

Hurricane Isabel
Incident Action Plan and Situation
Report
6:00 PM 9/19/03



Operational Period
6:00 AM – 6:00 PM
Emergency Programs Division
NCDA&CS

Hurricane Isabel
Team 3 Incident Action Plan and Situation Report
September 19, 2003
06:00 PM

I. NCDA&CS Incident Plan Overall Objectives

- Provide timely and coordinated response to minimize harm to NC's Agricultural community, Operations and Food Supply, and to facilitate recovery from the effects of Hurricane Isabel.
- Provide for the safety of all assigned incident personnel in the execution of all incident operations.
- Develop close collaboration and coordination with Agriculture industry and interests in North Carolina to identify issues that may arise as a result of the storm.
- Be prepared to respond on a department wide level to support tasks assigned to NCDA&CS through the SERT/NCEM addressing agricultural interests.
- Maintain a good understanding of the current storm situation and ability to forecast needs based on best current available information.
- Integrate NCDA&CS command structure with outside agencies both public and private to make effective and efficient use of resources available.

II. General Situation

Status of crop and livestock losses

The CRC is coordinating several efforts to ascertain the status of the agriculture interests in the areas directly impacted by the hurricane. The heavily impacted areas have suffered extensive power loss, telephone outages and obstructed transportation infrastructures. Therefore movements, other than by air, are very difficult or impossible. Communication is also difficult, and in some cases, not possible at the present time.

Four efforts are currently underway to gain a better appreciation of the impact:

- a. A fly over by the Commissioner has been conducted today. The Commissioner was supplied with a map of the agriculture infrastructure of the NE region of the state and a digital camera.
- b. A fly over of the impacted agriculture areas by a livestock and a crop specialist is also underway today, employing maps, GPS and digital photography.
- c. Ed Jones and Dr. George Chambliss are conducting a telephone survey of the county extension agents, the FSA organizations and local contacts to get their impressions of the overall damage to agriculture. So far, contacts have been few due to the telephone outages, so little of substance has been learned as yet.
- d. Conference calls have been held with industry and the CARTs to develop first hand information on the situation.

Preliminary information suggests that the large animal livestock industries have fared reasonably well for such a massive storm. There have been no reports of mortality as yet, and the damage to facilities is less than expected.

Preliminary information on the poultry industry suggests that no serious losses have occurred as yet, however, the power is out and may stay out for some time. Many operators and processors have generators and can sustain themselves with alternate power. Where farmers do not have alternate power, poultry losses will probably grow over the next few days.

Crop losses are unknown at this point. Some reports suggest that soy beans, cotton and grain crops may be impacted. When the data collected from the flights can be reviewed, a clearer picture of the crop situation will emerge. However, until on ground reports can be obtained, the losses will be difficult to estimate.

The counties that appear to have sustained levels of damage to agriculture that warrants further investigation are:

Currituck	Craven
Camden	Carteret
Pasquotank	Pamlico
Perquimans	Beaufort
Chowan	Dare
Gates	Hyde
Hertford	Tyrrell
North Hampton	Washington
Bertie	Martin

There is an immediate need to conduct a ground assessment of the impact of the storm on the state's agriculture interests as soon as it is safe to do so.

The major challenge to day is the information battle. We need a better understanding of what has happened and what is needed. The immediate need, therefore, is on ground assessment of the food, livestock and crop situation.

There are reports of several farm operators asking for generators, however, the number is few compared with past such events because most operators now have backup generator systems or they rented them in advance of the storm.

Status report on operations at the CRC

The Crisis Response Center is now operating under a Level 1 Activation status. The CRC operates under the state Incident Command System (ICS) and is coordinating and collaborating with the divisions of the NCDA&CS, as well as with the State EOC as a component of the NC SERT, and with other departments of state government.

The State Animal Response Team (SART) is also working within the CRC as a private partner to the department in an effort to closely coordinate and collaborate response capabilities. Under this arrangement, the SART is providing command and control for the county CARTs, the establishment and operation of the animal shelters in the impacted areas, animal search and rescue and coordination with the US Humane Society animal response team on standby in North Carolina.

