

Charlotte-Mecklenburg Emergency Operations Plan

January 2019



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Emergency Operations Plan**



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Forward

This document is a result of the collaborative efforts among City of Charlotte, Mecklenburg County Departments and towns, non-profit, and private partners that have assigned emergency roles and responsibilities. The final plan incorporates comments and suggestions received from a variety of stakeholders that provide critical support during times of disaster.

The ability to interact effectively and efficiently with officials of the City of Charlotte, Mecklenburg County, neighboring jurisdictions, the State of North Carolina and various Federal agencies involved during major disasters is paramount. It is for this reason the Charlotte-Mecklenburg Emergency Management Office (CMEMO) has elected to model this Emergency Operations Plan (EOP) under the National Response Framework (NRF) established by the Department of Homeland Security in June 2016 and the North Carolina Emergency Operations Plan, June 2015. This approach allows for maximum interaction at all levels of government by defining the functional roles and responsibilities of government departments and partner organizations and establishing the coordination mechanisms for a cohesive response while allowing flexibility in the response organization to respond as necessary to shifting developments and situations.

This plan fulfills the State of North Carolina's requirement for each political jurisdiction to prepare and keep current plans to respond to disasters or large-scale emergencies. It also incorporates the National Incident Management System (NIMS) as the standard for emergency response operations which has been adopted by the City of Charlotte and Mecklenburg County.

This plan establishes the overall roles and responsibilities and the concept of operations for the management of emergency or disaster incidents. This plan also organizes the departments into 16 Emergency Support Functions (ESFs) and 10 hazard or incident-specific annexes to facilitate planning and coordination to achieve an effective emergency response. It is intended to be used in conjunction with established departmental operational procedures, plans, and protocols.

Users of this document are encouraged to recommend changes that will improve the clarity and use of this plan.

Submitted by:

Robert W. Graham II, Deputy Emergency Management Director

Questions or comments concerning this document should be directed to:

Charlotte-Mecklenburg Emergency Management Office
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Charlotte, North Carolina 28206
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Letter of Promulgation

WHEREAS the North Carolina Emergency Management Act, N.C.G.S. 166A-7(d)(2), authorizes each county and incorporated municipality in the state to direct and coordinate the development of emergency management plans and programs in accordance with the policies and standards set by the Division of Emergency Management, consistent with federal and State laws and regulations, and

WHEREAS the need to prepare for, respond to, and recover from natural and man-made disasters is recognized, and

WHEREAS the safety and wellbeing of our citizens and visitors must be protected, and

WHEREAS the City of Charlotte Manager, Mecklenburg County Manager, and town managers within Mecklenburg County have the responsibility to plan for, and direct the use of personnel and resources, and to request assistance from other organizations as necessary for the welfare and benefit of the citizens in a time of public emergency.

NOW, THEREFORE, BE IT HEREBY PROCLAIMED that this Emergency Operations Plan as revised March 2019, is officially adopted, and

IT IS FURTHER PROCLAIMED AND ORDERED that the Emergency Management Director, or his/her designees, is tasked and authorized to maintain and revise as necessary this document until such time it be ordered to come before this governing body.

Director, Charlotte-Mecklenburg Emergency Management Office

Date

Chair, Board of County Commissioners,
Mecklenburg County, North Carolina

Date

Mayor, City of Charlotte, North Carolina

Date

Mayor, Town of Cornelius, North Carolina

Date

Mayor, Town of Davidson, North Carolina

Date

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Mayor, Town of Huntersville, North Carolina

Date

Mayor, Town of Matthews, North Carolina

Date

Mayor, Town of Mint Hill, North Carolina

Date

Mayor, Town of Pineville, North Carolina

Date

Attest

Date



Letter of Agreement

The Emergency Operations Plan (EOP) is a multidisciplinary plan that establishes a single, comprehensive, framework for the management of major emergencies and disasters within the county. The EOP is implemented when it becomes necessary to mobilize the resources of Charlotte-Mecklenburg government agencies to save lives and protect property and infrastructure. The plan assigns major roles and responsibilities to departments and partner organizations. The plan requires planning, training, and exercising to maintain proficiencies and to identify areas for improvement. Agreement to this plan represents a significant commitment by agency leadership.

By signing this letter of agreement, the city and county departments, and towns agree to:

- Perform assigned roles and responsibilities identified in this plan.
- Implement the EOP concepts, processes, and structures when carrying out their assigned tasks and functional responsibilities.
- Conduct operations per the National Incident Management System (NIMS), applicable Homeland Security Directives, the North Carolina Emergency Operations Plan and the National Response Framework (NRF).
- Conduct planning and preparedness activities designed to prepare agency staff to accomplish assigned emergency response and recovery responsibilities.
- Develop and maintain supporting plans, operational procedures, functional annexes, and checklists to perform assigned duties.
- Conduct planning and training in cooperation with identified primary and support agencies in coordination with the Charlotte-Mecklenburg Emergency Management Office (CMEMO).
- Maintain financial records following the Financial Management Annex to this plan and under guidance from the Finance Departments, CMEMO, and other applicable city or county procedures.
- Establish, maintain, and exercise emergency notification procedures.
- Develop and maintain an inventory of resources applicable to accomplishing assigned emergency functions.
- Provide senior representatives to the Emergency Operations Center (EOC), command post, or other identified emergency locations when activated and requested with appropriate authority to commit personnel and resources on behalf of the agency.

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- Participate in approved drills, tests, and exercises hosted by CMEMO and other public safety agencies.
- Maintain an approved agency-specific Continuity of Operations Plan (COOP) in accordance with guidelines and standards, including identifying and preparing an alternate site(s) for the efficient relocation of operations.
- Maintain a three-tier (or greater) line of succession for each agency's senior position(s) with authority to make decisions for committing organizational resources.
- Safeguard vital records including digital computer data at all times.
- Where appropriate, through CMEMO, establish standard contracts for services, equipment, and other resources with private industry in consultation with the Charlotte City Attorney and the Finance Departments.
- In cooperation with CMEMO, establish mutual aid agreements to maintain liaisons with surrounding municipal, county, non-profit, and private sector counterparts as appropriate.
- Annually, or as directed by leadership, review and update all emergency plans, policies, and procedures.
- Familiarize and train all personnel with their emergency responsibilities and procedures on a regular basis.

Chair, Board of County Commissioners,
Mecklenburg County, North Carolina

Date

Mayor, City of Charlotte, North Carolina

Date

Mayor, Town of Cornelius, North Carolina

Date

Mayor, Town of Davidson, North Carolina

Date

**Charlotte-Mecklenburg
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Mayor, Town of Huntersville, North Carolina

Date

Mayor, Town of Matthews, North Carolina

Date

Mayor, Town of Mint Hill, North Carolina

Date

Mayor, Town of Pineville, North Carolina

Date



Executive Summary

The goal of the Emergency Operations Plan (EOP) is to provide for a systematic, coordinated and effective response by the county to safeguard the health, safety, welfare, and property of the residents, businesses, and visitors during an emergency. The EOP is designed as a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the jurisdictional boundaries of the county. It establishes the priorities of saving lives, protecting property and the environment, addressing immediate needs such as rescue, medical, food, and shelter, restoring facilities essential to the well-being of the citizens and visitors, and mitigating the hazards that threaten life, property, environment, and the economy.

The EOP is implemented when it becomes necessary to mobilize the resources identified herein to save lives, protect property, environment, and the economy. The EOP incorporates the National Incident Management System (NIMS) as the standard for incident management and reflects other changes resulting from the adoption of the National Response Framework (NRF) (2016).

The EOP assigns roles and responsibilities to city, county, and partner agencies for responding to disasters and emergencies. A Letter of Agreement (LOA), signed by department directors, is included in this plan. The agreement commits the departments to undertake the necessary preparedness activities to ensure that they are ready to carry out their assigned emergency management responsibilities in the event of an emergency. The agreement also commits the agencies to develop and maintain viable department level Continuity of Operations Plans (COOPs) to ensure that they can continue operations in the event their primary facility becomes unavailable. The EOP is not written as a standalone document but instead establishes the basis for more detailed planning and development of agency-specific plans and standard operating procedures by the individual agencies to support the execution of their assigned responsibilities.

The successful implementation of the EOP is contingent upon a collaborative approach with a wide range of partner organizations that provide crucial support during emergency operations. The EOP recognizes the significant role partner organizations perform during times of emergencies and disasters and their roles and responsibilities are also included in the plan. Separate memoranda of understanding will be established with each of these organizations.

The EOP is organized into four sections:

Section One is the Base Plan and includes the federal, state, and local authorities and other references that provide the foundation for this plan. This section establishes the planning assumptions for the plan and defines the emergency management roles and responsibilities for elected officials, city/county managers, local government agencies and partner organizations. Section One also contains background information on Mecklenburg County including demographic data, a description of the county, and a summary of significant transportation features. The core of Section One is the concept of operations subsection that describes how the county will respond to and recover from a major incident. The City, County, or Town

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Managers have overall responsibility for response and recovery operations. Within the EOP delegations of authority to on-scene commanders, the Director of Emergency Management and department directors are clearly defined. The Incident Command System (ICS) is established as the standard for conducting the on-scene incident response. Based upon the scope and magnitude of the incident, the Emergency Operations Center (EOC) may be activated to serve as the direction and coordination facility to provide support to the response operations. The EOC will coordinate all requests for resources from outside the county that are not covered by existing automatic mutual aid/mutual assistance agreements. The EOC will also serve as the coordination point with the North Carolina Division of Emergency Management (NCEM) to access state and federal assistance.

Section Two includes a functional annex for each of the 16 ESFs established by the EOP. The annexes define the mission and scope of each function as well as a brief concept of operations. Supporting data and references to other plans and operating procedures are included as appropriate. Each ESF has a designated primary agency that is responsible for maintaining the annex, conducting ESF specific training and exercises, and developing supporting plans and procedures in coordination with their designated support agencies. During activation of the EOP, the primary agency is responsible for coordinating all activities within the scope of the ESF. The 16 ESFs and the primary agencies are depicted on the following page.

Section Three includes support annexes for essential emergency response tasks. These annexes outline multi-hazard procedures for damage assessment, evacuations, financial management, and debris management.

Section Four includes hazard specific incident appendices that address potential significant hazards in Mecklenburg County as identified in the Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan. This section includes aircraft accidents, dam failures, active violence, terrorist incidents, severe weather, fixed nuclear facility incidents, and radiological incidents.



