

ALL HAZARDS EVACUATION ANNEX

TRANSPORTATION INCIDENT AND EVENT MANAGEMENT PLAN KENT COUNTY, DELAWARE



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Acronyms

ARC	American Red Cross
ASIS	American Society of Industrial Safety
CAP	Civil Air Patrol
CHART	Coordinated Highways Action Response Team
CIWG	Critical Incident Working Group
CP	Command Post
DelDOT	Delaware Department of Transportation
DEMA	Delaware Emergency Management Agency
DENS	Delaware Emergency Notification System
DEOP	Delaware Emergency Operations Plan
DETF	Delmarva Emergency Task Force
DGS	Delaware Geological Survey
DHSS/DSS	Department of Health and Social Services/Division of Social Services
DMS	Dynamic Message Sign
DNG	Delaware National Guard
DNREC	Department of Natural Resources and Environmental Control
DoEd	Department of Education
DSHS	Department of Safety and Homeland Security
DSP	Delaware State Police
DSWA	Delaware Solid Waste Authority
DTC	Delaware Transit Corporation
EAS	Emergency Alert System
EMA	Emergency Management Agency
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPZ	Emergency Planning Zone
ERPA	Emergency Response Planning Area
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIRST	Federal Incident Response Support Team
HAZMAT	Hazardous Material
HES	Hurricane Evacuation Study
IDA	Initial Damage Assessment
JIC	Joint Information Center
MAP	Motorist Assistance Patrol
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MUTCD	Manual on Uniform Traffic Control Devices
NCCECC	New Castle County Emergency Communications Center
NCCEOP	New Castle County Emergency Operations Plan
NHC	National Hurricane Center
NWS	National Weather Service
PIO	Public Information Officer
POC	Point of Contact
SAR	Search and Rescue
SITREPS	Situation Reports
RACES	Radio Amateurs Civil Emergency System

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RNAT	Rapid Needs Assessment Team
RRCC	Regional Response Coordination Center
SERT	State Emergency Response Team
TAC	Technical Assessment Center
TCC	Traffic Control Center
TIEMP	Transportation Incident and Event Management Plan
TMC	Transportation Management Center
TMT	Transportation Management Team
TOC	Traffic Operations Center
USACE	United States Army Corps of Engineers
VMS	Variable Message Sign
WMD	Weapon of Mass Destruction

Foreword

The Kent County Transportation Management Team (TMT) has reviewed this report for accuracy. All comments from TMT representatives have been incorporated into the report, and this final copy has been approved for official use.

1. Introduction

This Annex primarily focuses on managing the transportation system during large planned or unplanned incidents or events that may affect the health and safety of people living within Kent County. Such events include evacuation in case of a hurricane that threatens Kent County's coast, management of traffic exiting Sussex County in the case of a hurricane that threatens Sussex County's coast, management of traffic during NASCAR races in Dover, or evacuation in case of terrorist activities. The procedures outlined here are the minimum actions that will be required from the Kent County Transportation Management Team (TMT) to manage the transportation system in the event of a planned or unplanned event or incident that threaten the residents of Kent County.

2. Purpose

It is the intent of this annex to demonstrate how the Transportation Management Center (TMC) and Kent County TMT will work together to manage the transportation system and protect life and property during an incident or event that threatens Kent County.

3. Transportation Management Team (TMT)

As defined in the Transportation Incident and Event Management Plan (TIEMP), the TMT is a dynamic group that will work together with the TMC – not only for planning purposes, but also for field operations – to support the management of incidents and events that impact the transportation system. The Kent County TMT will have the responsibility of establishing communication, response, resource, and responsibility procedures and guidelines for Kent County and will make joint decisions along with the TMC on responding to the incident or event. If necessary, the TMC will establish a remote TMC to facilitate working with the Kent County TMT during an incident or event that impacts the transportation system.

4. Situation

Kent County is located in central Delaware with a population of approximately 126,697 people (47,224 households) based on the 2000 census. The City of Dover, the State Capital, is the largest municipality in the County. The Dover Air Force Base is located near the City of Dover. Kent County is vulnerable to a number of hazards including floods, hurricanes, hazardous materials incidents, terrorism, and nuclear facility incidents.

4.1. Floods/Hurricanes

The US Army Corps of Engineers (USACE) has determined that Kent County is potentially vulnerable to some level of tidal inundation from a hurricane or storm. On July 12 – 13, 2004, a slow moving rainstorm dumped more than 10 inches of rain on Smyrna resulting in the closing of US 13 and SR 1 for several hours due to flooding. Furthermore, Kent County's coastal area is becoming a more common tourist destination, leading to an increase in seasonal population that would need to be evacuated in the event of a hurricane. Based on work in progress by the USACE, it is estimated that state-wide five percent (5%) of all Delaware's non-hotel/motel housing units are located in areas that are potentially vulnerable to some level of tidal inundation from a Category 2 hurricane. Seventeen percent (17%) of the state's non-hotel/motel units are subject to some level of tidal inundation from a Category 4 hurricane. Specifically within Kent County, nineteen percent (19%) of housing units are mobile homes (9,400). These mobile homes are more susceptible to severe wind damage and are typically advised to be evacuated during even minor hurricane threats. Also within Kent County it is estimated that 4,180 housing units (8%), 740 mobile homes (8%),

and 172 seasonal housing units (43%) are vulnerable to some level of inundation and/or wind damage from a Category 1 to Category 4 hurricane. In addition, it is estimated that 54 hotel/motel units (4%) are vulnerable to some level of inundation for a Category 4 hurricane. The draft storm surge map for Kent County is shown in Figure KC-1.

The 2005 Delaware Hurricane Evacuation Study estimated a range of 18,000 to 19,000 potential evacuating vehicles from Kent County¹. Additionally, 46,000-69,000 vehicles will be evacuating from Sussex County. The majority of this traffic evacuating from Sussex County will enter Kent County.

4.2. Nuclear Facilities

The following fixed nuclear facilities are potential sources of radiological emergencies in Kent County.

4.2.1. Salem-Hope Creek Nuclear Generating Stations

The Salem-Hope Creek Nuclear Reactors are located on a 700-acre site near Salem, NJ, approximately 18 miles south of Wilmington, DE. Based on 2000 Census data, 24,976 Delawareans live in the 10-mile Emergency Planning Zone (EPZ) of the Salem-Hope Creek Nuclear Power Plant. The northeast corner of Kent County is within this EPZ. Four Emergency Response Planning Areas (ERPAs), which are geographic areas used to define the area affected by a nuclear emergency, are located in Delaware and displayed in Figure KC-2. Please see the Salem/Hope Creek Nuclear Generating Stations Evacuation Time Estimates Within the Plume Exposure Pathway Report for more details, published by DEMA and PSEG Nuclear.

4.2.2. Peach Bottom, PA

The Peach Bottom nuclear reactors are located on a 620-acre site in Peach Bottom Township, York County, PA. Kent County is within the 50-Mile Ingestion Exposure Pathway of the Peach Bottom Nuclear Generating Station.

4.2.3. Calvert Cliffs, MD

The Calvert Cliffs nuclear reactors are located in Lusby, MD on the western shore of the Chesapeake Bay. Kent County is within the 50-Mile Ingestion Exposure Pathway of the Calvert Cliffs Nuclear Power Plant.

4.3. Transportation Accidents

According to the Delaware Transportation Facts 2005, there were 34,499 vehicles involved in fatal, personal injury, and property damage accidents on Delaware's roadways in 2003. Passenger vehicles accounted for 88% of these accidents, and trucks accounted for 9% of these accidents. Nationally, there were an estimated 6,181,000 police-reported motor vehicle traffic crashes. 42,636 people were killed, 2,788,000 people were injured, and 4,281,000 crashes involved property damage only.¹ Accidents involving passenger vehicles and trucks remain a leading cause of injuries and deaths on the nation's roadway network. Therefore, the possibility of transportation accidents on Kent County's 2,991.29 lane miles of roadway² is an ever-present possibility.

¹ Traffic Safety Facts 2004 Data. National Center for Statistics and Analysis.

² Source: Delaware Transportation Facts 2005.

4.4. Dover Downs International Speedway

The state of Delaware has a long heritage of automobile racing from the Elsmere Race Track in 1925 to today's massive "Monster Mile" at Dover Downs International Speedway. Dover Downs International Speedway brings hundreds of thousands of fans to the state to attend two nationally prominent NASCAR race weekends of competition in June and September. Attendance and seating continue to grow, with a current seating capacity of 140,000 seats. The main entrance to the Speedway is off US 13 in northern Dover.