The CRC is being staffed by the Multi-Hazard Task Force members and other employees provided by the divisions to assist with staffing needs. The CRC is operating 24 hours per day with three duty shifts. The CRC operates under the procedures provided in the NCDA&CS Crisis Response Center Operations Manual. Each CRC duty shift is composed of an Incident Commander, an operations, logistics, finance and planning section, staff augmentation as needed, industry representatives (as needed) and the SART.

The main telephone number for the CRC is 919-807-4320, Email intended for the CRC duty staff should be sent to: multi.hazard@ncmail.net

III. Incident Action Plan for Operational Period: 6 AM- 6PM, 9-19-03

A. OPERATIONS:

- Determine need to initiate conference calls for crop assessment. Bobby Walls deployed to conduct air assessment.
- Task staff in operations to submit 204 forms at end of shift/workday as appropriate and to log in and out appropriately.
- Orient next shift staff to task tracker and have some one designated to document completed tasks from Operations Journal.

Continuing Action Items:

- Maps/databases of eastern counties to allow strategic planning of resources in CRC are tasked to ISS though Logistics: Current request is for water table data as affected by Hurricane Isabel precipitation.
- Coordinate collection of industry information: suggest two daily conference calls (0800 and 1600) involving industry reps to discuss status/needs. Identified needs and questions will be fielded at any time.
- Continue setting up branches to focus on specific areas on 6 specific areas of focus: Field Operations, Search & Rescue, Shelters, Veterinary Services, Mortality/Disposal, and Food Assessment. Develop wall-charting system to facilitate communications with branches.

Field Operations, Jim Tickel:

- When deployed, Assessment teams will report to Dr. Kirkland, Quinn, Huffman or Tickel as assigned. All requests for assistance will need to be routed through county em (EM 2000).
- Industry contacts will be made through usual day-to-day contacts (ie. Kirkland's and Quinn's inspectors and their usual contacts as well as through Jimmy Randolph, industry liaison.

Search & Rescue, Phil Snyder: w/ Humane Society of the United States:

Respond to reports of animals in danger due to Hurricane Isabel and seek appropriate care and shelter.

Shelters, Jodi Jackson/SART/CART:

Sheltering section will contact every county in Eastern Region every six hours.

Veterinary Services: Prepare response to animals in need of Veterinary Services. Dr. Sherri Nutter/CART/SART

Mortality/Disposal, Jimmy Kittrell:

- Gather producer contact information, extension contacts, public health, animal control and animal facility information. Contact information for NCDA & CS has been given to these contacts. Other needed contacts have been gathered, as well as IAP and dead disposal info.
- Plan for expected mortality including possible poultry, swine, and goat mortality in areas hit by high winds or flooding. Also plan for isolated incidents or other injury or mortality due to downed trees, damaged fencing and buildings.
- Develop transportation plan for hauling dead animals to rendering or landfill difficult
- Develop burial alternatives in case of large volumes of water make burial difficult.
- Address question regarding disposal: Should owner county EOC, Extension or proceed directly with burial?
- Assessment teams be organized and deployed beginning Saturday to assess livestock needs such as vital supplies including water, feed, cooling, and processing.

Food Assessment, Don Howell and Steve Wells:

Initiate damage assessments: respond as conditions in area allow.

Resolve the following issues:

- Communicate to Emergency Management Coordinators the necessity for transportation access to impacted areas by feed delivery companies following the storm. Involve EOC liaison to establish this information link with EOC.
- Determine what indemnity may be paid without a federal emergency declaration should there be substantial agricultural losses. (It was decided to not pursue this issue until the storm has past and assessments have been made.)

Sart

- Currently formulating a plan to dispatch teams to twelve hardest hit counties beginning 9-20-03 at 7:00am.
- Four teams will deploy with personnel and vehicles to locate county shelters without communications, and offer assistance and equipment.
- Teams are assessing road closures and formulating plan to get vehicles to the locations.
- Supplies are also being brought to shelters hardest hit by power outages.