Emergency Support Functions

	Title	Primary Agency
1	Transportation	Department of Transportation
2	Communications	Charlotte-Mecklenburg Emergency Management Office City-County Radio Shops Mecklenburg County and City of Charlotte Information Technology
3	Public Works and Engineering	Charlotte Engineering and Property Management/Mecklenburg County Land Use and Environmental Services
4	Firefighting	Charlotte Fire Department
5	Emergency Management	Charlotte-Mecklenburg Emergency Management Office
6	Mass Care, Housing, Emergency Assistance, and Human Services	Department of Social Services American Red Cross
7	Logistics Management and Resource Support	Charlotte Fire Department
8	Public Health and Medical Services	Mecklenburg County Health Department
9	Urban Search and Rescue	Charlotte Fire Department
10	Oil and Hazardous Materials Response	Charlotte-Mecklenburg Emergency Management Office Charlotte Fire Department
11	Agriculture and Natural Resources	Cooperative Extension Service
12	Energy and Infrastructure	Charlotte Management and Financial Services (Fleet Management) Charlotte Engineering and Property Management Department
13	Public Safety and Security	Police Departments
14	Long-Term Community Recovery	Charlotte-Mecklenburg Emergency Management Office
15	External Affairs	Charlotte-Mecklenburg Emergency Management Office County Public Information Department Charlotte Communications and Marketing
16	Volunteer and Donations Management	Charlotte-Mecklenburg Emergency Management Office The United Way/ American Red Cross/ The Salvation Army

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Plan Maintenance, Distribution, and Notice of Changes

The Charlotte-Mecklenburg Emergency Management Office (CMEMO) is responsible for developing, maintaining, and distributing the Emergency Operations Plan (EOP). The EOP will be kept in electronic format through the Charlotte-Mecklenburg Incident Management Software (WebEOC) and in the form of two hard copies, one at the Emergency Operations Center (EOC) and one at the CMEMO office. CMEMO will be responsible for updating these three locations with the most up to date versions of the plan. Additional copies of the EOP, either hard copy or electronic, will be distributed as necessary.

CMEMO will annually conduct a basic review of the EOP to incorporate new state, federal, and regional guidelines or directives and to address operational issues. Changes will include additions of new or supplementary material and deletions of outdated information. A full review of the EOP is required every five years. At the time of review, a complete update of the EOP will be conducted and submitted to the Charlotte City Council and the Mecklenburg Board of County Commissioners for promulgation.

Primary agencies are responsible for maintaining and updating their assigned functional annexes in coordination with the appointed support agencies. Proposed changes or updates to the annexes will be coordinated with all other support agencies before submission to CMEMO.

A Letter of Agreement has been signed by the department directors and is maintained on file by CMEMO. Mecklenburg County and each municipality within this plan is responsible for submitting the letter of agreement that acknowledges and accepts plan responsibilities. Departments are responsible for ensuring emergency personnel are familiar with and have access to the EOP. It is the responsibility of each organization to maintain hard copies of the EOP if desired.

Any department may develop and propose a change to the EOP and is encouraged to do so. Before submitting proposals to CMEMO, the proposing department will obtain the written approval from the appropriate department head. No proposed change should contradict or override authorities or other plans contained in the statutes or regulation. All requests for changes will be submitted to the Emergency Management Director, or designee, for coordination, approval, and distribution.



Notice of Changes

Notices of change will be prepared and distributed via email by CMEMO. The notice of change will include the effective date, the change number, subject, purpose, and action required by the departments and offices. Upon publication, the change will be considered as part of the EOP.

Change Number	Date of Change	Effective Date	Change Made By

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Record of Distribution

Agency	Location	Date



Section 1 - Base Plan

I. Introduction

A. Purpose

The Emergency Operations Plan (EOP) establishes a framework for an effective system of comprehensive emergency management, the goals of which are to:

- Reduce the vulnerability of individuals, communities, and businesses to loss of life, injury, or damage to and loss of property resulting from natural, technological, criminal, or hostile acts.
- Prepare for prompt and efficient response and recovery activities to protect lives and property affected by emergencies.
- Respond to emergencies using all systems, plans, and resources as necessary.
- Recover from emergencies by providing for the rapid and orderly implementation of restoration and rehabilitation programs for persons and property affected by emergencies.
- Assist in anticipation, recognition, appraisal, prevention, and mitigation of emergencies that may be caused or aggravated by inadequate planning for, and regulation of, public and private facilities and land use.

B. Scope and Applicability

The EOP applies to all natural or human-caused hazards that threaten the well-being of the citizens and visitors within the geographic boundaries of Mecklenburg County and establishes a fundamental concept of operations for the comprehensive management of emergencies within Mecklenburg County that is scalable to the size and scope of the incident. In addition, the EOP:

- Defines the mechanisms to facilitate the delivery of immediate assistance including the direction and control of local, state, interstate, and federal response and recovery assets.
- Establishes authority for direction and control of emergency operations.
- Defines and assigns emergency roles and responsibilities to organizations and critical positions for conducting emergency operations.
- Applies to all city and county departments that are tasked with roles and responsibilities within the EOP and recognizes the responsibility of every local government agency to respond depending on the size and scope of the incident.



II. Situation Overview

A. Mecklenburg County Facts and Figures

Location and Geography

Mecklenburg County is located in the south-central portion of North Carolina and is part of the Piedmont physiographic region of the state. It is bordered on the west by the Catawba River, on the north by Iredell County, on the east by Cabarrus and Union counties, and on the south by the State of South Carolina. According to the U.S. Census Bureau, the county contains a total area of 546 square miles of which 526 square miles is comprised of land, and the remaining 20 square miles is water. Mecklenburg County includes North Carolina's largest city, the City of Charlotte, and the towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill and Pineville.

Climate

Mecklenburg County is located in the North Carolina Southern Piedmont climate zone. The average annual temperature is 62° F, with the lowest monthly average of 32° F (January) and the highest monthly average of 90° F (July). The county receives an annual average of 43 inches of precipitation, with less than six inches of average snow accumulation.

Education System

The Charlotte-Mecklenburg School System (CMS) consists of 170 schools serving 147,359 students in 2017. Additionally, 90 private independent schools are serving nearly 25,000 students. The county is also home to 35 higher education institutions that serve more than 179,695 students.

Demographics

According to the US Census Bureau, the July 2017 estimated population for Mecklenburg County is 1,076,837.

The US Census Bureau July 2017 population estimates for the municipalities are as follows:

- | | | | |
|-------------|---------|----------------|--------|
| • Charlotte | 859,035 | • Cornelius | 29,191 |
| • Davidson | 12,684 | • Huntersville | 56,212 |
| • Matthews | 32,117 | • Mint Hill | 26,748 |
| • Pineville | 8,746 | | |

The median age in Mecklenburg County is 35 years old. The percentage of population age is broken down as follows:

- Under 5 years: 6.7%
- Under 18 years: 23.9%
- 65 years and over 10.9%

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Although Mecklenburg County's population is established at nearly 1.1 million, the county's population swells to approximately 1.5 million when accounting for transient daily commuter population, travelers through the Charlotte-Douglas International Airport, special events, and the student populations of various universities and schools in the county.

The county is comprised of a diverse population. The 2017 US Census Bureau estimates suggest that 14.7% of the population is foreign born and 19.1% of the population reported to speak a language other than English in the home. Mecklenburg County has 443,757 housing units, 32% of which are multi-unit structures.

Vulnerable Needs and Infrastructure

As part of Mecklenburg County's growing diversity, the needs of vulnerable populations residing in the county must be addressed. The county's largest vulnerable populations are comprised of those with access and functional needs, those who are non-English speaking, persons experiencing homelessness, children less than 13 years of age, and adults 65 years of age or greater. In addition to integration into this Emergency Operations Plan, Charlotte-Mecklenburg Emergency Management is incorporating inclusion of vulnerable population needs into all existing plans under review and new plans moving forward.

Critical Facilities

According to geographic information systems analysis of Mecklenburg County performed for the 2015 Mecklenburg County Multi-Jurisdictional Hazard Mitigation plan, there are 938 critical facilities located in the county. Considering the trend of development in Mecklenburg County, the number of critical facilities is expected to rapidly increase. Of the 938, 19 are located within FEMA's 100-year flood plain, two are located in areas with high wildfire potential, and another 51 are located in areas with moderate wildfire potential.

Transportation Infrastructure

Mecklenburg County is a transportation hub of regional, national, and international significance. Major air, highway, and rail transportation hubs exist in Charlotte.

Aviation

Charlotte Douglas International Airport is owned and operated by the City of Charlotte with nonstop daily flights to seven European destinations. According to the Bureau of Transportation Statistics, the airport facilitated over 45 million passenger departures and arrivals in 2017 as well as the transportation of 191,000 tons of freight. According to the Airports Council International, Charlotte-Douglas is the sixth busiest in the United States and the seventh busiest airport in the world based on takeoffs and landings, boasting 1,400 aircraft movements and 122,000 passengers every day, totaling almost 554,000 aircraft movements annually.

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Roadways

Mecklenburg County hosts an extensive network of major roadways.

Interstate 77	NC 16
Interstate 85	NC 24
Interstate 277	NC 27
Interstate 485	NC 49
US Highway 21	NC 51
US Highway 29	NC 73
US Highway 74	NC 115
US Highway 521	NC 160

The Charlotte Department of Transportation (CDOT) manages additional local roadways.

Cargo transportation is one of the Charlotte region's major industries, moving products and materials nationwide. North Carolina is currently the 16th largest trucking center in the United States and accounts for 193,000 jobs in the sector; this contributes to Charlotte's ranking as the 6th largest trading area in the nation. The county is home to 329 trucking firms and 91 warehousing and storage firms.

Rail

The Charlotte region is the center of the country's largest consolidated rail system. Two major rail systems - Norfolk Southern Railway and CSX Transportation - link 43,200 miles of rail between Charlotte and 23 states. Amtrak also provides passenger rail service from Charlotte traveling north and south with connections to east and west lines, providing access to most of the United States.

Pipeline

Mecklenburg County hosts various underground pipelines for safe transportation of oil, gas, and other hazardous liquids, some are local, and others are parts of a national pipeline network. Excluding local distribution lines, there are approximately 280 miles of active transmission pipelines that run in or through Mecklenburg County. Currently, four entities operate pipelines within the bounds of Mecklenburg County; they are as follows:

- Colonial Pipeline Company
- Piedmont Natural Gas
- Plantation Pipeline Company
- Transcontinental Gas Pipeline Company

Transit

The Charlotte Area Transit System (CATS) provides mass transportation to the county with over 70 local, express, and regional bus routes, a light rail line, services for the disabled, and vanpools serving more than 25,000,000 passengers each year.

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Economy and Industry

Mecklenburg County is an economic hub with a diverse array of industries. Atrium Health is the county's largest employer, followed by Wells Fargo, Charlotte-Mecklenburg Schools, Wal-Mart Stores, Inc., Bank of America, Novant Health, and American Airlines. The City of Charlotte is the nation's third-largest financial center behind New York, NY, and San Francisco, CA, and is home to 16 banking institutions, including the nation's largest bank (Bank of America) and a Federal Reserve Branch. The region also houses facilities for almost 900 foreign-owned companies (over half of all foreign companies in North Carolina) from 46 countries and more than 900 manufacturing firms employing nearly 50,000 people.

In addition, Mecklenburg County is home to the headquarters of six companies on the 2018 Fortune 500 list, including:

- Bank of America Corporation
- Honeywell International
- Duke Energy
- Nucor
- Sonic Automotive
- Sealed Air

B. Capability Assessment

The capabilities of Mecklenburg County are analyzed each year through the completion of the Mecklenburg County Threat and Hazard Identification and Risk Assessment (THIRA). This document, completed as part of the Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan allows Mecklenburg County to assess its resource needs and capabilities to mitigate the identified threats. This document is maintained by CMEMO and can be referenced for further information.

C. Threat and Risk Assessment

The Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan, adopted in 2015, identifies the natural hazards and their associated risks that threaten Mecklenburg County and its incorporated jurisdictions. The table below is taken from the Mitigation Plan and demonstrates the summary of the qualitative assessment of the hazards identified and the degree of risk assigned to each hazard based on historical data, anecdotal data, and input from the Mitigation Planning Committee. CMEMO maintains the Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan; the 2015 Hazard Mitigation Plan and this Emergency Operations Plan (EOP) are complementary to each other in guiding the county's response operations.



