
CAROLINE COUNTY

DEPARTMENT OF EMERGENCY SERVICES

EMERGENCY OPERATIONS PLAN

I. PURPOSE

The purpose of the Emergency Operations Plan (EOP) is the preservation of life and property in the event of a national security threat, a natural disaster, or a man-made disaster affecting the area by making maximum use of available manpower, equipment, communications and other resources

- A. This EOP describes the strategies, assumptions and procedures through which Caroline County maximizes its emergency response capabilities. It is designed as a comprehensive, multi-use program to mobilize resources and conduct activities which support emergency management efforts. The EOP assigns responsibilities, develops procedures and identifies resources which gives local officials the best comprehensive emergency management capability possible, considering available resources.
- B. This plan defines the actions to be taken by the County government in cooperation with State and Federal agencies, and non-governmental organizations in the event of a major emergency or disaster within the County. The response to an emergency situation requires a coordinated effort among participants in order to successfully protect lives and property.
- C. This plan provides for an orderly means to minimize, prepare for, respond to, and recover from emergencies or disasters threatening life, property, and the environment within the County by:
 - 1. Identifying natural and manmade hazards, threats to life, property, and/or the environment which are known or thought to exist.
 - 2. Assigning emergency management responsibilities to County departments and agencies.
 - 3. Describing predetermined actions or responsibilities to be taken by departments/agencies, and other cooperating organizations and institutions, to eliminate or mitigate the effects of these threats, and to respond effectively and recover from an emergency or disaster.
 - 4. Providing for effective assignment and utilization of local government employees.
 - 5. Documenting the current capabilities and existing resources of departments/agencies and other cooperating organizations and institutions which must be maintained to enable the accomplishment of those predetermined actions.
 - 6. Providing for the continuity of local government during and after an emergency or disaster.
 - 7. Enhancing cooperation (mutual aid agreements and memorandums of understanding) and coordinating with cooperating community agencies, neighboring jurisdictions, and State and Federal agencies.

II. SCOPE

The Emergency Operations Plan addresses most emergency situations. In order to facilitate effective intergovernmental operations, the EOP adopts a functional approach grouping the type of assistance to be provided under annexes which address procedures at the local level. It details activities related to the mitigation, preparedness, response, and recovery operations necessary due to a disaster or emergency. The EOP consists of a Basic Plan, functional annexes, and event-specific appendices. The annexes serve as the mechanism through which assistance is managed in an affected area.

A. Basic Plan

The basic plan has a broad framework and describes the approach to emergency management, planning, and operations. It covers Caroline County's formal adoption of the National Incident Management System (NIMS) and discussion of the strategy to implement NIMS countywide.

B. Annex

The annexes are components of the EOP which provide information and direction for functional responsibilities. The annexes expand upon information contained in the basic plan and center on specific assistance activities to be conducted during or after a disaster or emergency.

C. Appendix

Appendices deal with specific situations within the topic of the Annex. They are required when a response to a hazard cannot be expressed generically in the Basic Plan and the specific annex.

D. Attachments and Tabs

Attachment and Tabs are found throughout this EOP detailing specific information. Attachments are detailed information and specify requirements of performance. Tabs provide additional information and may be in the form of charts, tables, and maps.

D. Planning Activities

This EOP is a flexible document and reviewed annually due to the unique nature of emergencies and the evolution of emergency planning. Updates, using initiative and common sense, are both authorized and encouraged to prepare for various hazards to ensure public safety. Each agency, organization, and department having a role in this plan or its annexes, will develop Standard Operating Procedures (SOPs) which provide instructions for accomplishing assigned functions.

III. SITUATION AND ASSUMPTIONS

Caroline County is centrally located on Maryland's eastern shore. It is the only county on the shore which does not boarder the Chesapeake Bay or Atlantic Ocean. It is bordered by Queen Anne's and Kent Counties to the North, Talbot County to the West, Dorchester County to the South, and Sussex County, Delaware to the East. The County's area is approximately 321 square miles. The average elevation is 40-70 feet above sea level. The population of Caroline County is approximately 32, 000.

A. Situation/Hazard Analysis

1. Due to its location, the County is vulnerable to various natural hazards such as hurricanes, tornadoes, fires, winter storms, and floods.
2. Additionally, Caroline County is vulnerable to a variety of man-made and technological hazards such as hazardous materials accidents, major transportation accidents, terrorism, civil disorders, power failures, and nuclear incidents.
3. The County has a limited concentration of population diminishing the possibility of mass injuries or loss of life due to a disaster.
4. The County has capabilities, which, if used effectively and promptly can minimize or eliminate the loss of life and damage to property in the event of an emergency.
5. The potential scope and impact of emergencies may vary from a minor emergency which requires a minimum response to a major disaster requiring maximum response, depending on time of day, weather conditions, time of year, warning time, population density, location, and type of emergency or disaster.
6. There are ten (10) incorporated municipalities within the County. The County will assist these communities to the greatest extent possible, as an intermediary with the state and providing resources and management services during the emergency management process.

B. Assumptions

1. Government officials within the county recognize their responsibilities regarding the safety and well being of the public and will assume these duties upon implementation of the EOP.
2. When the County experiences a disaster, its surviving residents fall into three categories:
 - a. Residents directly affected through personal or family injury or property damage.
 - b. Residents indirectly affected by an interruption of the supply of basic needs.
 - c. Residents not personally impacted by the emergency.
3. Following this plan will allow the emergency organizations within the county to concentrate first on helping those residents directly affected by a disaster.
4. In ordinary emergencies, local response agencies will be capable of conducting effective actions to protect lives and property.
5. In the event of a catastrophic incident, the County's resources would be taxed to the limit or exhausted, requiring outside assistance.
6. The County is supported in extraordinary emergencies by surrounding jurisdictions through mutual aid agreements, private and volunteer organizations, and State/Federal agencies possessing resources which can be utilized to minimize the loss of life and property.
7. The location and extent of some emergencies can be predetermined while other emergencies may occur with little or no warning at any time and place.
8. Departments and agencies assigned responsibilities in this plan will respond as required to provide for public safety during emergency response and/or recovery operations.
9. It is expected each individual or head of a household will develop a family disaster plan and maintain the essential supplies to be self-sufficient for a minimum of 72 hours.
10. Businesses are expected to develop internal disaster plans which will integrate with and be compatible with local government resources and this plan.

C. Limitations

1. Disaster response efforts are often hampered by equipment and facility damage, loss of power, inclement weather, communication failures, debris, responder injury, and other limiting factors. In the event of a catastrophic emergency exceeding the County's resources, the public should expect and prepare for a minimum 72 hour delay for emergency service.
2. Because local government assets and systems may be damaged, destroyed, or overwhelmed, the County can only endeavor to make responsible efforts to respond based on the situation, information, and resources available at the time.
3. Adequate funding is needed to support this plan and its programs. The performance of the assigned duties will be dependent upon appropriations and funding to support the plan.

IV. CONCEPT OF OPERATIONS

A. General

The Department of Emergency Service (DES) is responsible for the direction, control and coordination of emergency management activities within the County. The primary objective for emergency management in the County is to provide a coordinated effort from all supporting departments in the preparation for, response to, and relief from injury, damage and suffering resulting from a localized or widespread disaster. Emergency Management extends beyond DES to all departments and agencies and ultimately to each individual resident.

1. In order to protect lives and property in cooperation with other elements of the community, DES shall endeavor to mitigate, prepare for, respond to, and recover from all natural and manmade emergencies and disasters.