B. LOGISTICS:

- Continue to solicit and coordinate NCDA&CS staffing resources for the CRC and Field Staff for primary 0600 to 1800 staffing and reduced staffing 1800 to 0600. Provide supplemental staffing from 1200 to 2000 for at least the next two days.
- Identify and notify a safety officer for 0600 to 1800 each day.
- Continue to track all action requests on NCDA&CS Tracker System and adjust system as needs arise.
- Continue to monitor CRC Main Telephone (807-4320) and the EM2000 Tracker System
- Continue to notify NCEM EOC of number of CRC staff members planning to eat at the EOC: Breakfast (0630) by 0100, Lunch (1200) by 0800, and Dinner (1800) by 1300.
- Contact Rendering Plants, Landfills, and Composters in Northeast North Carolina to determine their status, planned schedule for resuming operation, pick-up and process capacities, and rates.
- Obtain unique industry impact maps for storm path from ISS.
- Coordinate efforts with Safety, Medical Advisor, Operations, and Planning to assure staff is refreshed and alert.
- Create new flow charts for Incident Command Staffing through Sunday.

C. PLANNING:

- Develop Incident Action Plan for the next operational period.
- Develop Situation Report for the past operational period.
- Continue development of incident safety procedures and identify pertinent web-links for information, workers comp forms, etc.
- Continue development of Incident Communications Plan/Calling Tree protocols.
- Update wall charts detailing current action plans for Operations, Logistics, Planning, and Finance and enlarge posters for CRC.
- Log any suggested revisions/amendments to the EP DIV CRC Operations Manual received or developed during each duty shift
- Continue to monitor TASK TRACKER System for and enter task requests from other Sections into the system
- Continue to develop Q&A's list of frequently asked questions and answers to assist staff answering phones

- Continue development of demobilization procedures and form.

D. FINANCE:

- Identify and obtain three accounting processing assistants (Time unit leader, Procurement unit leader, Cost unit Leader) for each team. – Revised adequately staffed.
- Identify and obtain two administrative staff support for each team – Revised adequately staffed.
- Follow up to Divisions to ensure timely reporting is on going.
- EM 2000 licenses have been requested from Emergency Management with David Wray following up to expedite this issue. This is an ongoing issue
- A mission specific scope of work was requested from SART. This issue is being addressed, with first draft complete.

IV. Situation Report for Operational Period: 6 AM -6PM, 9-19-03

A. OPERATIONS:

- Tasked location, capacity and operational status of rendering facilities and landfills to Logistics for use by field operations and mortality/disposal branches.
- Conducted conference call at 10 AM with industry officials. No major problems reported. Unable to access some farms in Northeastern NC.
- Tasked logistics to create list of names of all personnel working under the Operations branch.
- Monitored email for ops.crc@ncmail.net and multi-hazard account.
- Monitored electronic task tracker.
- Food Assessment reports from Food and Drug revealed no problems reported. Meat and Poultry Reports power outages at one processing plant, roof damage a slaughter house. Unable to contact 4 establishments in Northeastern NC.
- Dr. Betty Herring deployed to Eastern Region Kinston, NC. Reported no agriculture-related emergencies.
- No requests for deployment of any other Operations Personnel.
- Dr. Jim Kittrell reports no mortality beyond what is normal.
- Dr. Joanne Walshweeks reports Northampton County has no telephone service. Satellite phones being delivered and air survey of damages in progress.
- Dr. Fred Kirkland's office contacted major producers for damage assessments. . Report one broiler house in Hertford County, which is still unable to be accessed, was flooded with 50,000 dead birds. Recommended to producer to compost birds in house.

Field Operations:

- Dr. Jimmy Tickel and Bobby Walls conducted air assessment of affected areas.

Sart

Call Center:

The call center was staffed throughout the day.

SART Distribution Center Established 9-19-03, 3:45pm

SART has established a distribution center for animal supplies in Pitt County. The warehouse is located at the Pitt County Animal Shelter, 4550 County Home Road, Greenville. 27858-8039. The distribution center is fully staffed with personnel

and vehicles. SART is accepting donations of supplies and equipment for the displaced animals being sheltered at the twelve shelters for evacuated large and small animals. Donations from public groups are being accepted at the center.