HIGH RISK	<p style="text-align: center;">Flood Winter Storms Hurricanes and Tropical Storms Severe Thunderstorms Tornadoes</p>
MODERATE RISK	<p style="text-align: center;">Drought Earthquakes Wildfire</p>
LOW RISK	<p style="text-align: center;">Dam/Levee Failure Sinkholes Landslides</p>

Source: Mecklenburg County Mitigation Planning Committee, 2015

Mecklenburg County also conducts an annual Threat and Hazard Identification and Risk Assessment (THIRA) in conjunction with the other nine counties in the Charlotte Urban Area Security Initiative (UASI). This document addresses natural, technological, and security-related hazards facing Mecklenburg County. CMEMO maintains the THIRA independently of the EOP; however, they are complementary to each other in guiding response operations.

In addition to these natural hazards, the county is susceptible to various technological and human-caused incidents including acts of terrorism involving weapons of mass destruction and hazardous materials incidents. Mecklenburg County is vulnerable to an array of natural, technological, and security-related hazards. The scope and magnitude of these incidents may vary from minor impact requiring a minimal response to major impact requiring a significant response from numerous departments and partner organizations, resulting in a disaster declaration.

Mecklenburg County is the only community in the US that has two nuclear power plants within proximity to a significant population center. Portions of the county are within a 10-mile radius of Duke Energy’s McGuire and Catawba Nuclear Power Stations. McGuire Nuclear Power Station is located the northern part of Mecklenburg County on Lake Norman. The Catawba Nuclear Power Station is located near the southern end of the county, just across the state line on Lake Wylie in York County, South Carolina. Due to the location of these nuclear power stations, special planning requirements are mandated by federal regulation from the Nuclear Regulatory Commission (NRC) and FEMA. CMEMO maintains the Charlotte-Mecklenburg Radiological Emergency Preparedness (REP) Plan independently of the EOP; however, they are complementary to each other in guiding the response operations.



D. Prevention Strategies

CMEMO conducts an annual Threat Hazard Identification and Risk Analysis (THIRA). The THIRA is used to develop SMART (specific, measurable, achievable, relevant, and time-oriented) objectives within the prevention program led by an emergency management planner within CMEMO. CMEMO gathers intelligence information from an array of local communications systems including emergency communications centers, the Charlotte-Mecklenburg Police Department (CMPD) Real Time Crime Center, bulletins, and other notifications from local, state, and federal partners. Additional intelligence gathered from partners is used to conduct prevention activities as they become relevant, real-time threats.

Communication of real-time threats and prevention recommendations is communicated by electronic means, in-person briefings, verbally via telephone, and by the county's mass notification system.

E. Hazard Summary

A summary of the top hazards identified in the Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan' hazard analysis is included below. Further information about each recognized hazard can be located in the 2015 Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan.

Flood

Mecklenburg County has lakes, ponds, and approximately 3,000 miles of streams within its boundaries. When heavy rainfall occurs, these streams are susceptible to localized flash flooding events, a frequent result of the urban infrastructure not capable of effectively handling storm water runoff. These events are usually localized and do not pose a significant threat to life or property within Mecklenburg County; however, the rapid development of the region could increase flooding potential in low lying areas of the county and place some properties at increased risk.

Hurricanes and Tropical Storms

Despite being located more than 200 miles inland from the Atlantic Coast, Mecklenburg County can still experience the effects of a hurricane or tropical storm that impacts the coast of North or South Carolina. Hurricanes and tropical storms have the potential to bring heavy rains, flooding, and high winds to Mecklenburg County. These impacts can cause damage to property, critical infrastructure, and threaten the natural and built environment of the county.

Severe Thunderstorms

Thunderstorms have been known to be common throughout the State of North Carolina and the Southeastern United States; these storms have the potential to occur year-round, however, tend to be more frequent during the summer months. These storms have the potential to bring heavy rain, high winds, and dangerous lightning to Mecklenburg County. Lightning can strike dry locations or structures and cause fires, as well as cause personal injury or death; while fires can cause severe property damage and also pose a health threat to humans.



Tornadoes

A tornado is a dangerous column of air formed by the mixture of hot and cold air masses that form a funnel cloud that connects the surface of the earth with cloud cover overhead.

Tornadoes spin violently at varying speeds and can cause massive destruction in their direct paths. Tornadoes range in intensity on the Enhanced Fujita (EF) scale from EF-0 to EF-5. From 1950 to 2014, Mecklenburg County experienced 22 tornadic events. The entirety of the county is vulnerable to these types of storms.

Winter Storms

Every year, Mecklenburg County is 84.9% likely to receive measurable snowfall. Increased winter storm activity from normal precipitation can be classified by its duration, snow, winds, temperature, and other extremes. Winter storms can paralyze large areas by their effects on infrastructure, including power outages, making roads impassable, and forcing businesses and government facilities to suspend operations until the storm passes. There have been 51 recorded significant winter weather events in Mecklenburg County since 1994; these storms can affect the entire county equally.

Drought

Drought is caused by a deficit in the normal amount of expected precipitation in over an extended period. Although the possibility of experiencing a severe drought in Mecklenburg County remains low, the effects of a potential drought would be felt statewide. A regional drought would be particularly felt in Mecklenburg County as its primary water supply, along with several other counties in the region, originates from the Catawba River. Impacts could include low lake levels, reduced stream flows, adverse effects on agriculture, decreases in groundwater availability, and potential water usage restrictions.

Earthquakes

Earthquakes are caused by stress forces that build up along fault lines in the earth's crust. When these forces exceed the amount of flex in earth's tectonic plates, the stress is released, causing an earthquake. While there are no active fault zones in Mecklenburg County, it is affected by the New Madrid (Missouri), Eastern Tennessee, Giles County, Virginia, and Charleston, South Carolina, Seismic Zones. During the last 200 years, significant faults in both the New Madrid and Charleston seismic zones have generated earthquakes measuring greater than eight on the Richter Scale and causing ground shaking events in Mecklenburg County.

Wildfire

Wildfire is an uncontrolled burning of wildland, including grass, bushes, or wooded lands. Despite rapid growth and urbanization, a significant portion of Mecklenburg County's land area is classified as forest, and initiatives are in place to continuously grow the city and county's tree canopy, covering more urban areas with trees. Mecklenburg County is susceptible to wildfires and experiences approximately 80 wildfire events per year, though most are small and localized. With increasing development in the wildland-urban interface and continuing support



of forestation of urban areas, the threat of wildfires grows, as does the risk of fire and property damage to structures built in this environment.

Landslides

Although more common in the mountain areas of Western North Carolina, the possibility exists in Mecklenburg County for the ground to be oversaturated in an area of higher elevation, and cause a shift of ground cover and soil to move to an area of lower elevation. There has been no significant history of landslides in Mecklenburg County. The possibility of landslides remains, however, due to the geography of the county, the damage would be localized to an area and not widespread.

Sinkholes

A sinkhole is caused by excess water collecting in a depression in the ground with no natural drainage. As the water moves through certain types of soil, the sediments can dissolve and create voids, causing a sudden collapse of the earth above the void space. Existing soil types in Mecklenburg County are not conducive to the formation of natural sinkholes. There is a higher potential for soil piping and/or erosion caused by leakage from drainage pipes, collapsed water mains or sewer lines, failed culverts and the effects of other human infrastructure activity. The dimensions of the sinkhole measure the extent of sinkhole activity.

Dam and Levee Failure

Dam failure is characterized by the unintentional and uncontrolled release of water caused by the breach, collapse, or other failures of a dam structure. This hazard results in significant downstream flooding, impacting both life and property. According to the National Inventory of Dams, there are 136 dams located in Mecklenburg County. Five of these are considered major dams and four are classified as high hazard dams, meaning failure or mis-operation will most likely cause loss of life and significant damage to property.

F. Mitigation Overview

The primary goal of hazard mitigation is to reduce the loss of life and property by lessening the impact of disasters. This is achieved through regulations, local ordinances, land use and building practices, and mitigation projects that reduce or eliminate long-term risk from hazards and their effects. Mitigation, by reducing the impacts of a disaster, will also lessen the demand for resources in the event of another disaster. Mitigation actions for Mecklenburg County include infrastructure improvements, preventative measures, property protection, natural resource protection, public information, and emergency services improvements. All defined objectives, initiatives, and mitigation actions can be found in the Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan.

G. Planning Assumptions

This plan has been developed to address “All-Hazards” that threaten Mecklenburg County, and to provide the response framework and guidance to any emergency or disaster situation that occurs. The organization and concept of operations are designed to allow flexibility and discretion through command and control of the incident utilizing the concepts of the National

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Incident Management System (NIMS). Furthermore, this plan is based on the following principles:

- Nothing in this EOP alters or impedes the ability of federal, state, tribal, or local departments and agencies to carry out their specific authorities or perform their responsibilities under all applicable laws, executive orders, and directives.
- The immediate response priority to an emergency or disaster situation of any size and scope will be saving lives and protecting property and critical infrastructure.
- Emergencies of various types, size, intensity, and duration may occur at any time within or near the jurisdictional boundaries of Mecklenburg County. These emergencies can develop into disasters that affect the safety, health, and welfare of the population, as well as cause damage or destruction to private and public property.
- Emergency preparedness is everyone's responsibility – citizens and government employees should be informed of their personal preparedness responsibilities and educated on how to prepare for maintaining self-sufficiency in an emergency.
- In situations in which there is a warning (i.e., severe weather) appropriate emergency notifications (internal and external) will be conducted, and agencies with emergency roles and responsibilities will take preparedness actions.
- Whenever an alert or notification is made of an emergency, all city and county agencies are expected to be prepared.
- City and county departments may be required to respond on short notice and at any time of the day or night to provide adequate and timely assistance. It is the responsibility of each department to ensure staff is trained, prepared, and available to respond.
- Response operations may last for several hours, days, or weeks. Recovery operations may continue for days, weeks, months or years.
- Response personnel and other employees may be impacted by or become a casualty of the emergency, affecting their availability to execute their emergency responsibilities.
- During emergencies, capabilities to respond to collateral and non-related emergencies must be maintained, further impacting the availability of resources for the emergency incident.
- An emergency may require the mobilization and reallocation of available resources. The situation may overwhelm the local resources and capabilities.
- In the event of an emergency that exceeds local emergency response capabilities, outside assistance may be available, either through mutual aid support agreements with nearby jurisdictions and volunteer emergency organizations or through the State Emergency Operations Center (EOC). However, often, a local emergency must be declared, and local resources must be fully committed before state and federal assistance is requested. Additionally, depending on the size and scope of the incident and concurrent incidents across a wide geographic area, resources may not be promptly available. This may result in competition among residents and jurisdictions for scarce resources.
- Widespread power and communications outages may require the use of alternate methods of communication to deliver essential services and public information. Communications may also be problematic due to demands exceeding capacities.
- Emergency operations will be managed following the National Incident Management System.

