

Terrorist Threats and Acts Functional Annex

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I. PURPOSE

These procedures provide for the protection of the public, emergency response personnel, and other emergency personnel during disasters or events that are caused by acts of terrorism which can lead to situations that would cause a need for expansion of the daily activities provided by the forces and personnel of Alexander County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Terrorism is defined as criminal acts or threats by individuals or groups to achieve political, social, or economic gain; recognition by fear, intimidation, coercion; or violence against the government and its citizens.
2. Domestic and international acts of terrorism have been committed in the past and are likely to occur in the future.
3. The successful response to and management of a terrorist incident requires a well-planned, integrated, and coordinated response from local government, neighboring jurisdictions, the private sector, and state and federal agencies.
4. The 9-1-1 telecommunicators are usually the first interface between the terrorist incident and the first responders. The information obtained from callers can have a crucial impact on the safety and welfare of emergency responders. The value of these telecommunicators to first responders is heavily influenced by their knowledge of terrorist acts involving Weapons of Mass Destruction. (CBRNE - Chemical, Biological, Radiological, Nuclear, and Explosives)
5. Some of the major issues that will require attention during management and control of incidents include:
 - i. Agent detection
 - ii. Identification and isolation
 - iii. Downwind evacuation or shelter-in-place
 - iv. Traffic rerouting, congestion, and control
 - v. Disposition of the deceased
 - vi. Hospital casualty overload
 - vii. Public fear
 - viii. Public information dissemination
 - ix. Spread of contamination and disease
 - x. Safety and welfare of emergency responders
 - xi. Evidence identification and preservation
 - xii. Suspect(s) identification, arrest, and criminal prosecution
6. Mass casualty triage and medical management, as well as mass decontamination procedures, must be practiced with sufficient frequency to build both confidence and competence in emergency responders.
7. A chemical, biological, or explosives-related terrorist incident is a federal crime scene, and per Presidential Decision Directive 39, the FBI has overall responsibility for crime scene management.

8. Because of the likelihood of mass casualties and large numbers of emergency responders from Alexander County, nearby jurisdictions, and state and federal agencies, it is imperative that a comprehensive accountability system be implemented and maintained throughout the incident.
9. A terrorist incident involving a chemical or biological agent is still a hazardous materials incident but with the potential for much greater consequences and challenges for emergency responders. It is also likely to be a mass casualty incident. However, a bio-terrorist release will evolve, as the bacterial/viral symptoms may take hours or days to present, and the infected people may or may not infect others.
10. Communication is an extremely critical element in the management of WMD terrorism incidents. Timely and accurate information must be shared with the various agencies involved in the incident. The community must also be kept apprised of matters potentially impacting their safety and welfare.

B. Assumptions

1. A large-scale emergency may result in increased demands on all personnel.
2. Many injuries, both minor and relatively severe, will be self-treated by the public.
3. Resources available through the area and regional medical, health, and mortuary services mutual aid agreements will be provided.
4. When local resources can no longer meet the demand of the situation, State agencies will be contacted to provide additional resources and/or to assume control of the response.
5. Catastrophic terrorist events may affect large areas of the County, and response and auxiliary resources may be damaged, destroyed, or unavailable.
6. Terrorists are likely to deploy Weapons of Mass Destruction including explosives, and chemical and biological weapons.
7. It will be unlikely that initial emergency response personnel will know the event is linked to terrorist activity.
8. Intelligence agencies will share information and fully cooperate with response personnel.
9. Terrorist activity will likely include a variety of public and private sector "targets," such as public buildings, nuclear plants, schools, etc.
10. Planning and training before an incident will significantly reduce the risks to personnel.
11. Emergency response personnel are knowledgeable in the use of available resources.
12. Response time for resources requested from outside the County will require a minimum of two hours.

III. CONCEPT OF OPERATIONS

A. General:

1. Emergency operations will be an extension of normal agency and facility duties.
2. Coordination between all agencies is necessary to ensure emergency operational readiness.
3. First responders (fire, EMS, law enforcement) must first ensure their protection and the protection of all responding departments.

B. Threat Assessment

1. This element will be the responsibility of law enforcement agencies that consist of the Alexander County Sheriff's Office; Taylorville Police Department; State Bureau of Investigation (NCISAAC); Federal Bureau of Investigation; Bureau of Alcohol, Tobacco, and Firearms; and other law enforcement agencies that provide information on terrorist groups,

individuals, and threat situations based on collected intelligence. The FBI will have primary responsibility for coordinating intelligence and threat assessment information. The Alexander County Sheriff's Office will coordinate the distribution of information to the primary response departments.