Sheltering:

Telephone contact was attempted with 30 counties beginning at 8:00 am. Approximately 25% of counties have been contacted. Approximately a dozen counties cannot be reached due to power outages and phone outages.

SART has activated fifteen County Animal Response Teams (CARTs) throughout the state. The CARTs in the eastern portion of the state are providing twelve shelters for evacuated animals. The twelve animal shelters housed a total of 412 evacuated large and small animals as of 12pm today. Shelters are located in New Hanover, Martin, Lenoir, Pitt, Dare, Onslow, Wayne, Johnston, Chowan, Bertie, Brunswick, and Harnett counties. Sheltering is also available for animals in Forsythe County, as needed.

Call Center:

The call center was staffed throughout the day.

Search and Rescue: No operations were attempted due to road closures and curfews.

Veterinary Services

Veterinary Services contacting veterinary clinics along eastern seaboard to assess their damage, capability, and need for assistance. Spreadsheet assessment report is forthcoming.

B. LOGISTICS:

- Developed Organizational Assignment List using ICS form 203
- Completed calls to landfills that accept mortalities post storm and augmented database to include status.
- Worked with ISS to adjust the tracking system to improve print version.
- Monitored EM2000 Task Tracker for NCDOT road update and notify Operations.
- Updated time line to include ICS teams through Sunday 1800. Contacted Team 2 to inform them of change in assigned schedule to 6.00 Saturday 9/20/03.
- Created or updated Incident Command Staff flow charts and verified staffing.

C. PLANNING:

- Developed Incident Action Plan for September 19 1800-0600
- Developed Situation Report for September 19 0600-1800
- Sent electronic copy of IAP/Situation Report for September 19-1800-0600 to mailing lists 'Agency Contacts' and 'Agency list2'
- Sent electronic copy of IAP/Situation Report for September 18-0600-1800 to mailing lists 'Agency Contracts' and 'Agency list2'
- Request from HSG@ncem.org for IAP and to add name to Agency mailing list.
- Worked with GIS to post IAP and Situation Plans on the Emergency Programs web page.
- Worked with Safety Officer to develop short list of safety issues associated for CRC and field operations relative to current conditions.
- Worked with the development of the Incident Communications Plan/Calling Tree protocols.

D. FINANCE:

- Finance procedures have been created for reporting, forecasting and tracking expenditures and other procedures as needed.
- The purchase order has been issued for eight needed computers that were requested by ISS. Full approval was made through the department.
- Spreadsheets for expense tracking were updated. This includes purchases, employee time and expenses, and other expenditures
- Data was entered for dates of September 15 through September 18, 2003.
- Purchases to date = **\$43,505**. This includes the eight computers for ISS

- Employee Salaries to date are:

• Departmental Employees	=	\$28,220.29
• SART Volunteers	=	300.00
Total	=	\$28,520.29

- Current staff totals to date are:

Departmental Employees	=	93
SART Volunteers	=	<u>15</u>
Total	=	108

- Manhours:

▪ Departmental	=	903
▪ SART	=	<u>145</u>
Total	=	1,048

Total Salaries and Expenditures = **\$72,025.29**

ATTACHMENTS:

1. INCIDENT TIMELINE

INCIDENT TIMELINE

Thursday, September 18, 2003

Team 1

0600	0700	0800	0900	1200	1500	1600	1630
Briefing IAP Team	EOC Brief EM Liasion Gives Brief to EM	Daily Briefing Commissioner	Command Staff Meeting – IC- OPS-Logistics- Planning – Finance	Lunch	CART/SART Conference Call	Direct Ag Industry (Poultry/Swine Operations)	IAP Items to Planning Chief

Team 2

1730	1800	1900	2100	2400
Command Staff Meeting IC-OPS-Logistics-Planning Finance	IAP Brief & Shift Change Meeting	EOC Brief EM Liasion Gives Brief to EM	Command Staff Meeting	Dinner/Snack