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- Depending upon the scope and magnitude of the incident, parallel implementation of Continuity of Operations/Continuity of Government plans may be necessary. All city and county agencies are required to maintain a current Continuity of Operations Plan.
- The City of Charlotte and Mecklenburg County share the responsibility for emergency operations and will commit all available resources to save lives, minimize property damage, and conduct emergency response and recovery operations.
- City of Charlotte is responsible for providing the following services:
 - Charlotte Douglas International Airport
 - Economic Development
 - Fire Rescue and Hazardous Materials Response
 - Garbage and Recycling
 - Neighborhood Development
 - Neighborhood Improvements
 - Planning and Zoning
 - Police Services
 - Road Construction
 - Street Maintenance
 - Transit Services
 - Water and Sewer
- Mecklenburg County government is responsible for providing the following services:
 - Board of Elections
 - Charlotte Mecklenburg Library
 - County Assessor's Office
 - Criminal Justice Services
 - Land Use and Environmental Services Agency: Air Quality, Code Enforcement, Solid Waste, Storm Water Services, Geospatial Information Services
 - MEDIC
 - Medical Examiner
 - Office of the Tax Collector
 - Park and Recreation
 - Register of Deeds
 - Sheriff's Office
 - Health & Human Services: Behavioral Health, Child Support Enforcement, Community Resources, Community Support Services, Public Health, Social Services

H. Planning Considerations

Evacuations/Protective Actions

Mecklenburg County is susceptible to both natural and man-made events such as floods, hurricanes, hazardous material incidents, and acts of terrorism that may necessitate an evacuation of nearby residents, businesses, and other facilities to save and protect lives. The Evacuation Annex to this plan outlines specific roles and responsibilities for planning and conducting evacuations. The Emergency Support Function (ESF) structure promulgated in this

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plan will be used as appropriate for supporting evacuation operations. Depending upon the nature of the incident, the police department or fire department may be the primary agency for coordinating evacuation operations with the other department in support.

Special Considerations

The Stafford Act, the Post-Katrina Emergency Management Reform Act (PKEMRA), and various federal civil rights laws mandate integration and equal opportunity for people with disabilities. Mecklenburg County recognizes the varying and unique requirements of individuals that require and utilize the assistance of family members, personal assistants, and service animals. Additionally, the county is committed to ensuring that the physical and mental health needs of these individuals are appropriately addressed and that the individuals and assistance providers remain together to the maximum extent possible during the evacuation, transport, sheltering, or the delivery of other services. Service animals shall be treated accordingly as required by law (e.g., the Americans with Disabilities Act (ADA) of 1990).

Residents and visitors may have medical or functional needs and may require assistance during an emergency. Each will have unique needs during an emergency and thus require communication, registration, transportation, and sheltering strategies designed to meet their needs before and during an emergency.

This plan is developed on the premise of nondiscrimination and recognizes the need for reasonable modifications of policies, practices, and procedures to ensure nondiscrimination, with reasonableness judged in light of nondiscrimination principles applied in emergent circumstances. The following hallmark tenets of nondiscrimination laws are observed in all phases of emergency management:

- Self-Determination – People with disabilities are the most knowledgeable about their own needs.
- No “One-Size-Fits-All” – People with disabilities do not all require the same assistance and do not all have the same needs. Many different types of disabilities affect people in various ways. Preparations should be made for people with a variety of functional needs, including people who use mobility aids, require medication or portable medical equipment, use service animals, require information in alternative formats, or rely on a caregiver.
- Equal Opportunity – People with disabilities must have the same opportunities to benefit from emergency programs, services, and activities as people without disabilities. Emergency recovery services and programs should be designed to provide equitable choices for people with disabilities as they do for people without disabilities. This includes options relating to short-term housing or other short and long-term disaster support services.
- Inclusion – People with disabilities have the right to participate in and receive the benefits of emergency programs, services, and activities provided by governments, private businesses, and nonprofit organizations. The inclusion of people with various types of disabilities in planning, training, and evaluation of programs and services will ensure that all people are given appropriate consideration during emergencies.

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- Integration – Emergency programs, services, and activities typically must be provided in an integrated setting. The provision of services such as sheltering, information intake for disaster services, and short-term housing in integrated environments keeps people connected to their support system and caregivers and avoids the need for disparate services facilities.
- Physical Access – Emergency programs, services, and activities must be provided at locations that all people can access, including people with disabilities. People with disabilities should be able to enter and use emergency facilities and access the programs, services, and activities that are provided. Facilities typically required to be accessible include: parking, drop-off areas, entrances and exits, security screening areas, toilet rooms, bathing facilities, sleeping areas, dining facilities, areas where medical care or human services are provided, and paths of travel to, from, and between these areas.
- Equal Access – People with disabilities must be able to access and benefit from emergency programs, services, and activities equivalent to the general population. Equal access applies to emergency preparedness, notification of emergencies, evacuation, transportation, communication, shelter, distribution of supplies, food, first aid, medical care, housing, and application for and delivery of benefits.
- Effective Communication – People with disabilities must be given information that is comparable in content and detail to that given to the general public. It must also be accessible, understandable and timely. Auxiliary aids and services may be needed to ensure effective communication. These resources may include pen and paper; sign language interpreters through on-site or video; and interpretation aids for people who are deaf, deaf-blind, hard of hearing, have speech impairments, or who are non-English speaking. People who are blind, deaf-blind, have low vision, or have cognitive disabilities may need large print information or people to assist with reading and filling out forms.
- Program Modifications – People with disabilities must have equal access to emergency programs and services, which may entail modifications to rules, policies, practices, and procedures. Service staff may need to change the way questions are asked, provide reader assistance to complete forms, or provide assistance in a more accessible location.
- No Charge – People with disabilities may not be charged to cover the costs of measures necessary to ensure equal access and nondiscriminatory treatment. Examples of accommodations provided without charge to the individual may include ramps; cots modified to address disability-related needs; a visual alarm; grab bars; additional storage space for medical equipment; lowered counters or shelves; Braille and raised letter signage; a sign language interpreter; a message board; assistance in completing forms or documents in Braille, large print or audio recording; or translation of information to languages other than English.

Medical and Access and Functional Needs

People with medical needs are defined as those who have a health condition and cannot manage themselves independently in a shelter or evacuation center, require assistance in performing activities of daily living, or require care for the monitoring of a health condition. Physical conditions requiring equipment that uses electricity may fall under this definition, although the individuals may regularly perform activities of daily living without human help.

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Furthermore, people with access and functional needs may include those who have disabilities, who live in institutional settings, who are elderly, who are from diverse cultures, who have limited English proficiency or who are non-English speaking, who are children, or who are transportation disadvantaged.

People with medical, access, and functional needs may require assistance in one or more functions including, but not limited to, maintaining independence, communications, transportation, supervision, and medical care. Agencies tasked with responsibility for access and functional needs populations can be located in the annexes for ESFs 1, 6, 8, and 15.

Children

Mecklenburg County recognizes the varying and unique requirements of children and is committed to ensuring that the physical and mental health needs of children will be appropriately addressed and that children will remain with their families or caregivers to the maximum extent possible during evacuation, transport, sheltering, or the delivery of other services.

Pets

The North Carolina EOP provides the following definitions of pets:

- **Pocket-pets:** This group of animals includes hamsters, guinea pigs, small birds, non-venomous snakes, and other small animals kept in cages as pets.
- **Common Household Pet:** A domesticated animal, such as a dog, cat, large birds, rodent (including a rabbit), or turtle that is traditionally kept in the home for pleasure rather than for commercial purposes and can travel in commercial carriers and be housed in temporary facilities. Common household pets do not include reptiles (except turtles), amphibians, fish, and insects/arachnids.

The Pets Evacuation and Transportation Standards Act of 2006 (PETS Act) amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure that state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

Depending on the circumstances and nature of the emergency, it may be necessary to provide water, shelter, food, and first aid for more animals than anticipated facilities can house or handle. Animal evacuation and sheltering will be conducted in conjunction with human evacuation and sheltering efforts. Animals should be sheltered near their owners to the extent possible; however, owners should be expected to provide food, water, husbandry, and exercise for their pets during the time they are in emergency shelters. Animal protection planning will ensure proper care and recovery for animals and people during emergencies. In keeping in compliance with the PETS Act, these plans will include measures to identify housing and shelter, communicate information to the public and proper animal care, reunification, fostering, adoption, or in the case of wildlife, release.



III. Concept of Operations

A. General

As directed by North Carolina General Statute 166A-19.15, the governments of the City of Charlotte and Mecklenburg County shall provide emergency management services within the jurisdictional boundaries of the county to protect its residents and property from the effects of an emergency.

The Charlotte-Mecklenburg Emergency Operations Plan (EOP) establishes the framework necessary for entities in the county to prepare for, respond to, recover from, and mitigate the effects of natural and man-made disasters. This EOP is compliant with guidelines established by the National Incident Management System (NIMS) and the National Response Framework (NRF).

In the event response resources in Mecklenburg County become exhausted, resource requests can be made through the county Emergency Operations Center (EOC) via existing mutual aid agreements with other jurisdictions or to the state EOC. If regional or state resources are exhausted, the state EOC will make resource requests through the National Response Coordination Center (NRCC) and the Emergency Management Assistance Compact (EMAC).

B. National Incident Management and Incident Command Systems

By resolution, the Mecklenburg Board of County Commissioners (April 19, 2005) and the Charlotte City Council (April 1, 2005), adopted the federally mandated National Incident Management System (NIMS) as the standard for incident management. NIMS incorporates the Incident Command System (ICS) as the national standard for incident management. The EOP incorporates these concepts, and emergency operations will be conducted following the NIMS.

C. Overview of Emergency Operations

Emergency operations in Mecklenburg County are comprised of four phases: preparedness, response, recovery, and mitigation.

Preparedness

The preparedness phase consists of coordinating with community partners to create and exercise plans to manage common hazards facing the community. To be successful, preparedness efforts and the plans they produce must be flexible and integrate federal, state, local, charitable, and private sector partners.

Response

The focus of the response phase is to preserve life and property. This phase can be further broken down into the following three stages:

- **Increased Readiness:** For disasters or events with an advance warning, such as a weather forecast or other indication, actions will be taken prior to the projected impact to save lives and protect property. During this phase, warning systems may be activated, resources

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mobilized and positioned for immediate use, the EOC may be activated, and evacuations implemented as appropriate.

- **Immediate Response:** During this phase, the emphasis will be on saving lives, controlling the situation, and minimizing the effects of the disaster. Immediate response activities are accomplished within the impacted communities by city/county departments and agencies supported by local mutual aid and segments of the private sector. During this phase, an Incident Command Post may be established, the EOC may be activated, and emergency instructions issued to the public.
- **Sustained Response:** As the emergency continues, assistance is provided to those affected and efforts are made to reduce secondary damage. Regional, statewide mutual aid and federal assistance may be provided. Response support facilities may be established.

Recovery

The recovery phase consists of all activities necessary to return the community to an equal or better state than it was before the emergency incident. This phase includes coordinating financial and material support from local, state, federal, and private partners to repair infrastructure, assist citizens, and reimburse response agencies. The recovery phase is often the longest and can last anywhere from a few days to multiple years.

Mitigation

The mitigation phase occurs concurrently with the other three phases of emergency operations and consists of proactive efforts to prevent an emergency or lessen its impact. Mitigation actions in Mecklenburg County are coordinated through the Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan.

D. Activation of the Emergency Operations Plan and Emergency Operations Center

The EOP will be activated when a disaster has occurred or is imminent. It may be implemented by either a City/County/Town Manager, the Director of Emergency Management, or the Director of Homeland Security/Fire Chief. The EOP will be simultaneously implemented upon activation of the EOC.

