS owned warehouses or other sources to distribution and/or mass feeding locations in disaster areas.

b. Respond to requests for other available transportation assets in support of emergency/disaster resource requirements. To include use of hauling units, pick-up trucks, and helicopters. Needs will be prioritized as missions are received and by risk to life, property, and resources.

c. Provide equipment and personnel for road clearing of debris or earth. This is from road shoulder to road shoulder only and does not include rights of way.

### 2. NC DEPARTMENT OF HEALTH AND HUMAN SERVICES (NCDHHS)

**DIVISION OF PUBLIC HEALTH (DPH)**

a. Coordinate public health nurses to support local and state shelter requirements; provide consolation and maintain communication with deployed public health nurses.

b. Monitor health of shelter populations for potential infectious disease outbreaks and provide mitigation recommendations where

appropriate.

c. Monitor well water for organic and inorganic contaminants at the NC State Laboratory of Public Health (NCSPLH) due to damage such as dam failure resulting from an earthquake.

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**

**NC OFFICE OF EMERGENCY MEDICAL SERVICES (NCOEMS)**

a. Provide leadership in coordinating and integrating the overall state efforts that provide medical assistance to a disaster-affected area.

b. Coordinate and direct the activation and deployment of state resources of medical personnel, supplies, equipment, pharmaceuticals, and assets.

c. Assist in the development of local capabilities for the coordination of all healthcare services needed for triage, treatment, transportation, tracking, and evacuation of the affected population with medical concerns.

d. Establish and maintain the cooperation of the various state medical and related professional organizations in coordinating the shifting of healthcare service resources from unaffected areas to areas of need.

e. Coordinate the clinical support and/or movement of patients from an impacted area when higher level of care or evacuation is deemed necessary.

f. Coordinate the healthcare services for state-operated shelters by implementing the Healthcare Services in Shelters annex.

**DIVISION OF HEALTH SERVICE REGULATION (DHSR)**

**RADIATION PROTECTION SECTION**

a. In the event of an earthquake affecting one of the three Nuclear Power Plants in NC (Harris, McGuire, or Brunswick) or Catawba in SC, each plant's emergency operations plan will be put into effect in conjunction with the NCEOP and Earthquake Operations Plan.

b. Dispatch to incident site if radiological release occurs.

c. Establish and supervise a system for radiological monitoring as needed.

**3. OFFICE OF STATE FIRE MARSHAL (OSFM)**

a. Coordinate firefighting assets to support local response efforts.

b. Coordinate restoration of firefighting services and protection post storm.

c. Coordinate personnel to support additional building inspection resources to augment local capabilities for damage assessments.

**4. NC DEPARTMENT OF TRANSPORTATION (NCDOT)**

**DIVISION OF HIGHWAYS (DOH)**

a. Erect and maintain such signs, lights, barricades or other traffic control devices as deemed appropriate to maintain or control traffic along the affected state-maintained routes or detour routes.

**5. NC DEPARTMENT OF PUBLIC SAFETY (NCDPS)**

**NORTH CAROLINA NATIONAL GUARD (NCNG)**

a. Provide aviation support as needed.

b. Provide military forces to assist local law enforcement in the emergency area for security, control of entrance to and exit from disaster area, and protection of people and crowd control.

**6. NC STATE HIGHWAY PATROL (NCSHP)**

a. Coordinate traffic control measures and isolation of the impacted area as needed.

b. Provide communications support.

c. Provide air support for reconnaissance of damage to transportation road systems.

**7. UTILITY PROVIDERS**

a. Provide decision makers with up-to-date power outage information and expected restoration times.

b. Provide support as needed to other utilities if able.

c. Restore electrical power to residences and business.

d. Repair and restore any downed power lines and/or transformers.