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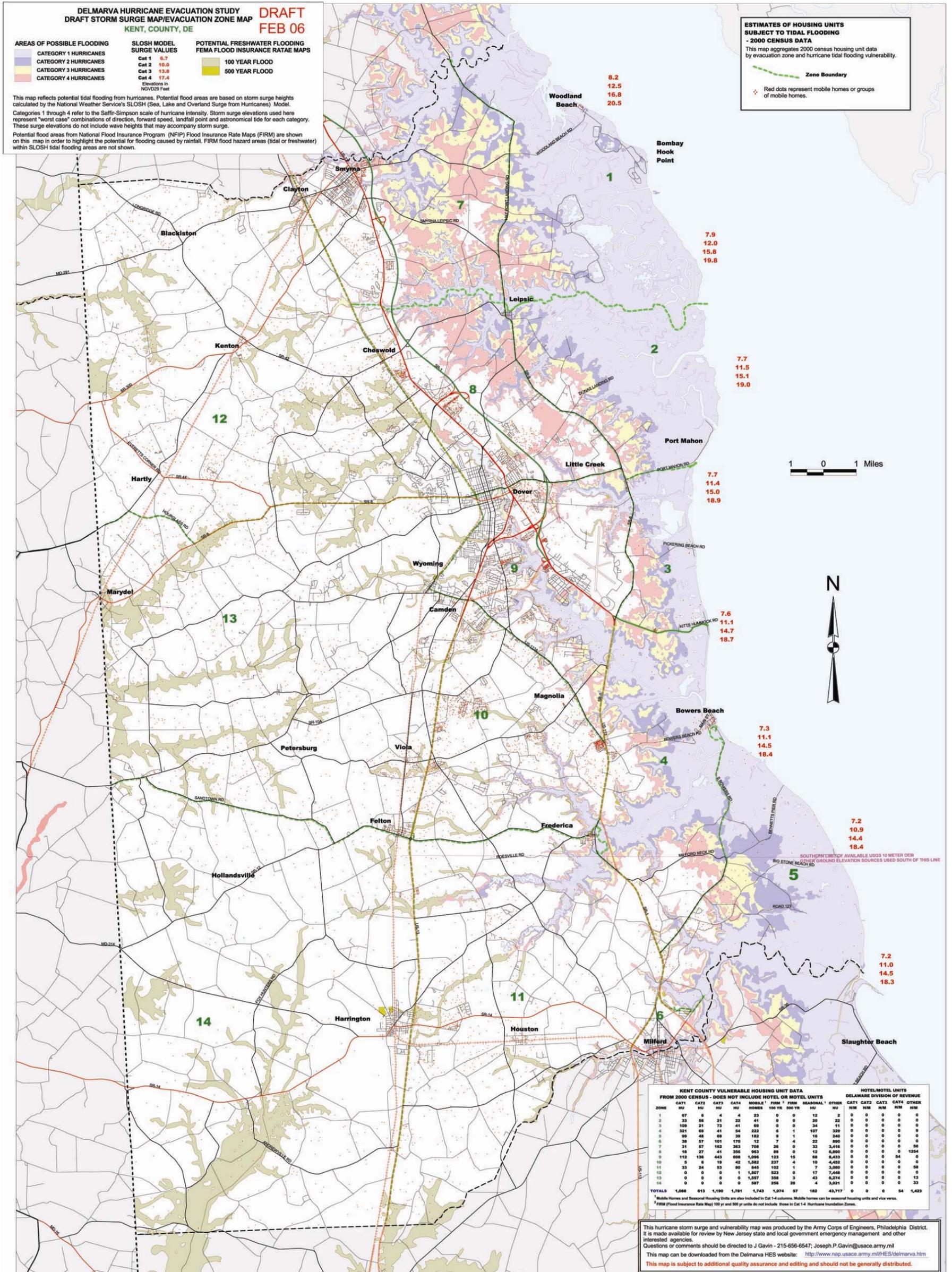


Figure KC-1. Kent County Draft Storm Surge Map

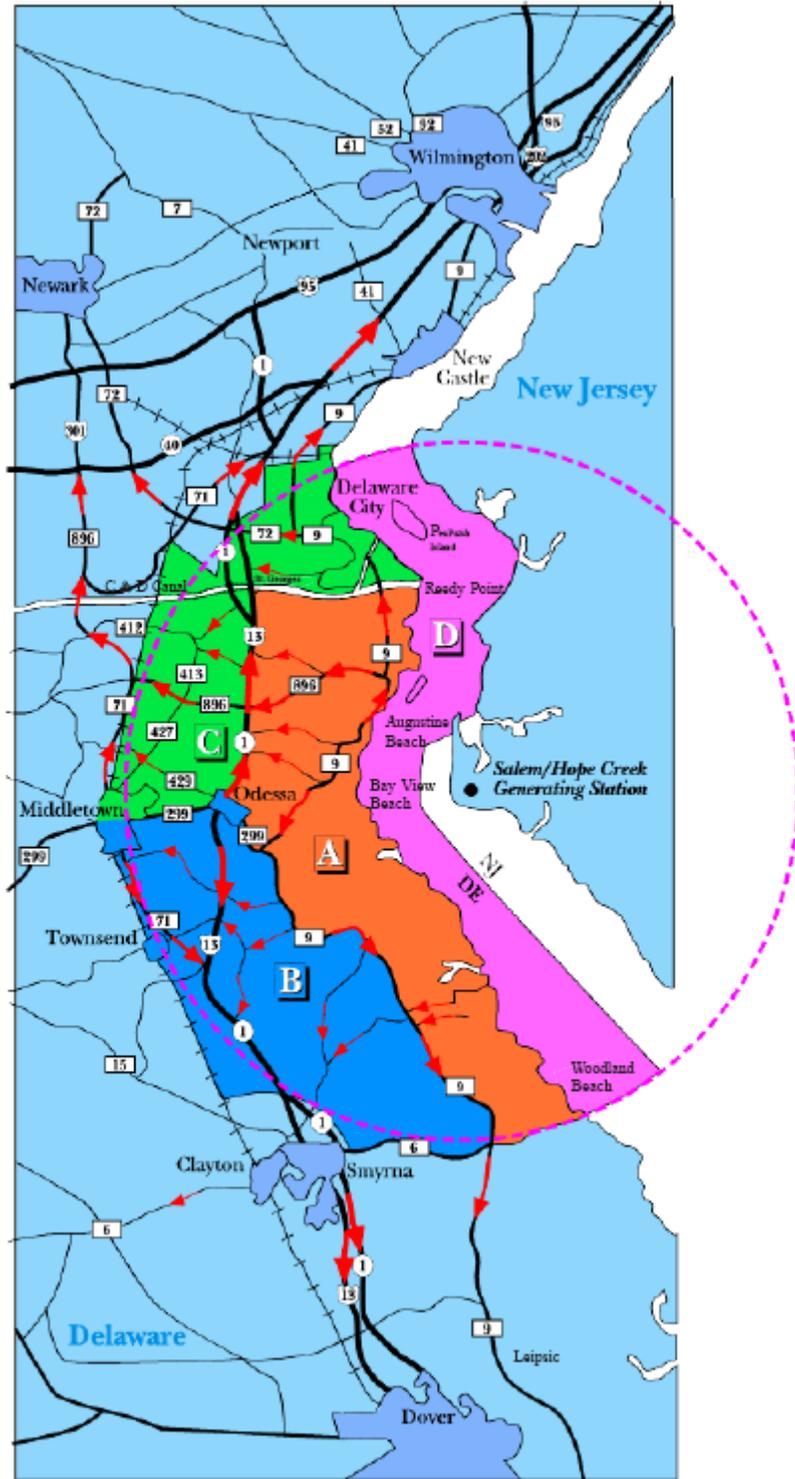


Figure KC-2. ERPA Locations³

³ Delaware's New Emergency Response Planning Areas Brochure, DEMA.

4.5. Dover Air Force Base

Dover Air Force Base (DAFB), located 2 miles south of the City of Dover, has provided airlift assistance for troops, cargo, and equipment since 1942. The 436th Airlift Wing is the active duty military host unit at DAFB. The wing has over 4,000 active-duty military and civilian employees. DAFB has the potential for terrorist attacks and possible use of weapons of mass destruction (WMD). DAFB can be accessed from US 113 and SR-1.

5. Mitigation And Preparedness

In order to minimize the impact of an incident or event, people living in Kent County should be provided with information on how they will be notified and the procedures to follow in the event of an incident or event. This planning will help the TMTs and the residents to be at the optimal readiness.

5.1. Pre-Event Planning

Actions to be taken before an incident or event, to minimize the impact of the incident or event, will include, but will not be limited to:

- 5.1.1. The first and most important planning activity is to establish a traffic management plan to manage residential, commercial, and emergency vehicular traffic. Have a back-up plan if bottlenecks occur and traffic ceases to flow. Traffic management plans should include satellite parking, free public transportation, and other initiatives to reduce traffic congestion.
- 5.1.2. Perform a traffic engineering analysis of the evacuation routes.
- 5.1.3. Review the signing, marking, and lighting along the designated evacuation routes.
- 5.1.4. Remove parked cars that block traffic immediately and do not allow double parking.
- 5.1.5. Set up temporary Dynamic Message Signs (DMS) alongside the road several days before planned events to alert drivers of road changes during the upcoming event.
- 5.1.6. Ensure that warning signals exist for drills, impending emergency, or threats of emergency.
- 5.1.7. Provide residents with information on evacuating during an event.⁴
- 5.1.8. Ensure the TMT has the ability to provide a continuous 24-hour operation during an incident or event.
- 5.1.9. Ensure that procedures exist for the TMT agencies to get reliable information during an incident or event.

6. Concept of Operations

During an incident or event that impacts the transportation system in Kent County, the TMC coordinates internally with other DelDOT groups, such as DelDOT's Division of Public Relations, Delaware Transit Corporation (DTC), and other divisions from federal, state and local agencies including the Delaware State Police (DSP), Federal Highway Administration (FHWA), and the Delaware National Guard (DNG). If necessary, it may be requested that representatives from these organizations come to the TMC. DelDOT's TMC will notify the PIO and/or the DEMA Operations Center of the appropriate DelDOT contact person and phone number. Depending on the location and severity of the incident or event, a decision may be made to set up a remote TMC to manage the incident.