Friday, September 19, 2003

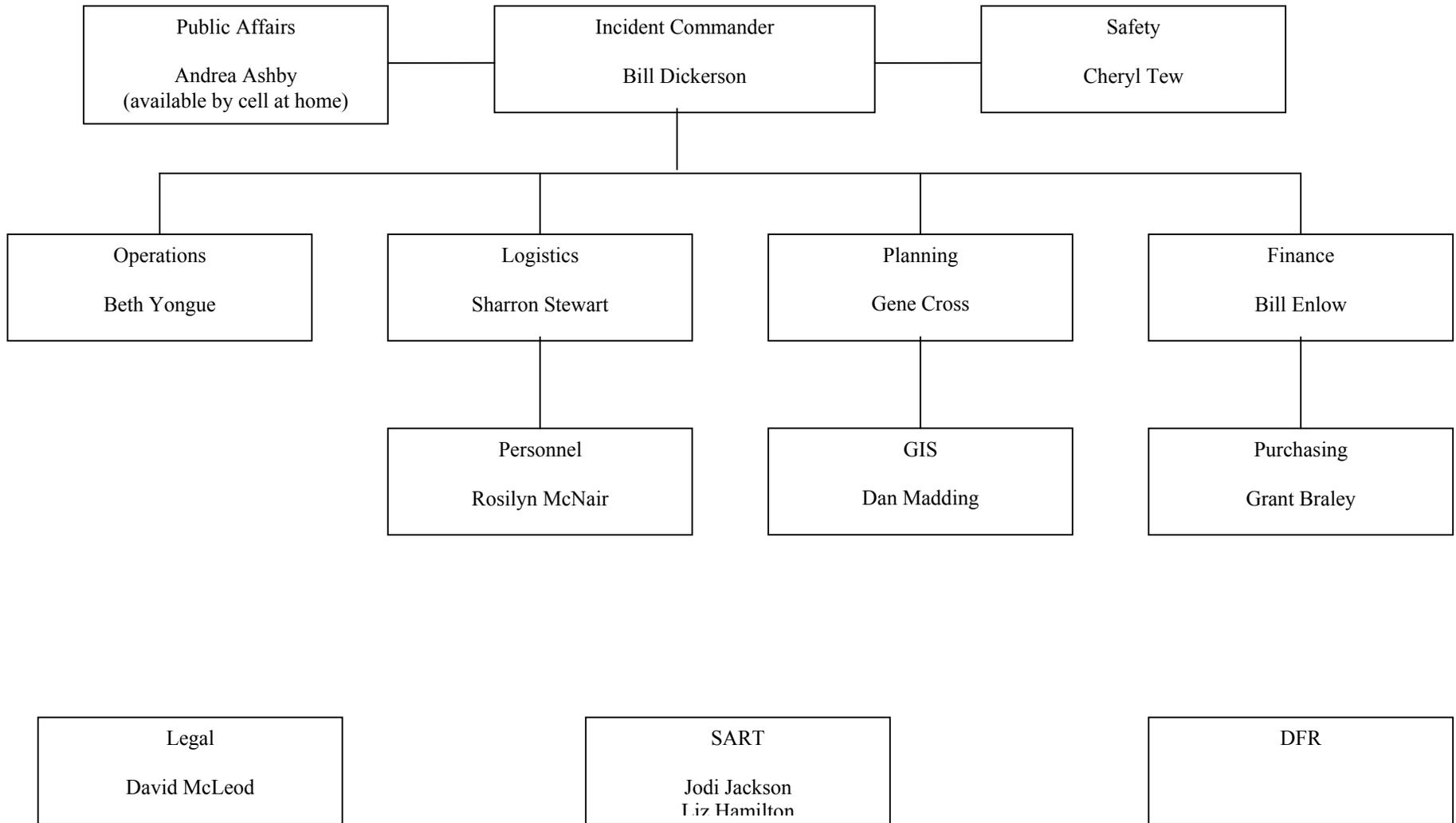
Team 2		Team 3		Team 1	
0430	0530	0600	1200	1600	1800
IAP Items to Planning Chief	Command Staff Meeting – IC- OPS-Logistics- Planning – Finance	IAP Brief & Shift Change Meeting			