### D. SUPPORTING FEDERAL AGENCIES

#### 1. UNITED STATES GEOLOGICAL SURVEY (USGS)

a. Provide verification that an earthquake has occurred by providing an interface to view recent earthquakes in the US.

b. Distribute maps outlining the spatial extent and intensity of shaking.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

There are several tools which can help determine the location of the epicenter of the earthquake, as well as the distribution of the intensity of the shaking. The United States Geological Survey (USGS) website contains real time plots depicting all recent earthquakes in the US. Soon after the earthquake occurs, the USGS's "Did You Feel it" page will contain plots showing the spatial distribution of shaking, reported by website users. This plot will assist in determining which areas were most affected and where any state resources and personnel will need to be deployed.

### B. RESPONSE ACTIONS

The State EOC will determine priorities for immediate assistance using damage reports from the counties and Civil Air Patrol Aerial Reconnaissance Teams (ART) information. Many concrete and masonry structures may be damaged by the earthquake and could present a danger to officials and civilians. Shelter needs will be assessed and coordinated based on the number of displaced citizens.

Building and infrastructure inspections will be scheduled and completed. Agencies and first responders involved in the recovery must remain aware of the potential for aftershocks as they can cause additional damage. Initial recovery efforts will include, but are not limited to:

- Inspecting buildings and infrastructure for structural integrity;
- Clearing roadways of debris in the disaster area;

- Identifying potential consequences as a result of the earthquake;
- Controlling access to maintain order and protect civilians; and
- Begin the process of opening shelters and directing resources to assist those displaced by the earthquake.

Once weather conditions allow, the ARTs will begin an aerial reconnaissance of the disaster area. The Hazard Mitigation Section will also coordinate with FEMA, National Geodetic Survey and NCDOT for pre- and post-event aerial (manned and unmanned) imagery data collection.

## V. REFERENCES

A. North Carolina Disaster Recovery Framework

B. NCEM Human Services Mass Feeding Plan

C. NCEM Human Services Shelter Guide

**ANNEX C**

# SUPPLEMENTAL INFORMATION

2026

## A. PURPOSE

This annex contains supplemental information that will be useful during emergency operations.

## B. ASSUMPTIONS

SERT members will require quick access to certain background information.

## C. APPENDICES

1. Acronyms and Abbreviations
2. Summary of Enabling Legislation
3. NCEM Contacts for Federal Emergency Support Functions (ESFs)
4. Core Capabilities

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| AAR | After Action Report |
| ACS | Adventist Community Services |
| AFRCC | Air Force Rescue Coordination Center |
| AgEOC | Agriculture Emergency Operations Center |
| AgIMT | Agriculture Incident Management Team |
| AHIMT | All Hazards Incident Management Team |
| ALS | Air Logistics Section |
| AOC | Air Operations Coordinator |
| AOO | Air Operations Officer |
| AP | Accounts Payable |
| APHIS | Animal and Plant Health Inspection Service |
| ARC | American Red Cross |
| ART | Aerial Reconnaissance Team |
| AUV | Autonomous Underwater Vehicle (AUV) |
| AUXCOMM | Auxiliary Communications |
| AVIC | Agriculture's Veterinarian in Charge |
| BEOC | Business Emergency Operations Center |
| BRIC | Building Resilient Infrastructure in Communities |
| CAMETs | Companion Animal Mobile Equipment Trailers |
| CAP | Civil Air Patrol |
| CARTs | County Animal Response Teams |
| CASTs | Companion Animal Sheltering Trailers |
| CBRNE | Chemical, Biological, Radiological, Nuclear and Explosive |
| CDC | Center for Disease Control |
| CM | Case Manager |
| CEO | Chief Executive Officer |
| CERCLA | Comprehensive Environmental Response, Compensation, and Liability Act |
| CERT | Community Emergency Response Team |

