

Town of Kitty

Emergency Operations Plan



2025

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Promulgation Statement

A primary role of government is to provide for the safety and welfare of its citizens. The welfare and safety of citizens are never more threatened than during times of disaster and other serious emergencies. Emergency management ensures that effective multi-disciplinary and multi-jurisdictional mitigation, preparedness, response, and recovery plans exist to preserve public welfare and safety.

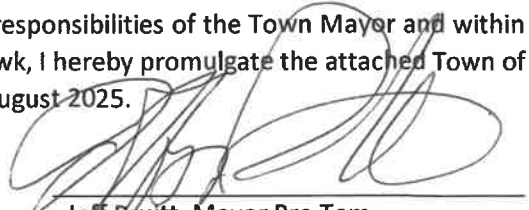
The Town of Kitty Hawk Emergency Operations Plan (EOP) provides a community-wide emergency management system framework to ensure coordinated emergency response and support certain pre-planned events. The EOP addresses the roles and responsibilities of all community departments, agencies, government organizations, volunteers, and community partners that may be involved in response operations and identifies how regional, state, federal, private sector, and other resources may be activated to address disasters and emergencies in the community.

This plan and annexes are intended to conform to the terms and conditions of all North Carolina General Statutes, as amended, the North Carolina Emergency Management Act Emergency Operations Plan, and such Federal Acts and Regulations as applicable. The Town of Kitty Hawk Emergency Operations Plan assures consistency with current national and state policy guidance and describes the interrelationship with other levels of government. This plan will continue to evolve, responding to lessons learned from actual disasters and emergency experiences, ongoing planning efforts, training and exercise activities, and ongoing state and federal guidance.

Therefore, in recognition of the emergency management responsibilities of the Town Mayor and within his authority vested by the citizens of the Town of Kitty Hawk, I hereby promulgate the attached Town of Kitty Hawk Emergency Operations Plan on the 4th day of August 2025.



Craig Garriss, Town Mayor



Jeff Pruitt, Mayor Pro Tem



David Hines, Council Member



Charlotte Walker, Council Member



Dylan Tillett, Council Member

Approval and Implementation

This Emergency Operations (EOP) for the Town of Kitty Hawk will become effective and approved upon signing by the Mayor and the Town Manager. Upon approval, this plan will supersede all previous emergency management plans.

The Town Mayor authorizes specific Town of Kitty Hawk officials to make certain modifications to this plan without the express written approval of the Town Mayor. These modifications must be recorded in this plan's Record of Changes section.

Authorized modifications include:

- Changes to contact information
- Changes in Annex sections

The following Town of Kitty Hawk officials have the authority to make the changes:

- Emergency Management Director
- Emergency Management Coordinator
- Town Manager
- Administrative Services Director
- Finance Director
- Planning Director
- Director of Public Works
- Chief of Police
- Public Information Officer/Town Clerk
- Fire Chief

Introduction

When a disaster impacts a community, the community must organize to provide a coordinated, comprehensive response, recovery actions, and resources. Resource needs must be determined and prioritized; response elements must be identified and dispatched; reports and records must be organized.

To guide response activities and ensure effective and efficient coordination, the Town of Kitty Hawk has developed this Emergency Operations Plan (EOP). The EOP defines the scope of the community's preparedness and emergency management activities, facilitating all-hazard preparedness, mitigation, response, and short-term recovery efforts, thereby setting the stage for a successful long-term recovery. The Town of Kitty Hawk EOP describes the community's emergency management organization, including the roles, responsibilities, and operations of the Town of Kitty Hawk and all its departments and agencies during a disaster, major emergency, or planned event. The EOP describes the relationship between the community and local, regional, state, and federal emergency response structures. The EOP:

- Formulates policies to protect life and property during incidents affecting or threatening life or property within the community.
- Guides for strategic thinking and decision-making as it relates to emergency operations.
- Assigns department or agency roles and responsibilities to mitigate, prepare for, respond to, and recover from incidents threatening life or property within the community.
- Officially establishes NIMS and the Incident Command System (ICS) as the organizational structure to guide activities during an emergency affecting the community.
- Identifies lines of authority and community policy related to emergencies and disasters.

The Town of Kitty Hawk activates its EOP when the community must respond to an emergency that requires multi-department coordination and may need support from other local, state, and federal entities. In addition, the Town of Kitty Hawk may activate the EOP to coordinate multi-department and multi-jurisdictional support of a pre-planned event.

The Town of Kitty Hawk EOP does not supersede any departmental standard operating procedure (SOP) or responsibility for day-to-day operations. The EOP supplements but does not supplant the responsibilities or duties of any department or agency. The EOP also describes cooperation and integration of actions with other nearby communities and response entities. This plan does not limit or restrict the initiative, judgment, or independent action required to provide appropriate and effective emergency response, disaster mitigation activities, preparedness, and recovery efforts.

The EOP is based on the Federal Response Plan (FRP), the National Response Framework (NRF), and the National Preparedness Goal and is compliant with the National Incident Management System (NIMS), Incident Command System (ICS), and the Comprehensive Preparedness Guide (CPG) 101 Version 3 national standards. The Town of Kitty Hawk EOP is compatible with the state-level North Carolina Emergency Operations Plan (EOP).

All appointed and elected officials, departments, community volunteers, and partner agencies should become familiar with this document to ensure the efficient and effective execution of their emergency responsibilities. While the plan can help establish relationships, responsibilities, and general guidelines for community departments during an emergency, it does not replace each department's commitment to developing its emergency protocols and evaluating its plans. The EOP is only one aspect of a prepared and resilient community.

Purpose

The Town of Kitty Hawk Emergency Operations Plan (EOP) aims to establish the overall framework for integrating and coordinating emergency management and response activities and to facilitate a coordinated response to any emergency or event in the Community requiring multi-agency response or support. The EOP identifies local agencies and partner organizations that provide command and coordination capabilities for an emergency or event and describes how command and response components are organized and managed. The plan guides all departments and agencies in the community and details the general roles and responsibilities of local departments and partnering stakeholders before, during, and following an emergency or event. It also provides for the systematic integration of additional emergency resources but does not replace other federal, state, or national emergency operations plans or procedures. It identifies lines of authority, and organizational relationships for managing emergency response actions, describes how people and property are protected in an emergency or disaster, and recognizes legal jurisdiction.

Further, the purpose of this plan is to prescribe those activities to be taken by the Town Mayor as well as by other government and community officials to protect the lives and property of all the citizens of the Community in the event of a natural or human-caused emergency or disaster, including terrorism, and to satisfy the requirement that the Town has a practical and operational emergency management plan.

The EOP comprises this Base Plan and a series of attachments, which provide an in-depth tool to build a strong emergency management plan.

The EOP is intended to accomplish the following goals:

- Assign responsibilities to agencies, organizations, and individuals for specific actions during an emergency or event.
- Detail the methods and procedures to be used by designated personnel to assess emergencies and take appropriate actions to save lives and reduce injuries, prevent or minimize damage to public and private property, and protect the environment.
- Provide a process by which emergency response personnel and local government staff can efficiently and effectively prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters.
- Identify the responsibilities of local agencies and partnering stakeholders and organizations during emergencies or events; and
- Identify lines of authority and coordination for managing an emergency or event.

Scope

This Plan encompasses all four emergency management cycle phases - preparedness, mitigation, response, and recovery - and applies to all Town of Kitty Hawk departments. The plan applies to all organizations acting for or on behalf of the government of the Town of Kitty Hawk in response to an emergency or in support of an event. Individual departments and/or partners may develop department- or organization-specific plans to augment this plan to detail and integrate actions related to the agency- or venue-specific requirements more efficiently.

This Plan addresses two different types of response scenarios:

- **Planned or Anticipated Incidents:** Incidents that can be planned for in advance, such as a hurricane, a winter storm, extreme temperatures, major crowd events or VIP visits, etc.
- **Immediate Response to Incidents:** major traffic accidents, airplane crashes, hurricanes, severe weather, tornado, earthquake, fire, hazmat incidents, active shooter events, etc.

Key concepts that are reflected throughout the EOP are:

1. Systematic and coordinated incident management.
2. Proactive notification and deployment of resources in anticipation of or response to catastrophic events in coordination and collaboration with municipal governments and private entities when possible.
3. Organizing interagency efforts to minimize damage, restore impacted areas to pre-incident conditions if feasible and implement programs to mitigate vulnerability to future events.
4. Coordinating worker safety.

Situation

Community Characteristics

Geography: The Town of Kitty Hawk is in Dare County, northeastern North Carolina. The Community has a total area of 8.2 square miles, of which 8.18 square miles is land and .0476 square miles is water. The Atlantic Ocean surrounds the Town to the East and the Albemarle Sound to the West. The Town is nestled between the Town of Southern Shores to the North and Kill Devil Hills to the South. The topography of Kitty Hawk is relatively flat, with elevations ranging from 4 to 38 feet above mean sea level per the North American Vertical Datum of 1988. The Town is approximately 3 miles wide from the Atlantic Ocean to the Albemarle Sound at the widest point and approximately $\frac{3}{4}$ of a mile wide at its narrowest point.

Population: According to the 2020 United States Census Bureau, the population of the Town of Kitty Hawk is approximately 3697. The population comprises approximately 4.28% under the age of 4, 14.23% persons aged 5 to 17, 66.38% aged 18 to 64, and 14.91% aged 65 or older.