2. When an emergency affects this jurisdiction, the County has the responsibility to respond to protect lives and property and assist residents and businesses recover from the emergency.
3. Emergency functions of the departments involved in emergency management will normally parallel their normal daily activities. The same personnel, equipment and materials will be deployed to combat major disasters. Augmentation of resources may be required because of the increased scope and additional demands of the particular disaster.
4. When necessary, the President of the Caroline County Commissioners may declare a local State of Emergency, implementing the EOP which will be coordinated by the DES Director.
5. When necessary, the Emergency Operations Center (EOC) will be activated and all response activities will be coordinated from there. A Public Information Officer (PIO) will prepare press releases and coordinate the release of information to the media and public.
6. When an emergency is of such a magnitude in which the needs of all resident can not be met at once, operations shall be directed to protect the largest number of residents.
7. The County will be prepared to supplement its emergency resources with those provided by private organizations and organized volunteer efforts. The coordination of a large number of organizations, public and private will be of paramount importance.
8. It may be necessary to suspend routine functions during an emergency. Department efforts which would normally be required for routine functions will be suspended and re-directed to accomplish their emergency responsibilities for the duration of the emergency.
9. Local resources will initially be deployed to return affected areas to normal. Requests for additional assistance will be forwarded to higher levels of government when local resources are depleted, become inadequate, or it is anticipated they will become inadequate.
10. Depending upon the situation of the emergency, the on-scene Incident Commander (IC) may use multiple resources, including existing mutual aid agreements, to obtain needed personnel and resources.
11. Caroline County shall be responsible for the coordination of emergency actions necessitated by hazardous events. When an emergency exceeds the County government's capability to respond, assistance will be requested from surrounding jurisdictions and/or the state.
12. The County government has the primary responsibility for determining the extent of damage and the impact of the damage. Damage assessment will be made by the County's Damage Assessment Teams during the first daylight period following the disaster and reported as soon as practical to the Maryland Emergency Management Agency (MEMA).
13. The County EOC may submit requests to adjacent or nearby local jurisdictions in Maryland and Delaware in accordance with Mutual Aid Agreements or Memoranda of Understanding (MOU). Requests for State and Federal support will be requested through MEMA.

B. Phases of Emergency Management

This EOP is concerned with every type of emergency situation and focuses on activities which occur before, during, and after emergency operations. Activities are accomplished by dividing emergency management activities into the following phases:

1. Mitigation

The period during which actions are undertaken to prevent or reduce the occurrence of any disaster; reduce the risk to human life and property; and lessen the effects of unavoidable disasters. Examples of mitigation efforts include, but are not limited to:

- a. Updating building codes
- b. Encouraging the purchase of disaster insurance (i.e. flood insurance)
- c. Educating the public in disaster preparedness
- d. Identifying resources
- e. Procurement and integration of equipment
- f. Buy-out of hazard-prone properties

2. Preparedness

The period during which actions are taken prior to emergencies which develop the response capabilities to facilitate the implementation of a coordinated response. Examples of preparedness efforts include, but are not limited to:

- a. Continuity of Government (COG)/Continuity of Operations Planning (COOP)
- b. Testing and maintaining equipment
- c. Establishing, equipping, and maintaining the EOC
- d. Educating the public in disaster preparedness
- e. Developing emergency plans and procedures (EOPs, SOPs)
- f. Procurement and integration of improved response equipment
- g. Identifying emergency resources, i.e., generators
- h. Participation in training, drills, and exercises
- i. Collaboration and communication with other government agencies, as well as, private and non-governmental organizations
- j. Emergency Alert System (EAS) testing and utilization
- k. Hazard identification
- l. Contracts with debris removal contractors and monitors

3. Response

The period during which actions are taken immediately before, during, or directly after an emergency to protect lives and property as well as increase the effectiveness and speed of recovery efforts. Examples of response include, but are not limited to:

- a. Emergency Medical Services (EMS)
- b. Law enforcement
- c. Fire and rescue services
- d. Public works
- e. Non-governmental services (donations/volunteers)
- f. Protective actions (shelter-in-place, evacuation, mass care)
- g. Activation of debris removal contracts

4. Recovery

Recovery actions involve restoring systems to normal. Short-term recovery actions are taken to assess damage and re-establish vital services to the community. Long-term recovery actions focus on restoring the community to pre-disaster conditions and may continue for years. Examples of recovery actions include, but are not limited to:

- a. Damage assessment
- b. Debris clearance
- c. Decontamination
- d. Disaster assistance and counseling
- e. Temporary housing
- f. Donations/volunteer management

C. The National Incident Management System

See – Incident Command System, Annex A, Appendix 2

The US Department of Homeland Security (DHS) created the National Incident Management System (NIMS) pursuant to Homeland Security Presidential Directive 5. HSPD-5 requires all federal departments and agencies make the adoption of NIMS a prerequisite for state and local governments to receive federal preparedness assistance.

1. NIMS provides a consistent, flexible, and adjustable incident management framework for federal, state, and local governments; and nongovernmental organizations. This framework

enhances the management of domestic incidents and enables agencies to work together effectively and efficiently to prepare for, prevent, respond to, and recover from emergencies, regardless of cause, size, or complexity. The components of NIMS are:

- a. Command and Management (Incident Command System [ICS])
 - b. Preparedness
 - c. Resource Management
 - d. Communications & Information Management
 - e. Supporting Technologies
 - f. Ongoing Management and Maintenance
2. The steps required to achieve NIMS compliance are:
- a. Incorporating NIMS into existing training programs and exercises
 - b. Ensuring federal preparedness funding supports NIMS implementation at the local level
 - c. Incorporating NIMS into EOPs/SOPs
 - d. Promotion of intrastate mutual aid agreements
 - e. Coordinating and providing technical assistance to local entities regarding NIMS
 - f. Institutionalizing the use of ICS

In December 2005, the County Commissioners passed Resolution 2005-015 officially adopting NIMS as the standard for incident management in Caroline County. The resolution states County agencies and departments with an emergency management function use this system as a basis for control and command of emergency incidents.

D. Continuity of Government

See – Continuity of Operations Plans (COOP)

The County's ability to respond to an emergency must not be restrained by the lack of elected officials or key department heads. Therefore, to ensure the continuity of operations throughout the County government, each department or agency is directed to develop a list naming the decision maker when a department head is not available. Each department shall assign 2 or more alternatives for each emergency position. The lines of succession shall be provided to DES.

1. Succession of Command

- a. The line of succession of the Caroline County Commissioners is from the president through the other members of the board, in the order of their seniority.
- b. The line of succession for each department will be established in the COOP plan developed by the particular department.

2. Preservation of Records

In order to provide normal government operations after a catastrophic disaster or national security emergency, the preservation of important records and measures should be protected and preserved by the County. Preservation of these records is covered in the department's COOP plan.

V. DIRECTION AND CONTROL

See – Direction and Control, Annex A

The ultimate responsibility for the emergency management of a disaster affecting Caroline County rests with the Caroline County Commissioners. The Commissioners are responsible for all policy-level decisions which will be implemented through the County Administrator.

A. General

1. In the event of a catastrophic emergency, the President of the County Commissioners may declare a “State of Emergency” to expedite access to the resources needed to cope with an emergency. The President of the Commissioners may use local resources and employees as necessary, including altering the functions of departments and personnel.
2. The Caroline County DES is responsible for coordinating the overall Emergency Management Program. The DES Director makes all routine decisions and advises the Commissioners on the courses of action available on major decisions. The Director is responsible for the proper functioning of the EOC. The Director acts as liaison with other local, state and federal agencies.
3. When state and federal resources are made available, they will be under the operational control of the DES Director and/or the EOC.
4. Specific persons and agencies must fulfill obligations as presented in the basic plan and individual annexes, department heads will retain control over their respective employees and equipment. Each agency will be responsible for having its own SOP to be followed during response operations.
5. During some emergency situations, certain agencies may be required to relocate their center of control to the EOC. During large scale emergencies, the EOC will in fact, become the “seat of government” for the duration of the emergency.
6. The EOC is the central point for emergency management operations and ensures an efficient and harmonious response when the emergency involves more than one political entity and several response agencies. The coordination and supervision of services will be through the EOC section chiefs and DES Director providing the efficient management of resources.

B. On-Scene Management

See - Incident Command System, Annex A, Appendix 2

The on-scene response to emergencies follows the concepts outlined in ICS. The person in charge at the incident scene is the on-scene Incident Commander (IC) who is responsible for ensuring each agency on the scene can carry out its responsibilities.

1. Upon arriving at an incident scene, the IC shall:
 - a. Assess the situation and identify actual and potential hazards
 - b. Develop objectives (actions to be accomplished)
 - c. Ensure on-scene personnel use appropriate safety and personnel protective measures
 - d. Develop an action plan and priorities; coordinate activities with other first responders
 - e. In coordination with the EOC, contact appropriate agencies or personnel with the expertise and capabilities to carry out the Incident Action Plan
2. When more than one agency is involved at the scene, the Incident Command Agency and other responding agencies work together to ensure each agency’s objectives are identified and coordinated. Team problem solving should facilitate effective response. Other agency personnel working in support of the Incident Command Agency will maintain their normal chain of command, but will be under the control of the on-scene IC.
3. The on-scene IC may designate a PIO to work with the news media at an incident. This may include coordinating agency media releases and arranging contacts between the media and response agencies.