The TMC and Kent County TMT will coordinate activities to manage the transportation system to assist the "at risk" population in Kent County in accordance with this plan. The Kent EOC is the central facility from which all County emergency efforts may be coordinated and directed. It is the essential location for

⁴ It is important to note that a study of DelMarVa residents found that only 42 percent were likely to evacuate in a Category 1 storm. U.S. Army Corps of Engineers. 2003

large-scale emergency response and recovery and should have the capability to direct and control all County emergency operations. As part of its preparedness activities, the County has designated an EOC and ensured that the EOC is prepared for activation.⁵

Kent County has established the Kent County Emergency Dispatch Center (E911). There are two major components of the Emergency Dispatch Center, the Fire and EMS dispatch section (KENT CENTER) and the State Police dispatch section (KENTCOM). State Police KENTCOM handles many of the county requirements because there is not a county police department.⁵ State Police KENTCOM also dispatches DNREC HAZMAT and local police departments within the county except for Dover, Smyrna and Milford Police Departments.

In order to establish response effort, levels of response 1 thru 4 related to the “level” of impact an incident or event has on the transportation system has been developed and defined in the Transportation Incident and Event Management Plan (TIEMP) **for the purpose of guidance only**. The use of “levels” allows the amount and assignment of resources (i.e., people, vehicles, equipment, and materials) to be more readily defined and can reduce the times associated with incident identification, response, and clearance. These levels should be used as guidance and best professional practices should always be incorporated in determining levels of response. Transportation management actions to be performed during an incident or event that would affect transportation in Kent County are summarized in the following sections.

6.1. Level 1

Kent County TMT agencies will normally operate at Level 1, which includes the normal day-to-day activities that TMT members perform to respond to minor incidents and events that impact the transportation system. At Level 1, the area of impact is site or area specific and requires normal staffing and equipment. Level 1 corresponds to Level A (ALPHA) activation for the Kent County EOC.

6.2. Level 2

It is assumed that Kent County TMT agencies at Level 1 will elevate to Level 2. It is assumed that the Kent County EOC may be activated or partially activated and the state EOC is on notice. Typical Level 2 incidents/events include diversions to other roads (i.e. blockage on main road), major accidents, closing of a road, injuries, isolated road flooding, HAZMAT incident, power outage, bridge structural damage, and large planned events (i.e., Dover Downs Race). Level 2 corresponds to Level B (BRAVO) activation for the Kent County EOC. Transportation management actions to be performed will include, but will not be limited to:

6.2.1. Delaware Department of Transportation (DelDOT)

6.2.1.1. TMC/Traffic

- 6.2.1.1.1. Monitor and track the progress of the incident of event.
- 6.2.1.1.2. Set up a conference call with the Kent County TMT to discuss the possible areas that will be affected, the extent to which they will be affected, evacuation route selection, staging area, etc., and to review evacuation and traffic control procedures in the event the incident increases in severity.
- 6.2.1.1.3. If necessary, coordinate with neighboring state TMCs: Maryland’s CHART, Pennsylvania’s District 6-0 Traffic Control Center (TCC), Virginia’s Smart Traffic Center (STC), and New Jersey’s Traffic Operations Center (TOC) and neighboring counties: New Castle and Sussex County.
- 6.2.1.1.4. The TMC staff will alert Supervisors and Operators.
- 6.2.1.1.5. Begin evacuation planning with the TMT agencies.

⁵ Kent County Emergency Operations Plan (KEOP). 2004.

- 6.2.1.1.6. Together with the TMT agencies, consider site-selection and pre-positioning of deployable resources such as aircraft, marine vessels, debris removal equipment, generators, light carts, fuels, food, cots, blankets, etc. Consider reallocation and disbursement of previously positioned equipment and coordinate the availability of portable water tanks (water buffaloes) and review Public Health requirements prior to their use.
- 6.2.1.1.7. Request that all TMT agencies test equipment, e.g., FAX machines, telephones, and copiers. It is important that those agencies with generators test the generators under full load for a minimum of eight (8) hours. Ensure an adequate fuel supply is available to operate the emergency generators for a minimum of 72 hours without re-supply.

6.2.1.2. DelDOT Central District

- 6.2.1.2.1. Alert all DelDOT staff in Kent County.
- 6.2.1.2.2. Ensure that evacuation signs reflect road closures or route changes along the evacuation routes.
- 6.2.1.2.3. Review resource lists and availability of debris clearing equipment, four-wheel drive vehicles, emergency generators, fuel, chain saws, traffic control equipment, etc.

6.2.1.3. Delaware Transit Corporation (DTC)

- 6.2.1.3.1. DTC staff will alert Dispatchers and Drivers.

6.2.1.4. Public Relations

- 6.2.1.4.1. The TMC will participate in bridge calls and coordinate the information from the calls with Public Relations.
- 6.2.1.4.2. Ensure that DelDOT is prepared for the event by coordinating with the relevant PIOs, as necessary.

6.2.1.5. Kent County TMT

- 6.2.1.5.2. Kent County TMT will provide assistance to Emergency Support Function 8 (ESF 8) to advise all special facilities to be ready to evacuate their patients, staff, narcotics, and records in the event the incident increases in severity.

6.2.2. Delaware Emergency Management Agency (DEMA)

- 6.2.2.1. Consider partial activation of the State Emergency Operations Center (EOC) to coordinate assessment actions. The assessment information will be disseminated to state, county, and local jurisdiction emergency management agencies.
- 6.2.2.2. Reconfirm shelter resources with the American Red Cross to include availability of the shelter (facility) and shelter management personnel.
- 6.2.2.3. Use Delmarva Emergency Task Force (DETF) bridge call to coordinate lines of communication with adjoining states' (Maryland, Pennsylvania, Virginia, and New Jersey) and local jurisdictions' (Ocean City and Queen Anne's County) emergency management personnel.
- 6.2.2.4. If necessary, update the status of inland flooding potential with the Delaware Geological Survey (DGS) and the National Weather Service (NWS), and update the status of the coastal conditions with the Department of Natural Resources and Environmental Control (DNREC).

- 6.2.2.5. If necessary, DEMA Planners should review debris management plans and verify disposal sites with DeIDOT, DNREC, and Delaware Solid Waste Authority (DSWA). DEMA may consider a bridge conference call with the Debris Management Task Force to update/review information.
- 6.2.2.6. DEMA, DeIDOT, and DSP will update the status of evacuation routes and ensure that road closures are coordinated with local and county emergency officials and are considered in evacuation time-estimates when making evacuation decisions.
- 6.2.2.7. Coordinate with Emergency Support Function 8 (ESF 8), Public Health and Medical Services, to advise all special facilities to be ready to evacuate their patients, staff, narcotics, and records.
- 6.2.2.8. DEMA Public Information Section will coordinate press releases and media response with DeIDOT and DSP.
- 6.2.2.9. Confirm that primary and alternate points of contact are current and available for activation and 24-hour operation of the Emergency Operations Center (EOC) and associated Emergency Support Function (ESF) personnel is in effect. DEMA will establish contact with FEMA Region III and obtain a liaison point of contact (POC).

6.2.3. Kent County Emergency Operations Center (EOC)

- 6.2.3.1. Review and update shelter availability. Ensure shelter management plans are up to date. Contact the shelter points of contact (POCs) to update notification procedures and memorandums of understanding and alert rosters for 24-hour notification.
- 6.2.3.2. Ensure that basic procedures are in place for rapid procurement of services, equipment, and supplies. Review Memorandums of Understanding (MOUs) and Memorandums of Agreement (MOAs), as required.
- 6.2.3.3. Test emergency communications systems and generators under full load for a minimum of eight hours. Review procedures for procurement of additional emergency communications systems in the event of large-scale failures. Ensure preparatory equipment is installed (lines, connection boxes, compatible connection plugs, etc.) to facilitate communications and reduce turnaround time.
- 6.2.3.4. Update notification alert lists to include primary and alternate POCs to ensure 24-hour coverage. Include addresses, telephone numbers, fax lists, e-mail lists, etc.
- 6.2.3.5. Coordinate lines of communications with adjoining state EOCs (Maryland, Pennsylvania, Virginia, and New Jersey), adjoining counties (New Castle and Sussex) emergency management personnel, DEMA, and the DETF.

6.2.4. Delaware State Police (DSP) or Local Law Enforcement *(based on jurisdiction)*

- 6.2.4.1. Assist in the implementation of the Traffic Control Plan for Kent County.
- 6.2.4.2. Provide traffic control along the designated evacuation routes to expedite the flow of traffic out of the affected areas, when necessary.
- 6.2.4.3. Control access to evacuation routes during the evacuation of the “at-risk” areas.
- 6.2.4.4. Maintain order and security on the designated evacuation routes.
- 6.2.4.5. Report any excess traffic congestion to the TMC.
- 6.2.4.6. Patrol sections of the designated evacuation routes in order to immediately help clear any disabled vehicles, which may block the roadway or shoulders.
- 6.2.4.7. Assist in warning the public.
- 6.2.4.8. Control entry into the impacted area.
- 6.2.4.9. Provide enforcement of the Traffic Regulations and emergency transport of personnel, as requested by the State EOC.
- 6.2.4.10. Protect property in evacuated areas, and limit access to those areas.