Roadway Infrastructure: Kitty Hawk contains several primary and secondary roadways and local and private roadways.

Threat and Hazard Identification and Risk Assessment Summary (THIRA)

A threat and hazard identification and risk assessment for the region have been completed by members of the Hazard Mitigation Planning Committee (HMPC), which included representatives of the following jurisdictions:

Currituck County
Dare County
Town of Duck
Town of Kill Devil Hills
Town of Kitty Hawk
Town of Manteo
Town of Nags Head
Town of Southern Shores

Table 1. Jurisdictions representing HMPC

The Outer Banks Regional Hazard Mitigation Plan was developed jointly and cooperatively by members of the HMPC in 2024. This plan will ensure that all jurisdictions in the Outer Banks remain eligible for federal disaster assistance, including the FEMA HMGP, PDM, and FMA programs.

The focus of this plan is on those hazards deemed “High” and “Moderate” priority hazards for the planning area (Dare and Currituck County), as determined through the hazard and risk assessments. The table below illustrates the risk classifications as determined by the HMPC. Refer to the Outer Banks Regional Hazard Mitigation Plan for comprehensive details for each threat and hazard identified.

Risks identified in the Outer Banks Regional Hazard Mitigation Plan.

High Risk (> 2.4)	Hurricane & Tropical Storm Extreme Heat Flood Coastal Hazards Severe Winter Storm Terrorism Transportation Infrastructure Failure Severe Weather Tornado Wildfire
Moderate Risk (2.0 – 2.4)	Drought Radiological Emergency Cyber Attack Hazardous Materials Incident
Low Risk (< 2.0)	Earthquake

Table 2. Identified Risks for the OBX

Planning Assumptions

- The Town of Kitty Hawk and Dare County have effective prediction and warning systems in place, allowing Kitty Hawk to anticipate certain emergencies that may impact Kitty Hawk.
- When anticipating or responding to an emergency, the Town Mayor and Emergency Management Director are responsible for activating this plan, to mitigate impacts, save lives, protect property and the environment, assist survivors, and restore essential services and facilities.
- Kitty Hawk officials, agencies, and partners are familiar with the EOP, understand their roles and responsibilities under the EOP, maintain appropriate plans, policies, and procedures to fulfill those responsibilities and maintain a state of readiness. Day-to-day functions that do not contribute directly to the emergency operation may be suspended during an emergency/disaster. Resources that would normally be required for those daily functions will be redirected to tasks in support of the emergency response.
- The Town of Kitty Hawk will use its resources in response to an emergency or disaster. Once local resources are exhausted (or near exhausted), requests for assistance will be made.
- A large-scale emergency or disaster will most likely overwhelm available local resources, leading to the need for support from local/mutual aid jurisdictions, private sector partners, state agencies, and the federal government.
- The Town of Kitty Hawk anticipates support from surrounding communities and other response organizations should the resources of the Town of Kitty Hawk become exhausted. Adjacent communities and other government agencies will render assistance per the provisions of written intergovernmental and mutual aid support agreements during the emergency.
- When resources of the Town of Kitty Hawk are fully committed, and mutual aid from surrounding jurisdictions is exhausted, Dare County Emergency Management, in conjunction with North Carolina Emergency Management, may coordinate additional assistance to address unmet needs.
- Disaster support from federal agencies may take at least 72 hours to arrive.
- Facilities must file Tier II reports developing, coordinating, and providing copies of emergency plans annually to the Emergency Management Director and/or Fire Chief and/or other state departments and agencies as applicable and required by codes, laws, regulations, or requirements.
- Whenever warranted, the Town Mayor may declare a local State of Emergency for the Town of Kitty Hawk per the provisions of the Kitty Hawk Town Code of Ordinances and North Carolina Statutes.
- Town Mayor has the authority to issue evacuation and/or shelter-in-place orders or recommendations for the residents and/or businesses of Kitty Hawk. Evacuation and/or shelter-in-place orders will be communicated to residents and businesses by all appropriate means.

- Individuals with pets will bring their pets with them when they evacuate. Those with livestock or other farm animals will take appropriate measures to safeguard their animals via sheltering or evacuation.
- Kitty Hawk and its response partners will need to provide additional/enhanced assistance to individuals with access and functional needs, including but not limited to children, the elderly, and individuals with disabilities and/or chronic conditions.

Concept of Operations

The concept of operations describes the sequence and scope of emergency response. The Town of Kitty Hawk Emergency Management Team is primarily responsible for coordinating emergency management activities in the Town of Kitty Hawk. These activities support the following priorities:

- Minimize injury and loss of life
- Minimize property damage
- Minimize adverse environmental and economic impact
- Provide timely and accurate information to the public regarding emergencies
- Provide for the immediate needs of disaster survivors
- Acquire, assess, and disseminate emergency information
- Restore essential utilities and functions

Plan Activation

The EOP and its associated annexes will be executed in whole or in part as directed by the Town Mayor, the Emergency Management Director, or other duly authorized representatives in response to an existing or impending emergency. This plan may also be activated under the following circumstances:

- At the time of an actual disaster
- When the Town Mayor has declared a local state of emergency.
- When the Governor of North Carolina has declared a State of Emergency for areas that include the Town of Kitty Hawk; or
- When a Presidential Declaration of an Emergency or Disaster is issued for areas that include the Town of Kitty Hawk.

Phases of Emergency Management

The Town of Kitty Hawk emergency management program addresses all phases of emergency management for all types of incidents, including prevention and mitigation, preparedness, response, and recovery.

Prevention and Mitigation

Prevention involves identifying preventative, corrective, or deterring measures and actions to prevent or limit bodily injury, loss of life, or property damage from disasters and emergencies. It includes consideration of policy issues and structural projects within the government and the private sector. Preventive measures are designed to provide more permanent protection from disasters; however, not all disasters can be prevented.

Mitigation aims to prevent future loss by eliminating or reducing risks. Mitigation activities link the recovery and preparedness phases in the emergency management cycle and can occur before or after an emergency. The goals of pre-emergency mitigation activities are to prevent an emergency, reduce the chance of an emergency, or reduce the damaging effects of unavoidable emergencies. Post-emergency mitigation aims to eliminate or reduce the impact of the hazards realized during an emergency. Post-emergency mitigation is part of the recovery process.

Preparedness

Preparedness involves activities undertaken before an emergency or disaster to prepare for and develop the capability to respond to an emergency. Preparedness activities include planning, organizing, training, equipping, exercising, evaluating, and implementing corrective actions for the emergency management program and organization.

Preparedness activities develop operational capabilities and enable an effective response to an emergency or disaster, and involve working with government partners, the private sector, and non-governmental and volunteer organizations to coordinate pre-disaster education and planning activities and lay the groundwork for coordinated disaster response.

Response

The response is the provision of emergency services during a crisis, including coordinating and managing resources to support emergency response operations. These activities help to reduce casualties and damage and to speed recovery. Response activities include alerting and notifying the public, resource and logistical coordination, addressing immediate life safety issues, stabilization of the incident, and public information.

The Town of Kitty Hawk responds to emergencies by activating the Emergency Operations Plan, activating the Emergency Operations Center, coordinating with public, private, and volunteer response partners as needed, coordinating, and managing resources in support of emergency response, and preparing for recovery activities.

Recovery

Recovery activities may be both short-term and long-term, ranging from conducting damage assessments, removing debris, restoration of critical facilities/infrastructure and essential utilities such as water and power, and assisting communities to rebuild homes and businesses. Recovery may also incorporate mitigation measures designed to prevent future occurrences of a given hazard. Recovery begins as soon as possible after an incident occurs and may commence during the response phase.

Direction, Control, and Coordination

National Incident Management System

Kitty Hawk's emergency management organization is structured per the National Incident Management (NIMS) and the Incident Command System (ICS). NIMS integrates existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility, enabling a diverse set of public and private organizations to conduct effective incident management operations.

It does this through a core set of concepts, principles, procedures, organizational structures (Incident Command System, multi-agency coordination, and joint information systems), terminology, and standards requirements applicable to a broad community of NIMS users. NIMS is based on an appropriate balance of flexibility and standardization to ensure interoperability and compatibility. It provides a consistent and flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity.

Incident Command System

Emergency management and incident response in Kitty Hawk is coordinated using the Incident Command System (ICS). ICS enables effective incident management by integrating facilities, equipment, personnel, procedures, and communications within a common organizational structure. ICS is used to organize both near-term and long-term operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government – federal, state, regional, and local – and by many private-sector entities and NGOs.

All activity undertaken under the EOP shall be coordinated using the Incident Command System (ICS) and the National Incident Management System (NIMS) per Homeland Security Presidential Directive (HSPD) 5.

Incident Command

Single Incident Commander - Most incidents involve a single incident commander. In these incidents, a single person commands the incident response and is the decision-making authority.

Unified Command

A Unified Command involves two or more individuals sharing the authority normally held by a single incident commander. Unified Command may be used during larger incidents or incidents involving multiple agencies or jurisdictions. A Unified Command typically includes a command representative from major involved agencies and/or jurisdictions. A Unified Command acts as a single entity. It is important to note that the command representatives appoint a single Operations Section Chief in Unified Command.

Area Command

An Area Command may be established to provide Incident Commanders at separate locations during a situation involving multiple incidents. Generally, an Area Commander will be assigned - a single person - and the Area Command will operate to provide logistical and administrative support to the separate

incidents and their incident commanders. Area Command usually does not include an Operations function.