Saturday, September 20, 2003

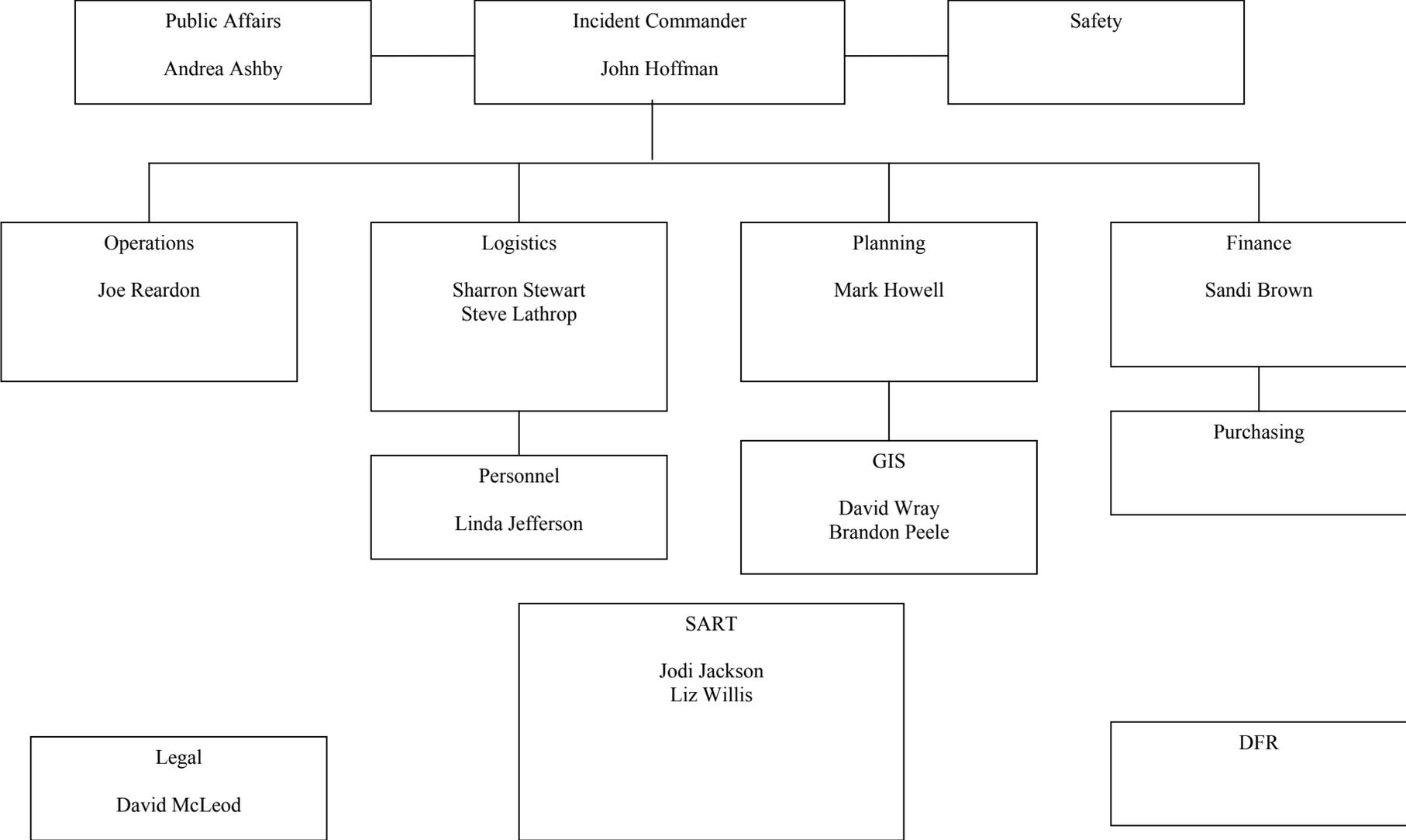
Sunday, September 21, 2003

2400	NO TEAM	0600	Team 2	1800	Team 3	0600	Team 1
Minimal Shift – 2 Persons No Team							

Isabel Incident Command Team #3 Friday 9/19/03 06.00-18.00



Isabel Incident Command Team #1 Friday 12.00-24.00 9/19/03



SART Schedule Updated Friday 8:08

am

Public Information Officers
Finance Chief
Webmaster
Hotline Call Center

Peggy Drechsler, Cindy Bailey
 Elizabeth Exum
 Martha Eller
 Amanda Mullen, Dr. Richard Dillman, Dr. Maria Correa

OPERATIONS

	SART Section Heads	Search and Rescue	Sheltering	Veterinary Services
Wednesday				
6:00 pm -- 6:00 am	Planning: Chester Lowder Logistics: Jodi Jackson Operations: Julie Bradley	Phil Snyder W 630-357-7015 M 630-215-5099 hsuscsro@aol.com	Liz Wills B 919-681-6276 C 919 452-1605 P 919-970-7668 liz_wills@hotmail.com	Meri Winchester H 336-421-3650 B 919-966-2906 P 919-216-6951 meri_winchester@med.unc.edu
Thursday				
6:00 am -- 6:00 pm	Planning: Chester Lowder Logistics: Sharron Stewart Operations: Jodi Jackson	Phil Snyder W 630-357-7015 M 630-215-5099 hsuscsro@aol.com	Liz Wills B 919-681-6276 C 919 452-1605 P 919-970-7668 liz_wills@hotmail.com	Dr. Maria Correa W 919-513-6253 Maria_Correa@ncsu.edu
6:00 pm -- 6:00 am	Planning: Chester Lowder Logistics: Jodi Jackson Operations: Julie Bradley	Phil Snyder W 630-357-7015 M 630-292-2777 hsuscsro@aol.com	Paige Burris 919-304-8209 mamielyde@hotmail.com	Dr. Barry Pittman C 910-987-1822 H 910-480-0218 bnpittman@earthlink.net
Friday				
