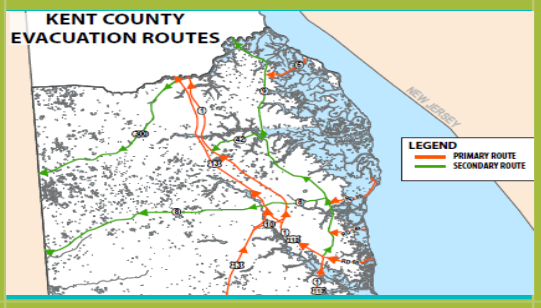
KENT COUNTY
ALL HAZARDS EVACUATION ANNEX
November 2023



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I. Acronyms

ARC	American Red Cross	HazMat	Hazardous Material
ASIS	American Society of Industrial Safety	HES	Hurricane Evacuation Study
CAP	Civil Air Patrol	JIC	Joint Information Center
CMC	Crisis Management Center	MAP	Motorist Assistance Patrol
DelDOT	Delaware Department of Transportation	MOMS	Maximum of Maximums
DEMA	Delaware Emergency Management Agency	MOU	Memorandum of Understanding
DEOP	Delaware Emergency Operations Plan	MUTCD	Manual on Uniform Traffic Control Devices
DETF	Delmarva Emergency Task Force	NCHRP	National Cooperative Highway Research Program
DGS	Delaware Geological Survey	NHC	National Hurricane Center
DMV	Department of Motor Vehicles	NIMS	National Incident Management System
DNG	Delaware National Guard	NRF	National Response Framework
DNREC	Department of Natural Resources and Environmental Control	NWS	National Weather Service
DDOE	Delaware Department of Education	OSC	Operations Support Center
DSP	Delaware State Police	PIO	Public Information Officer
DSWA	Delaware Solid Waste Authority	POC	Point of Contact
DTC	Delaware Transit Corporation	RACES	Radio Amateurs Civil Emergency System
DVFA	Delaware Volunteer Firefighter's Association	RtePM	Real Time Evacuation Planning Model
EAS	Emergency Alert System	SAR	Search and Rescue
EMA	Emergency Management Agency	SITREPS	Situation Reports
EOC	Emergency Operations Center	SLOSH	Sea, Lake, & Overland Surges from Hurricanes
EPZ	Emergency Planning Zone	SOC	Statewide Operations Center
ERT	Emergency Response Team	TCC	Traffic Control Center
ERU	Emergency Response Unit	TIEMP	Transportation Incident and Event Management Plan
ESC	Emergency Support Coordinator	TMC	Transportation Management Center
FAsT	Field Assessment Team	TMT	Transportation Management Team
FEMA	Federal Emergency Management Agency	TOC	Traffic Operations Center
FHWA	Federal Highway Administration	USACE	United States Army Corps of Engineers
FTA	Federal Transit Administration	USDOT	United States Department of Transportation

II. Introduction

This Annex primarily focuses on tidal inundation incidents and events that may affect Kent County, including hurricanes, nor'easters, coastal storms, tidal or storm surges, and heavy rains. However, it may be applied to other events that may require mass evacuation (e.g., terrorist actions). This plan describes a concept of operations to manage the transportation system and assist the Kent County population deemed most "at risk" to the effects of tidal inundation from a hurricane or coastal storm to escape the effects of the storm. The procedures outlined here are the minimum actions that will be required from the Delaware Department of Transportation (DelDOT) to include the Transportation Management Center (TMC)/Transportation Solutions Division, Maintenance and Operations Division, Motor Vehicle Division (Tolls) and the Delaware Transit Corporation (DTC) to manage the transportation system in the event of a planned or unplanned event or incident that threatens the residents of Kent County. This plan also incorporates the coordination that is required by other agencies to support the DelDOT efforts. These agencies include the Delaware State Police (DSP), Delaware Department of Natural Resources and Environmental Control (DNREC), Delaware Emergency Management Agency (DEMA), Delaware Volunteer Firefighter's Association (DVFA), Kent County Emergency Operations Center, Civil Air Patrol (CAP), local law enforcement and fire companies, as well as other agencies as needed, in the event that an evacuation of the area is necessary due to a hazardous event, including the formation of a tropical storm or hurricane that threatens Kent County. This plan has also been developed to support the Sussex County Evacuation Plan to facilitate the movement of evacuees from Sussex County during coastal storms, and other incidents and events which necessitate a mass evacuation from the at-risk areas of the county.

III. National Incident Management System Compliance

The National Incident Management System (NIMS) created a standard system for all levels of government to work together to prepare for and respond to incidents.

According to *NCHRP Report 525 – Surface Transportation Security, Volume 16: A Guide to Emergency Response Planning for State Transportation Agencies*, this plan is NIMS compliant as it follows all recommendations, including:

- Incorporating NIMS and national Response Framework (NRF) components, principles, and policies, to include preparation, response, equipment, and corrective actions.
- Applying common and consistent terminology as used in NIMS, including establishment of plain language communication standards.
- Including preparedness organizations and elected and appointed officials in its development.

This plan is written to be NIMS compliant, that is, it reflects all phases of the emergency management cycle depicted in the diagram below.

Figure KC-1: Emergency Management Cycle

A. Purpose

It is the intent of this plan to demonstrate how DelDOT, DelDOT's TMC and other state and local agencies, which make up the 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.

B. 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 DelDOT's 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 in coordination with the TMC when responding to the incident or event. If necessary, the TMC will establish a remote TMC to facilitate working with the Kent County TMT agencies during an incident or event that impacts the transportation system.

C. Situation

Kent County is located in the middle of Delaware with an estimated July 1, 2022, population of approximately 186,946 people and 75,086 housing units (July 1, 2021) estimated from the 2020 census data[1]. The City of Dover, the State Capital, is the largest municipality in the County. There are also major traffic generators located in Kent county which are susceptible to major events. These facilities include:

- Dover Air Force Base which is located near the City of Dover and operates the largest and busiest air freight terminal in the Department of Defense and is home to approximately 11,000 Airmen and joint service members, civilians, and families.
- Bally's Dover Casino and Resort which entertains large crowds daily to the casino and horse racing along with Dover Motor Speedway which brings hundreds of thousands of fans to the state to attend a nationally prominent NASCAR race the last weekend in April. This facility also hosts large concerts such as Firefly and other major traffic generating events. The main entrance to the Bally's Casino and Resort/Dover Motor Speedway complex is located off US 13 in northern Dover.
- Harrington Raceway and Casino brings many visitors daily to the casino and horse racing events and is also home to the Delaware State Fair which takes place in July for 10 days and draws close to 300,000 visitors over the 10-day period. During the rest of the year the fairgrounds also hosts large events such as concerts and many others. This facility also includes the Centre Ice Arena ice rink.

The transportation network in Kent County will be impacted, during a coastal storm scenario, due to the evacuation of vulnerable areas of Kent County as well as Sussex County, Ocean City Maryland, and other states from which evacuees may be using Delaware roadways, such as SR 1 and US 13, to return home or escape the storm. Many visitors and residents of Sussex County and Ocean City Maryland that will be evacuating by vehicle will travel through Kent County.

[1] https://www.census.gov/quickfacts/fact/table/kentcountydelaware/BZA210221

As part of the 2021 Delaware Hurricane Evacuation Study Part III: Transportation Analysis Study, 96 different scenarios have been modeled under various conditions and inputs using their RtePM (Real time evacuation planning model) modeling tool. The scenarios provide estimated evacuation times under various scenarios to include Delaware counties without background traffic as well as scenarios with background traffic from folks evacuating from Virginia and Maryland using DelMarVa routes. These scenarios also look at other characteristics such as:

- Phased evacuations vs simultaneous evacuations
- Evacuation zones that have the need to evacuate
- The intensity of the storm and its path
- Expected inundation levels

The transportation analysis includes a summary of the range of clearance times based on two evacuating scenarios to include Delaware only evacuating and the entire Delmarva Peninsula (Delaware, Maryland, and Virginia) evacuating simultaneously based on evacuation participation rates with the high rate representing 100% participation. The results are shown in table KC-1 below.

	Low Participation Rates	Medium Participation Rates	High Participation Rates
Delaware Only	12 – 27 hours	17 – 27 hours	28 – 38 hours
Delmarva Peninsula	33 – 51 hours	41 – 59 hours	54 – 74 hours

Table KC-1: Range of Clearance times by Participation Rate

The evacuation clearance times for Delaware are based on various factors to include the resident population, seasonally occupied residential unit population and the total of both by Delaware county for each evacuation zone classification (A-D and inland) as shown in table KC-2 below. The seasonal tourist units such as campground, hotel, and motel occupancy rates are shown in table KC-3 below and the evacuations zones A through D for Kent County are identified in figure KC-2 below.

County	Evacuation Zone	Projected 2020 Population	Seasonally Occupied Residential Unit Population*	2020 Population + Seasonally Occupied Residential Unit Population
New Castle	A	39,362	201	39,563
	B	13,213	28	13,241
	C	10,828	16	10,844
	D	17,687	201	17,888
	Inland	483,690	3,017	486,707
	Total	564,780	3,464	568,244
Kent	A	24,736	429	25,165
	B	8,946	36	8,983
	C	6,107	47	6,154
	D	26,645	108	26,753
	Inland	112,216	742	112,958
	Total	178,650	1,362	180,012
Sussex	A	56,530	77,113	133,643
	B	15,329	5,859	21,188
	C	23,201	7,468	30,669
	D	15,659	4,812	20,472
	Inland	123,630	7,243	130,873
	Total	234,350	102,495	336,845
State of Delaware		977,780	107,321	1,085,101

*Seasonally occupied residential units do not include hotel, motel, or campground visitors.

Table KC-2: Population by Delaware County and Evacuation Zone

County	Evacuation Zone	Seasonal Tourist Units (Hotel, Motel, and Campground) 100% Occupancy Rate	Seasonal Tourist Units (Hotel, Motel, and Campground) with Applied Occupancy Rate
New Castle	A	502	341
	B	6	4
	C	0	0
	D	4	3
	Total	**512**	**348**
Kent	A	217	148
	B	13	9
	C	19	13
	D	1,104	751
	Total	**1,353**	**921**
Sussex	A	9,208	7,366
	B	775	620
	C	224	179
	D	258	206
	Total	**10,465**	**8,371**
Delaware		**12,330**	**9,640**

Table KC-3: Seasonal Tourist units per Evacuation Zone

The conclusions for evacuation clearance times under various scenarios mentioned in the *2021 Delaware Hurricane Evacuation Study Part 3: Transportation Analysis* can be found in HURREVAC under Evacuation Zones. All three parts of the Delaware Hurricane Study can be found in the HURREVAC library under Delaware/HES. The evacuation zones as defined in the Delaware Hurricane Evacuation Study Vulnerability Report (2021) are shown below in Figure KC-2.

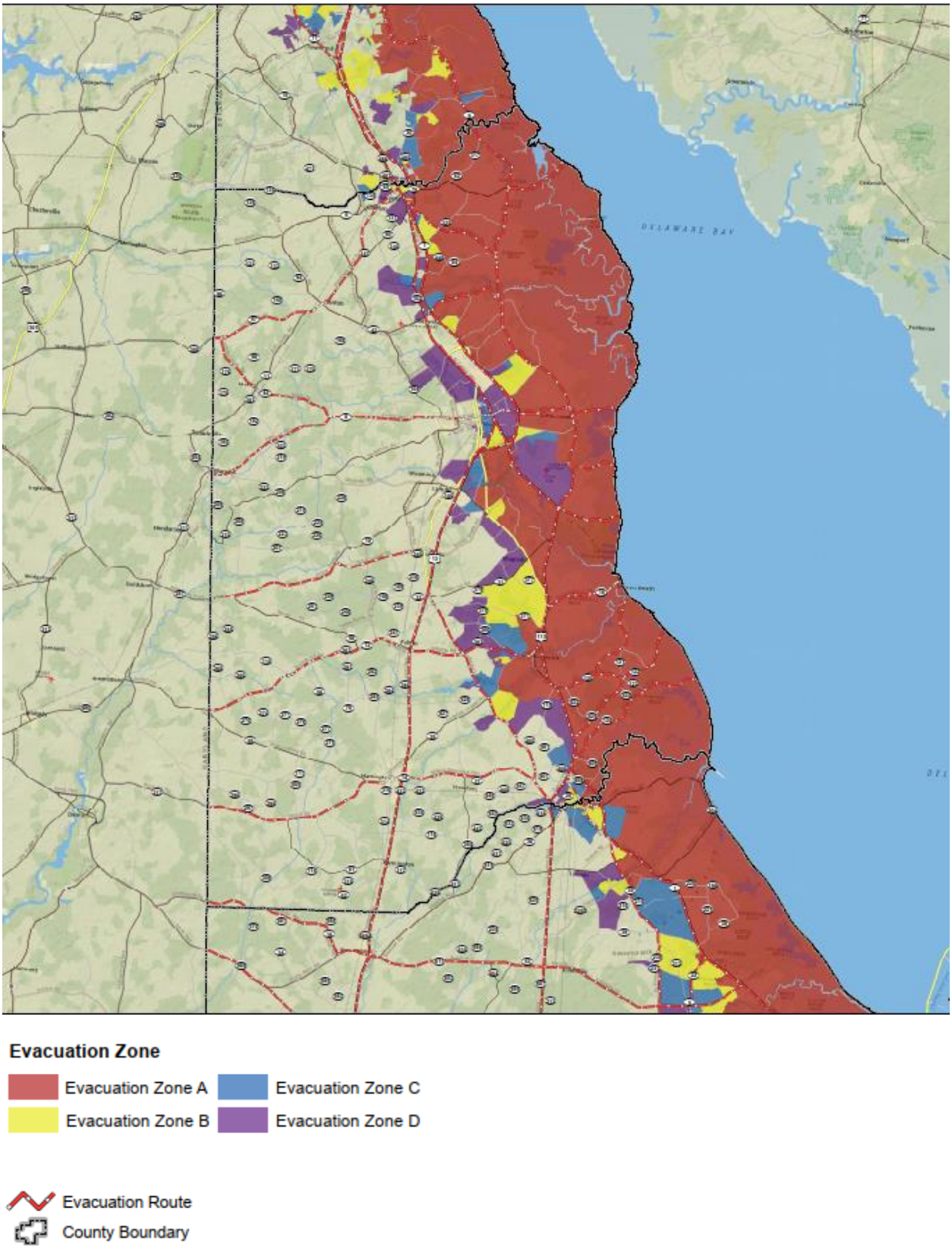


Figure KC-2: Kent County Evacuation Zones

The 2021 Delaware Hurricane Evacuation Study also includes some general evacuation planning considerations, many of which Delaware already does, to include:

- Movement of evacuating vehicles during a hurricane evacuation requires extensive traffic control efforts to make the maximum use of the roadway capacity and to expedite a safe escape from tropical storm hazards. Directing resources to areas identified as potential congestion bottlenecks may help alleviate congestion.
- If possible, arrangements should be made with tow truck operators to be pre-positioned along key travel corridors and critical roadway facilities, such as bridges.
- State and counties should consider developing a GIS based dashboard for statewide evacuation and sheltering, including a system to include traffic flow at key locations, reports of traffic events, and shelter and hotel availability to the general public as they evacuate.
- Coordination through the Delmarva Emergency Task Force should continue with data sharing and collaboration with communication strategies and other best practices.
- High elevation bridges must be monitored for wind vulnerability because sustained tropical storm force winds will arrive earlier on these structures then at ground level; trucks, RVs and other high-profile vehicles will be especially vulnerable to these conditions.
- Coordination should occur with hotels, motels, and campgrounds regarding evacuating the seasonal visitor population earlier than the permanent population. Accounting for the information identified and summarized in the Hurricane Evacuation Study, the state and local emergency management officials should consider potential pre-evacuation policies.
- Appropriate signage and coordination should occur, especially in areas of construction projects, to communicate evacuation routes or any change due to roadway projects.

D. Hazards & Critical Infrastructure

Kent County is vulnerable to 22 of the hazards defined by the federal government with flooding and hurricanes being the most prevalent. The table below lists the potential hazards that could occur in Delaware.

Natural	Technological	Human Caused
Disease outbreak	Airplane crash	Civil disturbance
Drought	Dam/levee failure	Cyber incidents
Earthquake	Hazardous materials release	Sabotage
Epidemic	Power failure	School and workplace violence
Flood	Radiological release	Terrorist acts
Hurricane	Train derailment	
Tornado	Urban conflagration	
Tsunami		
Wildfire		
Winter storm		

Table KC-4: Delaware Potential Hazards

The main hazards which could impact Delaware and require evacuation from the at-risk areas include:

Nuclear Facilities

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

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. As of the 2010 census, 40,943 Delaware residents live within 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-3. Please see the Salem/Hope Creek Nuclear Generating Stations Evacuation Time Estimates within the Plume Exposure Pathway Report, published by DEMA and PSEG Nuclear, for more details. Transportation evacuation plans can be found in the DelDOT Salem and Hope Creek Nuclear Generating Stations, Emergency Traffic Operations Manual.