6.2.4.11. Staff will alert the necessary Officers of situation.

6.2.5. Department of Natural Resources & Environmental Control (DNREC)

6.2.5.1. Mobilize personnel to evaluate the affected areas, mitigate HAZMAT

6.2.6. County and Local Fire Service

6.2.6.1. Alert the appropriate fire districts' preplanned equipment response according to existing dispatch procedures.

6.2.7. County and Local Emergency Management Agencies

6.2.7.1. Review and update shelter availability with American Red Cross.

6.2.7.2. Review the list of city/county transportation resources.

6.2.7.3. Update notification alert lists to include primary and alternate POCs to ensure 24-hour coverage.

6.3. Level 3

It is assumed that affected TMT agencies at Levels 1 or 2 will elevate to Level 3. Kent County and DEMA EOC's may be activated if human needs exist (i.e. shelter, mass care, etc.). Typical Level 3 incidents/events include coastal storms, high volumes of rain or snow, major HAZMAT incident, and limited evacuation. In the case of an incident or event that is slow moving, such as a winter storm, many of the actions under Level 3 may have been started at Level 1 or 2. Level 3 corresponds to Level C (CHARLIE) activation for the Kent County EOC. Transportation management actions to be performed will include, but will not be limited to:

6.3.1. Delaware Department of Transportation (DelDOT)

6.3.1.1. TMC

6.3.1.1.1. The TMC/Traffic and the Kent County TMT will continue active communications to discuss strategies to assure public safety.

6.3.1.1.2. Coordinate public information announcements with the Division of Public Relations to insure that consistent, correct information is given out.

6.3.1.1.3. Keep neighboring TMCs (Maryland's CHART, Pennsylvania's TCC, Virginia's STC, and New Jersey's TOC) informed of Delaware's status and traffic control decisions.

6.3.1.1.4. The TMC/Traffic will keep neighboring jurisdictions informed of status and traffic control decisions.

6.3.1.1.5. The TMC will make evacuation decisions and recommendations. Evacuation information will be passed to the media, through the Delaware Emergency Notification system (DENS) and radio station WTMC (1380 AM). DelDOT may consider waiving tolls and adjusting traffic lights to allow for increased evacuation flow.

6.3.1.2. DelDOT Central District

6.3.1.2.1. Mobilize state evacuation traffic control active and passive resources. People will be positioned where they can take up their duties within an hour of being ordered to do so. Equipment & Materials will be positioned where they can be brought into operation with minimal delay.

6.3.1.2.2. Clear any maintenance activities and coordinate with the Division of Transportation Solutions to clear current road construction activities along designated and alternate evacuation routes.

6.3.1.2.3. If necessary, clear all drains and gutters to provide for maximum flow of storm water.

- 6.3.1.2.4. Ensure evacuation traffic control measures are in place to include pre-positioning of equipment to tow stalled vehicles.
- 6.3.1.2.5. Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

6.3.1.3. Delaware Transit Corporation

- 6.3.1.3.1. DTC will mobilize its resources to aid in the evacuation of people with special needs, when requested.

6.3.1.4. Public Relations

- 6.3.1.4.1. Coordinate with the DEMA PIO or designated PIO, as necessary.
- 6.3.1.4.2. Relevant PIOs, including DelDOT, DEMA, and DSP, will disseminate consistent evacuation information advising the public of evacuation actions to be taken using a current list of radio stations, television stations, cable television companies, and newspapers.
- 6.3.1.4.3. In the event of a radiological emergency at the Salem/Hope Creek Nuclear Generating Stations, residents within the plume exposure pathway, i.e., within a radius of approximately 10 miles around the plant site, should be advised to listen to the radio or television for safety information.
- 6.3.1.4.4. Coordinate with the DEMA PIO or designated PIO, as necessary.
- 6.3.1.4.5. Report to the State EOC and/or JIC, if necessary.
- 6.3.1.4.6. DelDOT TMC or designated back-up will issue transportation statements, as required.
- 6.3.1.4.7. DEMA will assist in establishing a rumor control center, if possible.
- 6.3.1.4.8. Coordinate with the TMC on the use of the radio station WTMC (1380AM) and the DENS.

6.3.2. Delaware Emergency Management Agency (DEMA)

- 6.3.2.1. Activate the State EOC, (known hereafter as EOC) if not previously activated, and identify the required Emergency Support Functions to report to the EOC. Implement appropriate plans and annexes.
- 6.3.2.2. DEMA PIO, in conjunction with other agency PIOs, will ensure the public is informed of the current situation and will recommended actions to ensure the safety of personnel and property. Also, DEMA will assist DelDOT Public Relations in establishing a rumor control center, if possible. The DEMA Director, in coordination with the Governor's Communications Director/PIO, will determine the need for a JIC. Disseminate information using radio, TV, newspaper, etc. to ensure maximum coverage. Encourage people to stay tuned to their local radio and TV stations for information, instructions, and local weather conditions.
- 6.3.2.3. Coordinate actions with county and local emergency management personnel and establish bridge call conference schedule.
- 6.3.2.4. Coordinate the necessary documentation to activate, or partially activate, the DNG when their support is necessary. Additionally, the EOC must prepare necessary documentation for the Governor to declare a State of Emergency and a request for Federal Assistance prior to the event if a disaster appears imminent.
- 6.3.2.5. Assess data from: the National Hurricane Center (NHC), the National Weather Service (NWS), coastal seasonal population information, and computer models, such as HURREVAC, to assist in making appropriate protective action recommendations and emergency decisions (e.g., when to start initial evacuation of coastal and low-lying areas, mobile home parks, waterfront properties, and campgrounds, when to open shelters, and when to secure marinas, small craft, and aircraft, etc.).

- 6.3.2.6. Coordinate evacuation decisions with adjoining states (Maryland, Pennsylvania, Virginia, and New Jersey) and neighboring counties (New Castle and Sussex) emergency management personnel via the DETF.
- 6.3.2.7. In coordination with DelDOT TMC and DSP, ensure pertinent information (existing weather conditions, traffic conditions, road closures, etc.) is properly distributed to local EMAs, law enforcement, appropriate emergency personnel and media.
- 6.3.2.8. Ensure the communication network is established to give/receive regular situation reports (SITREPS) on local conditions, shelter status, and evacuation status. Consider testing a backup plan in the event the primary method fails. Backup systems include systems operated by the Radio Amateur Civil Emergency Service (RACES), the Civil Air Patrol (CAP), and the DNG, etc.
- 6.3.2.9. Coordinate for the early release of schools and non-essential employees (State and industry) to assist evacuation measures. Coordinate actions with the Governor's Chief of Staff, Department of Education (DoEd), and the American Society of Industrial Safety (ASIS).
- 6.3.2.10. Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

6.3.3. Kent County EOC

- 6.3.3.1. Monitor the status of the storm and consider opening the KEOC, when conditions merit, if not previously activated, and implement appropriate plans and annexes.
- 6.3.3.2. Assess data from: the NHC, the NWS, coastal seasonal population information, and computer models, such as HURREVAC, to assist in making appropriate protective action recommendations and emergency decisions (e.g., when to start initial evacuation of coastal and low-lying areas, mobile home parks, waterfront properties, campgrounds, when to open shelters, and when to secure marinas, small craft, and aircraft, etc.).
- 6.3.3.3. Coordinate evacuation decisions with DEMA, DSP and adjoining Delaware counties (New Castle and Sussex) and local jurisdictions' emergency management personnel.
- 6.3.3.4. Ensure pertinent information (existing weather conditions, traffic conditions, road closures, etc.) is properly distributed to local EMAs, law enforcement, and media.
- 6.3.3.5. Ensure the communication network is established to give/receive regular SITREPS on local conditions, shelter status, and evacuation status. Consider testing a backup plan in the event the primary method fails. Backup systems include systems operated by the Radio Amateur Civil Emergency Service (RACES), the Civil Air Patrol (CAP), and the DNG, etc.
- 6.3.3.6. Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

6.3.4. Delaware State Police (DSP) or Local Law Enforcement *(based on jurisdiction)*

- 6.3.4.1. Assist in the implementation of the Traffic Control Plan for Kent County.
- 6.3.4.2. Provide traffic control along the designated evacuation routes to expedite the flow of traffic out of the affected areas, when necessary.
- 6.3.4.3. Control access to evacuation routes during the evacuation of the "at-risk" areas.
- 6.3.4.4. Maintain order and security on the designated evacuation routes.
- 6.3.4.5. Report any excessive traffic congestion to the TMC.
- 6.3.4.6. Patrol sections of the designated evacuation routes in order to immediately help clear any disabled vehicles, which may block the roadway or shoulders.
- 6.3.4.7. Assist in warning the public.
- 6.3.4.8. Control entry into the impacted area.

- 6.3.4.9. Provide enforcement of the Traffic Regulations and emergency transport of personnel, as requested by the State EOC.
- 6.3.4.10. Protect property in evacuated areas, and limit access to those areas.
- 6.3.4.11. Staff will alert the necessary Officers of situation.
- 6.3.4.12. Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

6.3.5. Department of Natural Resources & Environmental Control (DNREC)

- 6.3.5.1. Work with Delaware Geological Service (DGS) to assess dam safety, coastal and inland flooding vulnerability and risk assessment.
- 6.3.5.2. Mobilize personnel to evaluate the affected areas, mitigate HAZMAT.
- 6.3.5.3. Coordinate safe and proper Debris Disposal with affected agencies.
- 6.3.5.4. Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

6.3.6. County and Local Fire Service

- 6.3.6.1. Establish a field command post (CP) and staging area(s).
- 6.3.6.2. Send a fire district representative to the EOC, if requested.
- 6.3.6.3. Maintain contact between field command and the EOC representative.
- 6.3.6.4. Assist in warning the public.
- 6.3.6.5. Assist in evacuating the aged, persons with disabilities, and other special needs groups.
- 6.3.6.6. Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

6.3.7. County and Local Emergency Management Agencies

- 6.3.7.1. Determine availability of needed transportation resources within the jurisdiction, and coordinate the mobilization and distribution of these resources.
- 6.3.7.2. Support and coordinate special evacuation needs of the physically impaired and senior citizens in the jurisdiction.
- 6.3.7.3. Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

6.4. Level 4

At Level 4, the Kent County and State EOCs will be activated. Event management activities will be coordinated directly between TMC/Traffic, DelDOT Central District, scene(s) supervisor(s), the State EOC, and federal transportation agencies as illustrated in Figure KC-3. Coordination with all activated local and county EOCs and Federal Emergency Management Agency (FEMA) will be through the state EOC. Typical incidents/events requiring a Level 4 designation include hurricanes, blizzards, terrorism and WMD (biological, etc.). In the case of an incident or event that is slow moving, such as a hurricane, many of the actions under Level 4 should have been started at earlier levels. Level 4 corresponds to Level D (DELTA) activation for the Kent County EOC. Actions to be performed will include but will not be limited to:

6.4.1. Delaware Department of Transportation (DelDOT)

6.4.1.1. TMC

- 6.4.1.1.1. The TMC and Kent County TMT agencies will maintain 24-hour operations from the beginning of any evacuation through the implementation of any recovery plan.
- 6.4.1.1.2. Keep neighboring jurisdictions informed of status and traffic control decisions.