2. The information below is meant as basic response guidelines for terrorist incidents. The IC must use discretionary judgment to ensure a timely, professional response. The only way to ensure the IC's decisions are in the best interest of responders and the public is to use all possible sources of information from all response organizations in the decision-making process.
 - a. Threat Assessment Levels:
 - i. These levels are constantly being monitored by all law enforcement to the best of their ability. The primary law enforcement agency, in this regard, is the Federal Bureau of Investigation. The primary state law enforcement agency is the North Carolina State Bureau of Investigation. The primary law enforcement agency for Alexander County is the Sheriff's Office. Other Federal, State, and Local law enforcement agencies may also have information available. One of the FBI's primary missions is to monitor terrorist groups, corroborate information received, identify terrorist members, and prepare a law enforcement interdiction plan.
 - ii. As part of this ongoing initiative, information discovered or obtained from other sources will be shared with other law enforcement agencies as appropriate for law enforcement action and later with appropriate local and/or state officials. In the event of danger to the health or welfare of the general public, the FBI will share all information necessary to safeguard the safety, health, and welfare of the general public.
 - iii. Because a threat may be received by or relayed to the Emergency 9-1-1 Telecommunicators, it is imperative that the 9-1-1 staff and supervisors receive awareness training to assist them in recognizing a terrorist threat/act and respond accordingly. Emergency 9-1-1 communication center supervisors/managers will be provided information so that they may better fulfill their roles and responsibilities. All 9-1-1 communications center supervisors/managers should be involved in the intelligence briefings that are part of the threat-level assessment. Alexander County has chosen to establish threat levels to assist in a response to a terrorist incident. These threat levels mirror those established by the federal government – the Department of Homeland Security. They are as follows:
 - (i) Imminent Threat Alert**
 1. Warns of a credible, specific, and impending terrorist threat against the United States. Additional protective measures that may be applied are as follows:
 - a. Imminent Threat Alert requires the tailoring of response actions needed to anticipate, prevent, and/or resolve the crisis.
 - b. The development of a Unified Command structure should be implemented among the primary response departments.

- c. Activation of the Joint Operations Center (JOC) and the Joint Information Center (JIC), with representation limited to the primary response departments, should be considered.
- d. Coordinating necessary security efforts with armed forces or law enforcement agencies.
- e. Taking additional precautions at public events.
- f. Preparing to work at an alternate site or with a dispersed workforce.
- g. Restricting access to essential personnel only.
- h. A terrorism incident occurs that requires the immediate use of local resources in response to limited or major consequences of the event.
- i. Activation of the Emergency Operations Center is required.
- j. Incident Command will be transferred to the EOC. Whenever practical, Operational Command may be maintained at the incident site.
- k. Assigning emergency response personnel and pre-positioning specially trained teams.
- l. Monitoring, redirecting, or constraining transportation systems.
- m. Closing public and government facilities.
- n. Increasing or redirecting personnel to address critical emergency needs.

(ii) Elevated Threat Alert

- 1. Warns of a credible terrorist threat against the United States.
- 2. After reviewing the available information, the Secretary of Homeland Security will decide, in coordination with other Federal entities, whether a National Terrorism Advisory System (NTAS) Alert should be issued.
- 3. NTAS Alerts will only be issued when credible information is available.
- 4. These alerts will include a clear statement that there is an imminent threat or elevated threat. Using available information, the alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses, and governments can take to help prevent, mitigate, or respond to the threat.
- 5. The NTAS Alerts will be based on the nature of the threat: in some cases, alerts will be sent directly to law enforcement or affected areas of the private sector, while in others, alerts will be issued more broadly to the American people through both official and media channels.
 - a. The credibility assessment process is initiated.
 - b. Increasing surveillance of critical locations.
 - c. Notification of primary response departments is required. Primary response departments are appropriate law enforcement, fire department, rescue, EMS, and Emergency Management coordinating emergency plans with nearby jurisdictions.
 - d. Assessing further refinement of Protective Measures within the context of the current threat information.
 - e. Implementing, as appropriate, contingency and emergency response plans.

- f. Request and deployment plans for resources should be made, if the resources be required.