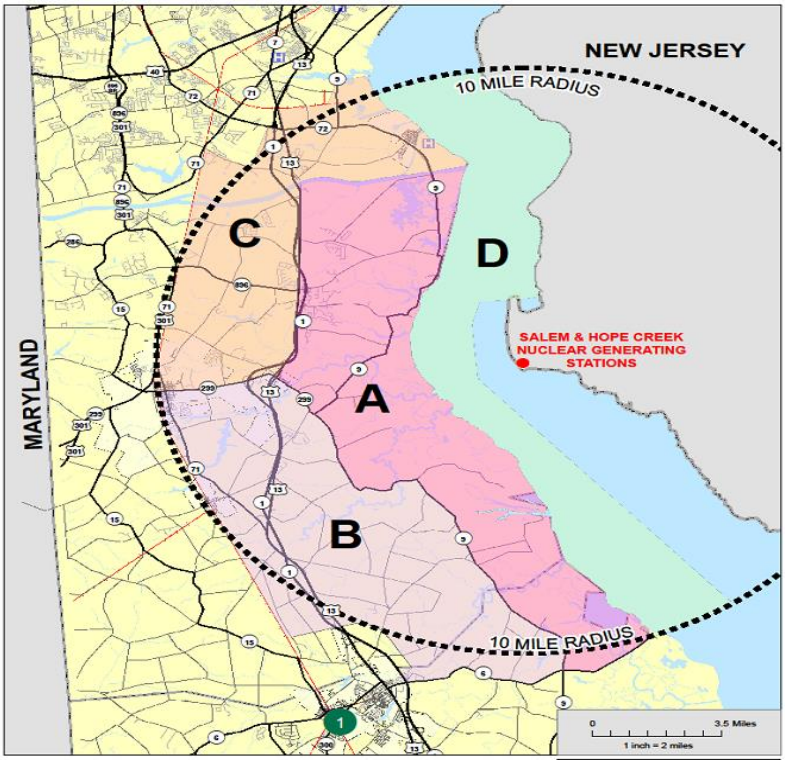


Figure KC-3: Salem Hope Creek Emergency Response Planning Areas

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.

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.

Floods/Hurricanes

The most frequent hazards which can impact Kent County the most include coastal flooding from storm surge, freshwater flooding from heavy rainfall, high winds, and the possibility of tornadoes. According to the National Weather Service (NWS), storm surge often poses the biggest threat to life and property.[2] These conditions are not only seen with hurricanes but also other coastal storms such as nor'easters and heavy rainfalls. Kent County also includes many mobile homes and campgrounds which are the most susceptible to severe damage from the high winds and coastal flooding scenarios and will need to be evacuated during major storm and hurricane threats. High winds can also impact evacuation operations due to bridges that may need to be restricted or closed due to the speed of the sustained winds. The "Delaware Major Bridges Closure Plan", which can be found at the TMC, addresses these scenarios and outlines when bridges should be restricted or closed and includes plans for closing the bridges and alternate routing information for each.

The storm surge maps depicting the Sea, Lake, and Overland Surges from Hurricanes Maximum of Maximums (SLOSH MOMs) produced by USACE for category one through four storms for Kent County are shown below.

[2] https://www.nhc.noaa.gov/surge/

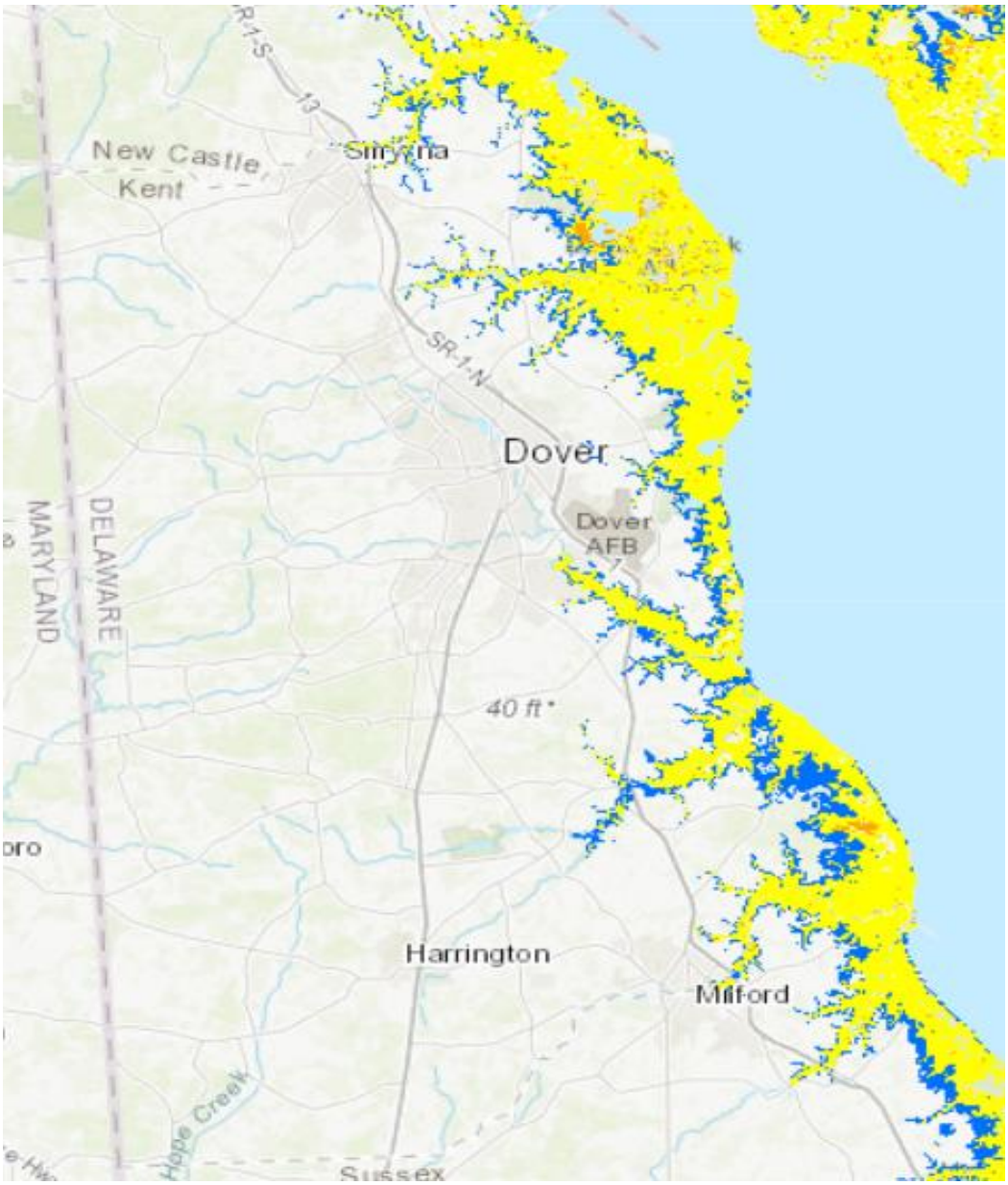


Figure KC-4: Kent County Category 1 Storm Surge Inundation (Slosh Maximums of Maximums)

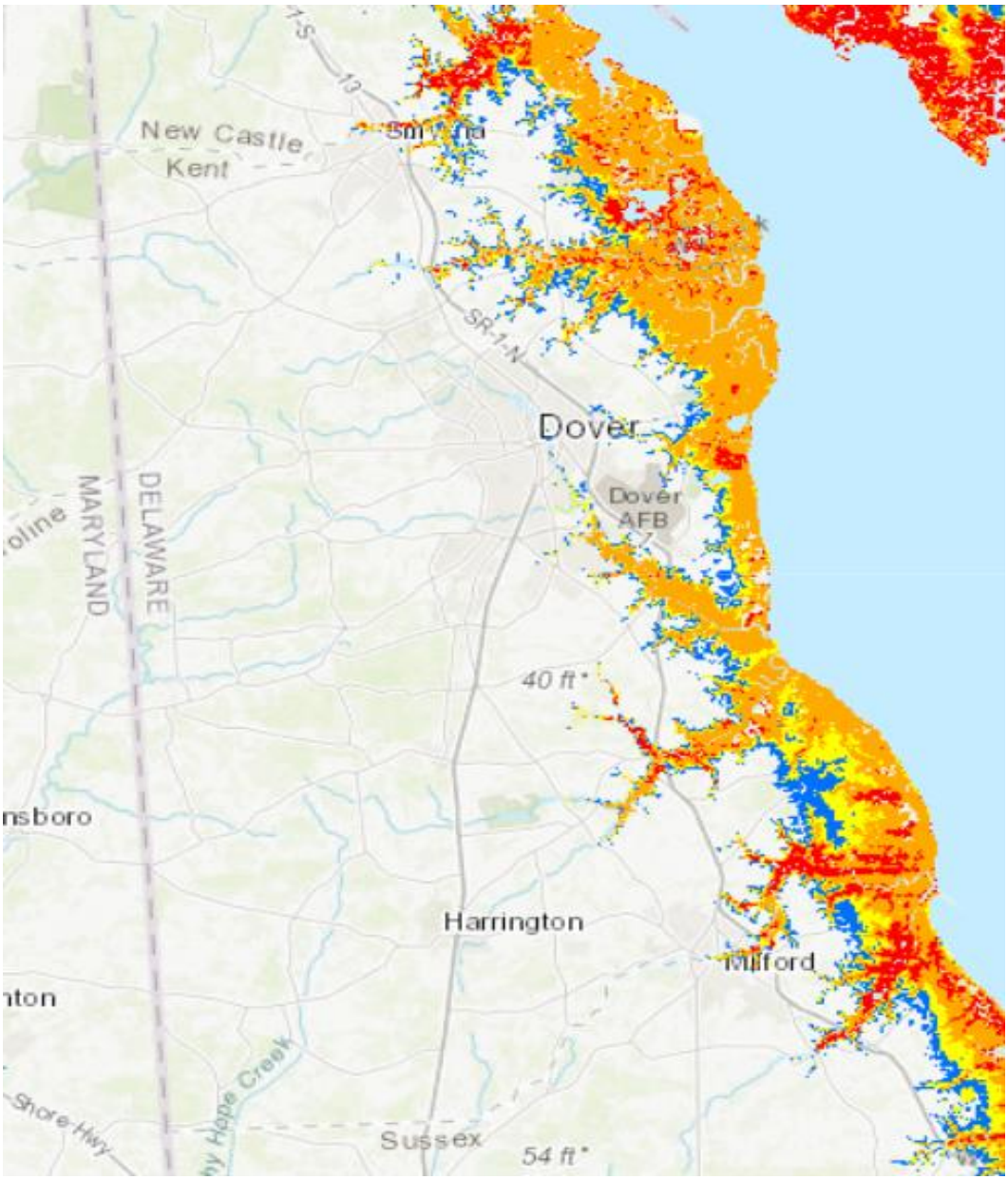


Figure KC-5: Kent County Category 2 Storm Surge Inundation (Maximum of Maximums)

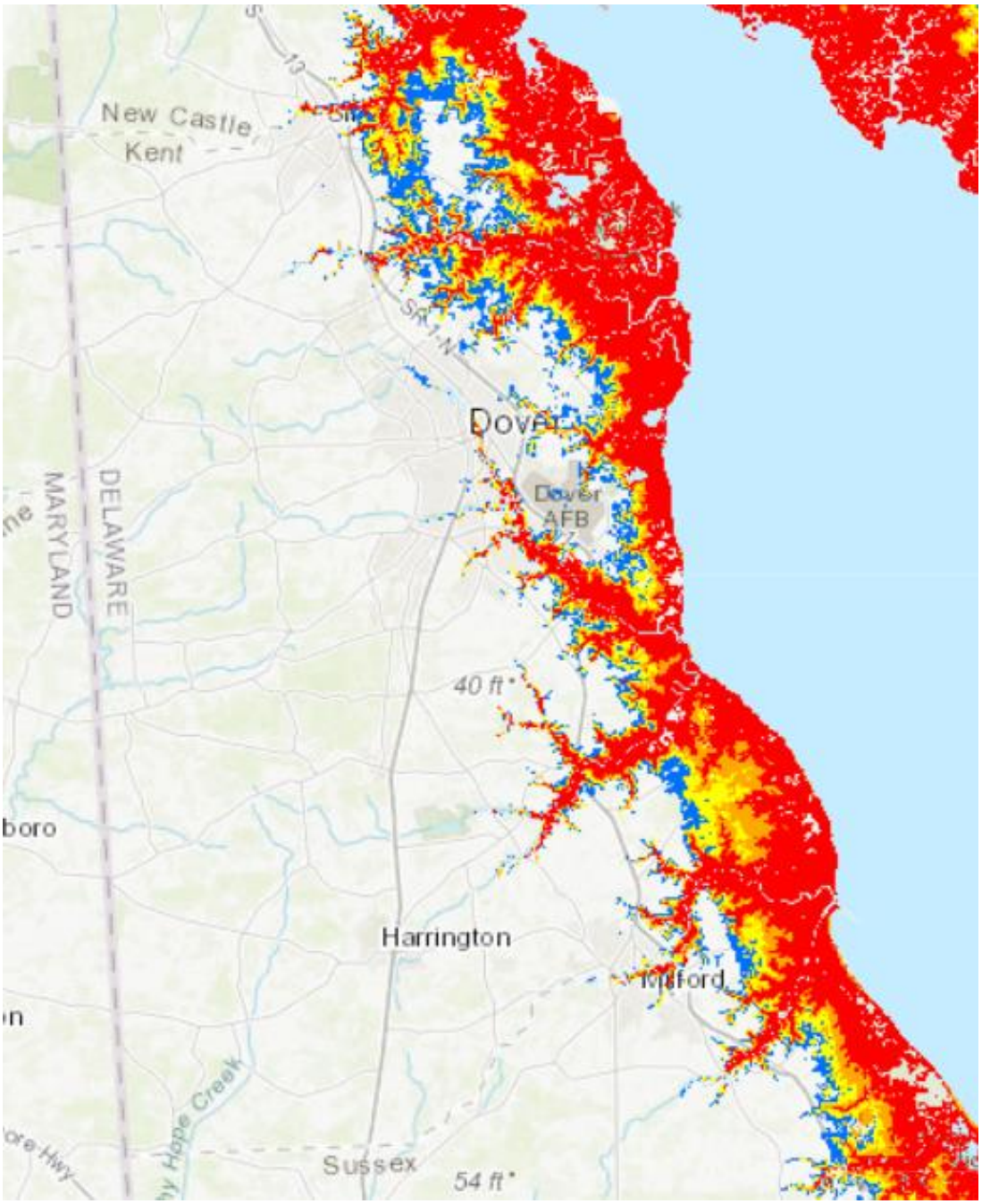


Figure KC-6: Kent County Category 3 Storm Surge Inundation (Slosh Maximum of Maximums)

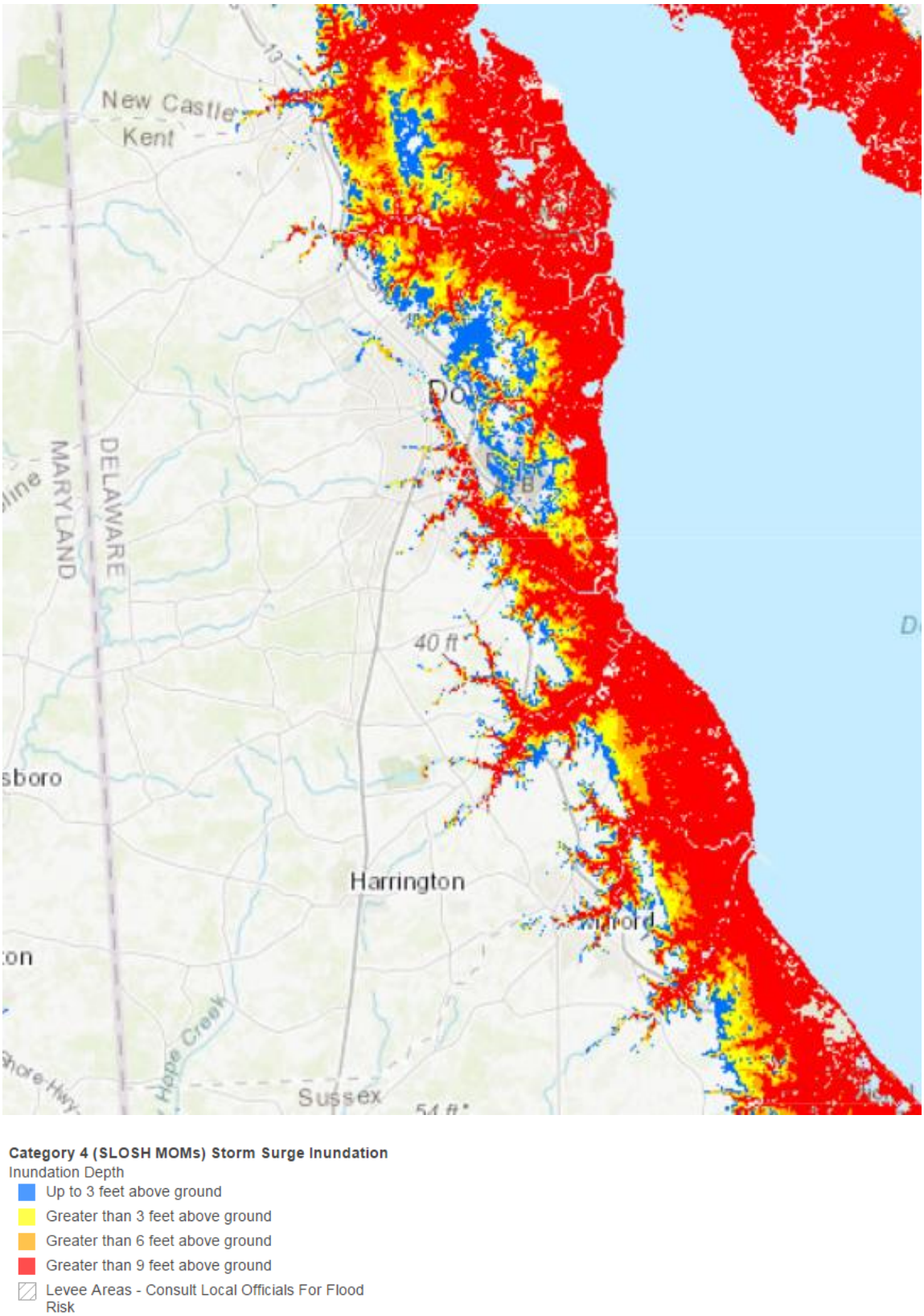


Figure KC-7: Kent County Category 4 Storm Surge Inundation (SLOSH Maximum of Maximums)