- 6.4.1.1.3. Work with Division of Public Relations to coordinate public information announcements with DEMA's PIO to insure that consistent, correct information is given to the public.
- 6.4.1.1.4. Continue to monitor traffic flow and choke points. Radio station WTMC (1380 AM) will broadcast regular road reports and updates statewide.
- 6.4.1.1.5. If a radiological emergency, the TMC/Traffic will set up a conference call with the Kent County TMT to discuss the possible areas that will be affected based on the initial determination of the extent of radioactive contamination, evacuation route selection, staging area, etc., and to review evacuation and traffic control procedures. The TMC/Traffic and the Kent County TMT will take all necessary precautions to assure public safety.

6.4.1.2. DelDOT Central District

- 6.4.1.2.1. Activate traffic control plans and place resources (arrow boards, portable Variable Message Signs (VMS)), barricades, detour signs, cones, and shelter arrows) into position at critical locations.
- 6.4.1.2.2. Clear any maintenance activities and coordinate with the Division of Transportation Solutions to clear current road construction activities along designated and alternate evacuation routes.
- 6.4.1.2.3. Activate the established evacuation traffic routes. Ensure traffic control measures are in place and activated to provide maximum evacuation traffic flow. Coordinate the traffic control measures with the DSP or jurisdictional law enforcement. Tow vehicles must be in position to remove stalled vehicles. Evaluate staffing requirements needed to occupy key intersections and evacuation choke points. Notify Delmarva Emergency Task Force (DETF) and adjacent states of traffic plans and road status.
- 6.4.1.2.4. Coordinate the closure, including the blocking of bridge approaches, of the draw span on all drawbridges to all unauthorized traffic.
- 6.4.1.2.5. Place available wreckers, tow trucks, and Motorist Assistance Patrol (MAP) vehicles on-site at predetermined locations.
- 6.4.1.2.6. Impose mandatory traffic control to direct evacuating vehicles to designated evacuation routes.
- 6.3.1.2.7. Provide assistance for the evacuation and shelter of persons having mobility limitations per Emergency Support Function 8 (ESF 8).
- 6.3.1.2.8. The Kent County TMT will maintain 24-hour operations from the beginning of any evacuation through the implementation of any recovery plan.
- 6.3.1.2.9. Kent County TMT will provide assistance to Emergency Support Function 8 (ESF 8) to advise all special facilities to be ready to evacuate their patients, staff, narcotics, and records.
- 6.3.1.2.10. In the event of a hurricane, be prepared to recommend last minute shelters of last resort for those individuals whom did not evacuate and are now asking where they can go for safety. Recommend to those individuals, facilities that appear to be structurally sound and located above surge heights, i.e. 2nd or 3rd floor. If individuals refuse to evacuate and remain at home, if time permits, attempt to obtain names and addresses of next-of-kin notification. PIOs should consider radio and TV releases to inform those individuals about last minute recommendations, i.e., "seek shelter in facilities which are structurally sound and above surge heights."

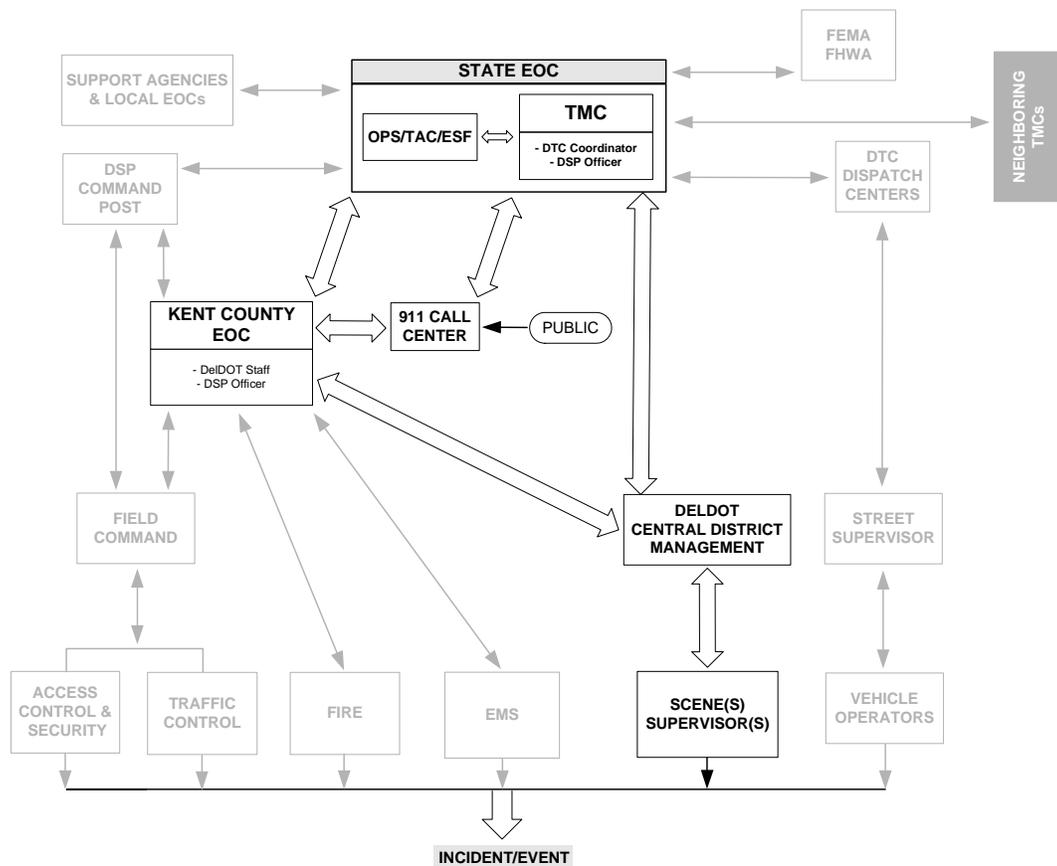


Figure KC-3: State EOC/Kent County EOC/DeLDOT Central District Communications (Level 4)

6.4.1.3. Delaware Transit Corporation (DTC)

6.4.1.3.1. Pick up persons desiring to be transported to shelters, if required.

6.4.2. Delaware Emergency Management Agency (DEMA)

6.4.2.1. Ensure notification is made to all emergency management agencies concerning the upgraded status. Determine what protective actions should be recommended to the Secretary/Governor. In the event of a hurricane, ensure evacuation decisions are based upon completion of evacuation prior to arrival of gale force winds (34 knots/39 mph). If possible, the evacuation should be accomplished during daylight hours. To ensure widest dissemination of all protective actions and evacuation decisions, initiate the use of the Emergency Alert System (EAS) and Delaware Emergency Notification System (DENS) messages. Emphasize the importance of the evacuation of all campers and mobile homes. Consider staffing requirements for last minute, door-to-door, evacuation recommendations for residents who refuse to leave coastal beach areas. Notify adjacent states of protective actions and evacuation decisions.

6.4.2.2. Consider and make arrangements for EOC relocation, if incident conditions force the move (Reference EOC Relocation Procedures in the Basic Plan). The EOC and ESF agencies should review the “EOC Relocation” procedures to identify an alternate location. If the relocation is necessary, make arrangements to maintain operational continuity during the move.

- 6.4.2.3. The EOC and DSP should consider additional security and law enforcement requirements as areas are evacuated. DSP should consider a plan of action to prevent looting in evacuated areas. In the case of a hurricane, consider pre-positioning of security resources prior to arrival of gale force winds (34 knots/39 mph). DNG units can only perform certain law enforcement actions when/if they are federalized, upon declaration of a State of Emergency by the Governor.
- 6.4.2.4. The State EOC, local emergency managers, and emergency responders should review procedures for human needs assessment and damage assessment. This review should be done at least 24 hours in advance of the predicted occurrence of the storm event, before the potential for impaired communications.
- 6.4.2.5. The State EOC should provide periodic SITREPS to FEMA Region III RRCC. Based on these reports, attempt to keep the public informed of the current conditions and recommended actions.
- 6.4.2.6. The State EOC will provide tips and guidelines to the public on what to expect during the storm.