C. Crisis Monitoring

DES is the county’s 24 hour crisis monitor. DES provides an ongoing analysis of incoming information. As emergency situations threaten or occur, DES notifies and convenes the County

Emergency Management Organization (EMO) to facilitate incident evaluation and planning, and the possible activation and implementation of emergency functions and resources.

1. The EMO consists of personnel from departments within the County government with responsibilities during emergency situations. Core members of EMO include the DES Director, Public Works Coordinator, Emergency Medical Services Coordinator, County Sheriff, Health Department Coordinator, Fire Services representatives, County Attorney, and others as required.
2. Any department or agency could be called upon to provide a representative to the EMO. Exactly who is called and ultimately how many people will serve on the EMO is dependent upon the situation and the emergency functions to be activated.
3. The EMO is a flexible, supporting/coordinating service which could be one person directing the coordination of personnel and resources to an incident scene or several members in the EOC or on-scene to assist the IC.

D. National Security Threat Levels

Green

Low risk of a terrorist attack.

Blue

General risk; agencies are asked to review and update emergency response procedures.

Yellow

Elevated condition; a significant risk of attack. This level calls for increased surveillance of critical locations and the implementation of some emergency response plans.

Orange

High risk of attack; the government should coordinate security efforts with law enforcement agencies or the armed forces. There should be additional precautions at public events.

Red

Severe risk of attack; possibility of closing public and government facilities, pre-positioning of specially trained teams: and monitoring transportation systems.

E. Scope of Emergencies/Disasters

Emergency

Any occurrence which requires emergency government assistance to save lives and protect property, public health, and safety or to avert or lessen the threat of a major disaster.

Disaster

Any hurricane, tornado, storm, landslide, snowstorm, drought, fire, explosion, or other catastrophe such as a riot, civil disturbance, air or nuclear attack which results in damage to property, hardship, suffering, or possible loss of life.

Localized Emergency

The principal of graduated response will be used in responding to local emergencies. The initial response will be emergency personnel dispatched thru normal procedures. Their assessment of the situation will determine if additional resources are needed. Departments/agencies may be called upon to provide additional resources. Activation of the EOC may not be necessary during a localized emergency.

Widespread Disaster

Hurricanes, tornadoes, floods, snow/ice storms are considered the most probable widespread disaster which could impact the entire county and adjacent areas. It is anticipated a full activation of the EOC will be required to coordinate the county's response.

Graduated Response

Most disasters or emergencies will require a graduated response involving only those persons necessary to handle the situation. For this purpose, four levels of response will be used:

F. Levels of Emergency

See – Direction and Control Plan, Annex A

1. Level I Emergency (Routine Operations)

A “Level I” emergency is a common emergency situation occurring on a frequent basis. The responsibility for control of the incident rests with the responding department.

2. Level II Emergency (Low Impact Emergencies)

A “Level II” emergency is a day-to-day emergency which requires minimal coordination and assistance and can be handled routinely by one or more departments within the County. Incidents involve routine assistance from internal and/or external agencies including mutual aid. Command and control is still the responsibility of the primary response agency. The incident has the potential to require resources in excess of those available to the responding agency through mutual aid agreements or another means to bring the situation under control.

The situation may be such in which it can be more efficiently and effectively supported without EOC activation. There is no foreseen need to have the County Commissioners declare a local “State of Emergency”; state assistance may be requested. Examples include bomb threats, minor to moderate flooding, or a moderate hazardous material spill.

3. Level III Emergency (Medium Impact Emergencies)

A “Level III” emergency is an emergency situation requiring a major response and involves more than routine coordination and assistance. The situation requires a major response and the significant commitment of resources from several government agencies, but will still be within the capabilities of local resources to control. It may involve multiple jurisdictions. A level three emergency could be a major single site event or a county-wide event. This level will be used for natural, man-made or major technological disasters such as moderate flooding in multiple locations, a significant transportation accident, major hazardous materials release, structure fire involving a hazardous material, isolated tornado damage or a major weather event.

The EOC Operations Officer may elevate to a Level III in particularly complex situations with several organizations involved, or where there is a high degree of interest by the media or public. DES shall activate the EOC. The State EOC is notified, communication and coordination is maintained with it. The Department of Emergency Services (DES) and relevant County departments provide staffing. Staff should be prepared for 24-hour operations. It may be prudent for the President of the County Commissioners to declare a “State of Emergency”.

4. Level IV Emergency (Severe Impact Emergencies)

A “Level IV” emergency is a catastrophic regional or state-wide event. Emergencies of this type require an extensive response, high degree of coordination and cooperation, and commitment of resources from all departments and agencies. Emergencies at this level could necessitate requesting outside assistance from state and federal agencies. Examples

include significant tropical cyclones; severe hurricanes, severe flooding, severe winter storms, major tornado damage over large areas with extensive casualties, or any incident requiring an evacuation of a significant sized area. In most cases, the County declares a local “State of Emergency”. The Caroline County EOC is fully activated and staff will be prepared for 24-hour operations, possibly for several days. State and Federal assistance will be requested and is required.

G. Response Procedures

1. The dispatcher, upon notification of an emergency, shall notify appropriate response agencies to respond.
2. Command and control of the affected area will be established by the first ranking officer of the responding agency at the scene of the incident. The National Incident Management System (NIMS) and Incident Command System (ICS) will be implemented and the Incident Commander (IC) will be responsible for directing response operations.
3. The IC will maintain radio contact with the dispatcher to advise of the situation and to alert additional response agencies as necessary.
4. When it becomes apparent to the IC that control of the incident is beyond the capabilities of the initial responding agencies and the emergency has escalated from Level I to Level II or higher, the IC will instruct the dispatcher to notify appropriate personnel (i.e., Sheriff, Fire Chief, DES Director) of the seriousness of the disaster.
5. The DES Director shall notify the County Administrator or Mayor of the involved municipality of the situation, at which time a determination will be made as to whether or not the EOC should be activated and personnel should assemble.
6. Should it be decided to assemble the EOC staff, each requested member of the EOC staff will be contacted by the Communications Administrative Duty Officer (ADO) and told to report to the EOC.
7. The EOC staff in conjunction with the IC and command staff at the scene shall determine the appropriate personnel required to control operations.

H. Activation of the Emergency Operations Center

See –Emergency Operations Center, Annex A, Appendix 1

The EOC is the key to successful response and recovery operations. With decision and policy makers located together, personnel and resources can be used efficiently. The coordination of activities ensures all tasks are accomplished, minimizing duplication of efforts. Depending upon the severity and magnitude of the emergency, activation of the EOC may not be necessary, may only be partially required, or may require full activation. Partial activation would be dictated by the characteristics of the disaster and involve only those persons needing to interact in providing the coordinated response.

1. The DES Director, or designee, will monitor threatening situations, determine if and when to activate the EOC, and oversee the notification of appropriate staff.
2. Depending on the situation, other organizations or agency personnel with responsibilities under the EOP will be directed to report to the EOC, be alerted, placed on a stand-by status, or directed to perform their required responsibilities from another location.
3. If a further expansion of the EOC staff is required by a re-evaluation or change in the extent of a specific emergency or disaster, appropriate stand-by personnel will be notified and directed to report to the EOC to assist in either the emergency response or recovery phases.
4. County departments and agencies providing staff to the EOC shall have the capability to maintain 24 hours per day/7 days a week operations for the duration of the emergency. All representatives from agencies and organization must have the authority to make decisions,

coordinate resources, provide information, and advise the EOC command and support staff, respective department heads, County Administrator and County Commissioners.

5. To optimize coordination and communications, EOC activation and staffing will be at the lowest level necessary to adequately respond to a hazardous event.

I. “State of Emergency” Declarations

See- State of Emergency Proclamations, Basic Plan, Appendix 1

Formal “State of Emergency” declarations may only be issued by the President of the County Commissioners. A declaration of a “State of Emergency” should be issued when the scope of the emergency/disaster exceed the capabilities and resources of the County. The declaration is necessary in order to fully mobilize the resources of surrounding jurisdictions, state and federal government assistance or to enact temporary restrictions such as curfews or forms of rationing.