The EOC may be activated by the Director of Homeland Security/Fire Chief or a City/County/Town Manager. The level of EOC activation will be based on the severity and scope of the incident, and the ESFs and annexes established by this plan may be selectively activated based upon initial or anticipated requirements. Any city/county department director, representative of any local emergency response department, or any elected official of city or county government can request activation of the EOC to support emergencies being managed by their agency or organization. All requests for activation should be channeled through a representative of the following departments:

- Charlotte-Mecklenburg Emergency Management Office (CMEMO)
- Charlotte-Mecklenburg Police Department – Communications Center
- Charlotte Fire Department – Communications Center

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E. Emergency Operations Center

Any emergency requiring more than routine coordination and assistance, and generally involving multiple jurisdictions, such as moderate flooding in numerous locations may result in the activation of the EOC.

The Director of Emergency Management, designee, or the City/County/Town Manager has the authority to order activation of the EOC. The EOC is located at the Charlotte Police and Fire Training Academy, 1770 Shopton Road, Charlotte, North Carolina, 28217, and serves as a multi-agency coordination center (MACC) with jurisdictional responsibility for Mecklenburg County and its incorporated cities and towns. The EOC coordinates requests for outside resources from neighboring jurisdictions, the state, and if necessary, the federal government. Should this facility become untenable, operations will relocate to an alternate EOC facility in accordance with the CMEMO Continuity of Operations Plan (Contained within the Charlotte Fire COOP Plan).

When the EOC is activated, communication and coordination will be established between the Incident Commander(s) (IC) and the EOC. IC(s) will request resources and other support as required through the EOC unless there is an Area Commander (AC) established. When an AC is in place, ICs will request support through that organization. The AC will coordinate as needed with the EOC to fulfill field requests.

The primary functions of the EOC are as follows:

- Provide support to the on-scene IC(s) in such areas as communications, alert and warning, transportation, protective actions, and identifying additional resources.
- Provide overall coordination of emergency operations throughout the county.
- Provide coordination and liaison with local, state, and federal government agencies as well as with private sector resources. The EOC will also serve as the coordination point with the North Carolina Division of Emergency Management to access state and federal assistance.
- Provide management of mutual aid resources and coordinate requests for resources from the state, surrounding jurisdictions, and the federal government as necessary to support emergency operations.
- Establish prioritization of resources for emergency response operations.
- Collect, evaluate, and disseminate emergency related information
- Coordinate the development and dissemination of emergency information to the residents of the county.

Operational information for the Mecklenburg County Emergency Operations Center can be located in the EOC Operations Functional Annex of this plan.

F. Emergency Declarations

The Director of Emergency Management, or designee, may direct or coordinate with city and county agencies to respond to emergencies or disasters as outlined in this plan without a formal declaration of an emergency when the expectation is that local resources will be used, no

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extraordinary legal authorities will be required, and that no reimbursement of costs will be requested. An emergency or disaster declaration may be requested if local resources can no longer sufficiently manage the incident, extraordinary legal authorities will be required, or financial reimbursement will likely be requested.

There are three types of emergency declarations that may apply to a disaster or emergency within Mecklenburg County depending upon the scope and magnitude of the event – local, state, and federal.

Information on Declarations of Emergency can be found in the Policy Annex of this plan.

G. Internal Alert and Notifications

Timely and appropriate notifications are the cornerstone of an effective response. Alerts to incidents or potential incidents are received through various methods and from a variety of sources depending on the nature of the event. The initial notification of an emergency may come from calls to 9-1-1, business/industry notifications, on-scene response personnel, National Weather Service (NWS), news media, State Highway Patrol, State Warning Point, Emergency Alert System (EAS), or North Carolina Emergency Management (NCEM). The County Warning Point (CWP) is a 24/7 monitoring and notification capability managed and staffed by the Charlotte Fire Communications Division. The CWP makes emergency notification to CMEMO when a significant incident has occurred, or potential threat exists that may require multi-agency response coordination and is beyond the scope of normal activities.

CMEMO maintains the notification protocol and contact information for ESF agencies and representatives. CMEMO is responsible for notifying city/county departments of an incident or potential incident and identifying the required actions (i.e., monitoring, staffing the EOC, reporting, etc.). Each agency will designate multiple points-of-contact (POC) for emergency notification. Each agency is responsible for ensuring CMEMO has the most current POC information for their department. All city and county departments will develop, test, and maintain internal notification procedures and contact rosters as part of their COOP.

H. Public Notifications and Warnings

Accurate and timely public information is critical to the safety of the citizens and visitors of Mecklenburg County. Effective messaging prior to an emergency is crucial for the public to take the necessary protective actions.

The primary purpose of public information messages will be to communicate emergency information before, during, and after the emergency to enhance the well-being, safety, and awareness regarding protective measures, evacuation actions, transportation status, public health information, shelter information, response and recovery efforts, and other information. Mecklenburg County Public Information and Charlotte Communications and Marketing are responsible for coordinating the release of information to the public as outlined in the ESF 15 Functional Annex. CMEMO, the Charlotte Fire Department, the Charlotte-Mecklenburg Police

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Department, and additional governmental departments interfacing with public infrastructure, also have identified critical roles in the public information process.

Charlotte-Mecklenburg has access to a variety of message delivery systems for public alerting. These systems include the following:

- The EAS is a national system jointly administered by the Federal Communications Commission (FCC), FEMA and the National Weather Service (NWS). It is designed to provide the President of the United States automatic access to the nation's broadcast and cable systems to speak directly to the nation in times of national disaster. The EAS system can also be utilized by states and localities to disseminate appropriate emergency information.
- The NWS is the primary source for activation of the EAS for any weather-related situation in Mecklenburg County.
- The North Carolina Center for Missing Persons is the primary source for activation of the EAS for any Silver or AMBER Alert for a missing individual.
- To activate the EAS for any other purpose, requests should be made through CMEMO to the NCEM 24-Hour Operations Center (primary) or a North Carolina Highway Patrol dispatch center (secondary).
- The CharMeck Alerts system is capable of rapidly sending recorded telephone messages to phone numbers within a specified geographic area. This system can contact landline numbers from the White and Yellow Pages as well as cell phone numbers through the use of Wireless Emergency Alerts (WEA). Users can also subscribe to Char-Meck Alerts and enter their own contact information. Charlotte-Mecklenburg Emergency Management is the administrator of this system, coordinating with the towns and the city and county departments who have the authority to disseminate messages.
- NOAA Weather Radios are primarily utilized by the NWS to alert citizens during inclement weather; however, requests can be made to the NWS to activate these radios for non-weather-related hazards.
- The City of Charlotte maintains CharMeck 311, which is an information hotline and City/County database that provides information to residents. During emergencies, the capabilities may be expanded to disseminate emergency information.
- The City of Charlotte website (www.charlottenc.gov) and accompanying emergency information page, as well as Mecklenburg County's website (www.mecknc.gov) provide vital information to residents – particularly on preparing for disasters and emergencies.
- Variable message signs may be placed along major roadways as additional methods for providing information and warnings to the public. Charlotte Fire Department and Charlotte-Mecklenburg Police Department personnel may also be utilized to make announcements via public address systems.

Additional information regarding public information operations can be found in the ESF 15 External Affairs and Emergency Public Information Annex.

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I. Joint Information Systems

The Joint Information System (JIS) refers to processes, procedures, and systems for communicating timely and accurate information to the public during a crisis or emergency situation. The JIS functions in a virtual capacity with public information partners sharing a common, coordinated message. If the situation warrants, a physical Joint Information Center (JIC) will be established to coordinate the dissemination of public information. If a JIC is activated, CMEMO, or a designated partner agency, is responsible for its coordination. The County Information Department and Charlotte Communications and Marketing are responsible for staffing a JIC under the JIS. Additional information can be found in the ESF 15 External Affairs and Emergency Public Information Annex.

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IV. Organization and Assignment of Responsibilities

Emergency response involves the whole community, and each local agency or entity has assigned authorities and critical responsibilities to conduct during an incident. The authorities and responsibilities are summarized below:

A. City Council, Mecklenburg Board of County Commissioners, and Elected Town Officials

- Provide a primary, secondary, and tertiary liaison to CMEMO with direct access to key decision makers. Contacts will remain on physical file with CMEMO and WebEOC liaisons and contact information should be reviewed annually.
- Request emergency sessions of the Mecklenburg Board of County Commissioners and the Charlotte City Council if required.
- Establish policy and provide guidance to the City/County Manager and senior staff.
- Communicate with the public and provide guidance on responding to an emergency or disaster in coordination with CMEMO.
- Serve as an advocate for recovery efforts.
- Ensure continuity of government and operations plans are in place.
- Confer with the City/County/Town Manager and other agency heads as appropriate on policy issues related to the response and recovery operations.
- Serve as liaison and coordinate with other elected officials at the county, regional, and state level regarding resource needs.
- Enact emergency legislation that will assist in the resolution or mitigation of emergency or major disaster situations that will enhance or ensure the safety and welfare of the citizens.
- Act on issues that are beyond the scope of authority granted to the City/County/Town Managers' offices.
- Take appropriate measures that ensure expeditious actions by the government for the safety and welfare of the citizens.
- Coordinate with each body's respective attorney's office to ensure compliance with state and federal disaster laws.
- Establish budget and finance policy for emergency expenditure of funds.
- Establish communication and liaison with the EOC (policy group) when activated.
- Perform other functions requiring the decisions and judgment of an elected body.

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B. City, County, and Town Managers

- Provide a primary, secondary, and tertiary liaison to CMEMO with direct access to key decision makers. Contacts will remain on physical file with CMEMO and Web EOC, liaisons and contact information should be reviewed annually.
- Authorize emergency procurement and delegates contracting authority as appropriate to the Finance Department to facilitate all necessary procurements essential to the emergency.
- Notify the Charlotte City Council, Town Councils, or Mecklenburg Board of County Commissioners of the need for an emergency declaration.
- Serve as liaison with and advise the City Council/County Commissioners throughout the emergency response and recovery operations.
- Ensure coordination with other jurisdictions and all municipalities located within Mecklenburg County.
- Develop long-range response and recovery strategies in coordination with the Emergency Management Director, or designee.
- Propose emergency council/county commission action, if needed.
- Authorize emergency operations through the regularly constituted government using equipment, supplies, and facilities of existing departments, offices, and agencies to the maximum extent practical.
- Directs and reallocates assets and resources during an emergency as needed.
- Develop or cause the development of mutual aid or reciprocal assistance agreements with other public and private agencies or other localities within the state.
- Authorize requests for resources from other jurisdictions and implement mutual aid agreements where appropriate.
- Ensure appropriate emergency response leadership is in place at an incident.
- Coordinate with CMEMO to declare an end to the public emergency and advise City Council/County Commissioners of the restoration of services and resumption of routine activities, and what areas will require long-term recovery support and mitigation activities.
- Ensure overall direction and control authority are established for emergency operations, and coordination occurs as necessary with the Emergency Management Director, or designee, and the Incident Commander(s) to facilitate timely, effective, and efficient emergency operations and response.
- Ensure, to the maximum extent possible, that day-to-day operations and services are available to citizens.
- Serve as liaison to and keep the elected officials informed of the status of emergency operations.