6.4.3. Kent County EOC

- 6.4.3.1. Provide periodic SITREPS to the State EOC.
- 6.4.3.2. Ensure notification is made to all county and municipal personnel concerning the Level 4 status. In the event of a hurricane, ensure evacuation decisions are based upon completion of evacuation prior to arrival of gale force winds (34 knots/39 mph). If possible, the evacuation should be accomplished during daylight hours. To ensure widest dissemination of all protective actions and evacuation decisions initiate the use of the Emergency Alert System (EAS) messages. Emphasize the importance of the evacuation of all campers and mobile homes. Consider staffing requirements for last minute door-to-door evacuation recommendations for residents who refuse to leave coastal beach areas. Notify adjacent states of protective actions and evacuation decisions.
- 6.4.3.3. Red Cross shelter availability and requirements should be finalized. Shelters scheduled to be opened must be coordinated with state and municipal emergency management agencies. Provide shelter availability information to DEMA, DeIDOT and DSP to assist public inquires.
- 6.4.3.4. If not previously accomplished, consider partial or full activation of the KEOC.
- 6.4.3.5. Consider and make arrangements for EOC relocation if incident conditions force the move. If the relocation is necessary, make arrangements to maintain operational continuity during the move.

6.4.4. Delaware State Police (DSP) or Local Law Enforcement *(based on jurisdiction)*

- 6.4.4.1. Deploy law enforcement and traffic control personnel, (e.g., flagmen and police officers).
- 6.4.4.2. DSP will limit all incoming traffic on the evacuation routes to emergency personnel.
- 6.4.4.3. In the event of a hurricane, be prepared to recommend shelters of last resort for those individuals that did not evacuate and are now asking where they can go for safety. Recommend to those individuals facilities that appear to be structurally sound and located above surge heights, i.e. 2nd or 3rd floor. If individuals refuse to evacuate and remain at home, if time permits, attempt to obtain names and addresses of next-of-kin notification. PIOs should consider radio and TV releases to inform those individuals about last minute recommendations, i.e., “seek shelter in facilities which are structurally sound and above surge heights.”
- 6.4.4.4. When evacuation is complete, DSP and local police will block all access to evacuation routes and setup patrols to safeguard the property of evacuated residents.

6.4.5. Department of Natural Resources & Environmental Control (DNREC)

- 6.4.5.1. Maintain contact with DEMA TAC and the State EOC.
- 6.4.5.2. Work with Delaware Geological Service (DGS) to assess dam safety, coastal and inland flooding vulnerability and risk assessment.
- 6.4.5.3. Department of Natural Resources and Environmental Control (DNREC), as the Primary Agency for Emergency Support Function 10 (ESF 10) (Hazardous Material Response) will be responsible for providing guidance to an on-scene commander on accessing and prioritizing response actions following SERT Plan directives. As a support agency for ESF 10, DeIDOT will be responsible for providing equipment as necessary, coordinating with DSP and Fire on safe transportation management, and coordinating transportation requests.
- 6.4.5.4. Coordinate safe and proper Debris Disposal with affected agencies.
- 6.4.5.5. Perform functions in support of Emergency Support Function 12 (ESF 12).
- 6.4.5.6. Support local law enforcement.

6.4.6. Department of Health and Social Services/Division of Social Services (DHSS/DSS)

- 6.4.6.1. Department of Health and Social Services/Division of Social Services (DHSS/DSS) and American Red Cross of the Delmarva Peninsula (ARC), as the Primary Agencies for Emergency Support Function 6 (ESF 6) (Mass Care) will be responsible for establishing priorities for response activities and allocation of available resources and coordinating Mass Care activities with other ESFs and support agencies. As a support agency for ESF 6, DeIDOT will be responsible for transporting potable water and assuring shelter selection and routes are coordinated through the TMC/Traffic.
- 6.4.6.2. DHSS and Department of Safety and Homeland Security (DSHS), as the Primary Agency for Emergency Support Function (ESF 8) (Public Health and Medical Services) will be responsible for Providing leadership in directing, coordinating, and integrating the overall state efforts to provide medical and public health assistance, crisis counseling, and mortuary/mass fatality incident management to the affected disaster area(s). As a support agency for ESF 8, DeIDOT will be responsible for transporting patients, potable water and portable toilets, and assisting in medical personnel and patient evacuation requests.
- 6.4.6.3. Emergency Support Function 8 (ESF 8), Public Health and Medical Services will coordinate the evacuation and shelter of persons having mobility limitations.

6.4.7. Public Utilities

- 6.4.7.1. Public utility agencies/companies should implement action plans to minimize damage due to the incident. Action should be taken to preclude contamination of potable water resources and to minimize damage to sewage disposal systems and electrical distribution grids. County and local EOCs can assist the public utility agencies to ensure the public is notified of systems that are/will be deactivated. This announcement may encourage undecided residents/tourists to evacuate.

6.4.8. Delaware National Guard (DNG)

- 6.4.8.1. If not previously accomplished, consider partial or full activation of the Delaware National Guard (DNG) and a State of Emergency declaration by the Governor. Consider FEMA Region III Emergency Response Team (ERT), Rapid Needs Assessment Team (RNAT) or Federal Incident Response Support Team (FIRST) assistance. The Governor can request a Federal Emergency Declaration prior to the storm event, if event is imminent. This declaration would make additional resources available, such as the Army Corps of Engineers Post-Flood Assistance under Public Law 84-99.
- 6.4.8.2. Be prepared to recommend shelters of last resort for those individuals that did not evacuate and are now asking where they can go for safety. Recommend to those individuals facilities that appear to be structurally sound and located above surge heights, i.e. 2nd or 3rd floor. If individuals refuse to evacuate and remain at home, if time permits, attempt to obtain names and addresses of next-of-kin notification. PIOs should consider radio and TV releases to inform those individuals concerning last minute recommendations, i.e., “seek shelter in facilities which are structurally sound and above surge heights.”

6.4.9. County and Local Fire Service

- 6.4.9.1. Direct task assignments and personnel relief in performing fire, rescue, fire police, and emergency medical efforts, and in alerting, warning, evacuating, and, if necessary, radiological monitoring activities.
- 6.4.9.2. Coordinate task assignments given to support agencies.
- 6.4.9.3. Request additional personnel and resources, as appropriate.
- 6.4.9.4. Prepare and forward fire reports to the State Fire Marshal’s office.
- 6.4.9.5. Provide fire protection in evacuated areas.

6.4.10. County and Local Emergency Management Agencies

- 6.4.10.1. Communicate with DEMA, TMC, and DSP regarding information on local evacuation routes and road conditions.
- 6.4.10.2. Assist TMC and DSP in identifying major transportation arteries affected by the storm event and in developing alternate, or by-pass, routes.

6.5. Storm Event (Level 4)

In the event of a hurricane, Kent County will operate at Level 4 during the storm event. This phase applies to a situation in which a hurricane with gale force winds has arrived. It is assumed that affected Kent County TMT agencies at a lower level will elevate to a Level 4 during the Storm Event. At Level 4, the Kent County and State EOCs will be activated. Storm event management activities will be coordinated directly between TMC, DelDOT’s South District office, scene(s) supervisor(s), the State EOC, and federal transportation agencies. Coordination with all activated local and county EOCs and Federal Emergency Management Agency (FEMA) will be through the state EOC. During the storm event, all TMT agencies (e.g., DelDOT South District, DSP, DNREC, County and Local Fire Service, County and Local EMAs, and Local Law Enforcement) should recall emergency responders and all deployed personnel back to their operating locations. Ensure personnel do not take unnecessary risks as the storm approaches and winds exceed gale force strength. Supervisors must continue to emphasize safety procedures. Other transportation management actions to be carried out will include, but will not be limited to the following:

6.5.1. Delaware Department of Transportation (DelDOT)

6.5.1.1. TMC

- 6.5.1.1.1. The TMC and Sussex County TMT will terminate all pre-event activities.
- 6.5.1.1.2. Continue to monitor the event and provide information to the Sussex County TMT agencies and the neighboring TMCs.

6.5.2. Delaware Emergency Management Agency (DEMA)

- 6.5.2.1. DEMA PIO should continue to coordinate with PIOs of relevant agencies, (e.g., DelDOT TMC, DSP, DNG), and using all and any means available, will notify the public and explain the calm conditions as the eye passes overhead. The public should be made aware that the improved weather conditions are temporary and that the storm conditions will return with winds coming from the opposite direction, sometimes in a period of just a few minutes. Should a JIC be established, the lead PIO will coordinate information and distribution.
- 6.5.2.2. EOC and ESF members should establish a plan of action concerning re-entry and recovery procedures. Finalize procedures for human needs assessment and damage assessment. If possible, continue to maintain communications with local EOC emergency management personnel to receive SITREPS. Consider alternate communication methods operated by RACES, DNG, CAP, etc. Monitor local weather conditions to determine when it is safe to proceed outside.

6.5.3. Kent County EOC

- 6.5.3.1. Ensure evacuation procedures are terminated. Residents who did not evacuate and are requesting assistance will be encouraged to seek a shelter of last resort.
- 6.5.3.2. Together with DEMA and ESF members, establish a plan of action concerning re-entry and recovery procedures. Finalize procedures for human needs assessment and damage assessment. If possible, continue to maintain communications with municipal emergency management personnel to receive SITREPS. Consider alternate communication methods operated by RACES, DNG, CAP, etc. Monitor local weather conditions to determine when it is safe to proceed outside.
- 6.5.3.3. PIOs, using any and all means available, should notify the public concerning the calm conditions as the eye passes overhead. The public should be made aware that the improved weather conditions are temporary and that the storm conditions will return with winds coming from the opposite direction, sometimes in a period of just a few minutes.

6.5.4. Delaware State Police (DSP) or Local Law Enforcement *(based on jurisdiction)*

- 6.5.4.1. Ensure evacuation procedures are terminated.