After a devastating disaster in which outside assistance is necessary, the DES Director shall consult with the EMO and the County Administrator. The DES Director shall request the County Commissioners consider declaring a “State of Emergency”. The President of the County Commissioners shall issue a resolution declaring a “State of Emergency” within the County.

J. Continuity of Operations (Controls)

In a severe emergency there will be two levels of control. The first level will be at the scene of the incident. The second level will be at the EOC where overall coordination will be exercised. In a single site emergency, the agency having jurisdiction will respond to the scene.

1. The County EOC directs and controls a response to an emergency or disaster. It is organized and will function according to NIMS and ICS principles.
2. The on-scene management will fall under the jurisdiction of the department best qualified to conduct the rescue, recovery, or control operations. The senior agent of the department at the scene becomes the IC and will be responsible for overall operations.
3. Incident Commanders are local officials, usually fire or police officers. Coordination and commitment authority for local resources is retained by the local elected officials, and delegated as appropriate.
4. The EOC Manager will normally be the DES Director and support the emergency response activities. Depending upon the emergency, the EOC may be partially activated to coordinate support for an on-scene IC, without activating the full emergency organization.

VI. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Many departments within the County government have emergency management functions in addition to their normal duties. This plan establishes the Emergency Management Organization within the county. All officers and employees of the County are part of the emergency organization. All departments/agencies will submit documentation as to staffing allocation, equipment distribution, and other emergency related needs as requested by DES. Each department or agency is responsible for developing and maintaining its own emergency management procedures.

A. General Preparedness Responsibilities

The following common responsibilities are assigned to each department and agency listed in this plan. Each department and agency shall create an internal emergency management organization and develop SOPs in accordance with provisions of this plan. Preparation activities include:

1. Establishing department and individual responsibilities; identify emergency tasks.

2. Working with other departments/agencies to enhance cooperation and coordination, and eliminate redundancy; departments sharing responsibilities should complement each other.
3. Establishing education and training programs so each division, section, and employee will know exactly where, when, and how to respond.
4. Developing site specific plans for department facilities.
5. Ensuring employee job descriptions reflect their emergency duties.
6. Training staff and volunteer augmentees to perform emergency duties.
7. Identifying, categorizing and inventorying available departmental resources.
8. Developing procedures for mobilizing and employing additional resources.
9. Ensuring communication capabilities with the EOC.
10. Filling positions in the emergency organization as requested by the DES Director acting in accordance with this plan.
11. Preparing to provide internal logistics support to department operations during the initial emergency response phase.

B. General Response Responsibilities

Departments/agencies within Caroline County have the following emergency responsibilities:

1. Upon receipt of an alert or warning, initiate notification actions to alert employees and volunteer augmentees assigned response duties; and as appropriate:
 - a. Suspend or curtail normal business activities
 - b. Recall essential off-duty employees
 - c. Send non-essential employees home
 - d. Evacuate departmental facilities
2. As requested, augment the EOC's effort to warn the public through use of vehicles equipped with public address systems, sirens, employees going from door to door, etc.
3. Keep the EOC informed of field activities, and maintain a communications link to the EOC.
4. Activate a control center to support and facilitate department response activities, maintain events log, and report information to the EOC.
5. Report damages and status of critical facilities to the EOC.
6. If appropriate or requested, send a representative to the EOC.
7. Ensure staff working in the EOC has the authority to commit resources and set policies.
8. Coordinate with the EOC to establish protocols for interfacing with responders from the state, federal, or other local governments.
9. Coordinate with the PIO before releasing information to the media.
10. Submit reports to the EOC detailing department emergency expenditures and obligations.

C. County Departments and Agencies

The following agencies and departments are assigned primary and support responsibilities. More specific assignments can be found in the functional annexes and hazard-specific appendices to this EOP and in detailed SOP documents developed by each respective organization.

1. President, County Commissioners

- a. Provides overall control of response and recovery activities during major emergencies.
- b. Declares local "State of Emergencies".
- c. With other Commissioners provides funding for the administration of this Plan and for extraordinary costs sustained during response and recovery operations.
- d. Issues emergency rules and proclamations having the force of law during proclaimed emergency periods.
- e. Extend or terminate emergency/disaster declarations.

2. County Administrator

- a. Provides policy decision support to the County Commissioners.
- b. Keeps records of expenditures for the County Commissioners.
- c. Ensures the county functions administratively and make administrative policy decisions.

3. Department of Emergency Services (DES)

- a. Develops and coordinates the county-wide Emergency Management Program.
- b. Keeps the County Commissioners and key officials informed of emergency operations.
- c. Develops and maintains the EOP.
- d. Maintains liaison with neighboring jurisdictions; develops mutual aid agreements.
- e. Activates and manages the EOC; ensures staff is updated on events.
- f. Coordinates response and recovery operations, including the adequate representation of essential departments and agencies at the EOC.
- g. Issues and implements any protective action measures and directives.
- h. Coordinates the flow of information to adjacent jurisdictions and MEMA.
- i. Acquires needed resources from local, state, and federal sources.
- j. Develops, coordinates, and maintains warnings and emergency communication systems including the activation of public alerts and the Emergency Alert System (EAS).
- k. Develops and maintains the SOPs for the EOC.
- l. Coordinates and/or provides County emergency management training, EOC staff training as well as participation in drills and exercises.
- m. Provides coordination among local, state, federal, private and volunteer organizations.
- n. Ensures information released to the public is accurate and timely.
- o. Coordinates with federal, state, and local officials for the opening, maintaining, and staffing of a Debris Management Center (DMC) and Disaster Recovery Center (DRC).
- p. Develop, maintain, and disseminate emergency preparedness education materials to include hazard awareness programs.
- q. Develop and maintain a county-wide damage assessment program, and coordinate assessment procedures with local government.

▪ Public Information Officer (PIO)

See – Emergency Public Information, Annex D

- a. Serves as County spokesperson and point of contact with the media.
- b. Coordinates the release of information with the President of the County Commissioners, County Administrator, DES Director, and other emergency officials.
- c. Generates/distributes press releases containing situation summaries and responses.
- d. Exchanges and coordinates information with spokespersons from other organizations or jurisdictions, such as the Joint Information Center (JIC) and other PIO personnel.
- e. Assists in developing EAS announcements.
- f. Addresses rumor control.

▪ Emergency Communications Center (911Center)

See – Emergency Communications, Annex C

- a. Serves as the 24-hour contact point for emergency notifications.
- b. Verifies and disseminates reports of actual or pending emergencies and disasters.
- c. Notifies emergency response organizations from the pre-designated list.
- d. Activates the Alert Siren System.
- e. Provides the EOC initial situation/damage reports from the general public.
- f. Maintains the lists of special needs and medically fragile populations.
- g. Handles request for fire/police/EMS services and other emergency response activities.
- h. Maintains communication systems, including the 800 mhz radio system.

- **Risk Management**

- a. Performs functions in the EOC or on-scene as assigned.
- b. Coordinates and administers the county insurance programs.

- 4. **Emergency Medical Services (EMS)**

See- Fire and Emergency Medical Care, Annex H

- b. Provide emergency medical treatment.
- c. Transport sick/ injured to emergency medical care facilities or hospitals.
- d. Provide requested supplies, equipment, personnel, and training.
- e. Develop and coordinate field medical protocols.
- f. Provide trauma coordination through the Trauma Control Center.
- g. Assist in rescue operations and mass fatality incidents.

- 5. **Office of Information Technology**

- a. Ensures 24-hour staffing during EOC activations
- b. Provides information technology support to the EOC and emergency response teams.
- c. Obtains additional needed technical resources for disaster preparedness, response, and recovery operations.
- d. Maintains computers for County payroll.