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| CFR | Code of Federal Regulations |
| CGRCC | Coast Guard Rescue Coordination Center |
| CIKR | Critical Infrastructure/Key Resources |
| CISA | Cybersecurity and Infrastructure Security Agency |
| CISM | Critical Incident Stress Management |
| CMAD | Consequence Management Advisory Division |
| COADs | Community Organizations Active in Disaster |
| CONOP | Concept of Operations |
| COOP | Continuity of Operations |
| COTP | Captain of the Port |
| CORS | Continuously Operating Reference Stations |
| CP | Command Post |
| CPC | Carolinas Poison Center |
| CRDP | County Receiving and Distribution Point |
| CST | Civil Support Teams |
| CWA | Clean Water Act |
| DA | Division of Aging |
| DAQ | Division of Air Quality |
| DCDEE | Division of Child Development and Early Education |
| DCM | Division of Coastal Management |
| DES | Division of Employment Security |
| DFM | Direct Federal Missions |
| DHS | U.S. Department of Homeland Security |
| DHSA | Deputy Homeland Security Advisor |
| DHSR | Division of Health Service Regulation |
| DMA | Division of Medical Assistance |
| DMAC | Drought Management Advisory Council |
| DMAT | Disaster Medical Assistance Team |
| DMF | Division of Marine Fisheries |

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| DMORT | Disaster Mortuary Response Team |
| DMV | Division of Motor Vehicles |
| DOD | Department of Defense |
| DOE | Department of Energy |
| DOH | Division of Highways |
| DPH | Division of Public Health |
| DPR | Division of Parks and Recreation |
| DRC | Disaster Recovery Center |
| DROC | Disaster Recovery Operations Center |
| DSB | Division of Services for the Blind |
| DSDHH | Division of Services for the Deaf and Hard of Hearing |
| DSS | Department of Social Services |
| DVRS | Division of Vocational Rehabilitation Services |
| DVS | Division of Veterinary Supervisors |
| DWM | Division of Waste Management |
| DWR | Division of Water Resources |
| EAS | Emergency Alert System |
| ECTF | Electronic Crimes Task Force |
| EDPNC | Economic Development Partnership of North Carolina |
| EMAC | Emergency Management Assistance Compact |
| EMC | Environment Management Commission |
| EMO | Emergency Management Officer |
| EMP | Electromagnetic Pulse |
| EMRS2 | Emergency Management Response System 2.0 |
| EMS | Emergency Medical Services |
| EOC | Emergency Operations Center |
| EP | Emergency Programs |
| EPA | U.S. Environmental Protection Agency |
| ERT | Environmental Response Team |

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| ESC | Emotional and Spiritual Care |
| ESF | Emergency Support Function |
| ESRMO | Enterprise Security and Risk Management Office |
| ETAG | Environmental Technical Advisory Group (SERT) |
| FAA | Federal Aviation Administration |
| FAD | Foreign Animal Disease |
| FADD | Foreign Animal Disease Diagnosticians |
| FAST | Functional Assessment Support Teams |
| FBI | Federal Bureau of Investigation |
| FCO | Federal Coordinating Officer |
| FECC | Federal Emergency Communications Coordinator |
| FEMA | Federal Emergency Management Agency |
| FHWA | Federal Highway Administration |
| FIFO | First In First Out |
| FMAG | Fire Management Assistance Grant |
| FMCSA | Federal Motor Carrier Safety Administration |
| FMD | Food and Mouth Disease |
| FNARS | FEMA National Radio System |
| FOSC | Federal On-Scene Coordinator |
| FSOG | Field Standard Operating Guideline |
| FWS | U.S. Fish and Wildlife Service |
| GIS | Geographical Information Systems |
| GS | General Statute |
| HAZMAT | Hazardous Materials |
| HF | High frequency |
| HLT | Hurricane Liaison Team |
| HPO | Historic Preservation Office |
| HSA | Homeland Security Advisor |
| IAP | Incident Action Plan |