(iii) Sunset Provision

1. An individual threat alert is issued for a specific time and then automatically expires. It may be extended if new information becomes available or the threat evolves.
2. NTAS Alerts contain a sunset provision indicating a specific date when the alert expires – there will not be a constant NTAS Alert or blanket warning that there is an overarching threat. If threat information changes for an alert, the Secretary of Homeland Security may announce an updated NTAS Alert. All changes, including the announcement that cancels an NTAS Alert, will be distributed the same way as the original alert.

C. Notification Level - Internal/External - Primary/Support

1. Initial and Primary Response Departments
 - a. All Law Enforcement Agencies (Local, State, and Federal)
 - b. Fire Service
 - c. Emergency Medical Service
 - d. Emergency Management
2. Primary Support Departments:
 - a. Health Department
 - b. NC Division of Emergency Management
 - c. Department of Social Services
 - d. Mental Health
 - e. Debris removal organizations
 - f. Corporate Communication/Public Information – County and Town
 - g. American Red Cross
 - h. Poison Control Center

Note: This list can be expanded as the need arises or as the scope of operations expands. The IC can mobilize or demobilize departments if the situation changes. Each agency should develop its internal notification procedures.

D. Command and Control:

1. This function is critical for ensuring a successful operation. A team approach for command and control must be used for response. In all incidents within Alexander County, the National Incident Management System (NIMS) will be used for the consequence management phase of the incident. Because of the nature of these incidents, the responsibility of stabilizing the immediate area of operations within the definition of consequence management lies solely with the fire department or other qualified agencies/individuals as directed by the Incident Commander.
2. Within the definition of crisis management, the affected Law Enforcement Agency will assume responsibility for the situation and take appropriate action. There may be situations where consequence and crisis management must be addressed simultaneously where law enforcement, the fire department, Emergency Medical Service, and the Health Department share command and control. As soon as possible, the core group will establish a Unified Command structure for tactical and investigative operations. The core group will consist of:

- a. Affected law enforcement agencies
 - b. Alexander County Emergency Management
 - c. NC SBI
 - d. FBI
 - e. Volunteer fire departments based on jurisdiction boundaries
 - f. Alexander County Sheriff's Office and Taylorsville Police Department
 - g. Alexander County EMS
 - h. Alexander County Health Department
3. Once established, the Unified Command will agree upon criminal, tactical, and investigative issues.
 4. There is no clear separation between consequence and crisis management in instances where both consequence and crisis are operational concurrently. The Unified Command will prevail in instances where the consequence and crisis functions cross the determination made to ensure the health and safety of responders, the general public, and evidence, in that order.
 5. It is possible that command of the scene may be transferred back and forth between consequence and crisis, based on needs, several times before the incident is brought to a resolution. The various agencies that comprise both consequence and crisis management may be brought to the forefront depending on the immediate circumstances and requirements faced as the situation unfolds.
 6. It is imperative that immediate command and control be established to ensure control measures are implemented for life, safety, and evidence preservation.
 7. All responding departments of local government must be prepared to interface with their State and Federal counterparts at both the incident site and the EOC.
 8. The EOC, when activated, will be the command-and-control center. The operational command will be maintained at the incident site.
 9. Unified Command: This type of command and control is represented by multiple levels of government and is more often than not seen in the EOC environment. A Unified Command system consists of a core group of agencies from Town, County, State, and Federal governments in a common location. This command structure is also found in large-scale incidents such as terrorist acts or WMD events.
- E. Entry Protocols**
1. A terrorist incident or WMD event will require entry protocols to ensure responder safety. Guidelines are to be established based on the threat level at the time of the incident. Entry into an area or building that may be contaminated or may have been destroyed by an explosion can range from normal site access with no protective measures to Level A entry suits with hot zones set to protect responders.
 2. This operational area will be headed by the Regional Hazardous Material Response Team (RRT) and shall be incorporated into the SOPs for all responding organizations. In addition, this is part of the new awareness that must be included in the training program for all responders in the County.
 3. Implementing of entry protocols shall be based on intelligence provided by law enforcement coordinated between fire services and the Regional HazMat team to ensure the safety of the

responders and investigative personnel and to minimize their exposure in a dangerous situation.