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- Commit personnel and resources of the departments of city and county government in the absence of the department head or if it is beyond the scope of authority of the department head.
- Ensure that expeditious purchases of necessary goods and resources needed to resolve the situation are instituted.
- Advise appropriate budget, accounting, and purchasing personnel of the need for special purchases due to emergency conditions.
- Assist in the development of emergency legislation.
- Coordinate participation in media press-conferences and other public information activities with ESF 15 stakeholders.
- Ensure that proper accounting of time and money by departments is maintained.
- Perform other duties as assigned by elected officials.

C. City of Charlotte Fire Chief

- Serves as the Chief Executive for Charlotte-Mecklenburg Emergency Management (CMEMO).
- Ensure that adequate preparations are made to provide for an all-hazards emergency management and homeland security program to protect and preserve the life, health, welfare, and property of its citizens.
- Assist with coordinating, and promoting prevention, mitigation, planning, response, and recovery plans and operations by Mecklenburg County and the municipalities within.
- Responsible for setting strategic direction and policies of CMEMO, making budget requests, and utilizing the resources of the Charlotte Fire Department to ensure the emergency management office's mission is fulfilled.
- Appoint positions as necessary to assist with duties.

D. Emergency Management Director

- Develop and coordinate emergency management plans for immediate use by all facilities, equipment, staff, and other resources needed for minimizing or preventing damage to persons and property and for restoring use to government services and public utilities necessary for public health, safety, and welfare.
- Activate, staff, and manage the EOC.
- Liaise and coordinate with state and federal authorities and other political subdivisions as necessary to ensure effective disaster preparedness and response capabilities.
- Coordinate the recruitment of volunteer personnel to provide assistance during disasters and emergencies.

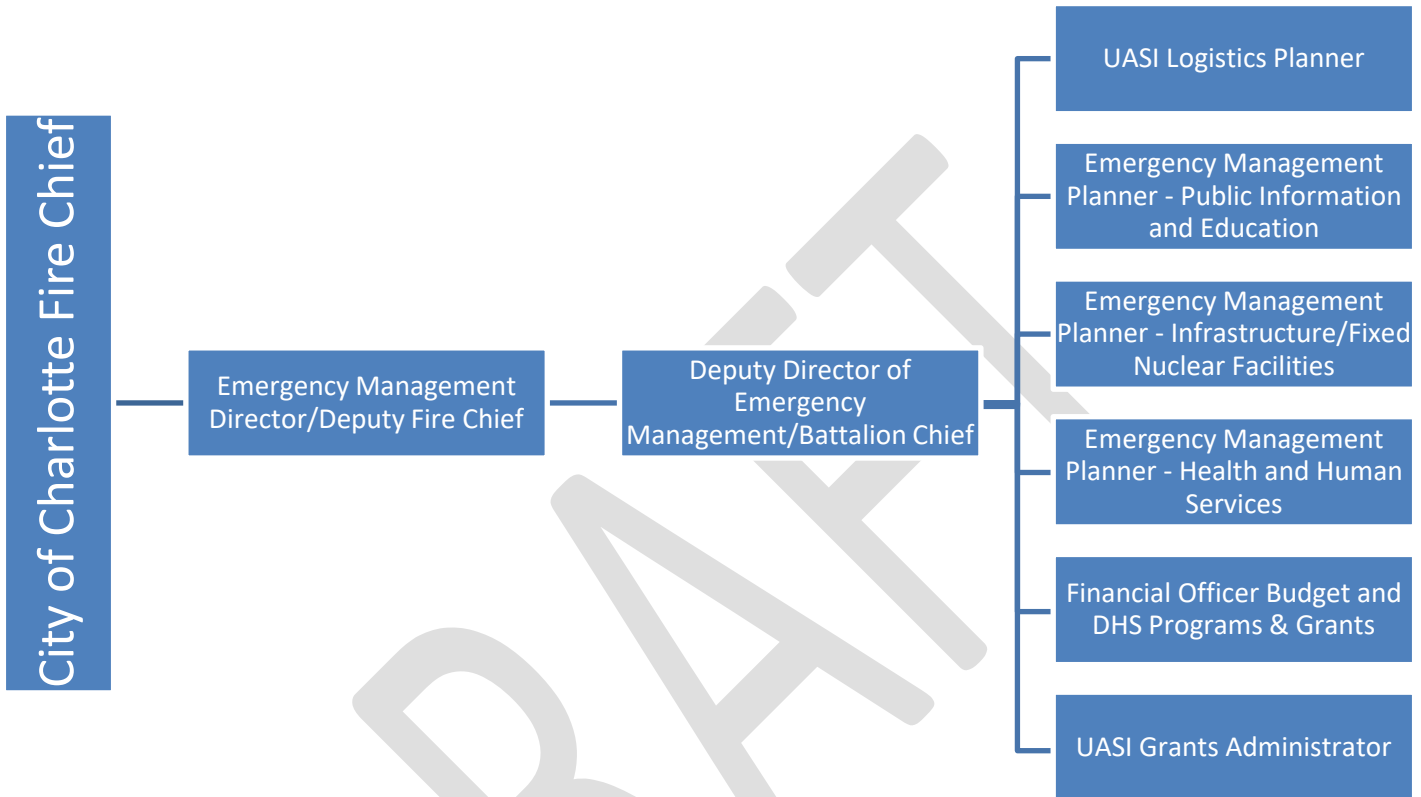
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- Coordinate other public and private agencies engaged in emergency management activities.
- Other duties as assigned in ESF 5.
- The Emergency Management Director may delegate these authorities to the Deputy Director or other CMEMO personnel.

The Emergency Management Director functions as part of the Charlotte-Mecklenburg Emergency Management Office and the Charlotte Fire Department and can delegate responsibilities as detailed in the following organizational chart.

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E. Incident Commanders

The senior fire, police, and/or EMS official arriving on scene of an emergency is authorized to establish Incident Command (IC) and designate a command post location in order to manage the emergency. Incidents that begin as a single agency response may evolve into an operation requiring a multi-agency response to meet actual or expected needs. Incident Command may expand into a Unified Command (UC) or Area Command (AC) and command may be transferred to other department representatives as the incident priorities change throughout the response and recovery operations.

- Responsibilities of the IC include:
 - Assume command and control of incident scene operations.

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- Determine the need to establish Unified Command and/or Area Command.
- Request the activation of the Emergency Operations Center.
- Implement operations in accordance with guidance in this EOP.
- Continuously assess the situation, develop incident objectives, and implement tactical response operations

F. County and City Departments and Agencies (General)

The city and county department directors, or designees, have responsibility to manage their departments on a day-to-day basis in accordance with the authority granted to them. In the event of a significant emergency, they will be expected, to the extent possible, to carry out their day-to-day assigned duties as well as the general and specific duties outlined in this EOP and agency specific Continuity of Operations Plan (COOP). This plan includes a list of all city and county departments and other partner agencies and their Emergency Support Function (ESF) Designation. Specific responsibilities for each agency can be located in the respective Emergency Support Function Annex. In the absence of the department's director, an acting director will be appointed to carry out assigned duties and responsibilities. Each agency's COOP will identify lines of authority and succession within the respective agency.

General Partner Agency Responsibilities

- Provide a primary, secondary, and tertiary liaison to CMEMO with direct access to key decision makers. Contacts will remain on physical file with CMEMO and Web EOC, liaisons and contact information should be reviewed annually.
- Perform assigned roles and responsibilities identified in this plan.
- Implement the EOP concepts, processes, and structures when carrying out assigned roles and functional responsibilities.
- Provide personnel, equipment, facilities, and other resources as necessary and available to perform assigned tasks or as requested to assist with response and recovery operations.
- Implement and maintain 24-hour operations as necessary and sustain operations for as required to respond to, recover from, and mitigate the emergency situation.
- Conduct operations in accordance with the National Incident Management System.
- Conduct planning and preparedness activities designed to prepare agency staff to accomplish assigned emergency response and recovery responsibilities.
- Develop and maintain supporting plans, operational procedures, functional annexes and checklists to accomplish assigned responsibilities. The plans and procedures will be such that they will not be in conflict with basic planning documents developed by CMEMO.
- Conduct planning and training in cooperation with identified primary and support agencies and CMEMO.

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- Maintain financial records in accordance with guidance from the Finance Department, CMEMO, and other applicable procedures.
- Establish, maintain, and exercise emergency notification procedures.
- Develop and maintain an inventory of agency/department resources applicable to accomplishing assigned emergency functions.
- Provide representation to the EOC, command post, or other identified emergency locations when activated and requested. This representative will have the authority to commit department personnel and resources to emergency operations.
- EOC representatives will be familiar with EOC standard operating procedures and technology such as WebEOC.
- Regularly participate in emergency drills, tests, and exercises.
- Maintain an approved agency-specific COOP in accordance with local and state guidelines and standards, including identifying and preparing an alternate site(s) for the efficient relocation of operations.
- Safeguard vital records including computer digital data at all times.
- Where appropriate, establish stand-by contracts for services, equipment, and other resources with private industry in consultation with Charlotte Business Support Services (procurement) or the County Finance Department (procurement).
- In cooperation with CMEMO, establish mutual aid agreements to maintain liaisons with surrounding municipal, county, and military counterparts as appropriate.
- Annually review and update all emergency plans, policies, and procedures.
- Familiarize and train all personnel with their emergency responsibilities and procedures on a regular basis.
- Be prepared to perform other tasks as assigned to meet the objectives of the emergency response.
- Coordinate public information related activities with ESF 15 stakeholders to ensure timely, accurate, and consistent messaging.

G. Local and State Agencies

Local and State agency ESF assignments can be viewed in the tables on the following pages.

“P” designates an agency is a primary agency for that Emergency Support Function.

“S” designates an agency is a support agency for that Emergency Support Function.

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Agency	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16
Charlotte Area Transit System	S															
Charlotte Aviation Department	S															
Charlotte Business Support Services		S														
Charlotte Communications and Marketing															P	
Charlotte Department of Strategy and Budget					S		S							S		
Charlotte Department of Transportation	P						S					S		S		
Charlotte Engineering and Property Management Department			P		S							P		S		S
Charlotte Fire Department		P		P		S	P		P	P					S	
Charlotte Solid Waste Services														S		
Charlotte Water			S													
Charlotte-Mecklenburg Emergency Management Office (CMEMO)		P			P	S	S		S	P	S	S		P	S	P
Charlotte-Mecklenburg Police Department		S				S			S	S			P	S	S	
Charlotte-Mecklenburg Schools (CMS)	S					S	S							S	S	
City and County Citizens Services (CharMeck 3-1-1)		S														
City and County Finance Departments					S		S									
City and County Offices of the Attorney					S									S		
Charlotte Code Enforcement				S										S		
County Fire Departments				S					S	S					S	
Mecklenburg County Code Enforcement				S										S		
Mecklenburg County Department of Social Services						P								S		
Mecklenburg County Economic Development														S		

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Agency	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16
Mecklenburg County Fire Marshal's Office				S					S	S						
Mecklenburg County Geospatial Information Services (GIS)		S														
Mecklenburg County Health Department			S	S		S		P			S			S		
Mecklenburg County Information Technology		P														
Mecklenburg County Land Use and Environmental Services			P								S	S		S		
Mecklenburg County Medical Examiner's Office								S								
Mecklenburg County Public Information		S												S	P	
Mecklenburg County Office of Management and Budget														S		
Mecklenburg County Park and Recreation Department						S	S									
Mecklenburg County Sheriff's Office						S			S				S		S	
MEDIC (Mecklenburg EMS Agency)	S	S		S		S		S	S	S					S	
North Carolina Cooperative Extension Service											P			S		
North Carolina Department of Agriculture and Consumer Services											S					
Radio Shops (City and County)		P														
Town Police Departments						S			S	S			S	S	S	
Town Public Works Departments			S													
Amateur Radio Club		S														
American Red Cross						P		S								P
Atrium Health								S								
Novant Health								S								

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Agency	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16
Metrolina Healthcare Preparedness Coalition (MHPC)								S								
Central Piedmont Community College (CPCC)														S		
University of North Carolina at Charlotte (UNCC)														S		
Communication and Information Companies (AT&T, Verizon, others)		S														
Duke Energy												S				
Salvation Army						S										P
United Way of the Central Carolinas																P
Local Financial Institutions														S		
Voluntary Organizations Active in Disasters (VOAD)																S
North Carolina Civil Air Patrol									S							
North Carolina Division of Emergency Management (NCEM)					S											
North Carolina Department of Transportation (NCDOT)	S															
North Carolina State Highway Patrol (NCSHP)	S								S							
North Carolina National Guard							S		S							

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Other State Departments and Agencies

During an incident other state departments and agencies may play primary, coordinating, or support roles based upon the assigned ESFs, authorities, resources, and the specific nature of the incident.