6:00 am -- 12:00 pm	Planning: Chester Lowder Logistics: AD Sawyer Operations: Jodi Jackson	Phil Snyder W 630-357-7015 M 630-292-2777 hsuscsro@aol.com	Liz Wills B 919-681-6276 C 919 452-1605 P 919-970-7668 liz_wills@hotmail.com	Art Rupard H 218-1698
12:30 pm -- 6:00 pm	Planning: Chester Lowder Logistics: AD Sawyer Operations: Jodi Jackson	Phil Snyder W 630-357-7015 M 630-292-2777 hsuscsro@aol.com	Liz Wills B 919-681-6276 C 919 452-1605 P 919-970-7668 liz_wills@hotmail.com	Dr. Joe Gordon 919-832-3107 keithent@mindspring.com

6:00 pm -- 6:00 am	Planning: Logistics: Jodi Jackson Operations: Julie Bradley	Laura Bavin 850-508-2482 Ernie Mayo 850-508-2482	Paige Burris 919-304-8209 mamielyde@hotmail.com	Meri Winchester H 336-421-3650 B 919-966-2906 P 919-216-6951 meri_winchester@med.unc.edu
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Saturday

6:00 am -- 12:00 pm	Planning: Logistics: Jodi Jackson Operations: Jodi Jackson	Phil Snyder W 630-357-7015 M 630-215-5099 hsuscstro@aol.com	Liz Wills B 919-681-6276 C 919 452-1605 P 919-970-7668 liz_wills@hotmail.com	Dr. Sheri Nutter (6-11) W 919-929-0031 H 919-967-6798 M 919-612-4692 nutterdvm@mindspring.com
12:00 pm -- 6:00 pm	Planning: Logistics: Jodi Jackson Operations: Julie Bradley	Phil Snyder W 630-357-7015 M 630-215-5099 hsuscstro@aol.com	Liz Wills B 919-681-6276 C 919 452-1605 P 919-970-7668 liz_wills@hotmail.com	Dr. Maria Correa (11-3) H W 919-513-6253 787-8578 C 696-0437 Maria_Correa@ncsu.edu Dwight Bellinger (3-6) H 732- 6816
6:00 pm -- 6:00 am	Planning:	Logistics: Jodi Jackson	Operations:	Margee Moncure H 828-628-2560 C 904-476-7338