Transfer of Command

Responsibility can be transferred during an incident for several reasons. As the incident grows, a more qualified person may be required to take over as Incident Commander to manage the ever-growing incident needs. Or this may occur in reverse; when an incident reduces, the command can be passed down to a less qualified person but still qualified to run the now-smaller incident. Other reasons to transfer command include jurisdictional change if the incident moves to a different location or area of responsibility or the normal personnel turnover due to extended incidents. The transfer of command process always includes a transfer of command briefing, IC to IC, which may be oral, written, or a combination of both. A Transfer of Command is posted and announced on all radio and communication networks.

Incident Coordination and/or Response Locations/Facilities

Various types of operational support facilities are established in the vicinity of an incident, depending on their size and complexity, to accomplish various purposes. Kitty Hawk may operate one or more of the following incident coordination and/or response facilities during an emergency or disaster:

- Incident Command Post
- Area Command Post
- Emergency Operations Center

Incident Command Post

An Incident Command Post (ICP) is the field location where the Incident Commander operates; the onsite response is directly coordinated, and onsite resource needs are identified and communicated. There is only one ICP for each incident or event, but it may change locations during the event. The ICP may be in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the incident scene and the potential hazard zone but close enough to the incident to maintain a visual presence and command status. The on-scene Incident Commander has tactical control and authority over all resources at the scene.

Emergency Operations Center

The Kitty Hawk Emergency Operations Center (EOC) serves as the central point for coordinating the community's emergency management and response activities, maintaining situational awareness about the emergency, and facilitating requests for the deployment of resources.

- Primary EOC: Kitty Hawk Police Department
5200A North Croatan Highway
Kitty Hawk, North Carolina 27949

If the primary EOC is rendered or deemed unusable, emergency operations will relocate to the alternate EOC.

- Alternate EOC: Kitty Hawk Town Hall
101 Veterans Memorial Drive
Kitty Hawk, North Carolina 27949

The Emergency Management Director (EMD) often serves as the EOC Manager. They have the responsibility and authority to manage the EOC and the community's emergency management organization during an emergency or disaster. The EOC Manager has the authority to make all routine decisions and advises chief municipal officials when major decisions must be made. The EOC Manager serves as a liaison to outside Local, State and Federal emergency agencies.

EOC Goals

The following are the general goals for the emergency operations center. These goals can be adjusted by the EOC Manager in coordination with the Town Mayor and the incident commander when the EOC is activated.

Goals:

- Obtain and maintain situational awareness of the incident and ensure responders have a common operating picture.
- Establish an incident planning cycle.
- Mobilize and deploy resources and assets to support emergency response, guided by the set priorities.
- Establish a seamless transition into recovery operations.
- Provide emergency notification and warning to responders and residents
- Assess and document impacts from events for the recovery process

EOC Activation Levels

The Town of Kitty Hawk EOC has designated two (2) activation levels, Level 1 and Level 2:

- **Level 1: Full Activation** - EOC team is activated to support the response to a major incident/event or credible threat
- **Level 2: Partial Activation** – EOC team members are activated to monitor a credible threat, risk, or hazard and/or to support the response to a potentially evolving incident/event

EOC Activation

When a decision to activate the EOC has been made, staff needed to support EOC operations will be notified of an EOC activation via email and/or telephone call. The EMD or designee will activate this notification system. Each EOC member will be notified that the EOC has been activated and will be provided with the time to report to the EOC.

EOC Deactivation

The EOC Manager/EMD, in consultation with the Chief Municipal Official and the Incident Commander, is responsible for deactivating the EOC. As response phase operations wind down, EOC personnel and other staff will be released from the EOC when they no longer need to support response efforts.

Evacuation

The Town Mayor has the authority to issue evacuation orders or recommendations. The Governor also has the authority to make evacuation recommendations and issue evacuation orders under the Gubernatorial Declaration of Emergency.

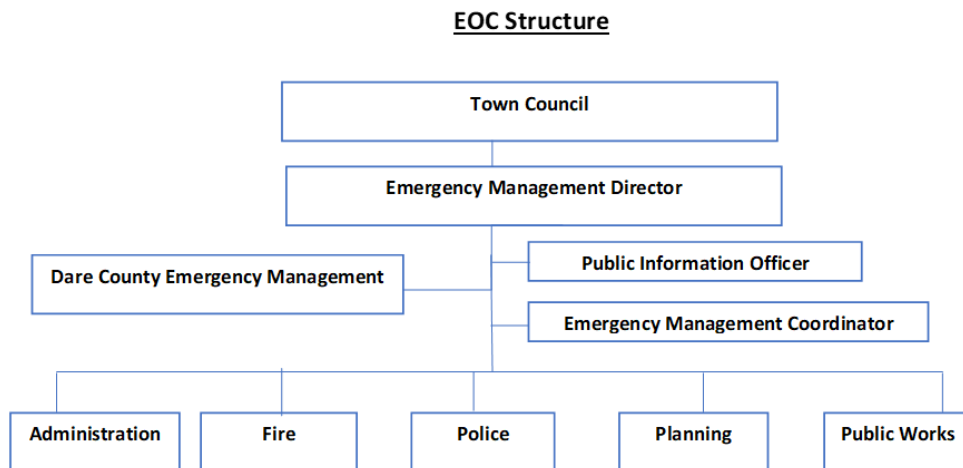
If an evacuation is recommended or mandated, the population designated for evacuation will leave the affected area using their private vehicles. There are no shelters in the Town of Kitty Hawk or Dare County.

Evacuees are expected to follow the direction of the Kitty Hawk and Dare County Emergency Management Teams.

Emergency Operations Center Organization

The Town of Kitty Hawk EOC (TEOC) is organized under a departmental EOC structure. The Town has used our day-to-day department/agency structure and relationships in our EOC. By operating in this context, department representatives can function in the TEOC with minimal preparation or startup time. The departments represented shall be:

- Administration
- Finance
- Planning
- Public Works
- Police
- Fire



Training

Training and Exercise

A comprehensive training and exercise program is essential to support the effective implementation of the EOP. The Emergency Management Coordinator is responsible for the overall execution of training and exercises to support emergency operations utilizing the tenets identified in the Homeland Security Exercise and Evaluation Program (HSEEP). Annually, the Town departments and partner agencies will assist the coordinator with identifying training/exercise priorities and target capabilities to develop a yearly training and exercise plan. This plan will ensure that staff members from all departments with assigned roles and responsibilities are trained and prepared for response and recovery operations.

The Town will also coordinate with Dare County to ensure integration with training and exercise efforts at the county level. Additional training and exercise opportunities are available throughout the region and state. Departments are encouraged to engage in training and exercises with local and regional partner agencies.

Improvement Training

To ensure continual learning and capacity building, the Town will conduct improvement planning after exercises and incidents. The goal of the improvement planning process is to identify both strengths and measurable corrective actions to enhance preparedness, response, and recovery activities. Actions identified during the improvement planning process will help strengthen elements of the organization's capability plan, organize/equip, train, and exercise consistent with HSEEP process.

The Emergency Management Coordinator will facilitate the review process post exercise or incident with affected departments focusing on:

- Discussion of strengths and areas of improvement by each department
- Prioritization of correction actions identified by participants
- Initiation of plan, policy or procedure review or development
- Identification of needed training, equipment, or other resources
- Corrective action tracking and implementation

Functional Annexes

Administrative/Finance

This section outlines the roles and responsibilities of the Town’s Administration and Finance Department before, during, and following a Disaster /Emergency event. The positions covered by this section are the Town Manager, Administrative Services Director, PIO/Town Clerk, Administrative Planning Assistant, Finance Director, and Finance Technician. It also includes the Town’s Information Technology provider.

Department Operations

All Administration/Finance Department operations will be based at Town Hall in the event of plan activation. While the plan is in effect, the work schedule for the Administration/Finance Departments will be determined by the Town Manager in accordance with the needs of the Town. The Town Manager may direct all or some staff to the Town’s EOC. If the Town Hall is damaged or becomes untenable, all personnel will be moved to the Police Department.

Department Responsibilities

Administration

Administration implements policy and decisions, provides direction and control to the Town staff for emergency operations on behalf of the Town Council. The Administration Department supports emergency operations as directed by the Town Manager or Emergency Operation Manager. Areas of direct oversight include staffing, public information, and information technology. The Town Manager also ensures that staff carry out their assigned emergency operations responsibilities and defines the priorities from which the Staff operates within, during a given emergency.

To ensure Emergency Preparedness, the Administration Department will:

- Maintain a current staff list with up-to-date contact information
- Obtain Re-entry permits for all Town Staff and Town Council by June 1st of each year from the Dare County EOC
- Develop and maintain a list of outside vendors assisting with pre- and post-storm functions. Obtain Re-entry permits for these outside vendors
- Develop document templates, i.e., declarations, cancellation notices, emergency meeting notices, etc.) Templates should be available on Public Shared File Emergency Preparedness
- Ensure local housing arrangements for Town Personnel and individuals from outside the area who will be assisting after an emergency event
- Maintain interlocal agreements with offsite staging facilities
- Create/maintain a non-emergency complaint form

Finance

The Finance Department manages all financial cost analysis aspects of emergencies. The Finance Director will ensure that all procedures or tasks pertaining to the department prior, during and after the event are updated and completed.