Private Sector Partner Agencies

Coordination with various private sector partner agencies is conducted through the Local Emergency Planning Commission, known as the All Hazards Advisory Committee (AHAC). The Mecklenburg County AHAC is coordinated by Charlotte-Mecklenburg Emergency Management and meets quarterly at the Mecklenburg County Emergency Operations Center (EOC).

During an incident, Charlotte-Mecklenburg Emergency Management contacts AHAC partners to respond to the EOC as necessary as incident objectives dictate.



H. Federal Agencies

Department of Homeland Security (DHS)

The Homeland Security Act of 2002 established the Department of Homeland Security to prevent terrorist attacks within the United States, reduce the vulnerability of the United States to terrorism, natural disaster, and other emergencies; and minimize the damage and assist in the recovery from terrorist attacks, natural disasters, and other emergencies. The act also designates DHS as “a focal point regarding natural and manmade crises and emergency planning.” DHS is responsible for the National Operations Center which serves as the national fusion center, collecting and synthesizing all-source information, including information from state fusion centers, across all-threats and all-hazards information covering the spectrum of homeland security partners.

The Secretary of Homeland Security is the principal federal official for domestic incident management. By Presidential Preparedness Directive 8 (PPD8), the secretary is responsible for coordination of federal resources utilized in the prevention of, preparation for, response to, or recovery from terrorist attacks, major disasters, or other emergencies. Depending upon the incident, the secretary also contributes elements of the response consistent with DHS’s mission, capabilities, and authorities.

Federal Emergency Management Agency (FEMA)

The Federal Emergency Management Agency, a component of DHS, is the primary federal agency for emergency preparedness, response, and recovery. FEMA has delegated responsibility for managing the DHS emergency response and recovery programs.

The National Response Coordination Center (NRCC) is FEMA’s primary operations management center, as well as the focal point for national resource coordination. As a 24/7 operations center, the NRCC monitors potential or developing incidents and supports the efforts of regional and field components.

The Office of Grants and Training provides a broad array of assistance to state, local, and tribal jurisdictions through funding, coordinated training, exercises, equipment acquisition, and technical assistance.

FEMA is organized into ten regions. North Carolina is included in FEMA Region 4, which maintains a regional office located in Atlanta, Georgia. The North Carolina Division of Emergency Management serves as the point-of-contact with FEMA.

Transportation Security Administration (TSA)

The Transportation Security Administration (TSA) was created in the wake of 9/11 to strengthen the security of the nation’s transportation systems while ensuring the freedom of movement for people and commerce. TSA is responsible for security at the nation’s airports and employs a federal workforce to screen all commercial airline passengers and baggage. In March 2003, TSA employed a risk-based strategy to secure U.S. transportation systems; working closely with

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stakeholders in aviation, rail, transit, highway, and pipeline sectors, as well as the partners in the law enforcement and intelligence community.

Federal Bureau of Investigation (FBI)

The Attorney General is the chief law enforcement officer of the United States. Generally acting through the Federal Bureau of Investigation, the Attorney General has the lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States or directed at U.S. citizens or institutions abroad. Additionally, the Attorney General is responsible for coordinating activities of the other members of the law enforcement community to detect, prevent, and disrupt terrorist attacks against the United States. This includes actions that are based on specific intelligence or law enforcement information. Furthermore, the Attorney General approves requests submitted by state governors pursuant to the Emergency Federal Law Enforcement Assistance Act for personnel and other federal law enforcement support during incidents. The Attorney General also enforces federal civil rights laws and will provide expertise to ensure that these laws are appropriately addressed.

Department of Defense (DoD)

The primary mission of the Department of Defense (DoD) and its components is national defense. Because of this critical role, resources are committed after approval by the Secretary of Defense or at the direction of the President. Many DOD components and agencies are authorized to respond to save lives, protect property and the environment, and mitigate human suffering under imminently severe conditions, as well as to provide support under their separate established authorities, as appropriate. The provision of defense support is evaluated by its legality, lethality, risk, cost, appropriateness, and impact on readiness. When federal military and civilian personnel and resources are authorized to support civil authorities, command of those forces will remain with the Secretary of Defense. DoD elements in the incident area of operations and National Guard forces under the command of a governor will coordinate closely with response organizations at all levels.

National Weather Service (NWS)

The National Weather Service provides weather, hydrologic and climate forecasts and warnings for the United States, its territories and adjacent waters and ocean areas. This is accomplished through a collection of national and regional centers and more than 122 local weather forecast offices. The NWS issues a comprehensive package of forecast products to support a variety of users, including the general public. The NWS operates the National Oceanic and Atmospheric Administration (NOAA) Weather Radio All-Hazards that transmits weather warnings and forecasts 24 hours a day across most of the United States. This system is also used to broadcast civil and natural emergency information in addition to that relating to weather.

Other Federal Departments and Agencies

During an incident of national significance as defined by the National Response Framework, other federal departments and agencies may play primary, coordinating, or support roles based upon the assigned ESFs, authorities, resources, and the specific nature of the incident.

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V. Direction, Control, and Coordination

The City/County/Town Manager has overall responsibility for response and recovery operations. Authority is delegated to the Director of Emergency Management, or designee, to coordinate the overall management of a response to a major emergency or disaster. Authority is delegated to the on-scene incident responders to implement the ICS as the standard for conducting incident response.

In accordance with the National Incident Management System, the Incident Command System will be utilized to conduct all emergency operations within Mecklenburg County as adopted by the Mecklenburg Board of County Commissioners on April 19, 2005.

The ICS is an emergency management system designed to enable effective and efficient management of incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. The ICS is widely applicable to organize both short-term and long-term emergency operations for a full spectrum of incidents.

In accordance with NCGS 166A 19.15 Charlotte-Mecklenburg Emergency Management is a function of the City of Charlotte through an agreement with Mecklenburg County, however, provides emergency management services to the entirety of Mecklenburg County. Incorporated municipalities within Mecklenburg County are authorized to establish and maintain emergency management programs in coordination with Charlotte-Mecklenburg Emergency Management if they choose to do so.

The Emergency Operations Center acts as the central point for direction and coordination of emergency management and incident response operations throughout the county, when activated. Representatives from EOC response agencies are to report to the EOC when requested to do so by Charlotte-Mecklenburg Emergency Management.

In addition to providing representation in the county EOC, municipalities, city and county departments, and educational institutions with defined emergency management programs may activate their respective coordination centers to direct their own incident response. If a local coordination center is activated, all operations must be conducted in accordance with the county EOC.



VI. Information Collection, Analysis, and Dissemination

During an emergency or other incident in Mecklenburg County in which the emergency operations center is activated, the proper flow of intelligence and other incident-specific information is essential to maintaining a common operating picture.

Maintaining information flow and a common operating picture:

- Promotes a unity of effort among responders and prevents conflicts between operations.
- Allows for responders to work safely and effectively.
- Encourages collaborative thinking among leadership for effective problem solving during complex operations.

During EOC activation, critical information about the incident will be collected from various sources and analyzed in the EOC and by the planning team. Types of data collected and sources of information will be dependent on the type of incident or event. All personnel who are deemed essential by the incident commander will receive the information through various means; personnel both in the EOC and conducting field operations shall be included in this designation.

Information sharing is a vital process, and redundant means shall be in place to do so; information formats will be dependent on the type of incident and medium of sharing. The times at which information shall be shared is also dependent on the type of information and incident. Most information will be entered into WebEOC and shared immediately depending on the direction of the incident commander and planning section. At their discretion, information sharing can be delayed or processed through other or additional means.

Means of information sharing include:

- Face-to-face
- Briefings
- WebEOC
- Incident action plans
- Telephone
- Email
- Radio
- Any other means necessary

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A. WebEOC

WebEOC is an electronic, web-based information sharing and situational awareness system that is employed by Mecklenburg County to share incident-specific information, process logistics requests, share incident action plans, incident status, and more. Other than face-to-face, WebEOC is the primary method of information sharing that will be used in the Mecklenburg County EOC during activation. All events can be logged and tracked in the Significant Events log function of the system. Once information is shared in the WebEOC system, any user with appropriate WebEOC access in Mecklenburg County's system can view it.



VII. Communications

Effective communication is a vital component of every emergency management program, as it provides the framework for agencies to work together to solve problems and mitigate the impacts of an emergency. Emergency and disaster communications requirements are supported through the comprehensive protocols and coordination procedures that Mecklenburg County agencies and organizations execute as part of standard operations. As part of standard operations, on a continuous basis, CMEMO coordinates with a wide array of agencies responsible for radio communications to maintain interoperability, reliability, and redundancy of the county's radio communications system.

A. Incident/Event Notification

Charlotte-Mecklenburg Emergency Management maintains a process for notification of EOC responders and agency representatives of significant or potentially significant events and incidents that affect the county. Through this process, representatives will be notified to report to the EOC and receive incident updates. Additionally, Charlotte-Mecklenburg Emergency Management maintains the Mecklenburg County Warning Point Tactical Operating Guidelines which establish guidelines on how to operate and when to use the equipment that makes up the County Warning Point.

B. Information Sharing and Documentation

In addition to face-to-face and voice communications, the Charlotte-Mecklenburg Emergency Management WebEOC System is utilized as the primary information sharing and situational awareness tool during an emergency incident or planned event. It is the responsibility of EOC representatives to update WebEOC with pertinent information regarding the incident. All users are required to take training with Charlotte-Mecklenburg Emergency Management within 90 days of being granted access to the system.

C. Public Information

All forms of public information will be coordinated through the Joint Information Center (JIC) or Joint Information System (JIS). Agencies represented as well as specific roles and responsibilities in the JIC and JIS are outlined in the ESF 15 Annex. The JIC/JIS is designed to coordinate information flow through a central point, ensuring timely and accurate information dissemination.



VIII. Administration, Finance, and Logistics

A. Agreements and Understandings

Any agreements or contracts must be entered into by duly authorized officials and, where practicable, formalized in writing prior to performance.

Should the resources of Mecklenburg County become exhausted during emergency operations, requests for assistance may be made to other governmental jurisdictions, volunteer agencies, and the private sector in accordance with existing contracts or negotiated emergency agreements.