Sunday

6:00 am -- 6:00 pm	Planning: Operations:	Logistics: Jodi Jackson	Liz Wills B 919-681-6276 C 919 452-1605 P 919-970-7668 liz_wills@hotmail.com	Dr. Ron Komich (6-noon) H 336-299-7565 W 336-299-3528 M 336-255-3998 rjkomich@att.net Rhonda McHugh (noon-6p) H 336-622-5477 M 336-964-5181
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SECTION HEAD CONTACT INFORMATION

Chester Lowder	C 919-280-8153	H 919-773-8916	
Jodi Jackson	C 919-272-2004	ncsart@hotmail.com	
Julie Bradley	H 919-859-6743	C 919-513-6357	julie_bradley@ncsu.edu

CRC SITE SAFETY GUIDELINES

A. Office (General)

1. Aisles, doorways and corners shall be free of obstructions to permit visibility and movement.
2. Furniture shall be in maintained in a safe condition. For example, casters, rungs, and legs are stable. There are no splinters, burrs, or sharp edges present. Remove any unsafe furniture from the area or tag it "Broken" or "Unsafe."
3. All walkways, entrances and exits to stairwells and offices shall not be blocked or obstructed.
4. Areas should not be cluttered with extra materials or trash.
5. Do not stack equipment on other equipment that might tumble or fall. For example, do not place an audio speaker on top of a computer hard drive.

B. Tripping/Falling

1. Floor surfaces shall be secure, dry, and free of hazards. Spills onto floors must be immediately cleaned or posted "wet floor" until dry.
2. Emergency exits shall be properly lighted, free of debris, clearly marked and visible.
3. There must be adequate walking space approaching exits (4 feet of each side of exit).
4. Electrical, phone, and other cords must be kept out of walkways or taped to floor to prevent tripping.
5. Personal items, such as book bags, brief cases, purses, etc. shall be kept out of walkways.
6. Use a step stool or ladder to reach high objects. Do not climb on chairs or tables.

C. Electrical

1. All electrical appliances and equipment must be properly grounded or double insulated.
2. Plugs and outlets must not be overloaded.
3. Cords must be in good condition, not be frayed, spliced, and/or worn.

D. Fire

1. Fire extinguisher locations must be posted.
2. Fire extinguishers shall be recharged regularly, properly inspected and shall be in adequate number and type.
3. No flammable or hazardous materials should be present in the CRC area.
4. Emergency and fire evacuation plans for the building shall be posted.
5. The Duty Officer and the Logistics Officer should both try to retrieve the sign in/out books on their way out of the building in the event of an evacuation.

CRC SITE SAFETY GUIDELINES-PAGE 2

E. Housekeeping

1. Adequate waste disposal containers shall be provided and emptied regularly.

2. Trash must be placed in trashcans and recyclable materials must be placed in their proper disposal containers.
3. Bathroom facilities shall be kept in a sanitary condition.
4. Food should be properly stored. Items requiring refrigeration should be kept in the refrigerator, to prevent spoilage and/or contamination.
5. Floors should be clean and dry.
6. The CRC should be kept in a clean, orderly, and sanitary condition.

F. Training and education

1. At the start of each shift, employees shall be instructed to familiarize themselves with the building evacuation route(s). They shall be informed to report to a predetermined meeting location for a headcount immediately following evacuation.
2. Employees shall be notified of the location of the fire extinguishers, first aid kit, automated external defibrillator (AED), building exits, and building evacuation routes at the beginning of each shift.
3. A CPR/First Aid/AED trained individual shall be identified at the beginning of each shift.
4. Employees shall be periodically instructed in the use of fire extinguishers and fire protection procedures.