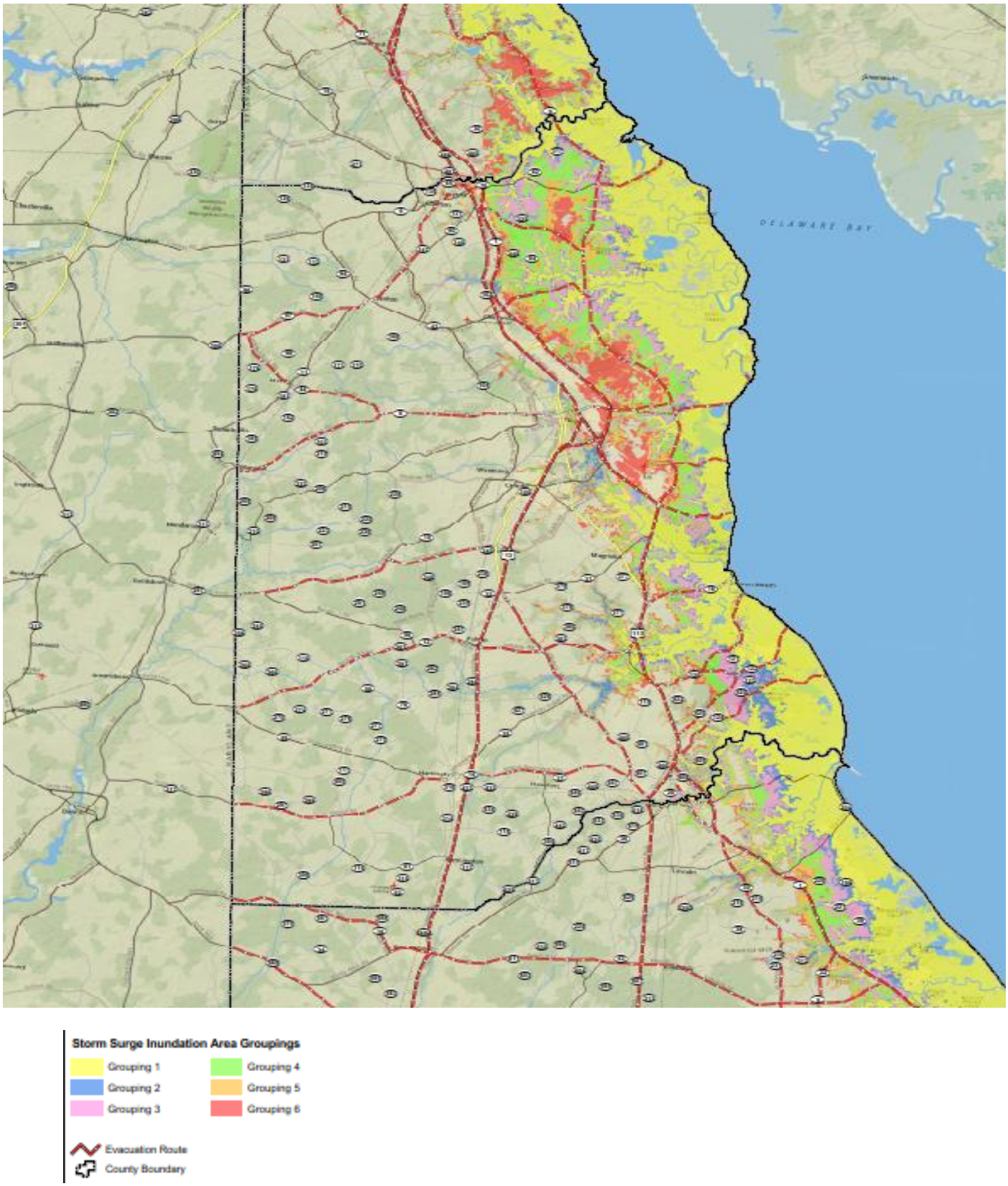


Figure KC-8: Kent County Storm Surge Inundation (Slosh Maximum of Maximums) Area Groupings

IV. 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 Community Relations, Delaware Transit Corporation (DTC), DelDOT Maintenance, and the Department of Motor Vehicles as well as externally with other local, state, and Federal agencies. Some of these external agencies include the Kent County Emergency Operations Center, 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 and/or that a representative from the local DelDOT maintenance facility reports to the Kent County EOC for coordination and liaison purposes. DelDOT's TMC will be the primary contact point for DelDOT throughout the event. 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 agencies will coordinate activities to manage the transportation system to assist the "at risk" population in Kent County in accordance with this plan. The Kent County Evacuation Annex adopts the concept of levels for response as identified in the TIEMP. The decision-makers must use their judgment in determining when to elevate to each different level. This judgment can be based on several factors and in the case of a weather event, monitoring of various weather sources including, when appropriate, tropical storm and hurricane tracking information to help determine the level of activation. The activation level must also take into consideration that the final call for evacuation must allow enough time for the evacuation of vulnerable populations and the removal of traffic control devices and response personnel to safe locations before sustained tropical storm force winds of 40 MPH reach land.

In order to establish the level of response effort, activation levels 1 thru 4, related to the anticipated level of impact an incident or event could have on the transportation system, have been developed and defined in the DelDOT TIEMP. The use of levels allows the amount and assignment of resources (e.g., people, vehicles, equipment, and materials) to be more readily defined and can reduce the time associated with incident identification, response, and clearance. These levels should be used as a guide only, and best professional practices should always be incorporated into determining the appropriate levels of response. Decisions will be made through coordination between the various involved agencies. Transportation management actions, as based upon the phases, to be performed before tropical storm force winds arrive as a tropical storm or hurricane approaches Delaware are summarized in the following sections.

A. Level 1

Level 1 is the normal daily operating condition for both DelDOT and the Kent County TMT response agencies. At this level responders are performing responses to minor incidents and events which can impact the transportation system. The area of impact is site or area specific and requires normal staffing and equipment.

Table KC-5: Site/Area Specific TIEMP Level 1 Response

LEVEL 1- SITE/AREA SPECIFIC	**NOTIFY**	• Local district • Impacted stakeholder(s), if applicable
	CONTROL	• Transportation management systems—normal operations • Alternate routes—TMC works with Districts to select routes • DelDOT network—maintain connectivity to State network • Communication systems—administer and maintain
	MONITOR	• Transportation management systems • Network activity
	INFORM	• Stakeholders • Appropriate DelDOT departments • Applicable state agencies • Neighboring transportation agencies TMCs • Media through Community Relations • Public – via WTMC radio, DelDOT App, social media, website, Variable Message Signs (VMS)
	RESOURCES	• Daily assigned personnel and assets

B. Level 2

Agencies will move to Level 2 when an event or hurricane with the potential to threaten Delaware has been identified. During Level 2, visitors should be discouraged from coming to the Delaware beaches or other potentially vulnerable areas throughout the state.

Table KC-6: District Wide or Multi-District Specific TIEMP Level 2 Response

LEVEL 2- DISTRICT WIDE OR MULTI-DISTRICT	**NOTIFY**	• District(s) • Key decision makers • Subject matter experts
	CONTROL	• Transportation management systems—adjust system based on impact of incident/event • Assign and activate resources • Impacted routes—set-up and control, clearing of incident • Alternate routes—TMC/Districts/DSP reroute traffic • Transit—buses rerouted, if necessary • DelDOT network—maintain connectivity to State network • Establish interagency communications and coordination
	MONITOR	• Transportation management systems - redirect transportation monitoring systems to increase monitoring activities of key transportation facilities • Incident/Event—evaluate situation • Telecomm network - evaluate for impact on voice/data system
	INFORM	• Stakeholders • Appropriate DelDOT departments • Applicable state agencies • Neighboring transportation agency TMCs • Media through Community Relations • Public – via WTMC radio, DelDOT App, social media, website, Variable Message Signs (VMS)
	RESOURCES	• Determine required resources • Evaluate status of resources to handle the duration of the incident or event • Determine after-hoursstaffing levels for Districts/Traffic/ERU

Actions to be taken at this level will include, but will not be limited to:

DelDOT

- *TMC:*
  - Open an event in CAD and Maximo and enter all activity and actions related to this event into the CAD system.

- Send out an email to both the Incident Management Group and the Weather Group which will alert the DelDOT District Maintenance Staff as well as DelDOT personnel and Community relations of the elevation to Level 2 and pertinent weather information.
- Alert staff which volunteer to operate the Emergency Response Units prior to and during the pending event and to be prepared for possible activation.
- Request DEMA to establish a conference call with the Kent County Transportation Management Team (TMT) to discuss the possible areas that will be affected, the extent to which they will be affected, evacuation route selection, staging areas, etc., and to review evacuation and traffic control procedures.
- Coordinate with the neighboring counties of Sussex and New Castle County.
- Coordinate with the Delaware Memorial Bridge.
- Coordinate with neighboring state TMCs:
  - Maryland DOT's Statewide Operations Center (SOC),
  - Pennsylvania's District 6-0 Traffic Management Center (TMC),
  - Virginia's Operations Support Center (OSC), and
  - New Jersey's Traffic Operations Center (TOC).
- Monitor and track the path of the storm or hurricane.
- The TMC staff will alert TMC Supervisors and Operators.
- Begin evacuation planning with the TMT agencies. In planning for evacuation, the characteristics of the tropical storm or hurricane including its magnitude, intensity, speed of onset, and anticipated duration are all significant factors. These factors will determine the number of people to be evacuated, the distance people must be moved to ensure their safety, the need for reception facilities, and the extent of traffic control and security required.
- Work with the TMT agencies to 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.
- Review Debris Management Plan.
- Participate in Debris Management bridge conference call with the Debris Management Task Force to update/review information.
- Request that all DelDOT facilities 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 8 hours. Ensure an adequate fuel supply is available to operate the emergency generators for a minimum of 72 hours without re-supply.
- Check evacuation routes for roadwork and make arrangements to lift any roadwork if possible.
- Note: The ***USDOT CMC Watch Center*** can be notified at **(202) 366-1863** to alert USDOT of the possible need for transportation resources such as Transit Assets and initiate

possible Federal Transit Agency (FTA) Grant Program funding for Capital and Operating costs associated with response to and recovery from a declared emergency. USDOT is the primary federal agency for the Emergency Support Function 1 Transportation. Transportation emergency information can be found at https://www.transportation.gov/emergency and additional information for the USDOT can be found in Appendix B of this document.

***If needed, FTA can provide a representative to be present at the TMC during the actual event.*

- *DelDOT Central District:*
  - Activate Maintenance Yards in Kent County.
  - Alert all DelDOT staff in the Kent County Central District.
  - Ensure that hurricane evacuation signs reflect road closures or route changes along the evacuation routes.
  - Review resource lists and availability of debris clearing equipment, four-wheel drive vehicles, emergency generators, fuel, chain saws, traffic control equipment, etc.
  - Review the "Bridge Closure Plan" and the "Debris Management Plan".

- *Delaware Transit Corporation*
  - DTC staff will alert Dispatchers and Drivers.

- *Community Relations*
  - The TMC will participate in bridge calls and coordinate the information from the calls with Community Relations.
  - Ensure that DelDOT is prepared for the tropical storm or hurricane by coordinating with the relevant Public Information Officers (PIOs), as necessary.

- *DMV (Tolls)*
  - DMV will alert the Tolls personnel.
  - Toll personnel should review the "Toll Plaza Modified Operations Plan" and the "Bridge Closure Plan," specifically the guidelines for wind warnings and restrictions and the closure procedures.

Delaware Emergency Management Agency

- Consider partial activation of the State Emergency Operations Center (EOC) to coordinate assessment actions. The assessment should include weather monitoring and hurricane tracking information from sources such as the National Hurricane Center (NHC) and the National Weather Service (NWS). The assessment information will be disseminated to state, county, and local jurisdiction emergency management agencies.
- Use DelMarVa Emergency Task Force (DETF) bridge call to coordinate lines of communication with adjoining states' (Maryland and Virginia,) and local jurisdictions' (Caroline, Queen Anne's and Kent counties in Maryland) emergency management personnel.

- Update the status of inland flooding potential with the Delaware Geological Survey (DGS) and the NWS and update the status of the coastal conditions with the Department of Natural Resources and Environmental Control (DNREC).
- DEMA should review the Debris Management Plan and verify disposal sites with DelDOT, DNREC, and Delaware Solid Waste Authority (DSWA). DEMA may consider a bridge conference call with the Debris Management Task Force to update/review information.
- DEMA, DelDOT, 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.
- Coordinate with Public Health and Medical Services, to advise all special facilities to be ready to evacuate their patients, staff, narcotics, and records.
- DEMA Public Information Section will coordinate press releases and media response with DelDOT and DSP.
- At 48 hours out, DEMA will issue hurricane/coastal storm tips and guidelines for preparation, safety, and possible evacuation.
- 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 Coordinator (ESC) personnel is in effect. DEMA will establish contact with FEMA Region III and obtain a liaison point of contact (POC).

Kent County Emergency Management Agency

- 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.
- 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.

Delaware State Police

- Assist in the implementation of the Traffic Control Plan for Kent County.
- Provide traffic control along the designated evacuation routes to expedite the flow of traffic out of the affected areas, when necessary.
- Control access to evacuation routes during the evacuation of the “at-risk” areas.
- Maintain order and security on the designated evacuation routes.
- Patrol sections of the designated evacuation routes in order to immediately help clear any disabled vehicles, which may block the roadway or shoulders.
- Assist in warning the public.
- Control re-entry into the impacted area.
- Provide enforcement of the Traffic Regulations and emergency transport of personnel, as requested by the State EMA.
- Protect property in evacuated areas, and limit access to those areas.
- DSP staff will alert Officers.

Department of Natural Resources & Environmental Control (DNREC)

- Review "Debris Management Plan"
- Participate on debris management bridge conference call with the Debris Management Task Force to update/review information at DEMA's request.
- Address dam safety, HazMat, energy, and solid waste/debris issues.

County and Local Fire Service

- Alert the appropriate fire districts' preplanned equipment response hierarchy, including equipment and personnel of mutual aid fire companies.

County and Local Emergency Management Agencies

- Review and update shelter availability.
- Review the list of city/county transportation resources.

Local Law Enforcement

- Assist DSP as required.
- Assist in warning the public.

C. Level 3

The State and all associated agencies will elevate to Level 3 operations. This decision to move to Level 3 should be based on detailed data from the monitoring of various weather sources including, when appropriate, tropical storm and hurricane tracking information to help determine the level of activation. At this point, all non-residents should be requested to evacuate.

Table KC-7: Specific Level 3 Response

LEVEL 3- MULTI-DISTRICT	**NOTIFY**	• District(s) • Key decision makers • Impacted stakeholder(s) • Senior management • Subject matter experts
	CONTROL	• Transportation management systems—adjust system based on impact of incident/event • Assign and activate resources • Impacted routes—set-up and control; stop construction and maintenance activities; close roads; clear obstacles • Alternate routes—TMC/Districts/DSP review detour routes; mobilize portable VMS; reroute traffic • Transit—buses rerouted • DMV—assess the need to waive tolls • DelDOT network—implement reactive strategies to safeguard data • Establish interagency communications and coordination
	MONITOR	• Transportation management systems—redirect transportation monitoring systems to increase monitoring activities of key transportation facilities • Incident/Event—evaluate situation; assess impact of incident/event • Telecomm network—evaluate for impact on voice/data system
	INFORM	• Appropriate DelDOT departments • Applicable state agencies • Joint Information Center (JIC), if established—Public Relations will coordinate public information announcements • Neighboring transportation agency TMCs • I-95 Corridor Coalition's Information Exchange Network (IEN) • Coordinate with TRANSCOM • Community Relations • Public – via WTMC radio, DelDOT App, social media, website, Variable Message Signs (VMS)
	RESOURCES	• Determine required resources to handle the duration of the incident or event

Actions to be taken at this Level will include, but will not be limited to:

DelDOT

- *TMC:*
  - Continue to log all activity related to the event in the CAD system and Maximo.
  - Send out an email to both the Incident Management Group and the Weather Group which will alert the DelDOT District Maintenance Staff as well as DelDOT personnel and Community relations of the elevation to Level 3 and pertinent weather information.
  - Deploy Emergency Response Unit Patrols at the direction of the TMC Manager.
  - The TMC and the Kent County TMT will continue active communications.

- Continue coordination and communications with the Delaware Memorial Bridge.
- Keep neighboring TMCs (Maryland's SOC, Pennsylvania's TCC, Virginia's OSC, and New Jersey's TOC) informed of Delaware's status as well as evacuation and traffic control decisions.
- Coordinate public information announcements with the Division of Community Relations to ensure that consistent, correct information is given out.
- DelDOT Debris Manager will establish a meeting of the Debris Management Team.
- Since it is estimated to take over 24 hours to evacuate a large population, any planned evacuation should be in progress. At least 24 hours prior to the onset of the storm and anticipated tidal inundation, the "at risk" populations of Kent County will be advised to evacuate voluntarily or as directed by the Governor, if this action is deemed necessary for the preservation of life. This evacuation assumes that all roads are opened, demand is constant, and two-way traffic is in effect. In general, the evacuation of the most "at-risk" areas will take place using the designated evacuation routes.
- Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

▪ *DelDOT Central District*

- Mobilize state evacuation traffic control active and passive resources. DelDOT Central District staff will be positioned where they can take up their duties within an hour of being ordered to do so. Barriers, cones, and other traffic control devices will be positioned where they can be brought into operation with minimal delay.
- Clear any maintenance activities and coordinate with the Division of Transportation Solutions to clear current road construction activities along designated and alternate evacuation routes.
- Clear all drains and gutters to provide for maximum flow of storm water.
- Ensure evacuation traffic control measures are in place to include pre-positioning of equipment to tow stalled vehicles. Data from the TMC will be used to make evacuation decisions and recommendations. Evacuation information will be passed to the media and radio station WTMC (1380 AM/98.5 FM). DelDOT may consider waiving tolls and adjusting traffic signals to allow for increased evacuation flow.
- Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

▪ *Delaware Transit Corporation*

- Review "All Hazards Evacuation Plan for Individuals Requiring Special Transportation Assistance".
- DTC will coordinate activities and receive direction from DelDOT's Homeland Security Planner and mobilize their resources to aid in the evacuation of people with special needs, when requested.
- Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

- *Community Relations*
  - Coordinate with the DEMA PIO or designated PIO, as necessary.
  - 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 transportation public outreach technologies.
  - Report to the State EOC and/or JIC, if necessary.
  - DelDOT TMC or designated back-up will issue transportation statements, as required.
  - DEMA will assist in establishing a rumor control center, if possible.
  - Coordinate with the TMC for messaging on DelDOT's radio station WTMC (1380AM/98.5 FM).
  - Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

- *DMV (Tolls)*
  - Coordinate with DelDOT Maintenance forces to ensure traffic control devices are pre-positioned (see Bridge Closure Plan) in the case that the decision is made to waive tolls or close bridges.
  - Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

Delaware Emergency Management Agency

- Activate the State EOC, (known hereafter as EOC) if not previously activated and identify the required Emergency Support Coordinators (ESCs) to report to the EOC. Implement appropriate plans and annexes.
- DEMA PIO, in conjunction with other agency PIOs, will ensure the public is informed of the current situation and will recommend actions to ensure the safety of personnel and property. Also, DEMA will assist DelDOT Community 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. Coordinate action and information release with Ocean City's emergency management personnel.
- Coordinate actions with county and local emergency management personnel and establish bridge call conference schedule.
- Coordinate the necessary documentation to activate or partially activate the DNG when their support is necessary. Additionally, DEMA 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 eminent.
- 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, and campgrounds, when to open shelters, and when to secure marinas, small craft, and aircraft, etc.).