- Ensure that all financial records are maintained throughout the emergency
- Ensure that all on-duty time is recorded for all emergency response personnel

- Ensure that all departments on-duty time have the FEMA forms for personnel and equipment time logs
- Ensure there is a continuum of the payroll process for all employees
- Determine purchase orders limits for the procurement function in logistics
- Establish the Cash Flow necessary for the continuing function of the Town during and after the event
- Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation
- Provide administrative support to all EOC teams as required
- Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the Federal Emergency Management Agency (FEMA) and /or the Governor's office of Emergency Services

Activation Phase:

Follow the generic Activation Phase Checklist – 72 hours prior to Storm

Administration

- Activate the Kitty Hawk EOC (if necessary)
- Secure offices, equipment, and files
- Update Employee Point of Contact List
- Update all local media contact information
- Ensure adequate office supplies are on hand
- Coordinate with Information Technology to ensure proper backups are complete
- Supply Information Technology with Contact Information
- Disseminate pertinent information to the public via emails, social media, texts and the Town's Website

Finance

- Ensure that the Finance Department is set up properly for the event and that the appropriate personnel, equipment, and supplies are in place
- Evaluate and process all accounts payables and any payroll that may fall within the window of the storm related event
- Submit all reports to other agencies if they are due during the time of the event
- Review all P -cards credit limits and increase them according to the Town's Procurement card policy
- Verify all fuel cards have been distributed to the Departments
- Send E-mail to all Department Heads reminding the credit limit for Procurement cards, fuel cards, FEMA forms and any other additional information
- Ensure petty cash is available to the full amount authorized
- Determine the cash flow in the operating account at the First National Bank; the balance should be no less than one month payroll plus one month account payable
- Coordinate with the Bank the procedure established to be able to process EFT (electronic fund transfer) for payroll if the scenario is the worst, meaning no internet connection
- Ensure that Finance electronic files are saved, and the backup is Up to date with IT and the Financial software company
- Provide an up-to-date financial report to the Town Manager
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur
- Distribute copies of FEMA public assistance forms for personnel and equipment time logs to each department

Operations Phase:

Follow the Operation Phase Checklist- 48 hours prior storm

Administration

- Coordinate operations for Town Emergency Operations Center
- Ensure all above administrative functions are complete
- Distribute updated Contact Information
- Disseminate pertinent information to the public via emails, social media, texts, and the Town's Website

Finance

- Secure all filing cabinets containing financial records and payroll
- Ensure that displays associated with the Finance software section are current
- Participate in all Action Planning meetings
- Ensure all departments can use the Timekeeping records as instructed

- Ensure that the Finance Department provides administrative support to other departments
- The Finance Director and Finance Technician should coordinate the custody and access to all passwords required for the functionality of the department

Operations Phase:

Follow the Operation Phase Checklist- 24 hours prior storm

Administration

- Determine if an evacuation of essential personnel is necessary, if so, inform Dare County Emergency Management
- Contact pre-determined offsite staging area and implement a process to transfer operations to off-site location.
- Disseminate new location information for staff and arrange for transportation to and from the location.
- Secure housing for staff at new location.
- Allow personnel who are evacuating to do so.
- Disseminate pertinent information to the general public via emails, social media, texts and the Town's Website

Finance

- Complete any necessary tasks prior to evacuation
- Pack and secure any physical files that need to be transported
- Remove laptops or PC with necessary backup files (thumb drive) and prepare to evacuate
- Establish (or implement) an accounting system/ file for volunteers and activate/ distribute the logs and forms for volunteers and donations
- Personnel evacuating will be permitted to do so at this time

During the Storm

- It shall be the responsibility of all personnel who have evacuated to monitor all available new sources and stay informed about the situation in Kitty Hawk. Personnel who have evacuated can contact Emergency Management of Dare County at 252-475-5655 for situation updates
- Personnel who have remained will be in a safe place until the storm has passed, and recovery operations can be initiated

Demobilization Phase:

Follow the Demobilization Phase Checklist- Post Storm

Personnel who have evacuated should return as soon as County re-entry begins. Unless otherwise directed or prevented by storm-related damage to the re-entry route, town personnel who have evacuated will return to work immediately after County re-entry is initiated.

Administration

- Meet with FEMA officials and Finance Officer to begin the eligibility process for public assistance funds
- Establish post-storm follow-up meetings with elected officials and Department Heads
- Assist the public with issues and complete non-emergency complaint forms
- Report on Citizen Non-Emergency Complaints and ensure issues are addressed
- Update and renew inter-local agreements for off-site staging facilities
- Coordinate local housing arrangements for Town Personnel and individuals from outside the area who will be assisting after an emergency event
- Disseminate pertinent information to the public via emails, social media, texts and the Town's Website

Finance

- Set up an office to process all disaster-related expenses. Continue to work closely with Administration as requested on establishing normal financial operations
- Review the Procurement Card credit limit and bring it back to the normal limit according to the P- card policy
- Ensure the recovery logs/forms from all personnel and volunteers are accurately maintained
- Maintain accurate accounting and assign a Project Code for all disaster related expenditures with required backup logs and forms
- Assemble all contracts and agreements related to outside services to the Town that would qualify for reimbursements.
- Meet with FEMA officials and Code Enforcement/Inspections officials to begin the eligibility process for public assistance funds

Public Information

Section 1: Introduction

Purpose

The purpose of this annex is to establish uniform policies for the effective development, coordination, and dissemination of information to the public, media, and other response agencies in the event of an emergency.

Public Information requirements will determine the severity of the disaster or emergency as determined by the Town's Town Manager and/or designated Emergency Operations Director.

During disasters, the flow of public information and facts concerning the event and government's response to save lives and to protect human health, property and the environment must be consolidated.

Scope

This annex has been developed to address the needs of the Town of Kitty Hawk regarding issues of public information during an emergency or disaster event. It addresses the alert, warning, and notification of emergency information to the public. Providing accurate emergency information will increase the response and safety of the public.

This annex provides:

- Quick Guides to follow when responding to immediate public information needs during a disaster
- Identify authorities, agencies, organizations, and references that relate to public information
- Roles and Responsibilities of jurisdictions and agencies regarding public information
- Guidance to provide coordinated public information

Policy

It is the policy of the Town of Kitty Hawk to develop plans and procedures to address public information needs during an emergency or disaster response. Information should be disseminated in a timely and effective manner.

Section 2: Authorities

- Town of Kitty Hawk Town Ordinance – Chapter 10 Emergency Management
- Dare County Emergency Management – Dare County Emergency Operations Plan
- North Carolina Emergency Operations Plan
- National Response Framework (NRF)

Section 3: Planning Assumptions

Depending on the nature and magnitude of the emergency, different levels of public information will be required. Public Information may in fact be the primary function occurring during an emergency.

The Town uses a Mass Notification System in conjunction with Dare County and other local municipalities. (Rave Mobile Safety) This system is in place to contact residents and visitors within a specified area with a brief notification message. This notification message can be in either text, voice, or both.

Once the initial warning is accomplished, the Public Information Officers (PIO) have the task of keeping the public informed of what to do to prevent injury or property damage and what actions the Town is taking.

The Town will also keep the public informed with regular email listserv updates (Mailchimp) and updates on the Town's website as well as the Fire and Police Departments Social media pages. The PIOs focus is on stopping rumors and providing accurate and timely information using all dissemination methods.

Depending on the nature of the emergency, Dare County Emergency Management has the capability to use the Integrated Public Alert and Warning System (IPAWS) to give a rapid, initial warning to the public. The Town may also utilize Dare County's Government Access Channel – Current TV. Dare County Emergency Management can also utilize local Cable Company (Charter) when it is warranted.

The local media, particularly radio, can perform an essential role in providing emergency instructions and information to the public. Regional television stations may also be on location to assist with disseminating information. However, it is important to remember that Radio and Television stations may be off air if they do not have an emergency power source.

The Emergency Operations Center may become overwhelmed by the demand for information if enough trained staff are not available. Likewise, having little information or inaccurate information will increase anxiety and may cause the public to make poor decisions.

If the scale of the emergency/disaster requires it, a Joint Information Center (JIC) will be established by the Town. Depending on the situation, the JIC may also be established by Dare County Emergency Management.

Public Information Considerations for Those with Access and Functional Needs

In planning public information, including emergency alerts and warnings, all populations need to be considered. The PIO, or JIC if active, will work to determine the demographics of the affected populations and to implement various specialized communication dissemination methods as needed.

Dare County Department of Health and Human Services will have access to their respective clients' contact information which includes Home Health Clients, Children's Services and Older Adult Services.

Town of Kitty Hawk Finance Officer, Liliana Noble is a certified Spanish Interpreter and can translate messages and information for the Town's Spanish-speaking population.

The Kitty Hawk Police Department will provide information to the Town's known homeless individuals.

Section 4: Roles and Responsibilities

Emergency public information to both the public and the media will only be provided through PIO of the Town, unless the EOC is not yet activated, in which case the Incident Commander or designee may release information based on the facts of the incident. The Town recognizes the importance of consistent messages during emergencies; therefore, all official messages will be coordinated by the Town’s PIO. Incident Commander may elect to delegate this authority to someone in the field. All inquiries from the media or public will be referred to the Public Information Officer. In emergencies or disasters involving multiple jurisdictions a JIC will be established to coordinate information releases from a central point.