- 6. **Volunteer Fire Companies**

See – Fire and Emergency Medical Care, Annex H
Hazardous Materials, Annex O

In addition to fire suppression and protection activities within the County, the volunteer fire departments are responsible for:

- a. Providing a representative to the EOC.
- b. Conducting fire suppression, rescue, and hazardous material operations.
- c. Assisting in route alerting and door-to-door notifications.
- d. Providing personnel for radiological monitoring and decontamination operations.
- e. Providing the EOC with situation/damage reports from observations and activities.
- f. Providing fire protection services to emergency mass care shelters.
- g. Containing and controlling hazardous materials.
- h. Providing search and rescue operations and coordinate heavy rescue operations.
- i. Augmenting the warning system by providing siren-equipped and/or public address mobile units, and/or manpower for door-to-door warning.
- j. Supporting other public safety operations.
- k. Ordering evacuation whenever necessary to protect lives and property.
- l. Providing initial emergency medical services and pre-hospital care.

- **Ambulance Services**

- a. Provides emergency medical transportation and emergency medical services in the field.
- b. Assists with the provision of EMS/first aid to evacuees at mass care shelters.
- c. Provides requested supplies, equipment, and personnel.
- d. Provides transport of contaminated, exposed, and/or injured individuals.
- e. Assists in public evacuation by providing ambulance support to the medically fragile.

- 7. **Law Enforcement**

See – Public Safety and Security, Annex G

The Sheriff's Department, town police departments, and Maryland State Police (MSP) share responsibilities and shall act in support of one another.

- a. Provides traffic control, crowd control, and security in restricted areas.
- b. Conducts search operations and coordination of heavy rescue operations.
- c. Provides situation/damage reports from observations and reports from the public.
- d. Augments warning system by providing siren-equipped and/or public address mobile units, and/or manpower for door-to-door warning.
- e. Maintains law and order and provides public safety activities.
- f. Provides security for key facilities.
- g. Protects property in evacuated areas.
- h. Enforces evacuation orders and orders from fire officials.
- i. Provides law enforcement and traffic control in support of fire department actions.

▪ **Sheriff's Department**

- a. Assists local law enforcement and corrections.
- b. Provides a representative to the EOC and provides EOC security.
- c. Establishes primary and alternate evacuation routes.
- d. Provides traffic control points and checkpoints during evacuations and re-entry.

8. Department of Public Works (DPW)

See – Debris Management Operational Plan, Annex X

- a. Provides for the removal and disposal of debris from County roadways and bridges.
- b. Works closely with the Debris Management and Debris Monitoring Contractors when the amount of debris exceeds the capabilities of the County.
- c. Provides personnel to the EOC and DMC.
- d. Assists with initial infrastructure damage assessment of horizontal construction, (i.e., roads, bridges, storm sewers, etc).
- e. Provides heavy equipment to support rescue operations.
- f. Maintains resource lists of equipment and materials (dump trucks, cranes, manpower, fuels, and earthmoving machinery).
- g. Provides technical information on damaged structures.
- h. Provides traffic control signs and barricades, and operational control of traffic signals.
- i. Assists with the identification of evacuation routes and keep evacuation routes clear of stalled vehicles and in passable condition.
- j. Coordinates the disposal of solid waste from congregate care facilities.
- k. Coordinates emergency utility support requirements with public and private utilities.
- l. Operates fleet repair facility.
- m. Provides for availability of motor vehicle fuels for county vehicles.
- n. Provides for storage of equipment and vehicles in a safe place.
- o. Provides an emergency potable water supply and emergency sanitation facilities.

9. Health Department (CCHD)

See- Public Health and Medical Services, Annex I

- a. Provides a representative to the EOC.
- b. Assists in making protective action recommendations.
- c. Establishes and operate emergency medical care centers.
- d. Provides health advisories and instructions to PIO for dissemination to the public.
- e. Coordinates with appropriate agencies on the handling, storage, and disposal of waste and contaminated personal items.
- f. Provides special needs information to the appropriate emergency response agency.
- g. Provides and implements recommendations for the use of potassium iodide (KI) from the Maryland Department of the Environment (MDE) following a radiological incident.
- h. Provides nursing and mental health staff in response to an event.

- i. Coordinates insect and rodent control.
- j. Provides medical support to evacuees in emergency mass care shelters.
- k. Performs disease control operations, (I.e., epidemic intelligence, evaluation, prevention, mass inoculations and detection of communicable diseases.
- l. Conducts environmental health activities in regard to waste disposal, refuse, food, water control, and vector control.

▪ **Medical Examiner**

See – Mass Fatalities and Mortuary Services, Annex Y

- a. Coordinates the collection, identification and disposition of deceased victims from an incident scene as well as notify relatives.
- b. Supervises and determines the location of temporary morgues and mass burial sites.
- c. Coordinates internment with area funeral homes.
- d. Protects the property and personal effects of the deceased.
- e. Establishes and maintains a comprehensive recordkeeping system for fatality numbers.

10. Department of Social Services (DSS)

See- Mass Care and Emergency Shelter Plan, Annex T

- a. Provides a representative to the EOC.
- b. Establishes and manages operations at emergency mass care shelters.
- c. Provides personnel for counseling, registration, food distribution, and administrative duties at mass care shelters.
- d. Provides a rotation of knowledgeable representatives to a Disaster Recovery Center.
- e. Keeps a record of expenditures at emergency mass care shelters.
- f. Coordinates assistance from non-governmental social service organizations.
- g. Provides mass care center capacities and status reports to the EOC.
- h. Maintains a list of special needs clients, nursing homes and assisted living facilities.
- i. Makes senior centers available during emergencies, including use as Cooling Centers.

11. Office of Finance

See – Financial Management, Annex F, Appendix 1

- a. Provides a representative to the EOC.
- b. Processes emergency purchases/procurement.
- c. Secures supplies, equipment, or services when necessary to prevent delays in the delivery of critical County services during an emergency.
- d. Documents all requisition and delivery records for emergency purchases.
- e. Establishes/maintains a system whereby incident costs are identified and accumulated for State and Federal reimbursement.
- f. Coordinates property tax credits stemming from the emergency.
- g. At the conclusion of the emergency, obtains account codes and funds certification and prepare and distribute confirming purchase orders so vendors can be paid for supplies, equipment, and services furnished during the emergency.

12. Department of Planning, Codes, and Engineering

See- Damage and Debris Assessment Plan, Annex W

- a. Provides a representative to the EOC.
- b. Provides personnel to participate in damage and debris assessment operations.
- c. Assists the County Damage Officer with compiling damage reports.
- d. Inspects damaged buildings for livability and safety.
- e. Identifies ownership of affected properties during and after an emergency.
- f. Provides a rotation of knowledgeable representatives to a DRC.

13. Caroline County Public Schools

See – Emergency Protective Actions, Annex R

- a. Provides a representative to the EOC.
- b. Notifies public/private schools of an emergency and coordinates transportation needs.
- c. Implements protective actions for school populations.
- d. Provides school facilities for emergency shelters and feedings.
- e. Appoints building managers for each facility used during emergency operations.
- f. Provides personnel to assist in the preparation of food at emergency shelters.
- g. Provides custodial services for evacuees housed in emergency shelters.
- h. Works with DSS in the activation and operation of emergency shelters.

▪ Transportation Officer

See- Emergency Transportation, Annex R, Appendix 1

- a. Contacts bus providers for required transportation to support evacuation and shelters.
- b. Coordinates transportation for personnel, supplies, and vehicles.

14. Department of Human Resources

- a. Provides for the recruitment of manpower brought on by the disaster.
- b. Manages the emergency hire program.
- c. Maintains an employee database to access contact information and job assignments.
- d. Uses employee database to contact and direct employees providing support to the EOC.

15. County Attorney

See – Post Disaster Recovery and Reconstruction, Annex Z

- a. Reviews or drafts executive orders, emergency proclamations and legislation.
- b. Enforces emergency ordinances.
- c. Pursuant to the Stafford Act, coordinates with bar associations to direct individuals to legal services adequate to meet their needs as a consequence of a major disaster.

16. Department of Recreation and Parks (DRP)

See – Commodity Points of Distribution Plan, Annex E, Appendix 1

- a. Provides activities for evacuees in mass care shelters.
- b. Notifies parks and campgrounds when there is the potential for hazardous conditions.
- c. Assists with the delivery of commodity and donated goods.
- d. Assists in the volunteer management program.

17. Department of Corrections

- a. Provides information on Detention Center population and locations of inmates to EOC.
- b. Develops and maintains emergency plans for correctional and detention facilities.
- c. Provides detention facilities for emergencies involving mass arrests.