- Coordinate evacuation decisions with adjoining states (Maryland, Pennsylvania, Virginia, and New Jersey) and local jurisdictions' (Caroline, Queen Anne's and Kent counties in Maryland) emergency management personnel via the DETF.
- 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, and media.
- 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 Amateurs Civil Emergency System (RACES), the Civil Air Patrol (CAP), and the DNG, etc.
- 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, Delaware Department of Education (DDOE), and the American Society of Industrial Safety (ASIS).

Kent County EOC

- Coordinate evacuation decisions with adjoining Delaware counties (New Castle and Sussex) and Maryland local jurisdictions' (Caroline, Queen Anne's and Kent counties) emergency management personnel.
- Ensure pertinent information (existing weather conditions, traffic conditions, road closures, etc.) is properly distributed to DelDOT, local EMAs, law enforcement, and media.
- 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 Amateurs Civil Emergency System (RACES), the Civil Air Patrol (CAP), and the DNG, etc.

Delaware State Police

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

- DSP staff will alert Officers.

Department of Natural Resources & Environmental Control

- Work with DGS to assess the coastal and inland flooding vulnerability and risk assessment.
- Address dam safety, HazMat, energy, and solid waste/debris issues (see Debris Management Plan).

County and Local Fire Service

- Assist in warning the public.
- Assist in evacuating the aged, persons with disabilities, and other special needs groups.

County and Local Emergency Management Agencies

- Determine availability of needed transportation resources within the jurisdiction and coordinate the mobilization and distribution of these resources.
- Support and coordinate special evacuation needs of the physically impaired and senior citizens in the jurisdiction.

Local Law Enforcement

- Assist DSP with traffic control, property protection, and warning the public, as required.

D. Level 4

The State and all associated agencies will elevate to Level 4 operations. This decision to move to Level 4 should be based on detailed data from the monitoring of various weather sources including, when appropriate, tropical storm and hurricane tracking information to help determine the level of activation. At this point, all people, except Emergency Personnel, should be requested to evacuate from the areas at risk.

Table KC-8: Specific Level 4 Response

LEVEL 4- STATEWIDE/MULTI-STATE	**NOTIFY**	• District(s) • Key decision makers • Senior management • Federal agencies • Subject matter experts
	CONTROL	• Transportation management systems—adjust system based on impact of incident/event • Assign and activate resources • Impacted routes—set-up and control; stop construction and maintenance activities; close roads and bridges if required; clear obstacles • Alternate routes—TMC/Districts/DSP review detour routes; reroute traffic • Traffic control resources—deploy portable equipment; pre-position trucks, traffic control devices and personnel • Transit—buses rerouted • DMV—assess the need to waive tolls • Establish interagency communications and coordination • Evacuation—at-risk population as deemed necessary
	MONITOR	• Transportation management systems—redirect transportation monitoring systems to increase monitoring activities of key transportation facilities • Incident/Event—monitor assigned personnel and resources • Telecomm network—evaluate for impact on voice/data system
	INFORM	• Appropriate DelDOT departments • Applicable state agencies • JIC, if established—Public Relations will coordinate public information announcements • Neighboring transportation agency TMCs • I-95 Corridor Coalition's Information Exchange Network (IEN) • Coordinate with TRANSCOM • Media through Community Relations • Public – via WTMC radio, DelDOT App, social media, website, Variable Message Signs (VMS)
	RESOURCES	• Determine required resources to handle the duration of the incident or event

Actions to be taken at this Level will include, but will not be limited to:

DelDOT

- *TMC:*
  - Continue to log all activity related to the event in the CAD system and Maximo.
  - Send out an email to both the Incident Management Group and the Weather Group which will alert the DelDOT District Maintenance Staff as well as DelDOT personnel and Community relations of the elevation to Level 4 and pertinent weather information.

- Continue patrolling routes and assisting with traffic control if requested and picking up persons/pets desiring to be transported to shelters, if required.
- 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.
- Keep neighboring TMCs (Maryland's SOC, Pennsylvania's TCC, Virginia's OSC, and New Jersey's TOC) informed of Delaware's status as well as evacuation and traffic control decisions.
- Continue to monitor traffic flow and choke points. Radio station WTMC (1380 AM/98.5 FM) will broadcast regular road reports and updates statewide.

- *DelDOT Central District*
  - Activate traffic control plans and place resources (arrow boards, portable VMS, barricades, detour signs, cones, and shelter arrows) into position at critical locations.
  - Activate the established evacuation traffic routes and ensure traffic control measures are in place and activated to provide maximum evacuation traffic flow. Coordinate the traffic control measures with the DSP.
  - Evaluate staffing requirements needed to occupy key intersections and evacuation choke points.
  - Place available wreckers and tow trucks on-site at predetermined locations.
  - Coordinate with the TMC for Emergency Response Units (ERUs) and Motorist Assistance Patrol (MAP) vehicles.
  - Impose mandatory traffic control to funnel evacuating vehicles to designated evacuation routes.

- *Delaware Transit Corporation (DTC)*
  - Pick up persons desiring to be transported to shelters, if required.

- *Community Relations*
  - PIOs should consider radio and TV releases as well as transportation public outreach technologies to inform those individuals about last minute recommendations, i.e., "structurally sound and above surge heights."

- *DMV (Tolls)*
  - Be prepared to suspend tolls if requested.
  - Be prepared to coordinate with DelDOT Maintenance forces to close bridges following the procedures outlined in the Bridge Closure Plan if requested.

Delaware Emergency Management Agency (DEMA)

- Ensure notification is made to all emergency management agencies concerning the upgraded status.
- Determine what protective actions should be recommended to the Secretary/Governor.

- 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 the at-risk areas.
- Notify adjacent states of protective actions and evacuation decisions.
- The State EOC will provide tips and guidelines to the public on what to expect during the storm.

Kent County EMA

- Provide periodic SITREPS to the DEMA.
- Ensure notification is made to all county and municipal personnel concerning the upgraded status.
- 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 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 at risk areas.
- Notify adjacent counties of protective actions and evacuation decisions.
- 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 DelDOT and DSP to assist public inquires.

Delaware State Police

- Deploy law enforcement and traffic control personnel, (e.g., flagmen, police officers).
- DSP will limit all incoming traffic on the evacuation routes to emergency personnel.
- Be prepared to recommend last minute “panic” places of refuge 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., “structurally sound and above surge heights.”

Public Health and Medical Services

- Public Health and Medical Services will coordinate the evacuation and shelter of persons having mobility limitations.

Public Utilities

- Public utility agencies/companies should implement action plans to minimize storm damage due to wind and storm surge. 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.

Delaware National Guard

- 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) and Field Assessment Team (FAsT) team 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.
- Be prepared to recommend last minute "panic" places of refuge 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., "structurally sound and above surge heights."

County and Local Fire Service

- 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.
- Coordinate task assignments given to support agencies.
- Request additional personnel and resources, as appropriate.
- Prepare and forward fire reports to the State Fire Marshal's office.
- Provide fire protection in evacuated areas.

County and Local Emergency Management Agencies

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

Local Law Enforcement

- Coordinate law enforcement activities with the DSP and other emergency services.

E. 12 Hours Prior to the Arrival of the Tropical Storm Force Winds (40 MPH Sustained Winds)

This phase applies to a situation approximately 12 hours prior to landfall and the arrival of tropical storm force winds (40 MPH sustained winds). At this point, all agencies should be operating at Level 4. At this stage, personnel should begin to secure all temporary traffic control devices that have been set up for evacuation or other purposes to prevent the devices from becoming projectiles during the anticipated high winds and begin to seek shelter in a safe location.

DelDOT

- *TMC:*
  - Advise all personnel to begin securing equipment and seek shelter in a safe place.
  - Recall all Emergency Response Units.

- *DelDOT Central District*
  - Secure all temporary traffic control devices deployed and seek shelter in a safe place.

- *Delaware Transit Corporation*
  - Prepare to cease bus operations when directed.
  - Advise staff to seek shelter in a safe location.

- *Community Relations*
  - PIOs working with DEMA should coordinate radio and TV releases as well as transportation public outreach technologies to inform the public about emergency services ceasing operations and sheltering their personnel and at some point, will not be able to respond to their emergencies. If people are in harm's way, they should be evacuating immediately if possible. Also, provide guidance on last minute recommendations for sheltering in place, i.e., "structurally sound and above surge heights."

- *Motor Vehicles Division (Tolls)*
  - Prepare to activate the facility specific response guidelines in the "Bridge Closure Plan" and the "Toll Plaza Modified Operations Plan".

F. Storm Event (Level 4)

This phase applies to a situation in which 40 mph sustained winds of the outer edges of the hurricane have arrived. This Storm Event stage is equivalent to a Level 4 incident. At this point, all agencies should be operating at Level 4. Storm event management activities will be coordinated directly between the TMC, DelDOT's Central District office, scene(s), supervisor(s), the State EOC, and federal transportation agencies, as illustrated in Figure KC-9 below.

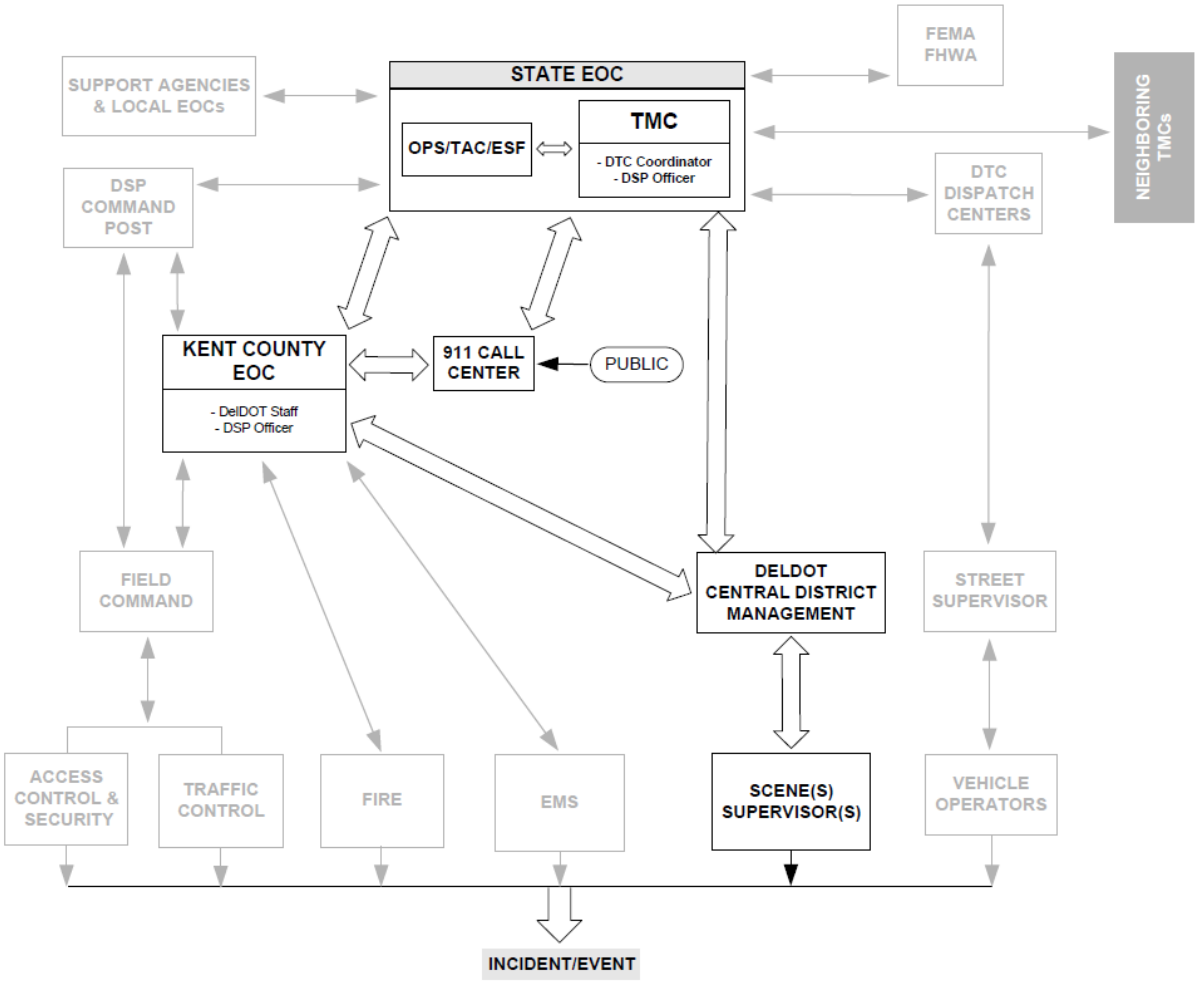


Figure KC-9: State EOC/Kent County EOC/TMC/DelDOT District Communications (Level 4)

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 Central 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:

DelDOT

- *TMC:*
  - The TMC and Kent County TMT will terminate all pre-event activities.
  - Continue to monitor the event and provide information to the Kent County TMT agencies and neighboring TMCs.

- *DelDOT Central District*
  - Ensure evacuation procedures are terminated.

- *Motor Vehicles Division (Tolls)*
  - Prepare to activate the facility specific response guidelines in the Bridge Closure Plan for the appropriate level, if needed.

Delaware Emergency Management Agency

- 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.
- EOC and ESCs 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 the RACES, DNG, CAP, etc.
- Monitor local weather conditions to determine when it is safe to proceed outside.

Kent County EOC

- Ensure evacuation procedures are terminated. Residents who did not evacuate and are requesting assistance will be encouraged to seek a last-minute place of refuge.
- Together with DEMA and ESCs, 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 the RACES, DNG, CAP, etc.
- Monitor local weather conditions to determine when it is safe to proceed outside.
- PIOs, using all and any 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.

Delaware State Police (DSP)

- Ensure evacuation procedures are terminated.

Local Law Enforcement

- Assist DSP as required.

G. Re-Entry/Recovery Phase

This phase will be implemented following the passage of the storm. Affected Kent County agencies may remain at Level 4 or downgrade to a lower level depending on the extent of the damage inflicted by the storm. 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 Plan. The following minimum transportation management actions will be implemented:

DelDOT

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

- *DelDOT Central District*
  - DelDOT, as the Primary Agency for Public Works and Engineering functions, will be responsible for coordinating with appropriate support agencies and companies to provide the public works and engineering assistance required to restore the evacuated area(s) to habitable conditions.
  - The Public Works and Engineering support agencies and companies 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:
    - The threat that caused the evacuation has been resolved.
    - Sufficient debris has been removed to permit travel, and roads and bridges are safe to use.
    - 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.
    - Structures have been inspected and determined to be safe to reoccupy.
    - There is adequate water available for firefighting.
  - Activate the traffic control plan and place resources into position to support the re-entry checkpoints established by Kent County.
  - Place available wreckers, tow trucks, Emergency Response Units and MAP vehicles on-site at predetermined locations.
  - Coordinate debris removal activities with other agencies as specified in the "Debris Removal Plan"
  - Participate in post-disaster critiques.
  - Make appropriate recommendations for procedural changes.

- *Community Relations*

- Disseminate information, using a current list of radio stations, television stations, cable television companies, and transportation public outreach technologies, advising the public that they can return to their homes and businesses when deemed safe. Preferred travel routes will be indicated.
- Coordinate with the DEMA PIO, as necessary.
- Report to the TMC, State EOC and/or JIC, if necessary. During the re-entry/recovery phase, the JIC may stand down or may be operating on a skeleton staff. Alternatively, the EOC may take over the responsibility for disseminating information to the public.
- Issue transportation statements, as required.
- Assist rumor control, if possible.
- Coordinate with the TMC/Radio Station WTMC (1380AM/98.5 FM).
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

Delaware Emergency Management Agency

- EOC should assess and/or re-establish communications with all areas and emergency management or emergency response agencies.
- 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.
- The EOC will provide tips and instructions to the public on re-entry.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

Kent County EOC

- Assess and/or re-establish communications with all areas and emergency management or emergency response agencies.
- Communicate with municipal and local officials, including local fire service organizations, to assess their conditions and potential hazards of re-entry. Human needs requirements and initial damage information shall be passed to the county EOC to be forwarded to the State EOC. The State EOC shall be responsible for coordinating the Initial Damage Assessment (IDA) as specified in the Damage Assessment Annex of the DEOP. This assessment may include, but not be limited to CAP, DNG, and DSP aerial fly-over, windshield assessment, etc.
- Initiate immediate search and rescue (SAR) procedures if there are missing individuals. Responsibility and protocol for coordinating SAR efforts are outlined in 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 (ARC) in Delaware.
- Coordinate with DSP to establish security of those areas that have been impacted severely. Security and law enforcement resources and procedures are specified in the DEOP.
- Coordinate resource needs with DSP and DelDOT to support the re-entry checkpoints as necessary.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

Delaware State Police

- Deploy law enforcement and traffic control personnel to provide traffic control for the return of the evacuees.
- Maintain access controls for areas that cannot be safely reoccupied.
- Establish security of those areas that have been impacted severely. Security and law enforcement resources and procedures are specified in the Military Support section of the DEOP.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

Department of Natural Resources & Environmental Control

- Coordinate and assess damage to beaches, parks, dams, and fish and wildlife areas.
- Address dam safety, HazMat, energy, and solid waste/debris issues.
- Coordinate debris removal with DelDOT as referenced in the "Debris Management Plan".