4. The primary components of the entry protocols are as follows:
 - a. Awareness of the possibility of secondary explosive devices or secondary hazards
 - b. Personal protective equipment – when and what to wear as the minimum requirement for entry into an incident site
 - c. Determining who should enter the facility
 - d. Maintaining the chain of evidence process
 - e. Training standards – all training is in the same format to ensure uniformity
 - f. Clearly defined hot zones, warm zones, and safe zones
 - g. Signs and symptoms – critical for early identification of agent or chemical SOP development team

F. Chain of Evidence

1. This process is part of the site entry protocols and is critical for ensuring the preservation of any evidence. Although this phase of the operation is very critical to incident resolution, it should never take precedence over life safety operations. The law enforcement services at Local, State, and Federal levels will provide guidance on this part of the incident operation. All agencies, both primary and support, must be aware of the importance of this issue.
2. Considerations:
 - a. Do not throw away any debris or trash from the scene.
 - b. Debris removal will be controlled by law enforcement agencies at the Local, State, or Federal level.
 - c. Rescue personnel and medical personnel at the site should be familiar with this operation and will do all within their power to ensure the preservation of evidence short of life safety or life-and-death situations.
 - d. Private contractors for debris removal must follow the directions of law enforcement agencies.
 - e. Debris disposal will also be directed by law enforcement agencies.

G. Mass Decontamination

1. This segment of response to terrorist incidents or WMD events is a very critical part of the response.
2. The ability to conduct mass decontamination of large numbers of people in a very short period is imperative to limit exposure, possible burden to hospitals, and spread of contamination. The role of decontamination falls under the Fire Department. The primary departments assigned this program element are:
 - a. County Fire Departments
 - b. Mutual Aid Fire Departments for:
 - i. Dependable source of clean water
 - ii. Adequate resources to conduct operation
 - iii. Adequate workforce to perform the mission
 - iv. Ability to conduct operations at multiple locations
 - v. Other resource needs
 - c. Alexander County EMS units for trained manpower
 - d. Alexander Rescue units for trained manpower

- e. State resources located within local jurisdiction
- 3. Local resources will be the primary source for this program element. The State will also provide assistance, and mutual aid requests can provide additional resources and personnel. In addition, elements of the military and other rapid response agencies can assist in this phase of the operation. Prior agreements with Local and State units listed above will be part of Local and State plans that address mass/large-scale decontamination.

H. Public Information

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

I. Demobilization/Deactivation

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

J. Documentation

- 1. Each agency will be responsible for documentation of their actions. The use of written statements, chronological sequence writing, videotaping, and still photography will be beneficial in many different ways.
- 2. ICS forms should be used when applicable and a written Incident Action Plan should be created by the Incident Management Team as quickly as possible.
- 3. Evidence preservation and chain of custody issues are just a few which will benefit. In addition, during the process of applying for reimbursement for damaged, lost, or destroyed equipment, these records will be needed.

K. Critical Incident Stress Debriefing

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

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Emergency Management Coordinator

- 1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Emergency Management Coordinator shall:
 - a. Be responsible for the overall coordination of the Emergency Operations Center and the activities that occur within the EOC.
 - b. Be responsible for overall plan development and the training of personnel in the plan to ensure each is familiar with the plan and their roles and responsibilities.

- c. Be responsible for overall coordination with state and federal agencies likely to respond to incidents of terrorism and shall provide lead coordination with all local agencies as appropriate.
- d. Provide communications and coordination with Local, State, and National elected officials and hold briefings of such officials as necessary.
- e. Be responsible for the development of specialized response plans to terrorism incidents involving EMS and Rescue personnel and for ensuring that such personnel are trained in their roles and responsibilities accordingly. These plans may include field decontamination of patients, personnel, and equipment.

B. Law Enforcement - Sheriff

- 1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Sheriff shall:
 - a. Serve in the Unified Command.
 - b. Be responsible for the investigation to determine the extent of the incident and those responsible.
 - c. Be responsible for the collection of evidence, crime scene control security, and if necessary or warranted, evacuation of the affected area.
 - d. Provide coordination with State and Federal law enforcement agencies.
 - e. Ensure gathering and appropriate dissemination of intelligence information.
 - f. Be responsible for the development of specialized response plans to terrorism incidents involving law enforcement personnel and for ensuring that such personnel are trained in their roles and responsibilities accordingly.