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| IC | Incident Commander |
| ICC | Incident Command Center |
| ICE | Immigration and Customs Enforcement |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| IC3 | Internet Crime Complaint Center |
| IMAT | Incident Management Assistance Team |
| IMT | Incident Management Team |
| IoCs | Indicators of Compromise |
| IOU | Investor-owned Utilities |
| IRCT | Interstate Resource Coordination Team |
| ISB | Incident Support Base |
| IT | Information Technology |
| JCMC | Joint Cybersecurity Mission Center |
| JCTF | Joint Cybersecurity Task Force |
| JFHQ | Joint Force Headquarters |
| JFO | Joint Field Office |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| JISCC | Joint Incident Site Communications Capabilities |
| JRSOI | Joint Reception, Staging, Onward Movement and Integration |
| LMR | Land Mobile Radio |
| LSA | Logistical Staging Area |
| LTRG | Long Term Recovery Group |
| MAC | Mission Assignment Coordinator, Multiagency Coordination Group |
| MASTT | Multi-agency Shelter Transition Teams |
| MEOC | Mobile Emergency Operation Center |
| MHDDSUS | Mental Health, Developmental Disabilities and Substance Use Services |
| MIST | Mobile Integrated Survey Team |

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| MOA | Memorandum of Agreement |
| MOU | Memorandum of Understanding |
| MRE | Meals Ready-to-Eat |
| MS-ISAC | Multi-State Information Sharing and Analysis Center |
| MTSRU | Maritime Transportation System Recovery Unit |
| NCACP | North Carolina Area Contingency Plan |
| NCAFC ERP | North Carolina Association of Fire Chiefs Emergency Response Plan |
| NCAREMS | NC Association of Rescue and EMS, Inc. |
| NCAVA | North Carolina Association of Volunteer Administration |
| NCDAC | NC Department of Adult Correction |
| NCDA&CS | North Carolina Department of Agriculture and Consumer Services |
| NCDEQ | North Carolina Department of Environmental Quality |
| NCDHHS | North Carolina Department of Health and Human Services |
| NCDIT | North Carolina Department of Information Technology |
| NCDNCR | North Carolina Department of Natural and Cultural Resources |
| NCDOA | North Carolina Department of Administration |
| NCDOC | North Carolina Department of Commerce |
| NCDOI | North Carolina Department of Insurance |
| NCDOJ | North Carolina Department of Justice |
| NCDOL | North Carolina Department of Labor |
| NCDOT | North Carolina Department of Transportation |
| NCDPI | North Carolina Department of Public Instruction |
| NCDPS | North Carolina Department of Public Safety |
| NCEM | North Carolina Emergency Management |
| NCEOP | North Carolina Emergency Operations Plan |
| NCFS | North Carolina Forest Service |
| NCGS | North Carolina General Statutes |
| NCISAAC | North Carolina Information Sharing and Analysis Center |
| NCLGISA | North Carolina Local Government Information Security Association |

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| NCNG | North Carolina National Guard |
| NCPA | North Carolina Psychological Association |
| NCSHP | North Carolina State Highway Patrol |
| NCSPARTA | North Carolina State Preparedness and Resource Tracking Application |
| NCVOAD | North Carolina Voluntary Organizations Active in Disaster |
| NCWRC | North Carolina Wildlife Resources Commission |
| NDMS | National Disaster Medical System |
| NFIP | National Flood Insurance Program |
| NHC | National Hurricane Center |
| NIMS | National Incident Management System |
| NMAC | Network Monitoring and Assistance Center |
| NOAA | National Oceanic and Atmospheric Administration |
| NOC | Network Operations Center |
| NOFO | Notice of Funding Opportunities |
| NRC | National Response Center; Nuclear Regulatory Commission |
| NRF | National Response Framework |
| NRT | National Response Team |
| NSD | Navigation Services Division |
| NSS | National Shelter System |
| NVS | National Veterinary Stockpile |
| NWS | National Weather Service |
| OEMS | Office of Emergency Medical Services |
| OEP | Emergency Programs Division |
| OMAO | Office of Marine and Aviation Operations |
| ONA | Other Needs Assistance |
| OSH | Occupational Safety and Health |
| OSC | On-Scene Coordinator |
| OSFM | Office of the State Fire Marshal |
| PAGER | Prompt Assessment of Global Earthquakes for Response |