County and Local Fire Service

- Local officials and local fire service organizations shall assess their conditions and potential hazards of re-entry.
- Assess safety of damaged area(s)/structure(s) for public/private use.
- Notify proper authorities to inspect damaged area(s)/structure(s) for public/private use, as appropriate.
- Prepare and forward fire reports to the State Fire Marshal's office.
- Participate in post-disaster critiques.
- Make appropriate recommendations for changes to the Fire and Rescue ESC.

County and Local Emergency Management Agencies

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

Local Law Enforcement

- Assist DSP with traffic control and security, as required.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

V. Evacuation Routes

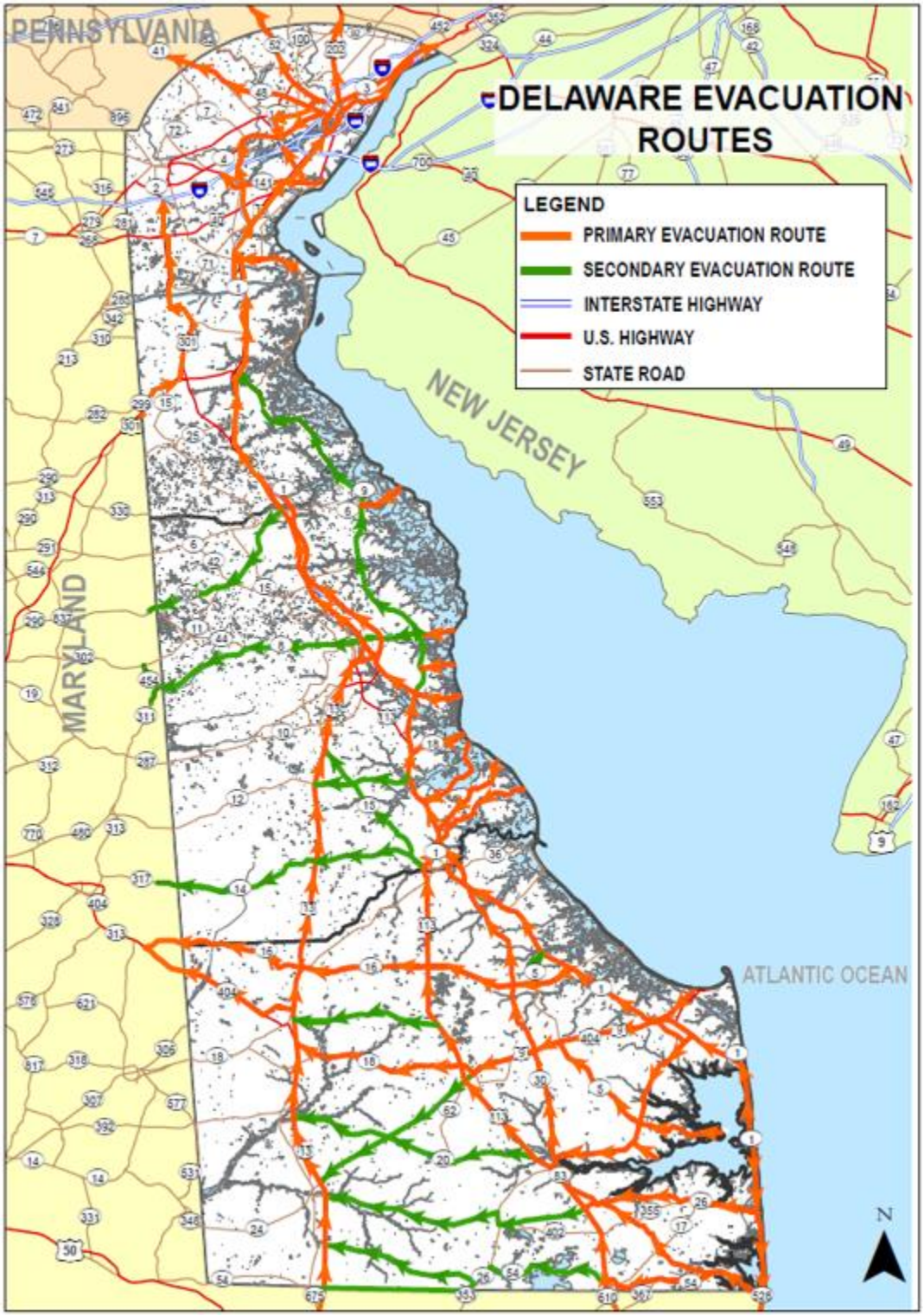


Figure KC-10: Delaware Evacuation Routes

A. Primary Evacuation Routes

The primary evacuation routes for Kent County are indicated in Table KC-9 and KC-10 below and illustrated above in Figure KC-10. The evacuation routes are unlimited access roadways with numerous entrances and exits with the exception of SR 1 which is a limited access facility. 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 setups based on the guidelines in the 2011 Delaware Manual of Uniform Traffic Control Devices.

ROUTE	FROM	TO
SR 1	Kent/Sussex County Border	Kent/New Castle County Border
US 13	Kent/Sussex County Border	Kent/New Castle County Border
US 113	Kent/Sussex County Border	US 13

Table KC-9: Primary Evacuation Routes (North/South)

ROUTE	FROM	TO
RD 6 (Woodland Beach Rd)	Delaware Bay	DE 9
RD 89 (Port Mahon Rd)	Delaware Bay	DE 9
RD 349 (Pickering Beach Rd)	Delaware Bay	DE 9
RD 68 (Kitts Hummock Rd)	Delaware Bay	DE 9
RD 18 (Bowers Beach Road)	Delaware Bay	SR 1
RD 120 (Milford Neck Road)	Delaware Bay	SR 1
RD 19 (Thompsonville Road)	Delaware Bay	SR 1
Rd 124 (Big Stone Beach Road)	Delaware Bay	SR 1

Table KC-10: Primary Evacuation Routes (East/West)

B. 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-11 and KC-12 below and illustrated in Figure KC-10 above. 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 2011 Delaware Manual on Uniform Traffic Control Devices (MUTCD).

ROUTE	FROM	TO
DE 9	SR 1	Kent/New Castle County Border

Table KC-11: Secondary Evacuation Routes (North/South)

ROUTE	FROM	TO
DE 300	US 13	DE/MD Border
DE 42	DE 9	SR 1
DE 8	DE 9	DE/MD Border
DE 15	DE 14	US 13
DE 12	SR 1	US13
DE 14	SR 1	DE/MD Border

Table KC-12: Secondary Evacuation Routes (East/West)

C. Local Routes

Local municipalities will perform traffic management and control along local roads, i.e., roads not designated as primary or secondary evacuation routes.

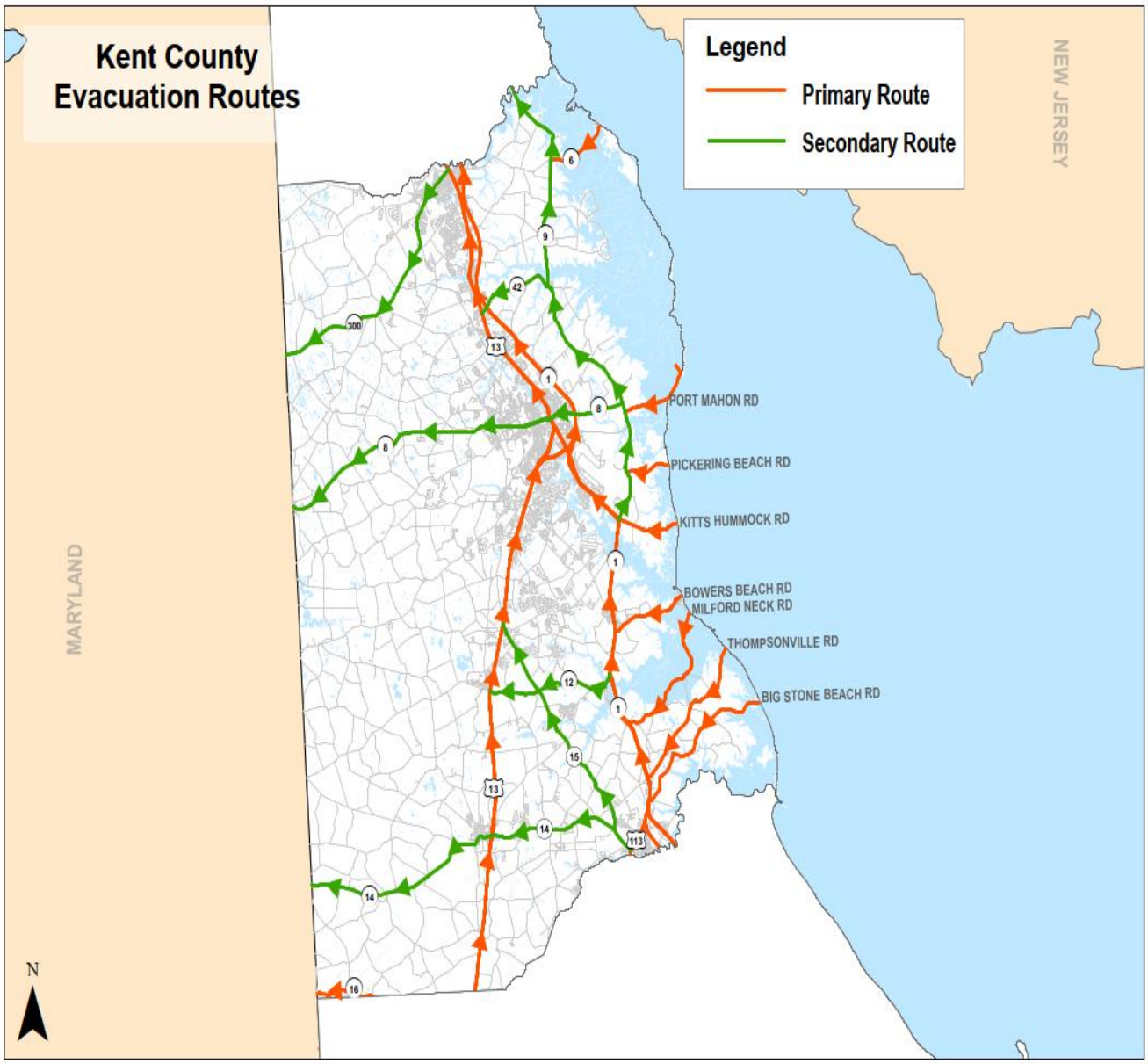


Figure KC-11: Kent County Map of Primary and Secondary Evacuation Routes

VI. Resources

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

VII. Shelters

DEMA will establish shelters as needed and DelDOT will ensure ingress and egress to the facilities.

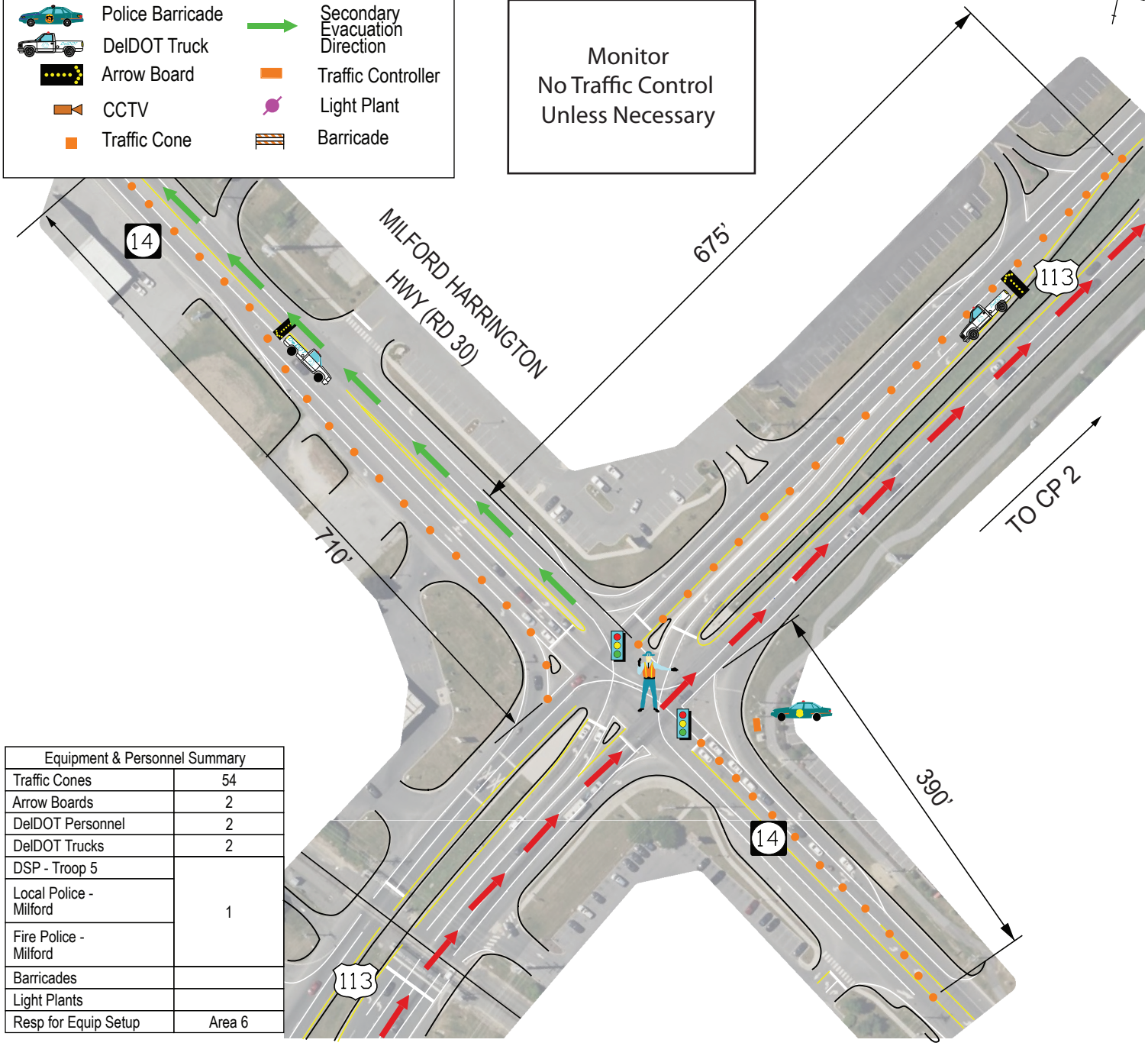
APPENDIX A
Intersection Traffic Control Diagrams

PRIMARY EVACUATION ROUTE

Legend

- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade

Monitor
No Traffic Control
Unless Necessary



Equipment & Personnel Summary	
Traffic Cones	54
Arrow Boards	2
DelDOT Personnel	2
DelDOT Trucks	2
DSP - Troop 5	1
Local Police - Milford	
Fire Police - Milford	
Barricades	
Light Plants	
Resp for Equip Setup	Area 6

Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
US 113 SB	Close Left Turn Lane (675')	21 @ 35'
DEL 14 WB	Close Left Turn Lane (390')	13 @ 35'
DEL 14 EB	Close Left Turn & Thru Lanes (710')	20 @ 35'

DRAWING NOT TO SCALE

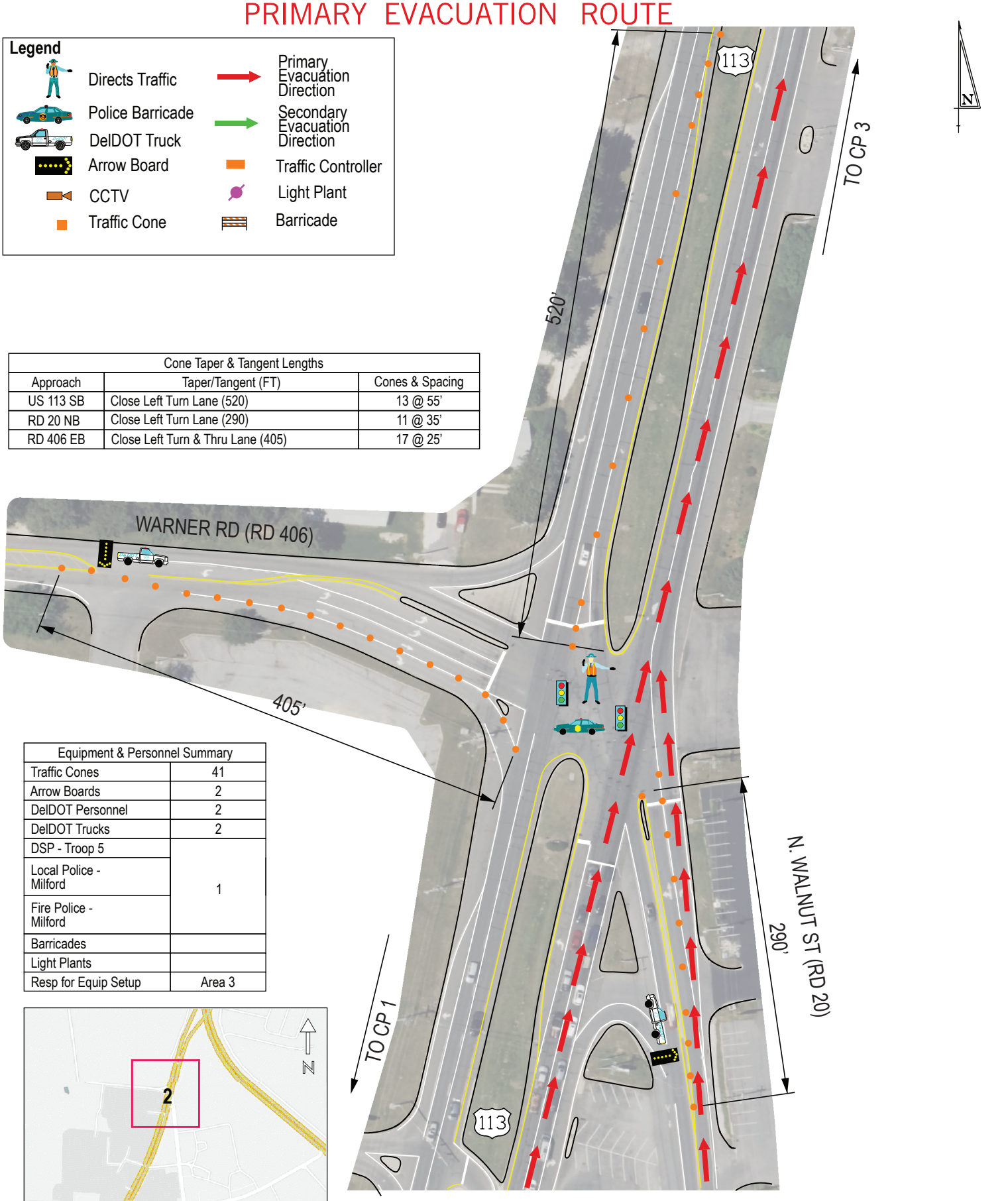
Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 113 & Del 14	05/2023 By: EAC	1