Roles and Responsibilities Table								
Primary Role = P								
Supporting Role = S								
Position	Role and Responsibility							
	Public Information	Alert and Warning	Approval of Messages	People with Disabilities and lack of access	Foreign Language	Media Coord.	Rumor Control	Joint Information Center Management
Town Manager or Town EOC Director			P					
Town PIO	P	P		P	P	P	P	P
Chief of Police	S			S				
Police Lieutenant	S			S				
Deputy Fire Chief	S			S				
Finance Officer					S			

Dare County

The Town of Kitty Hawk is in Dare County. When regional JIC is operational, the Town of Kitty Hawk's PIO will provide approved messages for release by Dare County Emergency Operations.

Public Information Officer

The PIO is the primary point of contact between the EOC, the media, and the public. The PIO prepares information releases, briefs media representatives, and provides press conferences and oversees rumor control activities. The PIO serves as a member of the Management/Command Staff and reports directly to the Emergency Services Manager. Assistant Information Officers may be assigned as needed. The Assistants may represent other jurisdictional departments, agencies or jurisdictions, and they may also be assigned to handle specific public information functions.

The Town PIO and Emergency Operations Center Director will provide training for Town personnel whose normal duties do not include citizen Information or PIO Functions. This will ensure that PIO staff can independently set up and operate the Joint Information Center when it is activated.

Public Information Officer Team

The PIO Team is composed of the main PIO, along with any Assistant Information Officers, as assigned. Assistant Information Officers will report to the PIO who will, in turn, report to the EOC Director. The PIO Team will work from the JIC and report information to the media and public in coordination with the EOC's approval. Information will also be provided directly to the public via the internet using Town and other regional public information sites.

Private Entities and Nonprofit Entities

Local radio, print media and regional television stations will be utilized to get emergency information alerts and warnings out to the public. The Town PIO will work directly with the media to coordinate the dissemination of messages, using messages that have been developed within the EOC or JIC and approved by the EOC Director.

Non-government, nonprofit and volunteer organizations have a significant role in public information within the Town. Organizations will be looking for up-to-date information and citizens will be running to their familiar community organization as a source of information. Accurate and timely information that is developed by the PIOs and approved by the EOC will need to be disseminated to local organizations as well as residents. PIOs will work with all information including organization liaisons, to ensure the communication of the most accurate and up-to-date information. Communication of consistent information and messaging is critical to the safety and well-being of the community.

Section 5: Concept of Operations

The town of Kitty Hawk PIO prepares and distributes disaster information to the public before, during and after disaster and emergency events, using all available media, communication methods and resources. Public information will be phased in accordance with the size and scope of the emergency.

Pre-response

1. Review Local Media and television contacts and establish working relationship with representatives
2. Update Government Contacts
3. Provide ongoing training to Department Public Information representatives
4. Update Non-Profit, Volunteer and Private Sector Contact information
5. Promote Emergency Notification System Sign up Consistently
6. Provide PIO team has functioning equipment and access to technology for use during incident

Response

The initial response will normally be covered by operating the Public Information function from the Town, with the EOC Director assembling a team of one or more departmental PIOs. Because of the nature of the incident, a PIO Team may need to be dispatched to deal with the media at the scene of an incident in support of an Incident Commander.

Emergency Public Information Functions Include, but are not limited to:

- Facilitate the issuance of effective warning information using available communications networks
- The timely and accurate dissemination of official information to the public during periods of emergency
- Coordinating the release of official news and information through recognized broadcast and print media services and organizations
- Response to specific media inquiries and calls from the public requesting information assistance
- Establishment and operation of a JIC as necessary to support Town or County Emergency Public Information activities
- Control rumors and misinformation

The Town will use the following systems for proving alerts and notification

- Activation of OBX Alerts System (Rave)
- Email Blast (Mailchimp)
- Fire and Police Department Social Media Pages
- Outer Banks Locals Social Media Page
- Vehicles with loudspeakers roving local streets and door-to-door alerts
- Dissemination of information to local media outlets, not for profit and volunteer organizations

- Coordination with Dare County Departments such as Emergency Management, Public Information and Social Services

Recovery and Mitigation

The public information program will continue through the recovery and mitigation period, providing information and instructions about the Town, County, State and Federal government emergency operations, future plans for restoration of disaster affected areas and instructions on how to apply for Federal disaster assistance programs.

Planning and Inspections

Section 1: Purpose and Scope

This section outlines the roles and responsibilities of the Town's Planning Department before, during, and following a storm/emergency event. The positions covered by this section are the Director of Planning and Inspections, Building Inspector, Code Enforcement/Inspections Official, and Administrative Zoning Technician.

Section 2: Department Operations

All Planning Department operations will be based at Town Hall in the event of Plan activation, unless otherwise specified by the Town Manager. The Director of Planning and Inspections will be responsible for reporting to the Town's EOC once activation has occurred. In the event that the Town Hall is damaged or becomes untenable, all personnel will be moved to the Kitty Hawk Police Department. While the Plan is in effect, the work schedule for all Planning Department personnel will be determined by the Town Manager in accordance with the needs of the Town.

Section 3: Storm Preparedness and Activation Phases

A. Duties Prior to Hurricane Season

The Planning Department will be responsible for conducting the following tasks to prepare for hurricane season. The Director of Planning and Inspections will ensure that all of these tasks are completed before June 1st each year.

1. Director of Planning and Inspections
 - a. Coordinate with Town Staff in the development and maintenance of a reconstruction plan to be implemented following a major disaster
 - b. Contact prospective damage assessment team members and make sure they are willing to serve in this capacity. Enter into Memorandum of Agreement with individuals when possible
 - c. Review and update the standard operating procedures for planning and reconstruction operations before, during, and after an emergency/disaster situation
 - d. Develop a list of staff that will stay even if essential personnel are evacuated
 - e. Photograph and catalog public facilities and sound/oceanfront properties
2. Building Inspector / Code Enforcement Officer
 - a. Locate damage assessment charts
 - b. Identify the projected need for additional building inspectors following a major disaster and secure agreements for obtaining certified personnel from other localities
 - c. Assist Director with photographing and cataloging public facilities and sound/oceanfront properties.
3. Administrative Zoning Technician

- a. Obtain current tax records from county and maintain a current master list of property owners
- b. Secure parcel information in preparation for damage assessment
- c. Establish a permitting process that addresses the requirements of FEMA, CAMA, and the Health Department while expediting the permitting process as much as possible for property owners

B. 72 hours Prior to Storm

1. Director of Planning and Inspections
 - a. Obtain all necessary FEMA documents from the Finance Department
 - b. Maintain a detailed and accurate log of all Planning Department activities. Log should include all receipts, expenditures, use of vehicles and equipment, hours, mileage, man-hours, for all storms related functions and expenditures. This will run continuously until storm operations cease
 - c. Contact and organize damage assessment teams, coordinate teams/tasks on Crisis Trac
 - d. Photograph and video all sections of the beach, or coordinate drone video of the beach
2. Building Inspector / Code Enforcement Officer
 - a. Conduct site visits to construction sites to inform contractors to secure building materials and trash
 - b. Prepare necessary damage assessment charts, equipment, and supplies
 - c. Ensure vehicles to be used for damage assessment are fueled up
 - d. Assist Director of Planning and Inspections in preparing for damage assessment.
3. Administrative Zoning Technician
 - a. Organize damage assessment packages with charts, maps, etc
 - b. Prepare pertinent technical reconstruction information packets for dissemination to the public following the storm/emergency event
 - c. Print adequate number of permit application forms and temporary condemnation notice placards
 - d. Assist the Director with maintaining a detailed and accurate log of all Planning Department activities. This duty will run continuously until the storm operation ceases
 - e. Assemble and maintain necessary equipment and supplies

C. 48 Hours Prior to Storm

1. Director of Planning and Inspections
 - a. Have a damage assessment team meeting to review assessment procedures
 - b. Secure office, equipment, and files
 - c. Determine what Planning Department personnel will be staying and who will be evacuating if a county evacuation is ordered. Obtain post storm contact information for those who plan to evacuate

2. Building Inspector / Code Enforcement Officer
 - a. On call to assist Fire Department with emergency electric/water cut-offs
3. Administrative Zoning Technician
 - a. Organize damage assessment teams and vehicle assignments

D. 24 Hours Prior to Storm

1. Director of Planning and Inspections
 - a. Complete damage assessment preparations

E. During Storm

It shall be the responsibility of all personnel who have evacuated to monitor all available news sources and stay informed about the situation in Kitty Hawk.

Personnel who have remained will be in a safe place until the storm has passed, and recovery operations can be initiated. If possible, prepare for recovery operations at this time.

F. Post Storm

1. Director of Planning and Inspections
 - a. Dispatch damage assessment teams to affected areas and supervise the damage assessment process.
 - b. Serve as Department liaison with public
 - c. Damage assessment team leader
 - d. Compile damage assessment information for Dare County, State of North Carolina, FEMA, and other agencies
 - e. Conduct survey of damaged areas and determine personal needs of the property owners. (if necessary)
 - f. Photograph and video all sections of the beach, or coordinate drone video of the beach
 - g. Tour Town with FEMA and other emergency officials to assess damage.
 - e. Prepare damage reports for transmission to the appropriate State and Federal agencies.