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| PHCC | Public Health Coordination Center |
| PIO | Public Information Officer |
| P&L | Purchase and Logistics |
| PNP | Private-nonprofit |
| POD | Point of Distribution |
| PPD-8 | Presidential Policy Directive 8 |
| PSA | Protective Security Advisor |
| RAI | Responder Assistance Initiative |
| RCC | Regional Coordination Center |
| REP | Radiological Emergency Preparedness |
| REVC | Radiological Emergency Volunteer Corps |
| RNA | Rapid Needs Assessment |
| RP | Responsible Party |
| RPET | Radiation Protection Emergency Team |
| RRF | Resource Request Form |
| RRT | Regional Response Team |
| RSOI | Reception, Staging, Onward Movement and Integration |
| RULET | Remediation of Underwater Legacy Environmental Threats |
| SACP | State Aviation Chief Pilots |
| SAR | Search and Rescue |
| SARA | Superfund Amendment and Reauthorization Act |
| SARDA | State & Regional Disaster Airlift |
| SART | State Animal and Agricultural Response Team |
| SBI | State Bureau of Investigation |
| SCO | State Coordinating Officer |
| SEMR | State Emergency Management On-Scene Representative |
| SEOC | State Emergency Operations Center |
| SERA | State Emergency Response Application |
| SERT | State Emergency Response Team |

# ACRONYMS AND ABBREVIATIONS

2026

| | |
|---|---|
| SFHA | Special Flood Hazard Area |
| SFO | Sector Field Office |
| SHMP | State Hazard Mitigation Plan |
| SMART | Special Monitoring of Applied Response Technology |
| SME | Subject Matter Expert |
| SNS | Strategic National Stockpile |
| SOC | Security Operations Center |
| SOG | Standard Operating Guide |
| SOP | Standard Operating Procedure |
| SORT | Special Operations Response Team |
| SPO | State Property Office |
| SRMP | School Risk Management Plan |
| SRSA | State Regional Staging Areas |
| STIGS | Security and Technical Implementation Guides |
| STOC | State Transportation Operations Center |
| SWP | State Warning Point |
| SV | State Veterinarian |
| THIRA | Threat and Hazard Identification and Risk Assessment |
| TTPs | Techniques, tactics and procedures |
| UAV | Unmanned Aerial Vehicles |
| UC | Unified Command |
| UNC | University of North Carolina |
| USACE | United States Army Corps of Engineers |
| USAR | Urban Search and Rescue |
| USCG | United States Coast Guard |
| USDA | United States Department of Agriculture |
| USGS | United States Geological Survey |
| USSS | United States Secret Service |
| VAL | Voluntary Agency Liaison |

| | |
|---|---|
| VDCT | Volunteer and Donations Coordination Team |
| WEA | Wireless Emergency Alerts |
| WPC | Weather Prediction Center |

# SUMMARY OF ENABLING LAWS AND REGULATIONS

2026

This section provides some of the legal authorities under which the North Carolina Division of Emergency Management (NCEM) functions. Generally, Chapter 166A of the North Carolina General Statutes, the North Carolina Emergency Management Act, provides the authority and responsibility of the Governor, state agencies, and local governments to plan, maintain and implement all aspects of the state's emergency management program. The Governor may issue executive orders when the state is threatened or impacted by an emergency or disaster to activate the NCEOP and also authorize specific emergency response actions. In addition, NCEM operates under numerous formal and informal planning guidance documents issued by various federal and state agencies. Due to their number and complexity, the following laws and regulations are only summarized below and is not an exhaustive list of emergency laws and regulations.