PRIMARY EVACUATION ROUTE

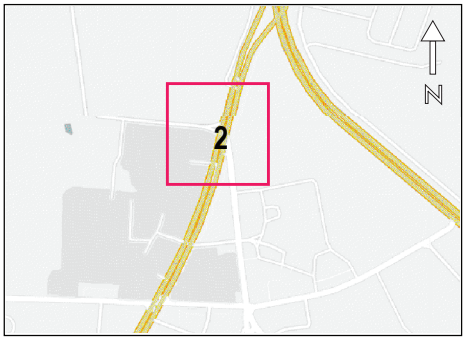
Legend

- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade

Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
US 113 SB	Close Left Turn Lane (520)	13 @ 55'
RD 20 NB	Close Left Turn Lane (290)	11 @ 35'
RD 406 EB	Close Left Turn & Thru Lane (405)	17 @ 25'



Equipment & Personnel Summary	
Traffic Cones	41
Arrow Boards	2
DelDOT Personnel	2
DelDOT Trucks	2
DSP - Troop 5	1
Local Police - Milford	
Fire Police - Milford	
Barricades	
Light Plants	
Resp for Equip Setup	Area 3



DRAWING NOT TO SCALE

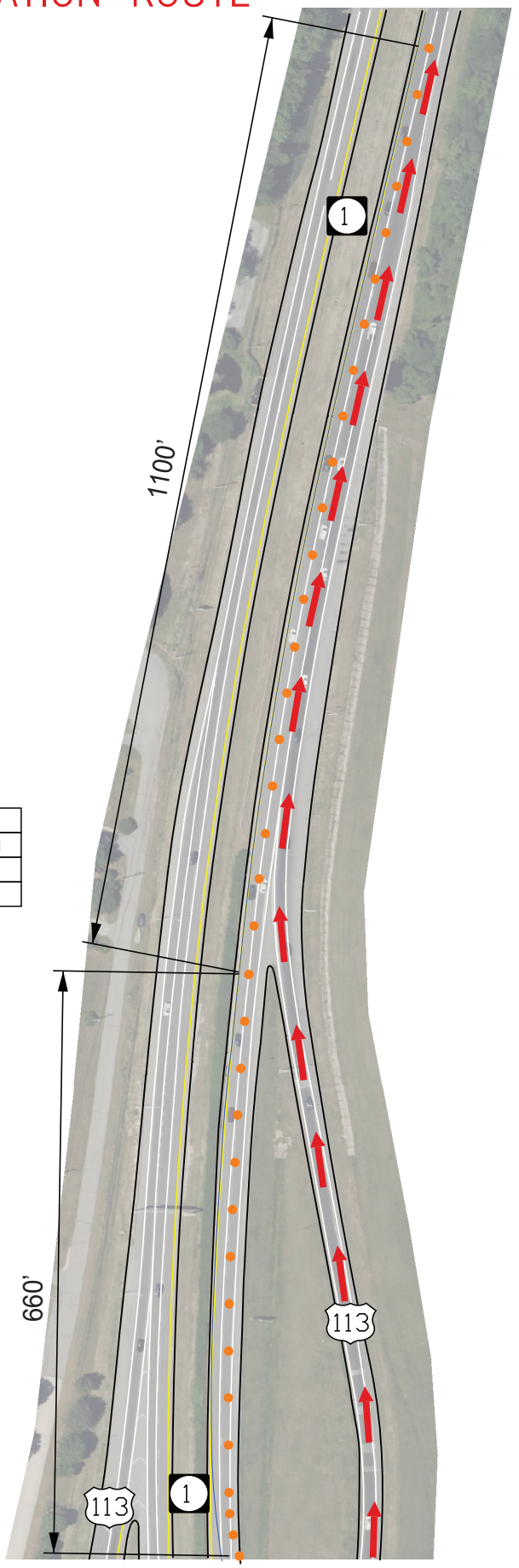
Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 113, N. Walnut St., & Warner Rd.	06/2023	2
		By: EAC	

PRIMARY EVACUATION ROUTE

Legend

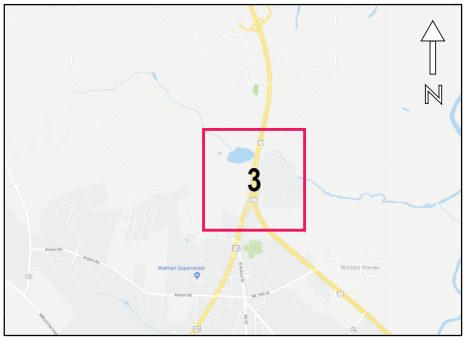
- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade

Monitor
No Traffic Control
Unless Necessary



Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
Del 24 EB	Taper Closing Lane 2 (660)	15 @ 55'
Del 24 EB	Tangent (1100)	20 @ 55'

Equipment & Personnel Summary	
Traffic Cones	35
Arrow Boards	
DelDOT Personnel	
DelDOT Trucks	
DSP - Troop 5	
Local Police - Milford	
Fire Police - Milford	
Barricades	
Light Plants	
Resp for Equip Setup	Area 6



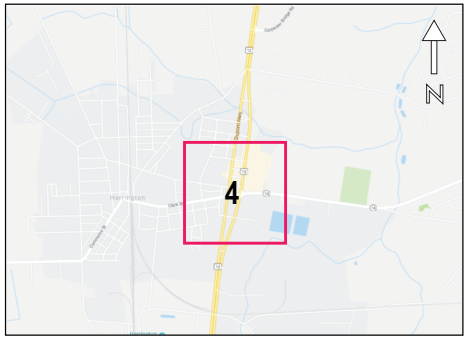
DRAWING NOT TO SCALE

Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 113 & SR 1	06/2023	3
		By: EAC	

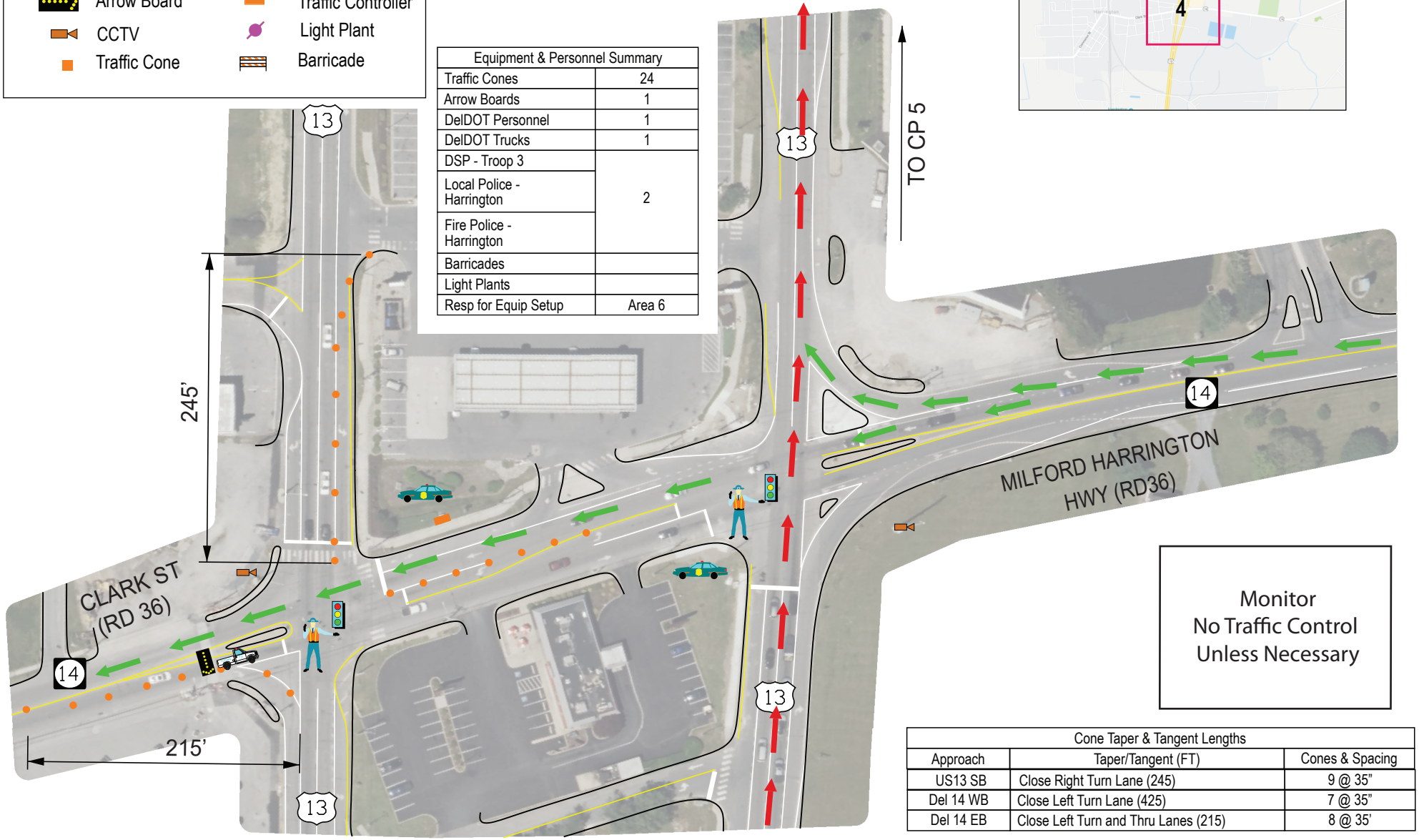
PRIMARY EVACUATION ROUTE

Legend

- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade



Equipment & Personnel Summary	
Traffic Cones	24
Arrow Boards	1
DelDOT Personnel	1
DelDOT Trucks	1
DSP - Troop 3	2
Local Police - Harrington	
Fire Police - Harrington	
Barricades	
Light Plants	
Resp for Equip Setup	Area 6



Monitor
No Traffic Control
Unless Necessary

Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
US13 SB	Close Right Turn Lane (245)	9 @ 35"
Del 14 WB	Close Left Turn Lane (425)	7 @ 35"
Del 14 EB	Close Left Turn and Thru Lanes (215)	8 @ 35'

DRAWING NOT TO SCALE

Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 13 & Del 14	05/2023 By: EAC	4

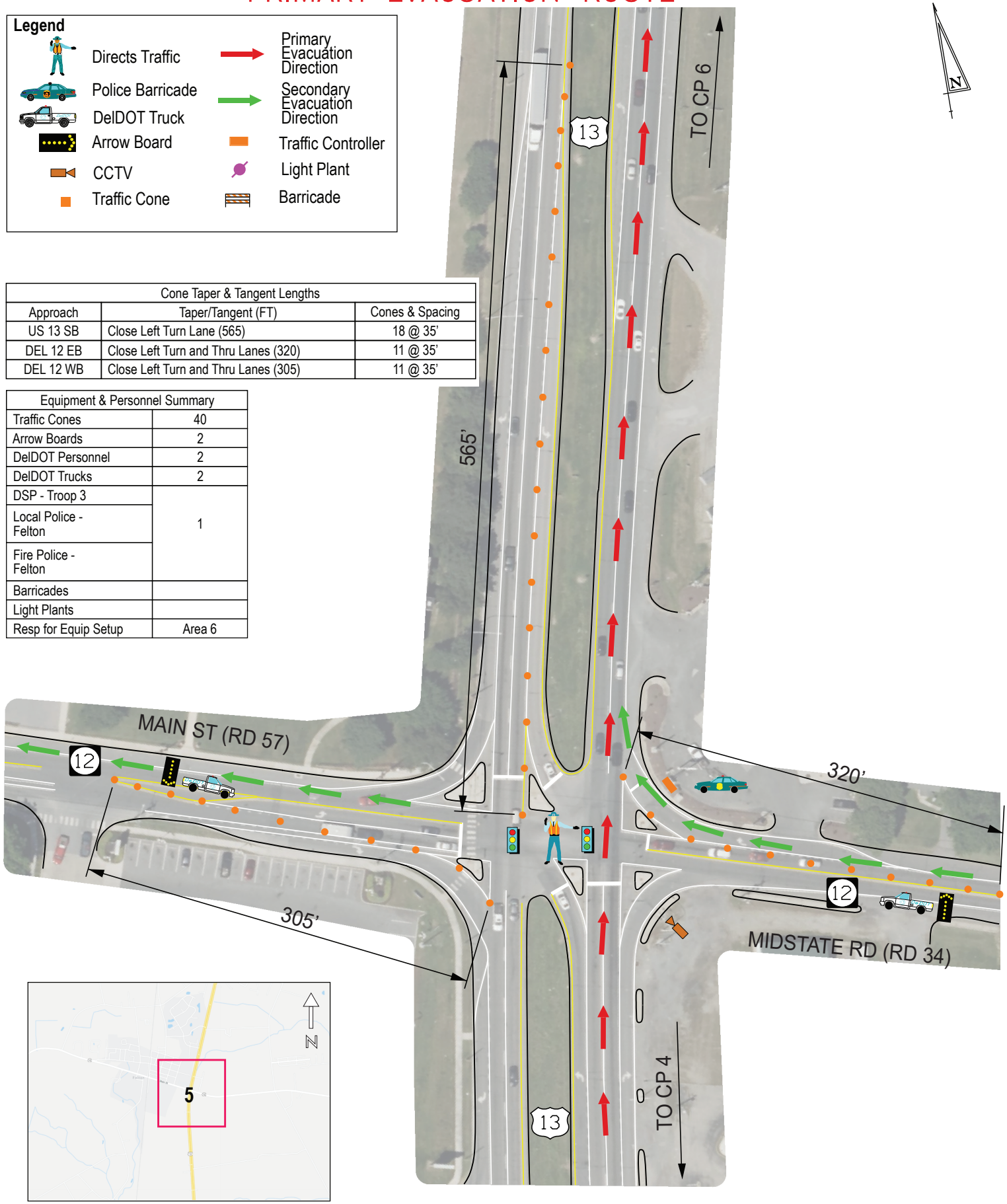
PRIMARY EVACUATION ROUTE

Legend

- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade

Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
US 13 SB	Close Left Turn Lane (565)	18 @ 35'
DEL 12 EB	Close Left Turn and Thru Lanes (320)	11 @ 35'
DEL 12 WB	Close Left Turn and Thru Lanes (305)	11 @ 35'

Equipment & Personnel Summary	
Traffic Cones	40
Arrow Boards	2
DelDOT Personnel	2
DelDOT Trucks	2
DSP - Troop 3	1
Local Police - Felton	
Fire Police - Felton	
Barricades	
Light Plants	
Resp for Equip Setup	Area 6