6.6. Re-entry/Recovery Phase

This phase will be implemented following the passage of the event. Kent County TMT agencies may remain at Level 4 or downgrade to a lower Level. First responders shall accomplish initial assessments to determine hazardous and non-hazardous areas. If conditions allow for debris clearance and power restoration, then workers may re-enter the area. Areas that the EOC or first responders consider unsafe shall be restricted areas until they are made safe. Emergency Roadway Clearance procedures and guidelines shall be followed as specified in the Debris Management Annex of the Delaware Emergency Operations Plan (DEOP) (Being Developed). The following minimum transportation management actions will be implemented:

6.6.1 Delaware Department of Transportation (DelDOT)

6.6.1.1. TMC

- 6.6.1.1.1. Reestablish communication with the Kent County TMT agencies.
- 6.6.1.1.2. Set up a conference call with the Kent County TMT agencies to determine the requirements for traffic control for the return of evacuees.
- 6.6.1.1.3. Continue to monitor the event and provide information to the Kent County TMT agencies and the neighboring TMCs.
- 6.6.1.1.4. Participate in post-disaster critiques.
- 6.6.1.1.5. Make appropriate recommendations for procedural changes.

6.6.1.2. DelDOT Central District

- 6.6.1.2.1. DelDOT, as the Primary Agency for Emergency Support Function 3 (ESF 3) (Public Works and Engineering), will be responsible for coordinating with appropriate ESF 3 support agencies and companies to provide the public works and engineering assistance required to restore the evacuated area(s) to habitable conditions.
- 6.6.1.2.2. DelDOT and ESF 3 support agencies will provide personnel to assess the affected areas to ensure that the following conditions prevail in the evacuated area before evacuees are authorized to return:
 - 6.6.1.2.3. The threat that caused the evacuation has been resolved.
 - 6.6.1.2.4. Sufficient debris has been removed to permit travel, and roads and bridges are safe to use.
 - 6.6.1.2.5. Downed power lines have been removed; ruptured gas, water and sewer lines have been repaired; and other significant safety hazards have been eliminated. However, utility services may not have been fully restored yet.
 - 6.6.1.2.6. Structures have been inspected and determined to be safe to reoccupy.
 - 6.6.1.2.7. There is adequate water available for firefighting.
 - 6.6.1.2.8. Activate the traffic control plan and place resources into position.
 - 6.6.1.2.9. Coordinate the closure, including the blocking of bridge approaches, of the draw span on all drawbridges to all unauthorized traffic.
 - 6.6.1.2.10. Place available wreckers, tow trucks, and MAP vehicles on-site at predetermined locations.
 - 6.6.1.2.11. Evaluate the structural integrity of transportation facilities after a transportation accident.
 - 6.6.1.2.12. Participate in post-disaster critiques.
 - 6.6.1.2.13. Make appropriate recommendations for procedural changes.

6.6.1.3. Division of Public Relations

- 6.6.1.3.1. Disseminate information, using a current list of radio stations, television stations, cable television companies, and newspapers, advising the public that they can return to their homes and businesses. Preferred travel routes will be indicated.
- 6.6.1.3.2. Coordinate with the DEMA PIO, as necessary.
- 6.6.1.3.3. Report to the State EOC and/or JIC, if necessary. During the re-entry/recovery phase, the JIC may stand down or be operated by a skeleton staff. Alternatively, the EOC may take over the responsibility for disseminating information to the public.
- 6.6.1.3.4. Issue transportation statements, as required.
- 6.6.1.3.5. Assist rumor control, if possible.
- 6.6.1.3.6. Coordinate with the TMC/Radio Station WTMC (1380AM).
- 6.6.1.3.7. Participate in post-disaster critiques.
- 6.6.1.3.8. Make appropriate recommendations for procedural changes.

6.6.2 Delaware Emergency Management Agency (DEMA)

- 6.6.2.1. EOC should assess and/or re-establish communications with all areas and emergency management or emergency response agencies.
- 6.6.2.2. PIOs should initiate aggressive public awareness measures to keep the public informed of the current situation. Emphasize outdoor hazards, including downed power lines, weakened bridges, washed out roads, weakened tree limbs, damaged overhanging structures, etc.
- 6.6.2.3. EOC shall be responsible for coordinating the Initial Damage Assessment (IDA) as specified in the Damage Assessment Annex of the DEOP.
- 6.6.2.4. The EOC will provide tips and instructions to the public concerning re-entry.
- 6.6.2.5. Participate in post-disaster critiques.
- 6.6.2.6. Make appropriate recommendations for procedural changes.

6.6.3. Kent County EOC

- 6.6.3.1. Assess and/or re-establish communications with all areas and emergency management or emergency response agencies.
- 6.6.3.2. Communicate with municipal and local officials, including local fire service organizations, to assess their conditions and potential hazards to reentry. Human needs requirements and initial damage information shall be passed to the county EOC to be forwarded to the State EOC. This assessment may include, but not be limited to CAP, DNG, and DSP aerial fly-over, windshield assessment, etc. as specified in Emergency Support Function 14 (ESF 14) (Community Recovery) of the DEOP.
- 6.6.3.3. Initiate immediate search and rescue (SAR) procedures if there are missing individuals. Responsibility and protocol for coordinating SAR efforts are outlined in Emergency Support Function 9 (ESF 9) of the DEOP and may include urban SAR by the fire service organizations, aerial SAR by DSP and the CAP, and marine SAR by the Delaware Marine Patrol. Requests for status of missing persons should be coordinated with the American Red Cross in Delaware.
- 6.6.3.4. Coordinate with DSP to establish security of those areas that have been impacted severely. Security and law enforcement resources and procedures are specified in Emergency Support Function 14 (ESF 14) of the DEOP.
- 6.6.3.5. Participate in post-disaster critiques.
- 6.6.3.6. Make appropriate recommendations for procedural changes.

6.6.4. Delaware State Police (DSP) or Local Law Enforcement *(based on jurisdiction)*

- 6.6.4.1. Deploy law enforcement and traffic control personnel, and provide traffic control for the return of the evacuees.
- 6.6.4.2. Maintain access controls for areas that cannot be safely reoccupied.
- 6.6.4.3. Establish security of those areas that have been impacted severely. Security and law enforcement resources and procedures are specified in Emergency Support Function 14 (ESF 14), Military Support.
- 6.6.4.4. Participate in post-disaster critiques.
- 6.6.4.5. Make appropriate recommendations for procedural changes.

6.6.5. Department of Natural Resources & Environmental Control (DNREC)

- 6.6.5.1. Coordinate and assess damage to beaches, parks, dams, and fish and wildlife areas.
- 6.6.5.2. DNREC, as the Primary Agency for Emergency Support Function 10 (ESF 10) (Hazardous Material Response) will be responsible for coordinating clean up and disposal actions. As a support agency for ESF 10, DelDOT will be responsible for

providing equipment as necessary, coordinating with DSP and Fire Service on safe transportation management, and coordinating transportation requests.

6.6.6. Department of Health and Social Services/Division of Social Services (DHSS/DSS)

- 6.6.6.1. Emergency Support Function 8 (ESF 8), Public Health and Medical Services will coordinate the return of evacuees to special facilities.
- 6.6.6.2. Participate in post-disaster critiques.
- 6.6.6.3. Make appropriate recommendations for procedural changes.

6.6.7. County and Local Fire Service

- 6.6.7.1. Local officials and local fire service organizations shall assess their conditions and potential hazards of reentry.
- 6.6.7.2. Assess safety of damaged area(s)/structure(s) for public/private use.
- 6.6.7.3. Notify proper authorities to inspect damaged area(s)/structure(s) for public/private use, as appropriate.
- 6.6.7.4. Prepare and forward fire reports to the State Fire Marshal's office.
- 6.6.7.5. Perform decontamination functions.
- 6.6.7.6. Inspect and repair equipment.
- 6.6.7.7. Participate in post-disaster critiques.
- 6.6.7.8. Make appropriate recommendations for changes to the Fire and Rescue ESF.

6.6.8. County and Local Emergency Management Agencies

- 6.6.8.1. Assess and/or re-establish communications with all areas and emergency management or emergency response agencies.
- 6.6.8.2. Participate in post-disaster critiques.
- 6.6.8.3. Make appropriate recommendations for procedural changes.

7. Evacuation Routes

7.1. Primary Evacuation Routes

The primary evacuation routes for Kent County are indicated in Table KC-1A and 1B, and illustrated in Figure KC-4. These evacuation routes are all unlimited access roadways with numerous entrances and exits. Therefore, it will not be possible to limit access to the designated primary evacuation routes during an emergency, and it is anticipated that traffic flow will continue normally along these routes. It is expected that evacuees will utilize the outbound lane(s) with emergency vehicles being directed to the inbound lane(s). All primary evacuation routes are signed. TMC, with assistance from the DSP and local law enforcement, will provide traffic management and control along the designated evacuation routes. See Appendix A for the intersection control diagrams which show traffic control setups based on the guidelines in Delaware’s Traffic Controls for Streets and Highway Construction, Maintenance, Utility, and Emergency Operations (2001).