**When FEMA officials arrive in Kitty Hawk, the Director of Planning & Inspection will take over the duties of the Code Enforcement/Inspections Official*

2. Building Inspector / Code Enforcement Officer
 - a. Damage assessment team leader
 - b. Write permits for repairs
 - c. Inspect work in progress
 - d. Discuss situation of damages and corrective actions with property owners

- e. Compile, complete and review damage assessment worksheets at the end of damage assessment shifts

3. Administrative Zoning Technician

- a. Issue permits as expeditiously as possible with priority given to critical facilities
- b. Ensure condemned structure detail is provided for contact of owner/agent. Provide property damage, condemnation and other property information to property owners/agents/contractors
- c. Serve as a resource/contact person for damage assessment teams
- d. Assist with compiling damage assessment information

Police / Law Enforcement

Section 1: Purpose and Scope

To provide traffic control, law enforcement services, and security for the Town of Kitty Hawk, its residents and visitors in preparing for, responding to, and recovering from a storm event. The positions covered by this section are the Chief of Police, Lieutenant, Detective Sergeant, Patrol Sergeant, Detective, sworn police officers, auxiliary police officers, Records Technician, and Evidence and Logistics Technician.

Section 2: Department Operations

All Police Department operations will be conducted from the Kitty Hawk Police Department. The Chief of Police, or their designee, will be responsible for reporting to the Town's EOC once it is operational. The Chief of Police, or their designee, will report to the Town Manager on a schedule established by the Town Manager. If the Police Department is damaged or becomes untenable all personnel will have adequate resources to operate out of their vehicles until an alternative location can be identified.

While the plan is in effect, the Chief of Police, in accordance with the needs of the Town, will determine the work schedule for all departmental personnel. The Chief of Police, or their designee, will prepare and submit a daily report to the Town Manager on any operational issues that may arise before, during, and after a storm. All information or documentation collected will be routed to the EOC.

Section 3: Storm Preparedness and Activation Phases

A. Duties Prior to Hurricane Season

The Police Department will be responsible for conducting the following tasks to prepare for hurricane season. The Chief of Police will provide a written status report to the Town Manager by June 1st of each calendar year.

1. Identify emergency law enforcement assistance needs. Develop and update mutual aid agreements to support those needs
2. Update the standard operating procedures for law enforcement operations before, during, and after an emergency/disaster situation
3. Update contact, and emergency contact, listings for all department members annually

B. 72 Hours Prior to Storm

1. Chief of Police

- a. Contact Dare County Emergency Management and surrounding law enforcement agencies to coordinate possible evacuation plans. (NCSHP-DCSO)
- b. Facilitate communications between KHFD, Public Works, and surrounding agencies
- c. Secure Satellite Communications for Town Staff (Global Communications 1-888-636-0767)
- d. Contact propane company and have LP Generator Tank filled

2. Lieutenant

- a. Inventory materials and supplies and stage in secure high ground area
- b. Check the status of all Police Department storm vehicles and stage in secure high ground areas, such as Town Hall or the Holy Redeemer Catholic Church
- c. Maintain a detailed and accurate log of all Police Department activities. Logs should include receipts, expenditures, use of equipment, hours, mileage, man-hours, and all storm related functions and expenditures utilizing Kitty Hawk Police Department and FEMA forms. Logs will run continuously until storm operations cease
- d. Develop a staffing list for the anticipated duration of the event
- e. Communicate situational updates every 6 hours, to include staffing levels and any changes to schedules

3. CID Commander

- a. Ensure all crime scene equipment is accounted for and stored in a secure and dry location

4. Evidence and Logistics Technician

- a. Ensure the Evidence Room and all property are in a secure and dry location
- b. Identify any equipment needs and produce the required equipment

5. Police Personnel

- a. Maintain daily operations
- b. Officers shall document any special needs or potential problem areas within the Town and report them to the Town EOC
- c. Pack clothing and personal supplies for at least one week and secure these items in their patrol vehicle. Be prepared to be self-sufficient for one week
- d. Bring portable radios, radio chargers, and batteries to the police department and store them in the designated area. All equipment will be labeled with the officer's call number for easy identification

C. 48 Hours Prior to Storm

1. Chief of Police

- a. Coordinate with Dare County Emergency Management and surrounding law enforcement agencies in preparation for evacuation
- b. Coordinate with the Administrative Lieutenant to develop traffic plans and staffing to support the evacuation process

2. Records Technician

- a. Perform backup of all computer files necessary for daily operations (Form Files)
- b. Ensure all personnel have been issued their Town Credit Cards
- c. Contact IT management company to ensure all necessary off-site backups have been performed
- d. Ensure all IT and electrical equipment is located in a secure and dry location

3. Police Personnel

- a. Fuel all vehicles, fuel cans, and other equipment that may be needed during response and recovery operations
- b. Fill all water cans and store them in an accessible and secure location

D. 24 Hours Prior to Storm

1. Chief of Police

- a. If the decision is made to evacuate department personnel or equipment, implement the evacuation plan distributing equipment and personnel to their designated off-site location or for remaining within the town

2. Police Personnel

- a. Assist in County Evacuation (refer to the Dare and Currituck County Evacuation Plan)
- b. Provide security for Town EOC
- c. Distribute re-entry information if an evacuation plan is implemented

E. During Storm

Only emergency calls will be answered. An “emergency” will be defined by the Chief of Police or Officer in Charge.

F. Post Storm

1. Chief of Police

- a. Coordinate with State, County, and municipal law enforcement agencies for re-entry activities
- b. Make recommendations about the establishment of a curfew if necessary
- c. Contact Dare County Support Group with any information about road closings

- d. Complete FEMA forms
- e. Reconcile FEMA forms with time sheets
- f. Report emergency calls, operations, and plans to the Town Manager

2. Police Personnel

- g. Assess the overall condition of the Town
- h. Provide security for Town EOC
- i. Seek out and assist injured persons
- j. Enforce the provisions outlined in the Town of Kitty Hawk or Dare County “State of Emergency” Declaration
- k. Maintain law and order in the Town of Kitty Hawk
- l. Assist with traffic control for Dare County re-entry process
- m. Assist with the dissemination of emergency public information to groups of citizens affected and/or isolated by the emergency event

Public Works

Section 1: Purpose and Scope

This section outlines the roles and responsibilities of the Town's Public Works Department before, during, and following a storm/emergency event. The positions covered by this section are the Public Works Director, Public Works Supervisor, and the Public Works Technicians.

Section 2: Department Operations

Designated Public Works Personnel will report to the Public Works Facility as instructed by the Public Works Director once the Plan has been activated. If the Public Works Facility is damaged or becomes untenable, all personnel will be moved to the Kitty Hawk Police Department.

Section 3: Storm Preparedness and Activation Phases

A. Duties Prior to Hurricane Season

The Public Works Department will be responsible for conducting the following tasks to prepare for hurricane season. The Public Works Director will ensure that these tasks are completed before June 1st each year.

- a. Identify and present to the Council a qualified firm(s) to complete emergency repair and restoration of Town roads following an emergency/disaster. The Town should enter a MOA with the selected firm(s). This should be done in accordance with applicable bid laws. The Town shall first utilize the contractor that is contracted by Dare County in accordance with the Interlocal Agreement between the Town and the County. Should the County not activate their contractor, the Town shall use the contractor that we have contracted with.
- b. For debris monitoring purposes, the Town shall first utilize the monitoring firm that is contracted by Dare County, in accordance with the Interlocal Agreement between the Town and the County. Should the County not activate their contractor, the Town shall self-monitor debris collection.
- c. Identify and present to the Council a qualified firm(s) to perform monitoring of debris removal activities following an emergency/disaster. The Town should enter a MOA with the selected firm(s). This should be done in accordance with applicable bid laws.
- d. Identify a list of qualified firms(s) to provide portable pumps for the removal of stormwater following an emergency/disaster.
- e. Review the Town's approved Stormwater Management Plan with staff that will be performing pumping operations following a storm event.
- f. Develop and maintain resource lists with source, location, and availability of equipment, fuel, and operational personnel to support response/recovery operations.
- g. Identify manpower and equipment needs and procurement of necessary special emergency equipment.
- h. Provide storage and access to fuel for emergency service vehicles during emergency/disasters.
- i. Develop and maintain standard operating procedures for public works functions before, during, and after an emergency/disaster situation.

- j. Update resource typing list for departmental resources in accordance with FEMA guidelines.
- k. Develop a list of staff that will stay even if essential personnel are evacuated.

B. 72 Hours Prior to Storm

- 1. Public Works Director
 - a. Secure portable pumps for post storm pumping operations upon consensus between the Town Manager and the Director.
 - b. Ensure Emergency Fuel Tanks are full and fill up as necessary.
 - c. Obtain credit card from the Finance Department for emergency purchasing needs.
 - d. Contact and coordinate with debris removal, debris monitoring, and pump contractors.
 - e. Obtain all necessary FEMA documents from Finance.
 - f. Begin maintaining a detailed and accurate log of all Public Works Department activities. Log should include receipts, expenditures, use of equipment, hours, mileage, man-hours, and all storm-related functions and expenditures. This will run continuously until storm operations cease.
 - g. Determine what Public Works Department personnel will be staying and who will be evacuating if a county evacuation is ordered. Obtain post-storm contact information for those who plan to evacuate.
 - h. Work with IT to back up all computer files and documents.

C. 48 Hours Prior to Storm

- 1. Public Works Director
 - a. Ensure contact with emergency recovery firms has been initiated and coordination of anticipated needs has begun.
- 2. Public Works Supervisor and Technicians
 - a. Secure materials to board up Town facilities
 - b. Secure trash cans, construction materials, LP gas tanks, etc.
 - c. Board up and secure all public buildings.
 - d. Fill beach access cuts.