C. Public Health

- 1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Health Director shall:
 - a. Recognize that the primary concern of public health is disease control and biological detection and control. The Alexander County Health Department will implement effective environmental health, nursing, and health education practices to minimize the incidence of disease as well as biological detection and control. This service is unique to the County and includes services for the municipalities.
 - b. Conduct frequent inspections of damaged housing and emergency shelters necessary to determine the need for emergency repairs, pest control, sanitation, or other protective procedures such as biological decontamination.
 - c. Recognize that private water supplies may need to be inspected by the Health Department due to their proximity to flood areas or a hazardous materials incident. The Health Department will respond to residents' requests as needed and identify areas that may need mandatory inspection.
 - d. Make recommendations for immunizations or other preventive measures as conditions warrant.
 - e. Be responsible for the development of emergency plans dealing with bio-terrorism, biological contaminants, or incidents where biological agents are used or are likely to be used and ensure that such personnel are trained in their roles and responsibilities accordingly.

2. Coordinate with the North Carolina Medical Examiner's Office in the event of mass fatalities and the need for identification and determination of cause of death. This coordination will be a co-responsibility of the Health Director and the County Medical Examiner.

D. Fire Service/Fire Marshal:

1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Fire Service/Fire Marshal shall:
 - a. Coordinate emergency fire service response in cooperation with the command authority of individual responding departments.
 - b. Ensure the Incident Command System (ICS) is being used within their agencies.
 - c. Ensure expansion of fire service capability will be done utilizing resources from the entire County as well as the municipalities and mutual aid departments.
 - d. Be responsible for the development of specialized response plans to terrorism incidents involving fire service personnel and for ensuring that such personnel are trained in their roles and responsibilities accordingly.
 - e. Assist with the establishment of hot, warm, and cold zones.
 - f. Assist with the evacuation of personnel from the site.
 - g. Work with law enforcement for evidence preservation.
 - h. Assist with the medical treatment, triage, and patient movement.
 - i. Work with the medical examiner to assist with recovery remains.
 - j. Provide mass decontamination of victims and on-site personnel.
 - k. Ensure training of personnel in fire suppression, ICS, Hazardous Materials Response, mass casualty response, and overall plan.
 - l. Develop and maintain mutual aid plans which will maintain continued fire services for the community.

E. Emergency Medical Services

1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Emergency Medical Services Director shall:
 - a. Take charge of the response of emergency medical service resources and coordinate the response of the various rescue resources in cooperation with the command authority of Alexander Rescue Squad.
 - b. Ensure the Incident Command System (ICS) is being used per NIMS.
 - c. Ensure the expansion of the emergency medical service capability will be done utilizing resources from the entire county as well as the rescue squads and mutual aid departments.
 - d. Develop interface with medical doctors for on-site triage of patients.
 - e. Review Personal Protective Equipment (PPE) requirements and site entry protocols.
 - f. Develop procedures for notification of medical service providers.
 - g. Assist the medical examiner with the recovery of remains.
 - h. Provide position-specific, ICS, Hazardous Materials Response, Mass Casualty Response, Signs and Symptoms, treatment of chemical and biological agents, and overall plan training to responders.
 - i. Provide representation in the Command Post and/or EOC.
 - j. Provide or arrange for medical coverage for the County through county-to-county mutual aid.

- k. Provide for medical monitoring of response personnel.
- l. Assist with mass decontamination of on-site personnel.

F. Alexander Rescue Squad

1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Alexander Rescue Squad shall:
 - a. Assist in the emergency medical service resources and coordinate the response of the various rescue resources in cooperation with the Incident Commander and EMS Director.
 - b. Ensure the Incident Command System (ICS) is being used per NIMS.
 - c. Provide Urban Search and Rescue Support if needed during a structural collapse.
 - d. Review Personal Protective Equipment (PPE) requirements and site entry protocols.
 - e. Develop procedures for notification of Rescue Responders.
 - f. Assist the medical examiner with the recovery of remains.
 - g. Provide position-specific, ICS, Hazardous Materials Response, Mass Casualty Response, Signs and Symptoms, treatment of chemical and biological agents, and overall plan training to responders.
 - h. Provide representation in the Command Post and/or EOC as a rescue liaison, if needed.
 - i. Provide or arrange for rescue services for the County through county-to-county mutual aid to prevent a lapse in services.
 - j. Provide for medical monitoring of response personnel.
 - k. Assist in mass decontamination of on-site personnel.
 - l. Assist in the evacuation of personnel from the site.