Table KC-1A. Primary Evacuation Routes (North/South)

ROUTE	FROM	TO
1	Kent/Sussex Boundary	Kent/New Castle Boundary
13	Kent/Sussex Boundary	Kent/New Castle Boundary
113	Kent/Sussex Boundary	US 13

Table KC-1B. Primary Evacuation Routes (East/West)

ROUTE	FROM	TO
Woodland Beach Road	Delaware Bay	Route 9
Port Mahon Road	Delaware Bay	Route 9
Pickering Beach Road	Delaware Bay	Route 9
Kitts Hummock Road	Delaware Bay	Route 9
Bowers Beach Road	Delaware Bay	Route 1
Milford Neck Road	Delaware Bay	Route 1
Thompsonville Road	Delaware Bay	Route 1
Big Stone Beach Road	Delaware Bay	Route 1

7.2. Secondary Evacuation Routes

A network of secondary evacuation routes direct local residents to the primary evacuation routes and also can be utilized to reroute traffic during an evacuation in the event that the primary evacuation routes become impassible. The secondary evacuation routes are described in Table KC-2 and shown in Figure KC-4. All secondary evacuation routes are signed. TMC, with assistance from the DSP and local law enforcement, will provide traffic management and control along the secondary evacuation routes. See Appendix A for the intersection control diagrams which show traffic control setups based on the guidelines in Delaware’s Traffic Controls for Streets and Highway Construction, Maintenance, Utility, and Emergency Operations (2001).

Table KC-2A. Secondary Evacuation Routes (North/South)

ROUTE	FROM	TO
9	SR 1	Kent/New Castle Boundary

Table KC-2B. Secondary Evacuation Routes (East/West)

ROUTE	FROM	TO
300	US 13	DE/MD Border
42	Route 9	Route 1
8	Route 9	DE/MD Border
15	Route 14	US 13
12	Route 1	US 13
14	Route 1	DE/MD Border

7.3. Local Routes

Local municipalities will perform traffic management and control along local roads, i.e., roads not designated as primary or secondary evacuation routes. Primary and Secondary evacuation routes can be found in Figure KC-3, Kent County Regional Evacuation Map. Designated evacuation routes for the Delmarva peninsula can be found in Figure KC-4, Delmarva Peninsula Evacuation Map.

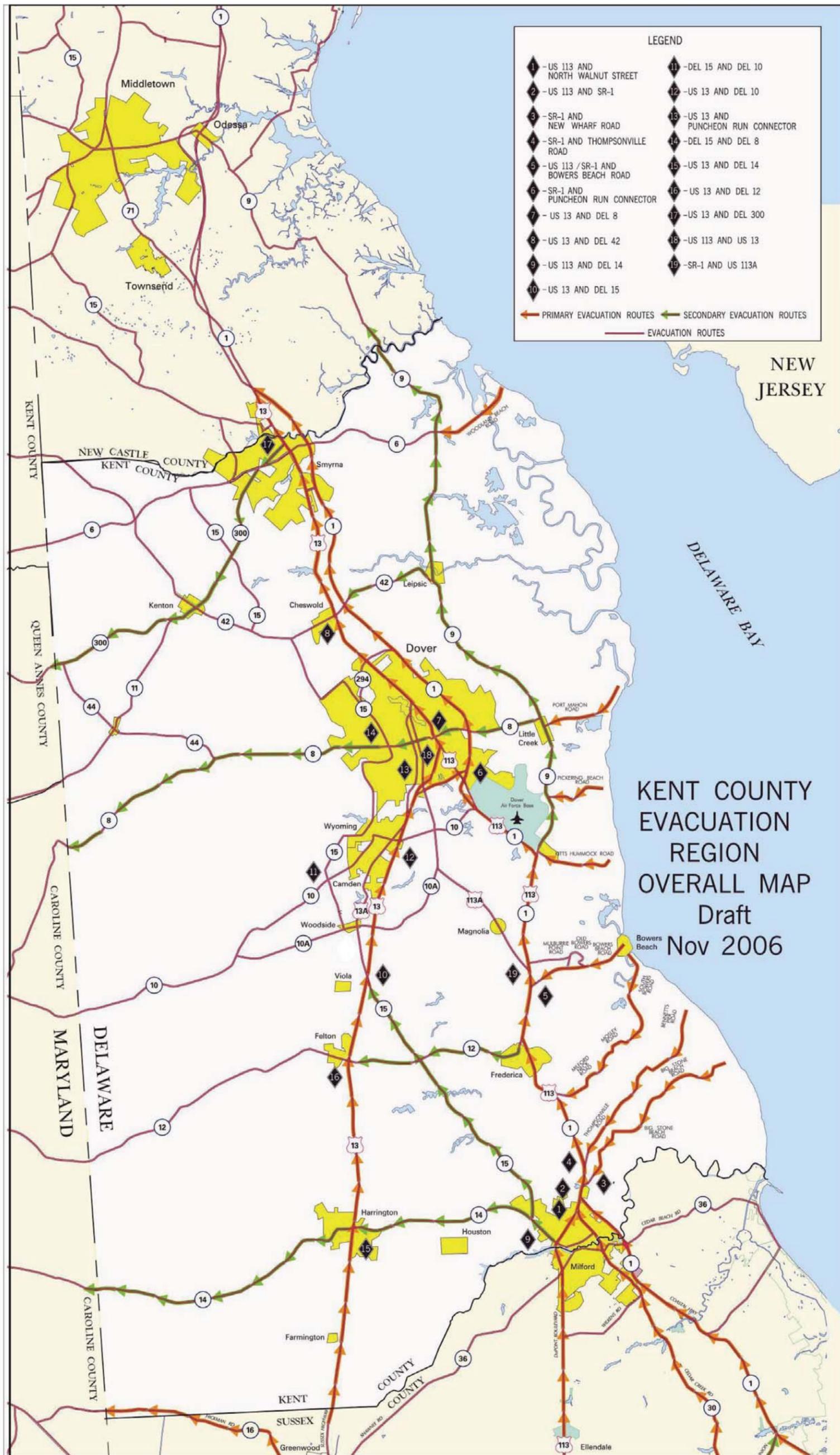


Figure KC-4. Kent County Regional Evacuation Map

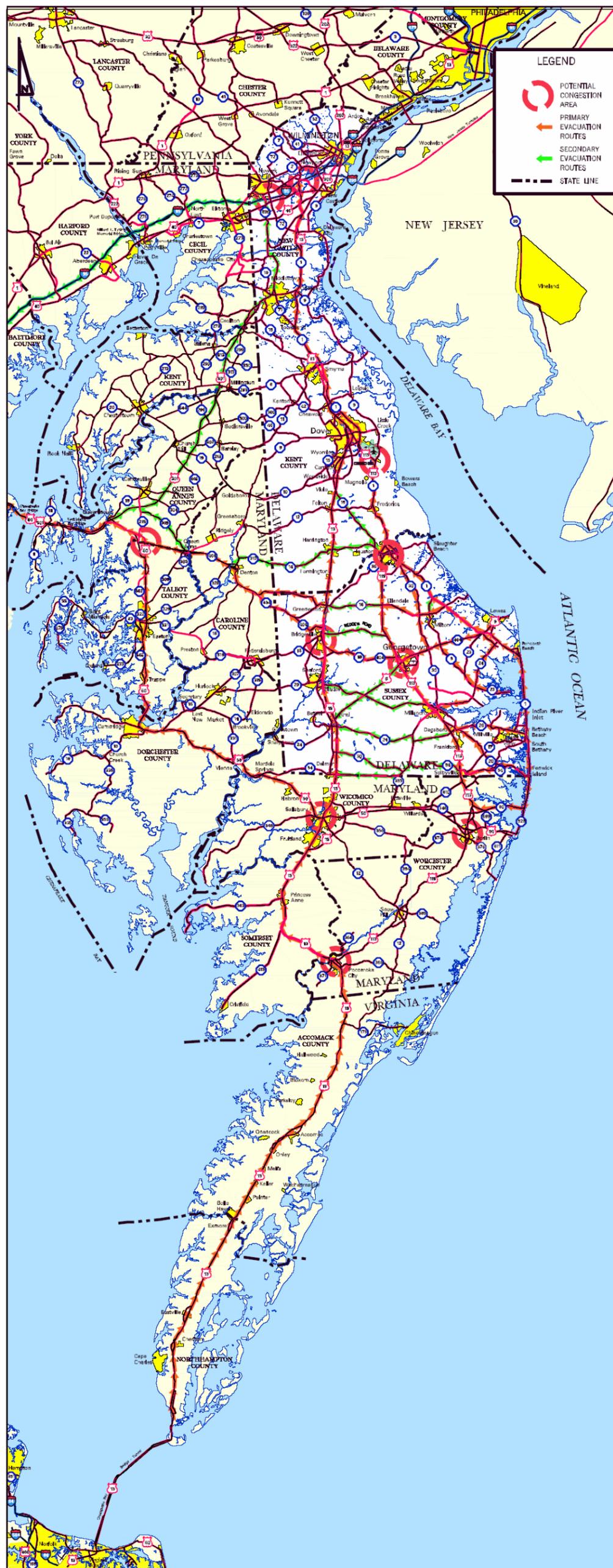


Figure KC-5. Delmarva Peninsula Evacuation Map

8. Travel Model

DeIDOT's Division of Planning has developed an Evacuation Model to be used in conjunction with the Statewide Travel Demand Model. This Evacuation Model will allow DeIDOT to evaluate different evacuation patterns, evacuation durations, impacts of road closures, impacts of changing roadway directions-of-travel, impacts of changes to intersection operations, impacts of varying evacuation start times and evacuation populations, and a wide range of additional "what if" scenarios. This model will aid in the planning process by determining the duration of congestion for corridors and intersections and applying this information to decisions regarding when and where to focus resources.

A subcommittee of DeIDOT's travel demand model and evacuation planning specialists currently are refining the data and evaluating various scenarios to aid in this planning process. Updates on the progress of this modeling effort will be added to this Annex as they occur.

9. Resources

The TMC has determined the required resources for traffic control of each intersection. Please see Appendix A for resource details.

10. Shelters

The Kent County TMT will coordinate the opening of shelters with the ARC and state and municipal emergency management agencies during the event.