## 1. NORTH CAROLINA GENERAL STATUTES

### A. Chapter 166A, as amended – The North Carolina Emergency Management Act

Chapter 166A titled the North Carolina Emergency Management Act, establishes the authority and responsibilities of the Governor, state agencies, and local government for emergency management in North Carolina. Under N.C. Gen. Stat. § 166A-19.11, the Secretary of the Department of Public Safety is responsible to the Governor for all state emergency management activities. The North Carolina Division of Emergency Management shall have the powers and duties delegated by the Governor and Secretary of Public Safety listed in N.C. Gen. Stat. § 166A-19.12.

### B. Chapter 166A, Article 1A, Part 1 N.C. Gen. Stat. § 166A-19.3(18) – The State Emergency Response Team

The State Emergency Response Team (SERT) is defined in this subsection. The team is the representative group of state personnel designated to carry out the emergency management support functions defined in the NCEOP. The Director of the Division of Emergency Management is the leader of the SERT.

### C. Chapter 143B, Article 1, Part 1, N.C. Gen. Stat. § 143B-602 – Secretary of Public Safety

N.C. Gen. Stat. § 143B-602 establishes the Secretary of the Department of Public Safety as the "chief coordinating officer for the state" for interagency involvement when responding to emergencies and disasters.

The Secretary may delegate this responsibility to North Carolina Emergency Management.

**D. Chapter 166A, Article 1A, Part 1, N.C. Gen. Stat. § § 166A-19.3(6) – Emergency Defined**

N.C. Gen. Stat. § 166A-19.3(6) defines " Emergency" "an occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or man-made accidental, military, paramilitary, terrorism, weather-related, public health, explosion-related, riot-related cause, or technological failure or accident, including, but not limited to, a cyber-incident, an explosion, a transportation accident, a radiological accident, or a chemical or other hazardous material incident. An emergency may also be caused by a disruption in the supply chain that creates a significant threat to a local government's ability to acquire products or services required to provide essential services such as electricity and water to the populace or required to restore such essential services in the event of widespread or severe damage to the local government system used to provide such essential services."

**E. Chapter 166A, Article 1A, Part 4, 166A-19.20 – State of Emergency**

A state of emergency may be declared by the Governor or by a resolution of the General Assembly, if either of these finds an emergency exists.

**F. Chapter 166A, Article 1A, Part 4, 166A-19.21 and Part 6 – Gubernatorial Disaster Declaration and State Emergency Preparedness and Response**

When a state of emergency has been declared by the Governor or General Assembly or by a municipal or county pursuant to N.C. Gen. § 166A-19.22, the Governor is authorized to issue a disaster declaration upon receipt of a preliminary damage assessment from the Secretary of Public Safety.

The Governor may declare the impact or anticipated impact of the emergency constitutes at Type I, II, or III disaster and may provide state emergency assistance as provided pursuant to N.C. Gen. Stat. § 166A-19.41.

**G. Chapter 147, Article 3A, N.C. Gen. Stat. §147-33.2 – Emergency War Powers of the Governor**

N.C. Gen. Stat. § 147-33.2 defines the emergency war powers of the Governor for defense, mobilization, rationing, etc.

**H. Chapter 143, Article 21, Part 6 – Floodway Regulation**

This part of the North Carolina General Statutes provides the authority to local governments to adopt floodway regulations and the NCEM the authority to provide technical assistance to local governments. The NCEM may also prepare floodplain mapping under certain conditions. The National Flood Insurance Program (NFIP) in North Carolina is administered by North Carolina Emergency Management. Local building ordinances for those communities participating in the program must comply with federal regulations.

**I. Chapter 143, Article 21, Part 6A – Hurricane Flood Protection and Beach Erosion Control Project Revolving Fund.**

This Part provides local governments the authority to make assessments for flood and hurricane protection works.