G. Medical Examiner

1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Medical Examiner shall:
 - a. Take charge of the proper recovery of human remains and ensure that remains are appropriately decontaminated.
 - b. Ensure coordination with the North Carolina Medical Examiner's Office in the event of mass fatalities and the need for identification and determination of cause of death. This coordination will be a co-responsibility of the Health Director and the County Medical Examiner.
 - c. Ensure expansion of morgue capability will be done utilizing resources from the State and the County.

H. Communications

1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Communications Director shall:
 - a. Be responsible for the development of specialized response plans to terrorism incidents involving communications personnel and for ensuring that such personnel are trained in their roles and responsibilities accordingly. These plans may include State and Federal communications as well as backup communications for primary dispatch channels.
 - b. Ensure coordination with municipal communications resources as well as private resources that may be used in crises.

- c. Maintain communications with State and Federal agencies as required and relay information about terrorist activity or other incident-related information to the appropriate Local, State, and/or Federal agency.

I. County Manager

1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the County Manager shall:
 - a. Be responsible for the overall cooperation of all County agencies in any pre-terrorist event, during an event, and in recovery operations.
 - b. Ensure coordination with municipal governments as well as private resources that may be used in crises.
 - c. Serve as chief liaison with elected officials.
 - d. Ensure timely and accurate information is presented to elected officials and the public.

J. Public Information Officer

1. In addition to those responsibilities outlined in the County Emergency Operations Plan, the Public Information Officer shall:
 - a. Be responsible for the development of information to be disseminated to the public regarding terrorism and the County's plan to deal with terrorist activity.
 - b. Ensure coordination with municipal governments as well as hospitals and all involved agencies, including private and volunteer organizations, to ensure accurate information is given to the public and the media.
 - c. Ensure that no information is released until it has been authorized for release by the County Manager or the Emergency Management Coordinator.

K. Other EOC Agency Representatives:

1. In addition to those responsibilities outlined in the County Emergency Operations Plan, other EOC agencies shall:
 - a. Be responsible for the development of specialized response plans to terrorism incidents involving their respective agency or organization, and for ensuring that such agency personnel are trained in their roles and responsibilities accordingly.
 - b. Ensure coordination with respective Local, State, and Federal agencies of a similar function and coordination with Emergency Management.
 - c. Be prepared to brief other officials on the activity of their respective agency in a pre-terrorist event, during such an event, and post-event.

V. DIRECTION AND CONTROL

- A. The Chairman of the Board of County Commissioners, or the person appointed by the Chairman, will assume overall direction and control.
- B. Emergency public health operations will be directed from the EOC by the Health Director.
- C. The Medical Examiner will direct and control all activities connected with the identification of the dead and mortuary services.
- D. The Sheriff will direct and control all activities connected with investigation and security from the EOC.
- E. The Emergency Management Coordinator will control activities connected with the Emergency Operations Center and serve as the lead coordination agency for all response organizations.

VI. CONTINUITY OF GOVERNMENT

- A. The line of succession for Alexander County Government:
 - 1. Chairman – Alexander County Board of Commissioners
 - 2. County Manager
 - 3. Emergency Management Coordinator
- B. The line of succession for Town of Taylorsville Government:
 - 1. Mayor
 - 2. Town Council
 - 3. Town Manager
- C. Response agencies shall follow their normal lines of succession per their individual agency or organizational policy.

VII. ADMINISTRATION AND LOGISTICS

- A. Records and reports on resources management will be the responsibility of the Purchasing/Finance Officer.
- B. The Finance Officer will compile a record of equipment usage and supply consumption from feeder reports provided by the user units during emergency operations.
- C. The Finance Officer will develop procedures to expedite the acquisition of supplies in emergencies and account for all monies expended during emergency response and recovery operations.

VIII. PLAN REVIEW AND MAINTENANCE

- A. The development and maintenance of a resource manual and mutual aid agreements are the responsibility of the Emergency Management Coordinator. The resource manual must identify the resource as a physical asset or a capability, the location of the resource and who controls it, as well as how it can be activated when needed.
- B. Accountability, use, maintenance, and operational cost for resources outside government control will be predetermined by mutual aid agreements. These documents should be reviewed following each emergency event in which they are used and amended or corrected as needed.
- C. Procedures for the acquisition and replacement of government resources are the responsibility of the Finance Officer and will be approved by the Board of Commissioners.

IX. AUTHORITIES AND REFERENCES

- A. NC General Statute 166-A
- B. Alexander County Emergency Management Ordinance