Charlotte and Mecklenburg County are signatories of the North Carolina Mutual Aid Agreement and will attempt to accommodate the needs of other jurisdictions within, as well as outside the State of North Carolina.

All agencies and organizations identified within the EOP are responsible for creating and maintaining any needed agreements or contracts to facilitate their assigned responsibilities. If an ad-hoc agreement or contract becomes necessary, coordination will be handled through the chairperson of the Board of County Commissioners, mayor of the municipality or chief executive officer, CMEMO, and the agency or organization's designee with ESF responsibilities.

B. Resource Management

In a disaster or emergency, any resources or assets in control of either the city or county will be made available to resolve the situation. Requests will be made by the Incident Commander (IC) from either a fixed (EOC) or mobile command location

If county resources are exhausted, the EOC will submit a request to the state for additional resources or request mutual aid assistance. Note that this provision does not apply to existing automatic aid/mutual aid agreements. If resources are required from the state or federal governments, such requests will be via the State EOC.

Local government will commit services and resources to provide for life safety, incident stabilization, and property conservation. Response agencies will first utilize services and resources available through their agency or organization or through established agreements and contracts.

Additional needs may be met from other local governments, agencies, or organizations through the North Carolina Statewide Mutual Aid Agreement or predetermined agreements. After these sources have been exhausted, additional resources will be requested from NCEM.

If unique or specialized resources are required, they will be requested from local vendors or the state to resolve the situation. All costs associated with resource procurement will be documented for the recovery of expenses incurred regardless of the source. The following are sources or potential sources for resources that may be available to the county in responding to disasters and emergencies:

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- Personnel, staff, equipment, and facilities belonging to Charlotte-Mecklenburg.
- Resources available from neighboring jurisdictions through local mutual aid agreements.
- Resources available from the private sector through acquisition/purchasing.
- Resources of North Carolina, including the National Guard.
- Mutual aid resources from other states through the Emergency Management Assistance Compact (EMAC).
- Mutual aid available through the Statewide Mutual Aid Program.
- Resources available from the federal government through the National Response Framework (NRF).

All requests for outside assistance must be made to the EOC once it is activated so that countywide requests can be tracked and prioritized. ESF 5 at the EOC is responsible for monitoring resource requests on behalf of the EOC. Requests for statewide mutual aid will be coordinated by CMEMO personnel located at the EOC following the established state processes.

C. Emergency Purchasing and Acquisitions

Emergency purchases, acquisitions, and other procurements may be authorized by the financing authority for the respective department or agency. If additional resources are required, procurement will be processed via the City or County Procurement Department

The City of Charlotte and/or Mecklenburg County may be eligible to apply for reimbursement of disaster-related expenses either through the state or the federal government.

All agencies participating in response and recovery operations, regardless of location, will maintain records that substantiate their response and actions. It is essential that accurate records are available to support requests for recovery assistance from the state or federal government. Specific guidance for documentation will be provided through the Finance and Administration Section in the EOC. Additional information can be found in the Financial Management Annex.

Assistance Stipulations

Consumer Protection

Consumer complaints concerning alleged unfair or illegal business practices during emergencies will be referred to the North Carolina Attorney General's Office.

Nondiscrimination

There will be no discrimination on grounds of age, color, ethnicity, gender or sex, religion, sexual orientation, gender identity, genetic information, marital status, mental or physical

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disability, military status, national origin, economic status or political affiliation s in the execution of emergency preparedness, response, or relief and assistance functions.





IX. Plan Development and Maintenance

The Charlotte-Mecklenburg Emergency Management Office is responsible for the development, maintenance, and distribution of the Charlotte-Mecklenburg EOP.

A. Maintenance, Updates, and Revisions

CMEMO will annually conduct a basic review of the EOP to incorporate new state, federal, and regional guidelines or directives and/or to address significant operational issues. Changes will include additions of new or supplementary material and/or deletions of outdated information. A full review of the EOP is required every five years. At the time of review, a complete update of the EOP will be conducted and submitted to the Charlotte City Council and the Mecklenburg Board of County Commissioners for promulgation.

B. Training and Exercises

A comprehensive training and exercise program is essential for the effective implementation of the EOP. CMEMO is responsible for the overall coordination of emergency related training and exercises; however, each department with assigned roles and responsibilities in this plan will ensure that staff members are trained for their emergency roles and responsibilities and are provided the opportunity to participate in exercises. Departments will maintain an updated roster of trained staff, and primary agencies for the ESFs will develop and conduct ESF-specific training and exercises.

C. After-Action Review

After-action reviews are essential for identifying issues that impeded operations or innovative approaches that were introduced during the response and recovery that may be applicable to future incidents. In order for issues to be addressed they need to be identified and documented. All departments and agencies will participate in the after-action review process and submit issues and recommended solutions to CMEMO for review and consolidation. Primary ESF agencies will conduct after-action reviews with their support agencies to identify ESF specific issues or concerns that will be provided to CMEMO for tracking of the corrective actions process.

CMEMO will provide guidelines and templates for agencies to use to identify issues or successes. CMEMO may also schedule and facilitate an after-action review to verify and document issues for further review and corrective action. Once this process is completed, CMEMO will prepare and issue a formal after-action report for major incidents.

D. Corrective Actions

The after-action review process will be used to identify issues for corrective action. Corrective actions will be assigned through the ESFs to specific departments and agencies for review and resolution. CMEMO will manage the corrective action program by documenting issues and tracking the status of resolution. Assigned departments and agencies are responsible for

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developing recommended solutions and timelines to be approved by CMEMO. Open actions will be reviewed quarterly or as deemed appropriate.



X. Authorities and References

The EOP draws its authority from local, state, and federal law, including the following:

County/City

- County resolution of September 21, 1953 “County to Share in Expense of Civil Defense Operations.”
- County resolution of Oct 5, 1953 “Approval of Civil Defense Budget.”
- County resolution adopted April 19, 2005 “Adopting the National Incident Management System for Use During Emergency Situations.”
- County resolution adopted February 21, 2017 entitled “An Ordinance Authorizing the Declaration of a State of Emergency and the Imposition of Prohibitions and Restrictions During a State of Emergency”
- City of Charlotte resolution adopted September 2, 1953: “Employment of Individual to Head a Civil Defense Program Authorized”
- City of Charlotte resolution adopted September 30, 1953: “Civil Defense Budget for Remainder of Fiscal Year 1953-54” (Authorized Subject to Adoption by Mecklenburg County)
- City of Charlotte resolution of October 7, 1953:” Transfer of Funds from Emergency Fund to Civil Defense”
- City of Charlotte resolution adopted April 1, 2005: “Adopting the National Incident Management System for Use at Emergency Situations”
- City of Charlotte Ordinance Chapter 15, Section 15-28
- City-County Agreement executed July 01, 2001: Reinstated Consolidated Shared Programs Joint Undertaking Agreement
- City of Charlotte Ordinance Chapter 15, Section 15-20
- Any revised, new, or additions/amendments to current statutes, ordinances, rules, or
- Regulations will, when recorded or passed either by the City Council or County Commissioners, be effective and enforceable to the full extent of the revised laws.

State

- N.C.G.S. 166A North Carolina Emergency Management Act of 1977
- N.C.G.S. Chapter 14
- North Carolina Statewide Emergency Management and Mutual Aid and Assistance Agreement, 2004

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Federal

- Code of Federal Regulations, Title 44 Emergency Services and Assistance
- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003
- Presidential Policy Directive 8, National Preparedness, March 30, 2011
- Public Law 81-920, The Federal Civil Defense Act of 1950, (as amended)
- Public Law 108-458, Section 7302, The Intelligence Reform and Terrorism Protection Act of 2004
- Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act and Related Authorities (as amended), FEMA 592, (adopted April 2013)
- Public Law 109-295 Post-Katrina Emergency Management Reform Act of 2006
- Public Law 106-390, Disaster Mitigation Act of 2000 (to amend the Robert T. Stafford Disaster Relief and Emergency Assistance Act to authorize a program for pre-disaster mitigation, to streamline the administration of disaster relief, to control the Federal costs of disaster assistance, and for other purposes
- Public Law 101-336b, Americans with Disabilities Act of 1990
- Public Law 90-284, Fair Housing Act of 1968 (as amended)
- Public Law 109–308, Pets Evacuation and Transportation Standards Act of 2006 (PETS Act)
- Public Law 93-112, Rehabilitation Act of 1973 (as amended)

A. References and Supporting Plans

The EOP is integrated into, and informed by, other local, state, and federal plans, including the following:

County/City

- The Mecklenburg County Multi-Jurisdictional Hazard Mitigation Plan, 2015 (maintained by CMEMO)
- The Charlotte-Mecklenburg Radiological Emergency Preparedness (REP) Plan, 2017 (maintained by CMEMO)
- The Uptown Evacuation Plan (maintained by CMPD and CMEMO)
- Continuity of Operation Plans (maintained by each city and county department respectively)
- Mecklenburg EMS Agency's Mass Casualty Plan (maintained by MEDIC)
- Charlotte-Mecklenburg Family Assistance Center and Reunification Plan (in development)

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- Waterborne Disease Outbreak Prevention Policy (maintained by Mecklenburg County Health Department)
- Water Shortage Management Plan (maintained by Charlotte Water)
- Mecklenburg County Flood Warning and Response Plan (maintained by Charlotte-Mecklenburg Storm water Services)

State

- State of North Carolina EOP, June 2016 (maintained by NCEM)
- State of North Carolina Hazard Mitigation Plan (maintained by NCEM)
- State of North Carolina Radiological Emergency Preparedness Plan (maintained by NCEM)

Federal

- National Incident Management System, December 2008 (maintained by FEMA)
- National Response Framework, January 2017 (maintained by FEMA)
- June Comprehensive Planning Guide (CPG) 101 Version 2.0, November 2010 (maintained by FEMA)
- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters, FEMA, November 2010 (maintained by FEMA)



XI. Acronyms/Definitions

AC	Area Command
ADA	Americans with Disabilities Act
AHAC	All Hazards Advisory Committee
CAP	Corrective Action Program
CMEMO	Charlotte Mecklenburg Emergency Management Office
CMS	Charlotte Mecklenburg Schools
CATS	Charlotte Area Transit System
COOP	Continuity of Operations Plan
CPC	Central Piedmont Community College
CWP	County Warning Point
DHS	Department of Homeland Security
DMORT	Disaster Mortuary Operational Response Team
DoD	Department of Defense
DOT	Department of Transportation
EAS	Emergency Alert System
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCO	Federal Coordination Officer
FEMA	Federal Emergency Management Agency
GIS	Geographic Information Systems
HMPG	Hazard Mitigation Grant Program
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IDA	Initial Damage Assessment
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
MHPC	Metrolina Healthcare Preparedness Coalition
NCEM	North Carolina Division of Emergency Management
NCSHP	North Carolina State Highway Patrol
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Association
NWS	National Weather Service
OSC	On-Scene Coordinator
PKEMRA	Post-Katrina Emergency Management Reform Act
PNG	Piedmont Natural Gas
SBO	Small Business Administration
SCO	State Coordinating Officer
SERT	State Emergency Response Team
SHMO	State Hazard Mitigation Officer
TSA	Transportation Safety Administration

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- UC Unified Command
- UNCC University of North Carolina at Charlotte
- VOAD Voluntary Organizations Active in Disaster