**J. Chapter 160D – Local Planning and Development Regulation**

This Chapter enables local governments to establish local planning and zoning regulations. This allows communities to define construction in identified floodways and thereby comply with NFIP regulations.

**K. Chapter 160A, Article 8 (Municipal); Chapter 153A, Article 6 (County) – General Police Powers**

These articles provide for the delegation and exercise of police powers to local and county governments, thereby enabling emergency protective actions to be implemented during an emergency. NCEM may develop model local ordinances for adoption by local elected officials.

**L. Chapter 14, Article 36A, N.C. Gen. Stat. § § 14-288.1 - 14-288.20 – Riots, Civil Disorders, and Emergencies**

This Article provides the legal definitions for riots, disorderly conduct, civil disorder, and related criminal offenses.

**M. Chapter 115C, Article 17 – Use of School Buses During Declared State of Emergency**

N.C. Gen. Stat. § 115C-242(6) permits the use of school buses for emergency management purposes in any state of disaster or local emergency. NCEM coordinates the use of school buses throughout the state in the event of an emergency. The statute also provides to the State Board of Education and local boards of education civil liability protections and no operating costs for any testing of emergency management plans.

**N. Chapter 15A, Article 16B, - Use of Unmanned Aircraft Systems**

N.C. Gen. Stat. § 15A-300.1(c)(1) provides an emergency management exception from the general prohibitions under this section of the law. This section allows an emergency management agency, as defined in G.S. 166A-19.3, the use unmanned aircraft systems for all functions and activities related to emergency management, including incident command, area reconnaissance, search and rescue, preliminary damage assessment, hazard risk management, and floodplain mapping.

## 2. FEDERAL LAWS AND DIRECTIVES

**A. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended (Stafford Act)**

The Stafford Act provides a legal basis for the Federal Emergency Management Agency (FEMA) to coordinate disaster relief efforts, administer federal assistance, and support state and local governments in their response to disasters. The Act also empowers the President to issue major disaster and emergency declarations. All grant assistance from the federal government is administered by NCEM.

**B. Disaster Mitigation Act of 2000, Public Law 106-390**

The Disaster Mitigation Act amended the Stafford Act and requires hazard mitigation plans as a pre-requisite for certain kinds of non-emergency disaster assistance. The Disaster Mitigation Act of 2000 also created the Pre-Disaster Mitigation Program and added incentives for states deemed “enhanced” who demonstrate increased coordination and integration of mitigation activities.

### C. The Homeland Security Act of 2002, Public Law 107-296, as amended

This law created the Department of Homeland Security. It tasked the agency with the primary missions to prevent terrorist attacks and reduce the vulnerability of the US to terrorism at home. The agency also houses the Federal Emergency Management Agency and is the lead federal agency for natural and manmade emergencies and disasters.

### D. Title VI of P.L. 109-295, the Post-Katrina Emergency Management Reform Act of 2006

Enacted after Hurricane Katrina, PKEMRA significantly reorganized FEMA. This act:

- Establishes a Disability Coordinator and develops guidelines to accommodate individuals with disabilities;
- Establishes the National Emergency Family Registry and Locator System to reunify separated family members;
- Coordinates and supports precautionary evacuations and recovery efforts;
- Provides transportation assistance for relocating and returning individuals displaced from their residences in a major disaster; and
- Provides case management assistance to identify and address unmet needs of survivors of major disasters.

### E. Public Law 109-308Pets Evacuation and Transportation Standards Act of 2006

This Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure that state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

### F. Public Law 113-2 (Pub.L. 113–2, H.R. 152, 127 Stat. 4, enacted January 29, 2013), containing Division A: Disaster Relief Appropriations Act, 2013 and Division B: Sandy Recovery Improvement Act of 2013

The Sandy Recovery Improvement Act made changes in how FEMA delivers disaster relief, including changes in PA and other programs.