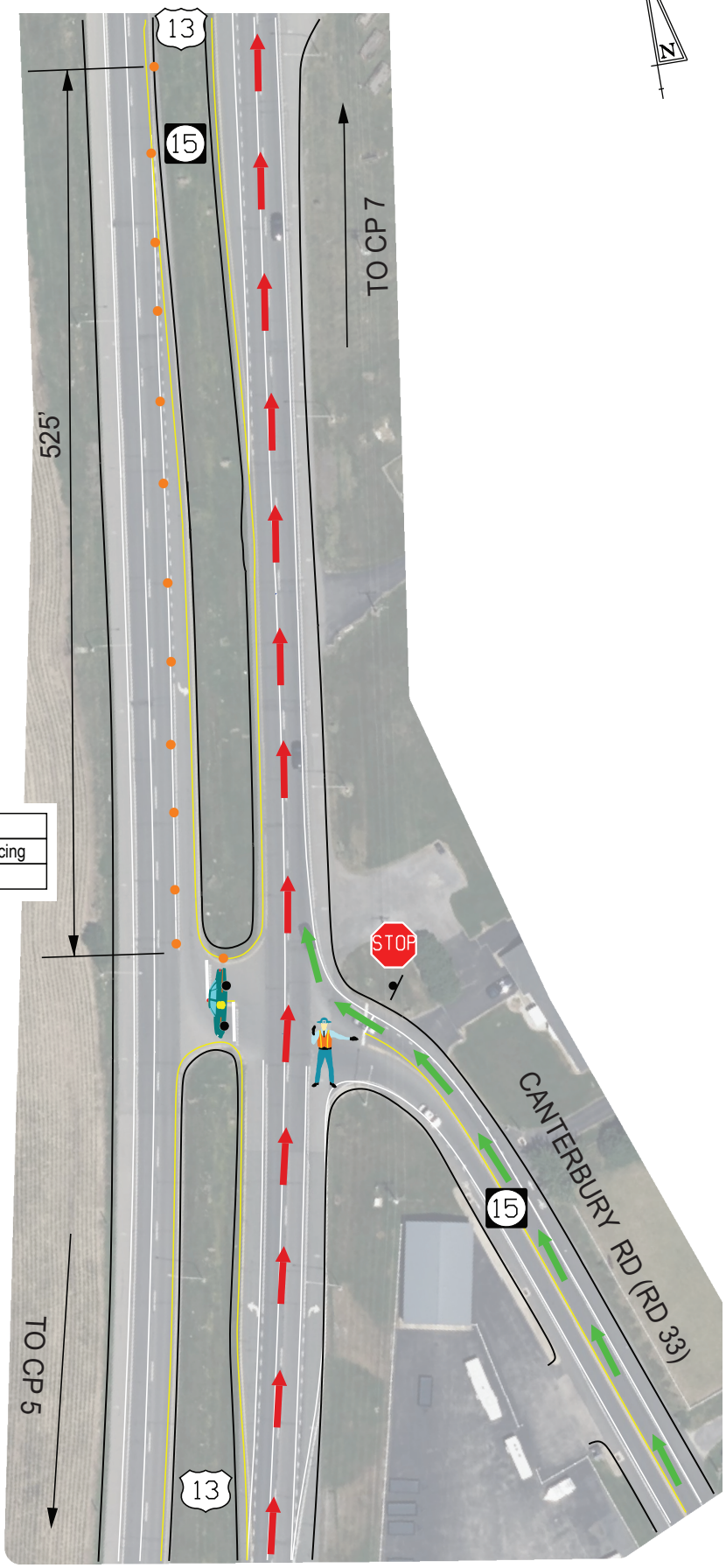
DRAWING NOT TO SCALE

Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 13 & Del 12	06/2023	5
		By: EAC	

PRIMARY EVACUATION ROUTE

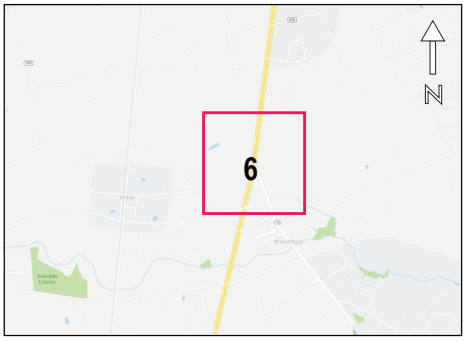
Legend

- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade



Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
US 13 SB	Close Left Turn Lane (525)	13 @ 35'

Equipment & Personnel Summary	
Traffic Cones	13
Arrow Boards	
DelDOT Personnel	
DelDOT Trucks	
DSP - Troop 3	1
Local Police - None	
Fire Police - Felton	
Barricades	
Light Plants	
Resp for Equip Setup	Area 6



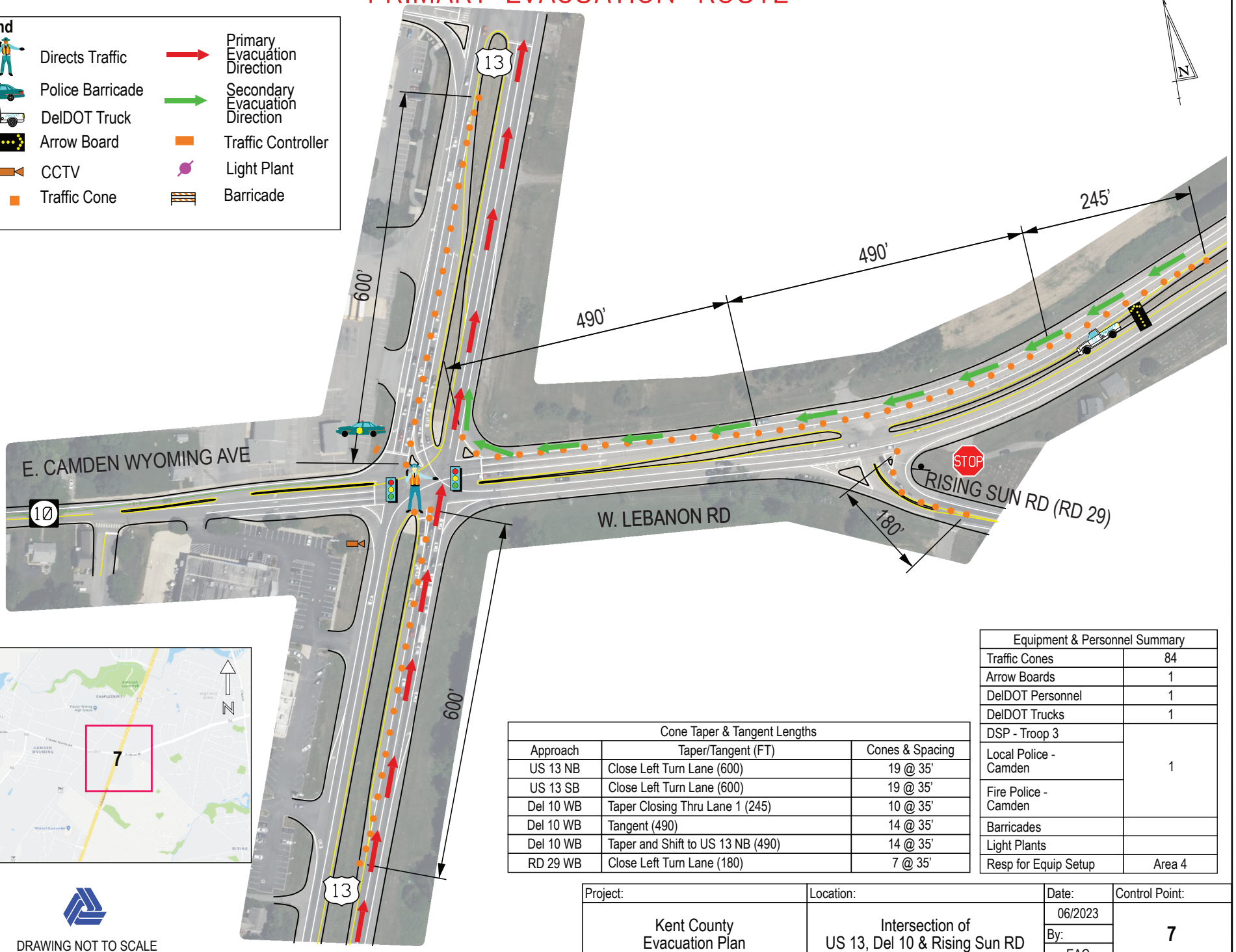
DRAWING NOT TO SCALE

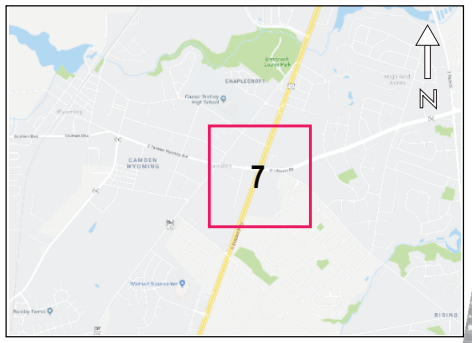
Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 13 & Del 15	06/2023	6
		By: EAC	

PRIMARY EVACUATION ROUTE

Legend

- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade





DRAWING NOT TO SCALE

Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
US 13 NB	Close Left Turn Lane (600)	19 @ 35'
US 13 SB	Close Left Turn Lane (600)	19 @ 35'
Del 10 WB	Taper Closing Thru Lane 1 (245)	10 @ 35'
Del 10 WB	Tangent (490)	14 @ 35'
Del 10 WB	Taper and Shift to US 13 NB (490)	14 @ 35'
RD 29 WB	Close Left Turn Lane (180)	7 @ 35'

Equipment & Personnel Summary	
Traffic Cones	84
Arrow Boards	1
DelDOT Personnel	1
DelDOT Trucks	1
DSP - Troop 3	1
Local Police - Camden	
Fire Police - Camden	
Barricades	
Light Plants	
Resp for Equip Setup	Area 4

Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 13, Del 10 & Rising Sun RD	06/2023	7
		By: EAC	

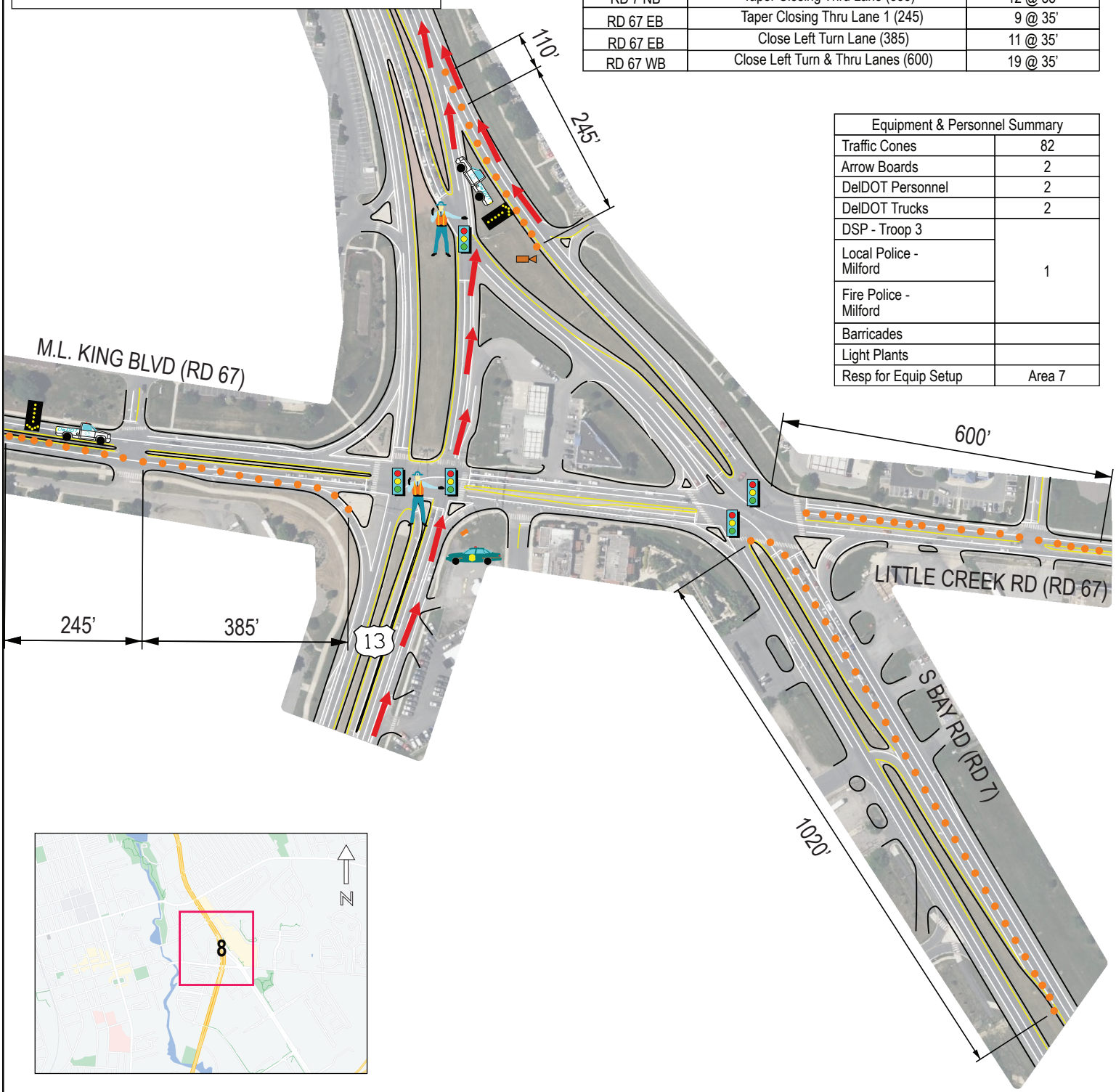
PRIMARY EVACUATION ROUTE

Legend

- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade

Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
RD 7 NB	Close left Turn Lane (1020)	31 @ 35'
RD 7 NB	Taper Closing Thru Lane (355)	12 @ 35'
RD 67 EB	Taper Closing Thru Lane 1 (245)	9 @ 35'
RD 67 EB	Close Left Turn Lane (385)	11 @ 35'
RD 67 WB	Close Left Turn & Thru Lanes (600)	19 @ 35'

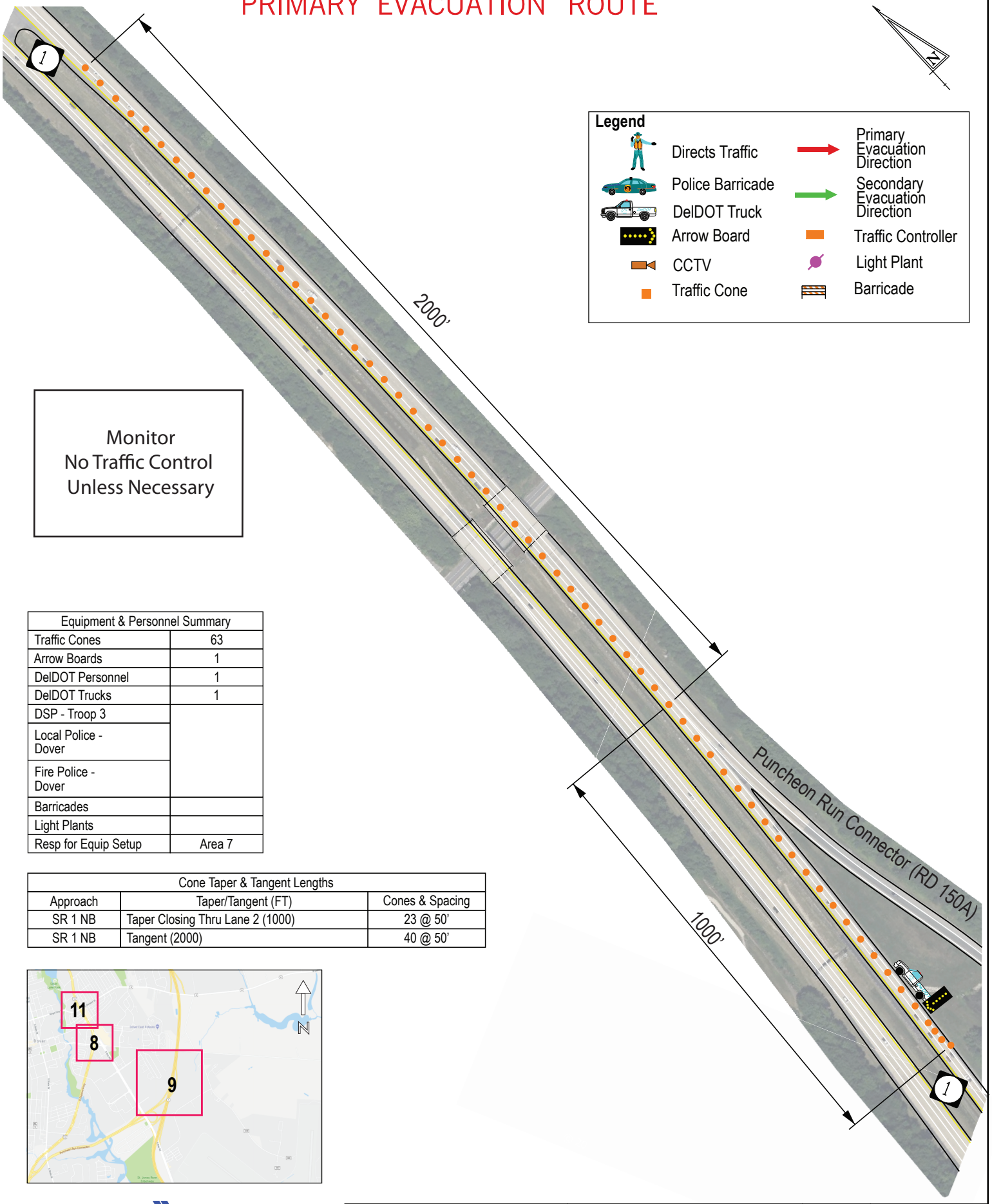
Equipment & Personnel Summary	
Traffic Cones	82
Arrow Boards	2
DelDOT Personnel	2
DelDOT Trucks	2
DSP - Troop 3	1
Local Police - Milford	
Fire Police - Milford	
Barricades	
Light Plants	
Resp for Equip Setup	Area 7



DRAWING NOT TO SCALE

Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 13, Little Creek RD, M.L. King BLVD, & S. Bay Rd	06/2023 By: EAC	8

PRIMARY EVACUATION ROUTE



Monitor
No Traffic Control
Unless Necessary

Equipment & Personnel Summary	
Traffic Cones	63
Arrow Boards	1
DelDOT Personnel	1
DelDOT Trucks	1
DSP - Troop 3	
Local Police - Dover	
Fire Police - Dover	
Barricades	
Light Plants	
Resp for Equip Setup	Area 7

Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
SR 1 NB	Taper Closing Thru Lane 2 (1000)	23 @ 50'
SR 1 NB	Tangent (2000)	40 @ 50'