18. Economic Development Officer

See – Post Disaster Recovery and Reconstruction, Annex Z

- a. Serves as a representative to the DRC.
- b. Assists in long-term recovery efforts.

D. State Departments and Agencies

The State is responsible for providing resources to support community response and performing technical response functions on behalf of the County and local communities.

1. Maryland Emergency Management Agency (MEMA)

- a. Coordinates State personnel and resources which can be used by the County.
- b. Requests appropriate disaster declaration (Presidential, Small Business Administration).
- c. Assists local and State departments and agencies to coordinate protective actions.

2. Maryland Department of Environment (MDE)

See – Hazardous Materials Plan, Annex O

- a. Provides personnel, equipment and materials to participate directly in the mitigation of hazardous material incidents and technical assessments.
- b. Depending upon the emergency recommends or directs protective actions.
- c. Performs environmental monitoring and sampling.
- d. Provides guidance on issues involving chemical contamination/hazardous materials spills in soil, surface water, and/or groundwater.
- e. Verifies minimum clean up standards for soil and water.
- f. Coordinates with appropriate agencies on the handling, storage, and disposal of contaminated items and waste.

3. State Highway Administration (SHA)

See - Severe Weather Emergencies, Annex M
Debris Management Operational Plan, Annex X

- a. Repairs and restores state roads and bridges.
- b. Provides traffic and access control equipment.
- c. Ensures State roads are clear of snow, impediments and debris.
- d. Maintain a list of equipment and materials which can be used during emergencies (dump trucks, cranes, fuel, manpower, earthmoving machines, and snow plows).

4. Maryland State Police (MSP)

See – Public Safety & Security, Annex G

- a. Provide aerial transport for the sick and injured
- b. Assists in selecting primary and alternate evacuation routes.
- c. Assists in staffing and providing equipment for access control points.

5. Maryland Department of Natural Resources (DNR)

- a. Notifies State parks and boaters of protective actions.
- b. Supports incident command during forest, field, or swamp fires.
- c. Assists in the evacuation of waterways and with wildlife issues.
- d. Assists Public Works with equipment, including providing boats.

6. Maryland Department of Health and Mental Hygiene (DHMH)

See – Public Health and Medical Services, Annex I

- a. Monitors water supplies
- b. Provides environmental health advisories to the County PIO.
- c. Assists the County Health Department and MDA in the sampling and control of food, water, and livestock feed supplies.

7. Maryland Department of Agriculture (MDA)

See – Agriculture Emergencies, Annex K, Appendix I
Radiological Emergencies, Annex Q

- a. Assist State and local agencies in coordinating sampling, testing, and control of food, water, milk, and livestock feed which may have become contaminated.

- b. Assist in providing vector and vermin control; provide mosquito control to coastal or swampy areas.
- c. Provide technical assistance to the Health Department and to Department of Natural Resources in the identification of dangerous chemicals and pesticides.
- d. Develop and disseminate public information when health hazards concerning animals are threatening to impact human health.
- e. Coordinate epidemiological investigations.
- f. Develop procedures, protocols and capabilities for assessment process and conduct sampling of susceptible domestic animals once a suspected outbreak is reported.

8. Maryland Institute for Emergency Medical Services System

The Maryland Institute for Emergency Medical Services Systems (MIEMSS) is responsible for supporting local EMS and coordinates emergency medical care and transportation for the critically ill or injured.

9. State Assessment and County Taxation Office

- a. Advises individuals/businesses about obtaining tax relief after disaster sustained losses.
- b. Supplies real estate data needed when federal disaster loans are sought by the County.

10. Office of the Chief Medical Examiner

See – Mass Fatalities and Mortuary Services, Annex Y

- a. Establishes fatality collection areas to facilitate recovery operations.
- b. Coordinates the removal of the dead from an incident scene.
- c. Conducts body identification and notifies relatives.
- d. Coordinates with state and local departments and agencies to determine the location of temporary morgues, mass burial sites and internment with area funeral homes.
- e. Establishes and maintains a comprehensive recordkeeping system for the updating and recording of fatality numbers.

11. National Guard

See – Military Support, Annex G, Appendix 2

- a. Provides state EOC with situation/status reports pertaining to progress in the County.
- b. Provide requested supplies, equipment, resources, and personnel.
- c. Provides aircraft for search and rescue operations.
- d. Assists with access control and security for evacuated areas.
- e. Transports emergency supplies.

E. Federal Departments and Agencies

The Federal Government is responsible for providing technical and operational support to the state and local communities. The key agencies of the Federal response are identified, along with their respective response functions.

1. Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA)

- a. Coordinates the overall Federal disaster response.
- b. Provides Federal resources and disaster assistance to state and local government.
- c. Provides coordination and monetary assistance to the debris management effort.
- d. Ensures Federal support exists for disaster recovery operations.

2. United States Department of Agriculture (USDA)

- a. Provides advisories to the PIO concerning food, water, milk, and livestock feed control.
- b. Provides guidelines to allow farmers access to restricted areas.
- c. When requested, provides a representative to the EOC.
- d. Provides damage assessment reports for crop and livestock damage after a disaster.

3. United States Coast Guard (USCG)

- a. Notifies appropriate federal departments and agencies, to assist in response operations.
- b. Performs rescues on waterways.

3. United States Army Corps of Engineers (USACE)

See – Debris Management Operational Plan, Annex X

- a. Provide a liaison to the DMC.
- b. Advise DMC staff on debris management site locations.
- c. Alerts USACE Debris Planning and Response Team (PRT) to respond to the County.

F. Non-Governmental Organizations

Certain non-governmental organizations participate in emergency management activities. These organizations will provide services to the residents of Caroline County before, during, and after the occurrence of an emergency or disaster.

1. American Red Cross (ARC)

See – Emergency Shelter and Mass Care, Annex T

- a. Provide a liaison to the EOC.
- b. Provide mass care for major fire scenes.
- c. Provide fire aid centers for noncritical injuries.
- d. Assist with coordination of needed blood, blood products, and vaccines.
- e. Establish and coordinate mass feeding.
- f. Provide mobile canteen service to victims and emergency service workers.
- g. Provide personnel and materials to support mass care activities.
- h. Provide training for shelter managers and staff.
- i. Coordinate shelter operations and registration with DSS.
- j. Assist evacuees in family linking services by the Disaster Welfare Inquire System.
- k. Provide food, clothing, housing, household furnishings, medical, bedding and linens, occupational supplies, and other necessities to disaster victims.

4. Salvation Army

- a. Provide supplies, equipment, and personnel.
- b. Provide various emergency services to include case work services, financial counseling, and a wide variety of emergency aid to people in need (e.g., food, clothing, cash grants for emergency lodging, bedding, clean-up kits and other assistance needs).

3. Maryland Cooperative Extension

- a. Coordinates activities with the Food and Agricultural Council.
- b. Provides animal health advisories to PIO.
- c. Coordinates with agencies on handling, storage, and disposal of dead animals/waste.
- d. Provide guidance on family finances, home cleanup, and sanitation to disaster victims.
- e. Assists the Maryland Department of Agriculture (MDA) in the sampling and control of food, water, and livestock feed supplies.

4. Caroline County Humane Society

See- Animal Protection Plan, Annex U, Appendix 1

- a. Provides assistance in the prevention, detection and control of rabies.
- b. Provides animal control and services assistance.
- c. Manages the animal portion of the Emergency Animal Shelter.

5. Utility Companies

See – Utility Disruptions and Failures, Annex L, Appendix 2

- a. Provides representation to the EOC.
- b. Restores essential and secondary services.
- c. Provides status reports/outage statistics to the EOC.
- d. Provides supplies, equipment, and personnel; assists other utility companies.
- e. Conducts infrastructure damage assessment of utility “life lines” (water, power, natural gas, sewer, waste services, and telecommunications) owned by each utility.
- f. Provides EOC management oversight of utility actions to ensure the needs of special populations and individuals are provided for.

▪ Electric Utilities (Delmarva Electric Company & Choptank Electric Cooperative)

- a. Provides emergency power in disaster areas.
- b. Works to restore normal conditions as quickly as possible.

▪ Natural Gas & LP Gas Distributors

- a. Responds to emergencies involving their transmission facilities
- b. Assists in public education concerning ways to deal with their products or equipment during emergency situations.