**G. Public Law 115-254 (Pub.L. 115-254), enacted October 5, 2018, the Disaster Recovery Reform Act of 2018.**

The Disaster Recovery Reform Act of 2018 contains 56 distinct provisions that require FEMA policy or regulation changes for full implementation, as they amend the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

**H. Defense Production Act of 1950, Public Law 81-774, as amended.**

The Defense Production Act (DPA) is the primary source of presidential authorities to expedite and expand the supply of materials and services from the U.S. industrial base needed to promote the national defense. DPA authorities are available to support: emergency preparedness activities conducted pursuant to Title VI of the Stafford Act; protection or restoration of critical infrastructure; and efforts to prevent, reduce vulnerability to minimize damage from, and recover from acts of terrorism within the United States.

**I. Code of Federal Regulations Title 44, Emergency Management and Assistance**

The implementing regulations for the Stafford Act.

**J. Code of Federal Regulations Title 2, Part 200 Uniform Administrative Requirements**

**K. Other Federal Laws and Regulations**

There are many other laws, regulations, Presidential executive orders and directives, related to Emergency Management, Homeland Security, cybersecurity, public health and security, flood control and coastal emergencies, hazardous materials, nuclear materials, critical infrastructure protection, fire protection and control, environmental protections and more.

**ANNEX C | APPENDIX 3**

# NCEM CONTACTS FOR FEDERAL ESFs

2026

| ESF # | Title | NCEM Point of Contact |
|---|---|---|
| 1 | Transportation | Operations (Infrastructure) |
| 2 | Communications | Operations (Communications) |
| 3 | Public Works and Engineering | Operations (Infrastructure) |
| 4 | Firefighting | Operations (Emergency Services) |
| 5 | Emergency Management | Planning |
| 6 | Mass Care | Operations (Human Services) |
| 7 | Logistics Management and Resource Support | Logistics |
| 8 | Public Health and Medical Services | Operations (Human Services) |
| 9 | Search and Rescue | Operations (Emergency Services) |
| 10 | Oil and Hazardous Materials Response | Operations (Emergency Services) |
| 11 | Agriculture and Natural Resources | Operations (Human Services) |
| 12 | Energy | Operations (Infrastructure) |
| 13 | Public Safety and Security | Operations (Emergency Services) |
| 14 | Cross-Sector Business and Infrastructure | Partnership Engagement |
| 15 | External Affairs | Joint Information Center |

# CORE CAPABILITIES

2026

| PREVENT | PROTECT | RESPOND | RECOVER | MITIGATE |
|---|---|---|---|---|
| Planning | Planning | **Planning** | Planning | Planning |
| Public Information and Warning | Public Information and Warning | **Public Information and Warning** | Public Information and Warning | Public Information and Warning |
| Operational Coordination | Operational Coordination | **Operational Coordination** | Operational Coordination | Operational Coordination |
| Intelligence and Information Sharing | Intelligence and Information Sharing | **Situational Assessment** | Infrastructure Systems | Threats and Hazard Identification |
| Interdiction and Disruption | Interdiction and Disruption | **Operational Communications** | Economic Recovery | Risk and Disaster Resilience Assessment |
| Screening, Search, and Detection | Screening, Search, and Detection | **Environmental Response / Health and Safety** | Health and Social Services | Community Resilience |
| Forensics and Attribution | Access Control and Identity Verification | **Critical Transportation** | Housing | Long-term Vulnerability Reduction |
| | Supply Chain Integrity and Security | **On-Scene Security, Protection and Law Enforcement** | Natural and Cultural Resources | |
| | Physical Protective Measures | **Mass Search and Rescue Operations** | | |
| | Cybersecurity | **Public Health Healthcare, and Emergency Medical Services** | | |
| | Risk Management for Protection Programs and Activities | **Mass Care Services** | | |
| | | **Infrastructure Systems** | | |
| | | **Fatality Management Services** | | |
| | | **Fire Management and Suppression** | | |
| | | **Logistics and Supply Chain Management** | | |