D. 24 Hours Prior to Storm

1. Public Works Director
 - a. Secure department vehicles, apparatus, and equipment.
2. Public Works Supervisor and Technicians
 - a. Remove Town-owned signs at beach accesses.
 - b. Lock and secure all water valves to all town-owned facilities.
 - c. Personnel evacuating will be permitted to do so at this time.

E. During Storm

It shall be the responsibility of all personnel who have evacuated to monitor all available news sources and stay informed about the situation in Kitty Hawk.

Personnel who have remained will be in a safe place until the storm has passed and recovery operations can be initiated. If possible, prepare for recovery operations at this time.

F. Post Storm

1. Public Works Director
 - a. Coordinate with debris removal contractor.
 - b. Coordinate with DOT for the clearing of water and/or debris from Highways 158 and 12
 - c. Complete FEMA Force Account Labor Summary Form, Materials Summary Record, Contract Work Summary Record, and Force Account Equipment Summary Record and submit forms to the Town Manager.
 - d. Reconcile time sheets with FEMA reporting forms.
 - e. Report damage plans for clean-up and plans for the continued operation to the Town Manager on an agreed-upon schedule.
2. Public Works Supervisor and Technicians
 - a. Set up pumps and begin pumping operations as necessary.
 - b. Remove debris and trees from roads as soon as possible.
 - A. Priorities
 - a. Urgent Care Centers
 - b. Fire Department
 - c. Police Department
 - d. Public Works
 - e. Town Hall
 - f. US 158 (NCDOT)
 - g. NC 12 (NCDOT)
 - h. Woods Road (NCDOT)

- i. Kitty Hawk Road (NCDOT)
- j. Twiford Street (NCDOT)
- k. Lindberg Avenue
- l. Eckner Street and extension
- m. Moore Shore Road (NCDOT)

Fire Department

Section 1: Purpose

The purpose of this annex is to provide guidance to our department in establishing a policy for response during hurricanes and coastal storms to minimize the risk to fire personnel and to protect the human and physical infrastructure critical to safeguard our community before, during and after a storm.

Section 2: Introduction

One of the most difficult decisions for an incident commander in these types of weather events is the determination to halt emergency response. It is the culture and nature of the fire service to go into any storm to save the lives of those they serve, even if it means sacrificing themselves.

However, responding at the height of a major storm risks the safety of the fire personnel, the emergency services infrastructure critical for sustaining long-term response and recovery efforts, and even the near- and long-term safety of citizens they mean to protect. Sustained winds or significant gusts can cause emergency vehicles to be pushed off the roadways or into oncoming traffic or cause vehicles to overturn. When winds reach a certain force, debris becomes a lethal weapon that can cause significant injury or even death.

The following model procedure, based on existing practices and sound principles, centers on the safety of personnel, complements the concepts of unified command and mutual aid and generates a standard framework of operating guidelines.

Section 3: Storm Preparedness and Activation Phases

A. Duties Prior to Hurricane Season

Beginning in April of each year, the fire department should initiate the following actions:

- Review the fire department's standard operating guide, update as needed, and review with all members
- Update target occupancies list
- A target occupancy may be an occupancy with a high probability of trapped victims or a structure that stores many hazardous materials or is susceptible to structural failure.
- All companies familiarize themselves with the topography of their response area to become aware of flood-prone areas
- Inventory all equipment
- Ensure apparatus readiness
- Check the physical condition of each fire department building and facilitate repairs of any damaged roof areas, windows, or doors that could contribute to increased damage in a hurricane. Check and service as needed any sump pumps for basement areas. Be sure all surface area drains around the exterior of buildings are free and clear of all debris to allow for proper drainage

- Ensure all fire department generators have been serviced and are working
- Inventory and check batteries and chargers for portable equipment and be sure all are in working order and that there is an adequate number available
- Maintain all apparatus fuel tanks at no less than three-quarters full
- Contact the local emergency management office to review their plans and submit the fire department plan
- Ensure the fire department is part of the local emergency management operations. Review flood maps to determine if any fire department building is within the flood zone
- Develop plans for the relocation of apparatus, equipment, electronic devices, and departmental records
- Update department and personal phone lists for call-ins
- Coordinate evacuation and special-needs people in the community, refer to the Special Needs Registry
- Develop alternate communication plans for the event of a total system failure
- Develop a post-storm food and water plan for 7–14 days
- Update street maps due to probable loss of signage and landmarks
- Develop and communicate emergency evacuation plans in the event a station needs to be evacuated during an incident:
 - Predestination of safe havens
 - Instructions on shutting off the utilities.
 - Recommendations on securing (or evacuating with personnel) electronic equipment and pertinent records.
- Ensure all members have a personal family plan to secure their family and property in preparation for reporting to duty
- Establish a family contact number of family members can call to check on a department member

B. Hurricane Watch: Hurricane may become a threat within 36 hours

- Fire department command and general staff should develop and implement an incident action planning process
- Top off station fuel tanks and apparatus, including spares, chain saws, generators, power units, portable pumps, etc
- Test and ensure all power equipment is operational
- Fill cascade bottles and SCBA bottles
- Secure adequate drinking water for personnel
- Secure all loose items around the exterior of stations
- Ensure all first responder/EMS supplies are up to normal levels
- Have additional supplies delivered as needed
- Develop work schedules to ensure proper sleep/rehab time
- When the local emergency operations center (EOC) is opened, ensure the fire department is represented

C. Hurricane Warning: Hurricane is expected to hit within 24 hours

Additional recommendations for Hurricane Warnings: Chief and company officers are to use their discretion when responding, mindful of the safety of fire personnel as their top priority.

- Charge all batteries
- Encourage all personnel to move personal vehicles to higher ground if possible
- Consider relocating fire companies in the event of severe flooding
- Notify the public if fire protection in a certain area would be compromised. The fire department should issue media releases to advise the public that when certain weather conditions occur related to a hurricane, the fire department's response will cease *(be specific as to what those conditions are)*
- Implement recall plans if necessary

Suggested items for members who will be reporting for duty, to bring:

- 3 sets of clothes/work uniform/tee shirts
- 1 jacket
- 5 each undershirt, underwear, pairs of socks
- 1 extra pair of shoes/boots
- 3 bath towels
- Sleeping bag/bedding
- Personal flashlight and batteries
- Personal articles for 3 days
- Prescribed medication
- Toothbrush and toothpaste
- Deodorant
- Soap
- Shampoo
- Razor and shaving cream
- Mosquito repellent
- 3 days' supply of food that does not require refrigeration or cooking
- 3 gallons of water
- Other personal hygiene articles
- Staff spare apparatus as needed.

D. Hurricane Operations

To provide fire/EMS response until the last possible moment, when storm conditions dictate that operations cease, the department will need to make a conscious and calculated decision that considers the realization that some apparatus and equipment may be vulnerable to the storm effects and may be damaged or lost.

- When responses cease due to wind conditions, all apparatus should be parked headfirst in the station causing the rear of the unit to be facing outward, thus protecting the windshield.
- Dispatch will relay all requests for service to the Town EOC/Area or Incident Commander, which will prioritize these requests for a response when conditions permit.

- Operating companies must notify dispatch and other responding companies of all hazardous conditions they encounter, including high water, road damage or blockage, etc.
- Before walking through water, members should use a pike pole or other tool to ensure the ground has not washed away or collapsed. Use extreme caution when walking through the water. Six inches of moving water can knock a person off their feet. Be aware of hazards in the water such as downed live electrical wires.
- Use extreme caution and limit speed when driving. Be especially cautious where the ground is saturated or flooded—the road could be washed away.
- Generators used to supply electricity to the station must be outside and, if possible, elevated while ensuring the exhaust is ventilated to the outside.
- If stations must be evacuated, company officers will ensure utilities are shut off, and the station is secure, and the company will report to the identified safe haven, all in accordance with predetermined evacuations plans.

Response procedures for Hurricane Operations

- No member shall ride alone during a storm. All members will operate in pairs
- All members are to wear full bunker gear, including eye protection, for all responses in order to protect them from flying debris
- Aerial devices should not be operated when sustained winds are 35 mph or per department policy
- Prior to sustained wind speeds reaching 50 mph, or wind gusts over 65 mph, any chief officer or company officer who feels the situations encountered are sufficiently dangerous to the safety of personnel may cease operations and return to quarters. The officer must advise the incident commander and the dispatch center
- For the safety of the members, the fire department should discontinue response to all fire/EMS calls when sustained wind speeds reach 50 mph or wind gusts are over 65 mph. When the order to cease response is given due to hazardous wind conditions:
 - a. Units responding to or on the scene of an emergency shall continue their work until completed, at which time the units will return to the fire station or staging area
 - b. Units out of the station, but not on a call, should return to the fire station or staging area as soon as possible

E. Resuming Operations After the Hurricane

1. Company officers shall conduct an immediate survey to give the TEOC or the Area/Incident commander an assessment of the following:

Personnel

- Does any member require medical assistance?
- Does adequate staffing exist?
- Are there any other personnel problems?

Equipment

- Report on damage to windshield, body, tires, aerial, equipment and pump

- Is the apparatus and related equipment operational?
- Can the unit be dispatched?

Facilities

- Is the station operational?
- Do any hazards exist in or immediately adjacent to the station?
- What significant repairs must be made?