▪ Telephone Utilities (Verizon)

Provide temporary phone lines and services to support the EOC, DMC, emergency service providers, and emergency care facilities.

6. Debris Contractors

See – Debris Management Operational Plan, Annex X

- a. Remove debris from roadways and public property after a debris generating event.
- b. Assist in the demolition of structures severely damaged by an emergency or disaster.
- b. Manage Debris Management Sites for the reduction and disposition of debris.
- c. Monitor quantity of debris removed from the County by the debris removal contractor.

7. Radio Amateur Civil Emergency Services (RACES) Radio Officer

See – Emergency Communications, Annex C

- c. Activates, manages, and maintains RACES radio operations.
- d. Assists with the warning and emergency information dissemination.
- e. Provides communications support.
- f. Provides emergency radio communication links between the EOC and shelters.
- g. Ensures adequate staffing for RACES operations.

8. Media

See – Emergency Public Information, Annex D

- a. In general, disseminate warning messages provided by authorized sources to the general public as rapidly as possible in the event of an impending or actual disaster.
- b. Disseminate information provided by the PIO.

- **Commercial Print Media**
Assist with emergency information dissemination.
 - **Commercial Radio and Television Systems**
Assist with emergency information dissemination.
 - **Cable Television Systems**
 - a. Maintain Emergency Alert System (EAS).
 - b. Assist with emergency information dissemination.
- 9. Volunteer Organizations**
See – Donations Management, Annex V
- a. Performs functions in the EOC or on-scene.
 - b. Provides requested supplies, equipment, and volunteer personnel.
 - c. Responds to search and rescue missions within their capabilities.
 - d. Assists with meeting the needs of individuals and special populations.
 - e. Assists in response and recovery involving donated goods and services.
- **Maryland Voluntary Organizations Active in Disaster (MDVOAD)**
 - a. Assists in coordinating resources of private, non-profit disaster relief organizations.
 - b. Support local donations and volunteer management efforts.
 - c. Support long-term recovery efforts.
- 10. Business and Industry**
- a. Provides supplies, equipment, and personnel.
 - b. Assists with functions requested by the EOC.
- 11. Community Service Organizations**
- a. Provides requested supplies, equipment, and personnel.
 - b. Assists with meeting the needs of special populations and individuals.

VII. ADMINISTRATION AND LOGISTICS

A. General

During and after an emergency or disaster, administrative and some operational procedures may have to be suspended, relaxed, or made optional in the interest of protecting life or property. Departments/agencies are authorized to take any and all necessary and prudent actions in response to disaster or emergency incidents. County personnel not assigned to essential duties may be re-assigned to departments providing emergency support.

1. Normal procedures which do not interfere with timely accomplishment of emergency duties will continue to be used by agencies. Emergency procedures departing from “business-as-usual” will be described in detail in department/agency SOPs.
2. The safety of both the affected population as well as response or recovery personnel will be a high priority throughout an emergency. County agency or departments shall take safety into consideration before the implementation of any action and safety will be constantly monitored during the operation itself.
5. Departments/agencies are responsible for keeping records of the name, arrival time, duration of utilization, departure time, and other information relative to the service of emergency workers, as well as documentation of the injuries, lost or damaged equipment, and other extraordinary costs.

B. Administration

1. Reports are required from involved agencies/departments and municipal governments to provide elected officials, the DES Director, and other government officials with information concerning the nature, magnitude, impact of a disaster, as well as for use in evaluating and providing the most efficient and appropriate response. Reports required may include:
 - a. Situation reports
 - b. Proclamation of emergency
 - c. Requests for assistance
 - d. Damage assessment reports
2. Agencies shall submit required reports to the appropriate authorities in accordance with the EOP and individual SOPs. Copies shall also be submitted to the EOC. In addition:
 - a. Records of expenditures and obligations involved in emergency operations must be maintained by the respective department.
 - b. DES shall submit reports to MEMA by the most expedient means.

C. Planning and Coordination

1. Each department/agency shall keep an updated inventory of its personnel, facilities, and equipment resources as part of their SOPs and COOP Plans.
2. Departments and organizations involved in the execution of activities contained in the EOP will be organized, equipped, and trained to perform designated responsibilities.
3. Departments and agencies are responsible for the development and maintenance of their own internal operating and notification procedures.
4. Departments and agencies are responsible for filling any important vacancies; recalling personnel from leave; and alerting those who are absent due to other duties or assignments.
5. Unless directed otherwise, the release of information to the public or media will be handled through the PIO.
6. Representatives to the EOC will make arrangements to ensure their families are provided for in the event of an emergency to ensure a prompt, worry-free response and subsequent duty.
7. The ECC has TTY equipment to communicate with the deaf. The resource manual lists interpreters to communicate with non-English speaking residents.
8. The Maryland Relay Service for persons who are deaf, hard of hearing or speech disabled is available 24 hours a day by dialing 711.
9. There are facilities within the County for the disabled and elderly. In the event of a disaster, these individuals would be evacuated and moved to nearby shelters.
10. Emergency operation procedures have been established in the event of needing to evacuate the County Detention Center.

D. Financial Management

See – Logistics and Resources Management, Annex E

Emergency expenditures are not normally integrated into the budgeting process of the County. Nevertheless, disasters occur periodically and occasionally require necessary and substantial unanticipated obligations and expenditures. Any disaster-related obligations and expenditures necessitated by an emergency will first be made by the use of appropriated funds. When these funds are inadequate during an emergency, the President of the County Commissioners may make contingency funds available.

All departments/agencies shall designate personnel to be responsible for the documentation of disaster operations and expenditures. Emergency expenditures shall be incurred in accordance

with existing emergency purchasing procedures. Though formal procedures may be waived, this in no way lessens the requirement for sound accountability and financial management.

1. All departments/agencies shall assure the safety of cash, checks, accounts receivable, and assist in the protection of other valuable documents/records.
2. Local government purchasing personnel facilitate the acquisition of all supplies, equipment, and services necessary to support emergency response actions.
3. A complete and accurate record of purchases, a record of properties commandeered to save lives and property, and an inventory of supplies and equipment purchased in support of the emergency response shall be maintained.
4. Participating departments and agencies will keep accurate records in order to differentiate between disaster related expenditures and obligations from general programs and activities. Documentation includes: logs, formal records, and file copies of all expenditures, receipts, personnel time sheets. When requested, reports will be forwarded to DES.
5. When private property is used by the County during a declared State of Emergency, the owner shall be compensated for its use as well as any sustained damage.
6. A separate EOC "Finance Section" may be formed to handle the monetary and financial functions during large emergencies or disasters.

E. Logistics

See – Logistics and Resources Management, Annex E

Logistics will be needed to support field operations, EOC operations, and disaster victims. DES shall develop and maintain current resource information on supplies, equipment, facilities, and skilled personnel available for emergency response and recovery operations. Departments and agencies responding to emergencies and disasters will first use their available resources.

1. Emergency resource information will include procedures and points of contact to facilitate rapid acquisition of needed resources.
2. Departments/agencies are expected to maintain an inventory of all non-consumable items, to include their disposition after the conclusion of the emergency.
3. The EOC Logistics Section becomes the focal point of procurement, distribution and replacement of personnel, equipment, and supplies.
4. The Logistics Section will provide services and equipment maintenance beyond the integral capabilities of the County

F. Emergency Procurement

See – Logistics and Resources Management, Annex E

In a disaster or emergency requiring an immediate purchase of supplies or contractual services (equipment, materials, rentals, etc), the County Procurement Officer shall secure any equipment, supplies, or services, necessary to prevent delays by departments or agencies in the performance of their responsibilities which may vitally affect the life, health, or general welfare of residents.

1. Whenever possible, the procurement of necessary resources will be accomplished using normal day-to-day channels. During unusual situations when normal channels would result in the loss of life and property, such procedures can be circumvented.
2. Identify the availability and accessibility of resources from neighboring jurisdictions, the state and federal governments.
3. Departments must document the necessity of the emergency purchase and provide accurate data to the Department of Finance.
3. The Procurement Officer will order the required supplies or services and provide the vendor with a purchase order number for confirmation at a later date.
4. The vendor will provide the items and bill against the purchase order number assigned at the time the order was placed.