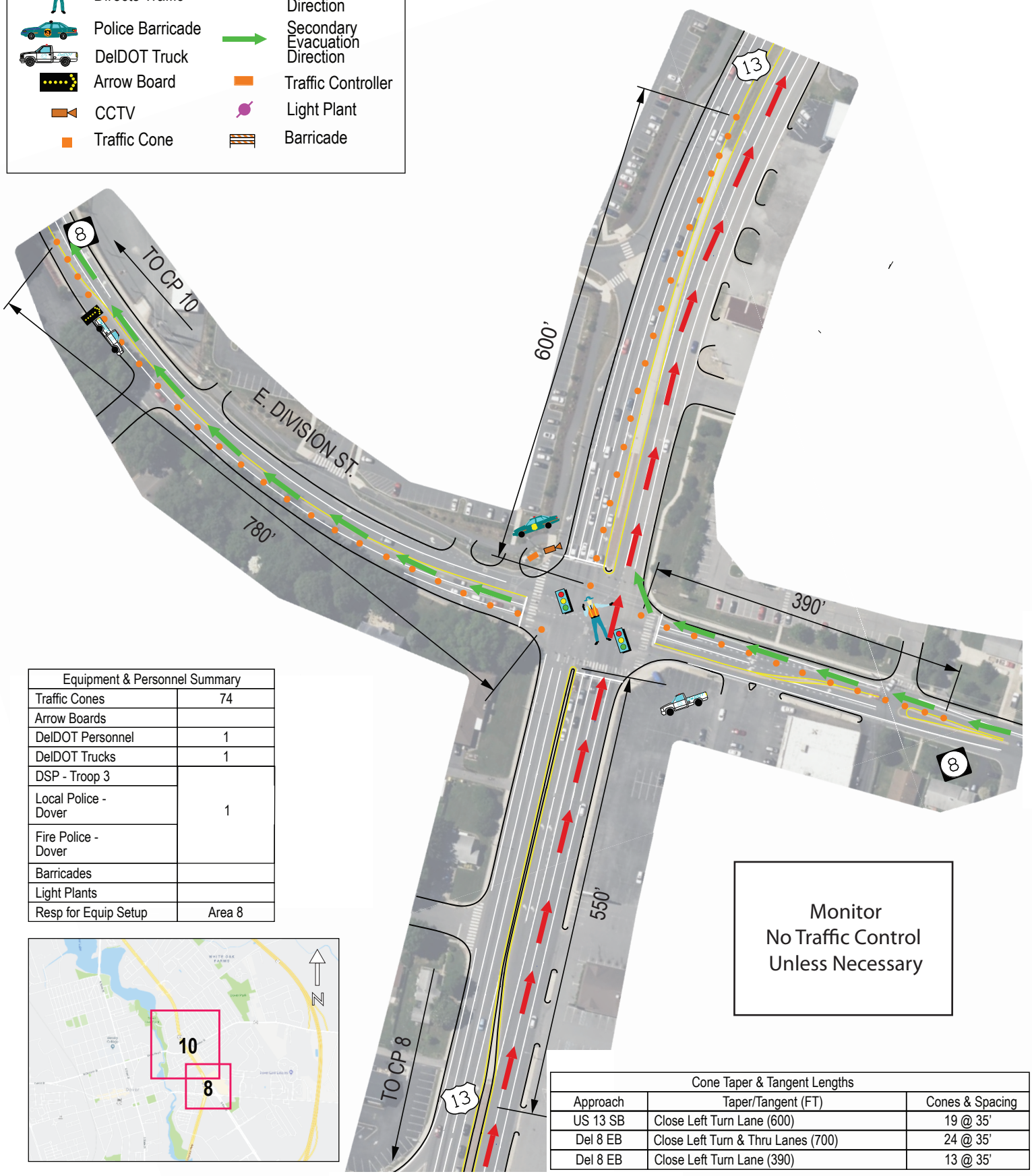
DRAWING NOT TO SCALE

Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of SR 1 & Puncheon Run Connector	06/2023 By: EAC	9

PRIMARY EVACUATION ROUTE

Legend

- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade



Equipment & Personnel Summary	
Traffic Cones	74
Arrow Boards	
DelDOT Personnel	1
DelDOT Trucks	1
DSP - Troop 3	1
Local Police - Dover	
Fire Police - Dover	
Barricades	
Light Plants	
Resp for Equip Setup	Area 8

Monitor
No Traffic Control
Unless Necessary

Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
US 13 SB	Close Left Turn Lane (600)	19 @ 35'
Del 8 EB	Close Left Turn & Thru Lanes (700)	24 @ 35'
Del 8 EB	Close Left Turn Lane (390)	13 @ 35'

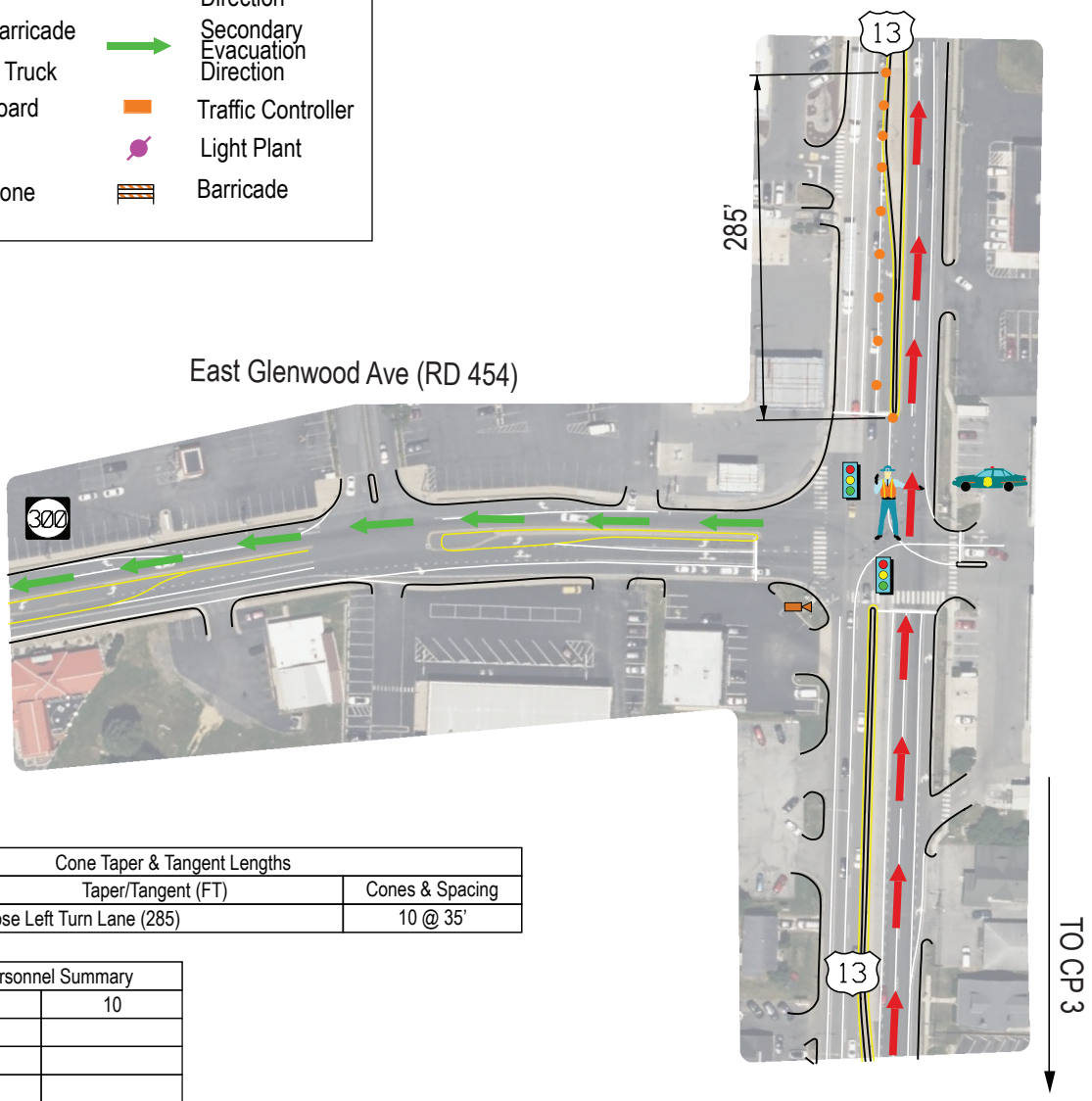
DRAWING NOT TO SCALE

Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 13 & Del 8	06/2023	10
		By: EAC	

PRIMARY EVACUATION ROUTE

Legend

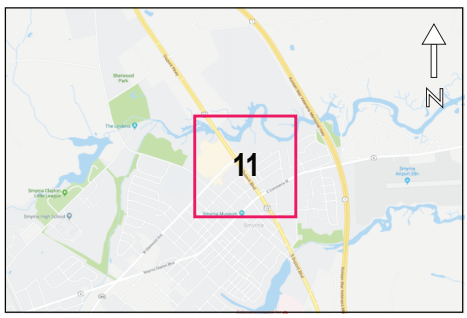
- Directs Traffic
- Police Barricade
- DelDOT Truck
- Arrow Board
- CCTV
- Traffic Cone
- Primary Evacuation Direction
- Secondary Evacuation Direction
- Traffic Controller
- Light Plant
- Barricade



Cone Taper & Tangent Lengths		
Approach	Taper/Tangent (FT)	Cones & Spacing
US 13 SB	Close Left Turn Lane (285)	10 @ 35'

Equipment & Personnel Summary	
Traffic Cones	10
Arrow Boards	
DelDOT Personnel	
DelDOT Trucks	
DSP - Troop 3	1
Local Police - Smyrna	
Fire Police - Smyrna	
Barricades	
Light Plants	
Resp for Equip Setup	Area 8

Monitor
No Traffic Control
Unless Necessary



DRAWING NOT TO SCALE

Project:	Location:	Date:	Control Point:
Kent County Evacuation Plan	Intersection of US 13 & East Gleenwood Ave (DEL 300)	06/2023	11
		By: EAC	

APPENDIX B
USDOT National Response Program

TRANSPORTATION EMERGENCY RESPONSE FACTSHEET

USDOT National Response Program

National Response Program

The National Response Program (NRP), located in the Office of Intelligence, Security, and Emergency Response (S-60), is responsible for coordinating the Department's preparedness, response, and recovery activities in all-hazard incidents and to support the Secretary's responsibilities under the National Response Framework (NRF), Emergency Support Function-1 (ESF-1) Transportation.

The NRP has a team of over 150 members nationwide to carry out the ESF-1 functions. The team includes a National Program Manager, Deputy Manager, Operational Planner, 7 Regional Emergency Transportation Coordinators (RETCOs), 10 Regional Emergency Transportation Representatives (RETREPs), and numerous Regional Emergency Transportation Cadre (RET-C) members representing all DOT Operating Administrations. In each region, the RETCO is designated as the Secretary's executive-level representative to ensure preparedness, response, and recovery activities are effectively carried out. RETREPs handle day-to-day program issues and coordinate disaster and special events planning efforts between DOT and Federal, State, local, Tribal and Territorial, and private sector emergency planners. During incident and event responses, RETREPs lead DOT transportation operations in FEMA's various operation centers in the affected regions. In addition, the NRP is supported by a diverse group of RET-C representing all USDOT Operating Administrations. RET-C members are trained to a minimum all-hazards, all modes standard and may be activated during an incident or event.

National Response Framework

The National Response Framework (NRF) is a guide to how the Nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector. Under the NRF, Emergency Support Functions (ESF) provides the structure for coordinating Federal interagency support for a Federal response to an incident. The Department of Transportation is the lead and primary coordinating agency for ESF-1 with the support of 10 partner agencies.

The five mission areas for ESF-1 under the NRF include:

- Monitor and report status of and damage to the transportation system and infrastructure
- Identify temporary alternative transportation solutions that can be implemented by others
- Perform activities conducted under the direct authority of DOT elements
- Coordinate the restoration and recovery of the transportation system and infrastructure
- Coordinate and support prevention, preparedness, response, recovery, and mitigation activities among transportation stakeholders

U.S. Department of Transportation
Office of Intelligence, Security, and Emergency Response

V3.3 – March 1, 2017

ESF-1 Regional Personnel Locations

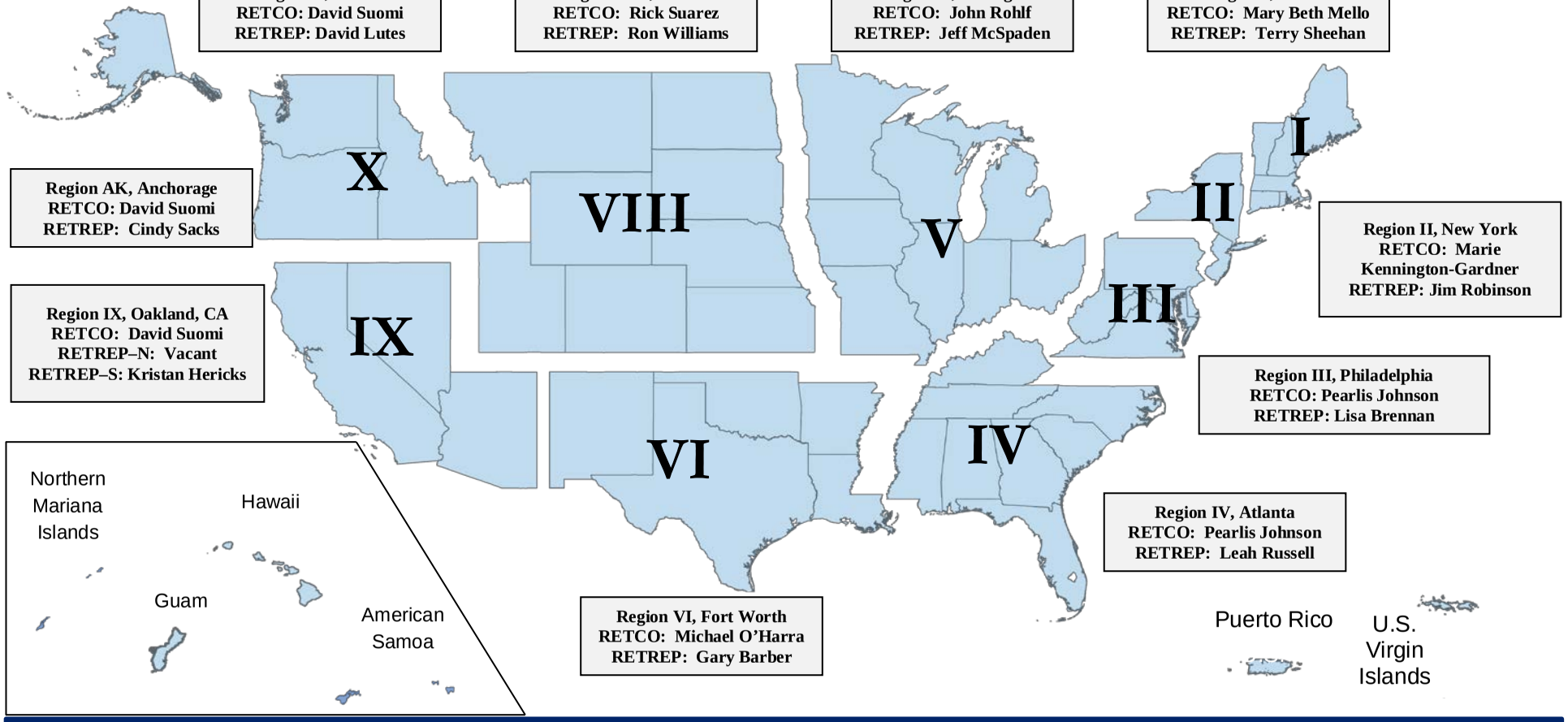
DOT HQ, Washington, DC
NRPM: David Schilling (Acting)
DRPM
Operations Planner: Alex Appel

Region X, Seattle
RETCO: David Suomi
RETREP: David Lutes

Region VIII, Denver
RETCO: Rick Suarez
RETREP: Ron Williams

Region V, Chicago
RETCO: John Rohlf
RETREP: Jeff McSpaden

Region I, Boston
RETCO: Mary Beth Mello
RETREP: Terry Sheehan



Region AK, Anchorage
RETCO: David Suomi
RETREP: Cindy Sacks

Region II, New York
RETCO: Marie Kennington-Gardner
RETREP: Jim Robinson

Region IX, Oakland, CA
RETCO: David Suomi
RETREP–N: Vacant
RETREP–S: Kristan Hericks

Region III, Philadelphia
RETCO: Pearlis Johnson
RETREP: Lisa Brennan

Region IV, Atlanta
RETCO: Pearlis Johnson
RETREP: Leah Russell

Region VI, Fort Worth
RETCO: Michael O'Harra
RETREP: Gary Barber

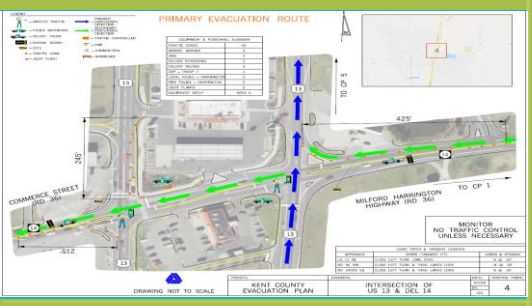
For additional information, please visit the USDOT Emergency Website at http://www.dot.gov/emergency and/or contact: 24hrs: DOT CMC Watch – 202-366-1863

Program Manager
Mr. David Schilling (Acting)
David.Schilling@dot.gov
202-366-0642

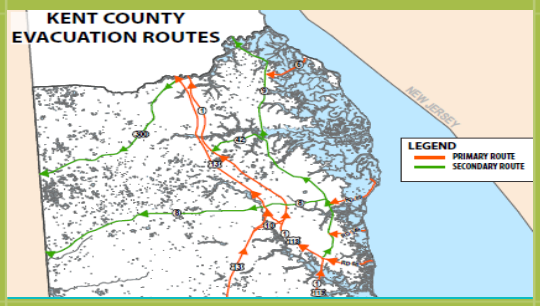
Deputy Manager

Operations Planner
Mr. Alex Appel
Alex.Appel@dot.gov
202-366-0737

DelDOT


PRIMARY EVACUATION ROUTE
MONITOR
NO TRAFFIC CONTROL
UNLESS NECESSARY
KENT COUNTY
EVACUATION PLAN
INTERSECTION OF
US 13 & DEL 14


WELCOME TO
HUMMINGBIRD
HILLS
EVACUATION
ROUTE


KENT COUNTY
EVACUATION ROUTES
LEGEND
PRIMARY ROUTE
SECONDARY ROUTE


JCT
15