2. Company officers should conduct an area survey as soon as possible surrounding the station (which can be observed from the station property) and report conditions to the incident commander.
3. Companies are to conduct a “drive-by survey” of their first-due area, if possible, including all target hazards identified in the preseason planning, and report conditions to command so they may get a full assessment of the incident and deploy resources in an efficient manner to where they are most needed.
4. While life-saving assistance remains the top priority, a search of predetermined target occupancies will be conducted as soon as possible.

Due to the lack of communication, the chief or company officer may have to determine the company’s need for self-dispatch based on the situation at hand.

5. No member shall ride alone immediately following the storm. All members will operate in pairs or teams.
6. Personnel shall utilize all safety equipment available, work in teams and keep well hydrated. Every attempt should be made to abate the after-storm hazards in a *safe* manner.
7. Survey the area for any electric wires before cutting down any trees or debris.
 - If wires are present, assume they are live wires and contact the electric company to determine the status of the wires. Make sure members are aware that generators used by civilians may back feed into the system, thereby energizing downed wires.
8. Use chainsaws for appropriate use. Use proper care and protective gear.
9. Chief and company officers will establish and strictly enforce periodic rehabilitation times for fire personnel, as well as a relief program for all members.

Additional health and safety considerations include:

- Ensure all exposures to personnel are properly documented
- Provide vaccinations as necessary
- Provide post-storm follow-up care as needed

Appendix A: Resource List

Emergency Notification System

Rave Mobile Safety

www.getrave.com

Select Dare County Location

User Name and Password is required

Also Includes OBX Beach Conditions LIST SERV

Email ListServ Provider

www.mailchimp.com

Town Website

www.kittyhawknc.gov

Local PIOS

Dorothy Hester

Dare County PIO

dorothy@darenc.com

252-475-5903

252-473-8328 (cell)

Katelin Kight

Assistant Director PIO

katelin.kight@darenc.gov

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Kay Nickens

Town of Duck Public Info & Events Director

252-254-5955

knickens@ducknc.gov

Shelia Kane

Town of Southern Shores Town Clerk

252-261-2394

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Rachel Tackett

Kill Devil Hills PIO

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Roberta Thuman

Nags Head PIO
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252-449-2022
roberta.thuman@nagsheadnc.gov

Jamie Whitley
Manteo PIO
(252) 473-4111
jwhitley@manteonc.gov

The Coastland Times
Theresa Schneider
theresa.schneider@thecoastlandtimes.com
252-473-2105

The Virginian Pilot
tips@pilotonline.com
Kevin Goyette
kgoyette@dailypress.com
757-247-4776

The Daily Advance
news@dailyadvance.com

Chris Day
cday@apgenc.com
252-329-9681

Kesha Williams
kwilliams@apgenc.com
252-329-9682

Regional TV Stations

WVEC TV News Now 13 ABC
<https://www.13newsnow.com/>
(757) 628-6200

WAVY News 10 NBC
<https://www.wavy.com/>
757-393-1010

WTKR Channel 3 CBS
<https://www.wtkr.com/>

Local Churches

Kitty Hawk Baptist Church

3946 N Croatan Hwy

252-261-3516

www.kittyhawkbaptist.org

Kitty Hawk United Methodist Church

803 W Kitty Hawk Rd

252-261-2062

www.kittyhawkumc.org

Lighthouse Christian Fellowship

100 Beacon Dr

252-261-3500

www.obxchurch.org

Unitarian Universalist Congregation of the Outer Banks

831 Herbert Perry Rd

252-261-2801

www.uucob.org

Appendix B: Pre-Scripted Messages

Warning General Incident

1. The Town of Kitty Hawk has issued the following warning for those who live, work or are visiting (Describe the emergency)
2. An Emergency Situation in the Town of Kitty Hawk is currently in progress at (Describe location using name of entity if known, street and cross street, other geographic features (ocean side, on the beach, sound side), the neighborhood name where appropriate (Describe the Situation))
3. Emergency personnel are currently responding to (Incident) and local officials are monitoring the situation. To keep yourself safe and allow ease of emergency response, please avoid this area until further notice (Describe the Situation)
4. To repeat, an emergency involving (name department_ is currently in progress at (Repeat location in # 2 above)). Please avoid this area (Describe that the emergency is)
5. Do not call (911) for information about the emergency. Instead, stay tuned to (radio/tv station/local media/Town of Kitty Hawk Email/Town of Kitty Hawk OBX ALERTS and Town Social Media sources) for additional official information. (Describe the emergency)

Road/Facility Closure

The Town of Kitty Hawk Emergency Operations Center has issued the following warning for those who live, work, or are visiting.

It has been necessary to close certain local streets and highways due to:

- Flooding
- Snow and Ice
- Fire/Explosion
- Incident Involving Hazardous Materials
- Other

As of (TIME) today, the following roads have been closed by law enforcement officials:

Street/Route

At or Between

1. Please avoid these routes
(Fill in with road/routes to avoid)
2. If you must travel, use alternate routes, such as:
(Provide alternative route)
3. We recommend that you refrain from driving and remain at home due to the travel conditions
4. Again, the roads and streets that have been closed are:

(Repeat as Listed)

5. Please stay tuned for additional information on the current emergency.

Warning – Shelter in Place

The Town of Kitty Hawk has issued the following warning for those who live, work, or are visiting our area.

There has been accidental release of hazardous material that is affecting a portion of the local area. People in the following area must take protective measures:

(Describe the Boundaries)

If you are in this area, do the following immediately to protect yourself:

1. Go inside your home, workplace, or the nearest building that appears to be reasonably airtight and stay there.
2. Take your pets with you.
3. Close all doors, windows, and any fireplace dampers. Cracks around doors and windows can be sealed with damp towels.
4. Turn off any heating or cooling system that draws in air from the outside.
5. Keep your radio on and turn to _____ to receive emergency announcements and instructions.
6. Gather items that you may need to take with you if you are advised to evacuate.

People traveling in vehicles should seek shelter in the nearest airtight structure. If a suitable structure is not immediately available, travelers should roll up car windows, close air vents and turn off the heater or air conditioner until they reach a suitable building.

If shelter is not immediately available, keep a handkerchief, towel, or damp cloth snugly over your nose and mouth until you get indoors.

If you know of any neighbors or co-workers with hearing or language problems or special needs, please advise them of this message.

Please do not call 911 or local emergency officials for information. Stay tuned to _____ for additional information.

If school is in Session, choose one of the following:

1. Students at the following school are taking shelter at their schools:

Parents should not attempt to pick up students at school until the hazardous situation is resolved, and they are advised it is safe to do so.

2. Students at the following school (are/have been) evacuated to other facilities.

Parents should not attempt to pick up students from schools that have been evacuated.

Local officials will provide information on where to pick up school children as soon as it is available.

Special News Advisory – Pre-Evacuation

The Town of Kitty Hawk Emergency Operations Center has issued the following advisory for those who live, work or are visiting the Town.

Due to the threat of _____ it may be necessary for people who live, work or are visiting certain local areas to evacuate soon. This area(s) that may be at risk include(s):

Potential evacuation routes from the area(s) include:

Evacuation is NOT recommended at this time. Local officials will advise you if evacuation is necessary. However, you should be prepared to evacuate if needed. To prepare, you should:

Assemble the following emergency supplies:

- Clothing for your family for several days.
- Bedding, pillows, and towels
- Prescription medicines and spare eyeglasses
- Soap and Toiletries
- Baby food and diapers
- A contact list of important telephone numbers
- Checkbook, credit cards and cash
- Driver's license and ID Cards
- Portable radio and flashlight

You should also:

- Gather suitcases, boxes, or bags to hold your emergency supplies.
- Be prepared to secure your home or office, and your property before departure.
- Ensure your car is in good shape and you have adequate fuel.
- Decide where you will go if you have to evacuate. Make arrangements with relatives or friends or consider making hotel or motel reservations.

If you know of any neighbors or co-workers with hearing or language problems or with access and functional needs, please advise them of this message. And if you have neighbors or co-workers who do not have transportation, offer to assist them if you can.

We want to emphasize that this is a PRECAUTIONARY message about possible evacuation. Evacuation is NOT recommended at this time.

Keep your radio or TV and monitor Town social media outlets and listen for further information about this situation. Please do not call 911 or local emergency officials for information as this impacts telephone lines needed for emergency operations.

Warning Message – Urgent Evacuation

The Town of Kitty Hawk Emergency Operations Center has issued the following warning for those who live, work, or are visiting the Town.

Due to _____ that threatens/is affecting a portion of the local area, the (Town Manager/Incident Commander) recommends that people in the following area evacuate immediately to protect their health and safety:

Recommended evacuation routes from the area(s) at risk include:

Be sure to take essential items such as:

- Prescription medicines
- Eyeglasses
- ID Cards
- Checkbook/Credit cards
- Valuable Papers

Do not delay your departure to collect other belongings.

Things to Remember

- Take your pets with you, but make sure you bring a crate or cage for them.
- If you have no means of transportation, or if you are physically unable to evacuate on your own, ask a neighbor to assist you.
- If you know of any neighbors or co-workers with hearing or language problems or special needs, please advise them of this message. And if you have neighbors or co-workers who need help or do not have transportation, offer to assist them if you can.
- Repeating local officials recommend the people in the following area(s) evacuate now: (repeat the area above.)
- Please do not use your telephone except to report a true emergency. Stay tuned to this station for more information and instructions from local officials.