5. At the conclusion of the emergency, the Procurement Officer will obtain account codes and funds certification confirming purchase orders so vendors can be paid for supplies, services and equipment furnished during the emergency.

G. Agreements and Understandings

Should local government resources prove inadequate during emergency operations; requests for assistance will be made to other local jurisdictions, higher levels of government, or others in accordance with existing or emergency Mutual Aid Agreements/Agreements of Understandings.

1. Such assistance may take the form of equipment, supplies, personnel, or other capabilities.
2. All agreements and understandings will be entered into by duly authorized officials and whenever possible be formalized in writing.

H. Use of County Employees During Emergencies

1. An appointing authority may assign an employee to perform related duties even though the assigned duties are not precisely within the scope of their normal employment.
2. Essential employees shall report for assignment when required and requested to do so.
3. An appointing authority may assign any employee to perform emergency duties at any place in the County and for periods of time other than their usual employment hours.
4. Employees assigned to emergency duties shall be reimbursed for reasonable and necessary expenses; and receive appropriate overtime or compensatory time in accordance with existing regulations and procedures.

I. Legal Considerations

1. Liability and Protection

- a. County employees may be subject to legal action because of injuries or damages resulting from their acts or omissions.
- b. County employees may be personally liable for any of their acts or omissions which involve gross negligence, malice, or unlawful conduct.
- c. An emergency does not justify improper or unlawful conduct.
- d. In such situations, employees may request legal representation from the Office of Law.

2. Non-discrimination

There will be no discrimination on the grounds of race, religion, nationality, sex, economic status, age or handicap in the execution of disaster preparedness or disaster relief/assistance.

3. Consumer Protection

Consumer complaints pertaining to alleged unfair or illegal business practices will be referred to the Better Business Bureau, or the County's States Attorneys Office.

J. Insurance

Local governments shall maintain insurance for property, workers' compensation, and general and automotive liability. Insurance information will be required by the Federal Government in the post-disaster phase. Information on insurance needs will be available following a disaster.

1. Insurance Claims

- a. Insurance claims are normally handled on a routine basis by commercial insurance companies and their adjustment agencies.
- b. A representative of the American Insurance Association is usually dispatched to a disaster area to assist with claim problems.

2. Duplication of Benefits

No person, business concern, or other entity will receive assistance with respect to any loss for which he/she has received financial assistance under any other program or for which he/she has received insurance or other compensation.

K. Preservation of Historic Properties

In the event of a disaster involving known historic properties in the County, DES will request the assistance of the Maryland Historic Preservation Officer to identify said historic properties within the designated disaster area for public assistance purposes.

IX. PROTECTIVE RESPONSE ACTIONS

After all types of emergency events, it is important to determine what has occurred, who is affected, and what essential services need immediate attention and restoration. The fundamental objective of the Caroline County emergency management operations is to protect the public from harm. Basic emergency protective actions are required to save lives and protect property. Considerations as to the necessary protective actions to adopt include the nature of the emergency, weather conditions, type, size, and density of the emergency; nearby population; expected duration of the emergency; time required to implement one or more protective actions; and the potential for a dangerous escalation of the emergency. The most common protective actions involve:

A. Sheltering

See-Mass Care and Emergency Shelter, Annex T
Sheltering In-Place, Annex T, Appendix 2

This protective action, involves shielding the public from a dangerous situation or hazard. It can be accomplished by instructing the public to Shelter-In-Place, remain inside their homes or other building. Depending upon the emergency residents may be told to report to a Mass Care Shelter.

B. Evacuation

See – County Evacuation Plan, Annex S

In some emergencies, evacuation may be the best protective action, with people removed from an area of actual or potential danger to a safer area. Evacuation orders will either be “voluntary” or “mandatory”. Depending on the number of people being evacuated, mass care shelters may be established. In most cases, the public will be asked to provide its own transportation and to visit friends or relatives outside of the endangered area.

C. Access Control

See – Public Safety and Security, Annex G

This protective action involves the rapid establishment of roadblocks, barriers, and/or detours to restrict public entry into hazardous or evacuated areas. Such control increases public safety, reduces public exposure to risk areas, promotes security of property, and assists in the efforts of emergency response personnel.

D. Food, Water, Feed, Livestock Control/Health Advisories

See – Public Health and Medical Services Plan, Annex I
Emergency Protective Actions, Annex R

Under some types of emergencies, portions of the County may be exposed to contamination. As a protective action, food, water, and livestock feed control measures restrict the consumption of such commodities and identify alternative sources until the contamination has decreased, eliminated, or decayed to safe levels.

X. TRAINING AND EXERCISES

Training and exercises are important functions in the County emergency management program. Through comprehensive individual and team training, emergency response personnel develop the necessary knowledge and skills to effectively prepare for crisis situations. Exercises provide opportunities to learn and to demonstrate the ability of the emergency organization to implement plans and accomplish checklist requirements.

The County Public Safety community participates in a wide variety of training and exercise opportunities. Participation allows for a continual evaluation and fine-tuning of emergency plans and checklists. While the emergency management staff coordinates emergency training, each department or agency is responsible for its own internal training requirements. Specific training and exercise issues may be found in the annexes and hazard-specific appendices in this EOP.

XI. PLAN DEVELOPMENT AND MAINTENANCE

Actions and responses described in the EOP are derived from threats identified in the County and State Hazard Analysis. This plan in turn, identifies how Caroline County intends to counter those threats.

- A. The contents of this plan must be known and understood by the departments and individuals responsible for its implementation. The DES Director is responsible for briefing County officials and staff members concerning their role in emergency management and in particular, the contents of this plan.
- B. The DES Director is responsible for the overall maintenance (review and update) of this EOP, and for ensuring changes and revisions are prepared, coordinated, published, and distributed.
- C. This EOP will be reviewed and updated annually based on deficiencies identified in actual or simulated use, or due to organizational or technological changes. An annual review of this plan is conducted by all involved officials. The Deputy Director, DES shall coordinate all review and revision efforts.
 1. Those portions of the plan actually implemented in an emergency event shall be reviewed to determine if revisions should be made to improve response and recovery time.
 2. This plan will be tested/validated periodically through simulated emergency exercises in order to determine if revisions should be made which would improve disaster response and recovery operations.
 3. After any disaster or emergency which causes any portion of this plan to be implemented, a formal critique will be conducted by DES within 30 days of such an event.
- D. Agencies participating in the disaster response, including those from adjacent jurisdictions, shall be invited to provide a knowledgeable representative to review respective operations, determine lessons learned, and any plan revisions which may be necessary.

XII. AUTHORITY

A. Federal

1. Federal Civil Defense Act of 1950, Public Law 81-920
2. The Disaster Relief Act of 1974, Public Law 93-288
3. Robert Stafford Disaster Relief and Emergency Assistance Act of 1988
4. Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135
5. Emergency Planning and Community Right-to-Know Act of 1986, Public Law 99-499

B. State

1. Article 16A, Annotated Code of Maryland, Maryland Emergency Management and Civil Defense Act
2. Executive Order 01.012005.09, Maryland Adoption of NIMS

C. County

1. Caroline County Resolution, Number 2005-015, Adoption of NIMS, December 2005
2. Caroline County Resolution Number #88-020, October 4, 1988
3. Caroline County Resolution Number 2, February 24, 1976
4. Caroline County Resolution 1, February 24, 1967.

XIII. ACRONYMS

ARC	American Red Cross
COG	Continuity of Government
COOP	Continuity of Operations Plan
DES	Department of Emergency Services
DHS	Department of Homeland Security
DMC	Debris Management Center
DNR	Department of Natural Resources
DRC	Disaster Recovery Center
DSS	Department of Social Services
EAS	Emergency Alert System
EMS	Emergency Medical Services
EMO	Emergency Management Organization
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
IC	Incident Commander
ICS	Incident Command System
JIC	Joint Information Center
MDA	Maryland Department of Agriculture
MDE	Maryland Department of Environment
MEMA	Maryland Emergency Management Agency
MOU	Memorandum of Understanding
MSP	Maryland State Police
NIMS	National Incident Management System
PIO	Public Information Officer
PRT	Planning and Response Team (Debris)
SHA	State Highway Administration
SOP	Standard Operating Procedure
USACE	US Army Corps of Engineers