



# CARROLL COUNTY EMERGENCY OPERATIONS PLAN

2020

CARROLL COUNTY EMERGENCY MANAGEMENT

CARROLL COUNTY  
DEPARTMENT OF PUBLIC SAFETY  
225 NORTH CENTER ST.  
WESTMINSTER, MD 21157

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**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
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**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
**FOREWORD**

Carroll County is confronted with many natural and technological hazards which threaten those who reside, work, and travel throughout the County, as well as the environment that makes up the County's landscape.

In preparation for the potential effects of such hazards, the County must be proactive in the production of plans and procedures for assembling as many public resources as possible, and to coordinate them with other mutual aid resources in a concerted response to all emergency conditions.

The Carroll County Emergency Operations Plan contains procedures and responsibilities pertaining to the organizations which will be involved in the response and recovery phases of major emergencies and disasters. For this plan to be utilized as effectively as possible when an emergency or disaster takes place, it is imperative that it be reviewed by all essential personnel to maintain an awareness of their organization's role in the scope of the response. Each agency/organization identified as having a role or responsibility in an emergency will generally perform a similar function that mirrors its normal day-to-day activities.

This plan utilizes the all-hazards approach, thereby making it sufficiently flexible for responding to any emergency/disaster which could occur.

**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
**PROMULGATION STATEMENT**

We, the undersigned Commissioners of Carroll County, Maryland, endorse and promulgate this document as the official Emergency Operations Plan for this County, superseding all previous versions of this plan.

We hereby direct all departments, agencies, offices, and employees of the Carroll County Government affected by this plan to review this document and identify their responsibilities prior to, and during times of major emergencies and disasters.

Furthermore, we direct the entities mentioned above to carry out their responsibilities during times of major emergencies and disasters and to cooperate with and coordinate their activities with Federal, State, municipal, volunteer, and private organizations who are engaged in emergency assistance in this County.

This document, known as the Carroll County Emergency Operations Plan, shall become effective on the date it is signed.

This document is promulgated this 27<sup>th</sup> day of MAY, 2021

  
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President

  
\_\_\_\_\_

Commissioner

  
\_\_\_\_\_

Vice-President

  
\_\_\_\_\_

Commissioner

  
\_\_\_\_\_

Commissioner

**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
**INTRODUCTION**

The *Carroll County Emergency Operations Plan* (EOP) contained in these pages is a carefully revised update to the previous 2017 version. It follows a similar model as the preceding plan but includes current information for the consideration of modern threats, as well as resources, that exist throughout the County and the surrounding areas.

This Emergency Operations Plan takes into consideration the history of the County but also builds upon it to maintain a current state of readiness as different hazards emerge. The plan utilizes a supporting annex break-down of the various capabilities typically depended upon within emergency response, just as in the previous version.

**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
**HOW TO USE THE PLAN**

The Basic Plan is intended for use by elected officials, emergency essential County personnel, and certain private organizations.

The supporting annexes (known as Coordinating Functions\*) to the Basic Plan are for the use of departments and organizations with operational responsibilities. Annexes are supported as necessary by department or organization Standard Operating Procedures/Standard Operating Guidelines (SOPs/SOGs). Each department or organization named within the Emergency Operations Plan should develop and maintain its own operational plan which includes SOPs/SOGs covering its task assignments.

Departmental or agency plans referenced in the supporting annexes of the Basic Plan contain detailed information on operational/response procedures as specified by the lead agency for that plan.

\*Maintained by Carroll County Emergency Management



**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
**PLAN DEVELOPMENT AND MAINTENANCE**

Carroll County Emergency Management holds the primary responsibility for the development, distribution, maintenance, and the overall coordination for the implementation of the Carroll County Emergency Operations Plan. This plan will be reviewed and revised on a biannual basis as required to ensure compliance with current federal, state and regional guidelines. Revision will also include current best practices and/or procedures that are adequately represented for the present time of the update. If necessary, the changes will also include the deletion of outdated information. Any changes made shall not contradict or supersede existing authorities or other statutes or directives.

The Carroll County Emergency Management Manager, or designee, will ensure that a review of this plan is conducted by all primary departments or agencies listed within the Coordinating Function Annexes of this plan. All annexes shall be reviewed and revised on the same biannual cycle as the EOP Basic Plan. All coordinating agencies are encouraged to periodically review the plan and recommend changes to their specific annex at any time. Prior to proposing any changes, the proposing agency shall coordinate with all supporting agencies listed under the specific annex and obtain written approval from their agency's head. Any changes made to the EOP after implementation and between the next scheduled update will be recorded in the Record of Changes table on page 11 of this document. All proposed changes shall be submitted to Carroll County Emergency Management for implementation and distribution.

Once revised and updated accordingly, the Carroll County Emergency Management Manager may activate this plan as necessary for training and exercise purposes. Regularly conducted exercises will help to ensure the readiness of all agencies listed within the plan and to identify any operational deficiencies, which will be addressed in the next plan revision.

Carroll County Emergency Management will distribute copies of the EOP, in both electronic and paper format, to all agencies designated in the Distribution List on page 10 of this document. An electronic copy of the redacted version of the plan will be publicly available on the County's website.

This plan shall be effective upon approval and promulgation by the Board of County Carroll Commissioners.

**CARROLL COUNTY  
EMERGENCY OPERATION PLAN  
NATIONAL INCIDENT MANAGEMENT SYSTEM**

**Policy**

To prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies, the Carroll County Government shall establish a single, comprehensive approach to incident management. The objective of the Carroll County Government is to ensure that all levels of government across the County have the capability to work efficiently and effectively together, using a national approach to incident management.

**Tasking**

The heads of all County departments and agencies are to provide full and prompt cooperation, resources, and support as appropriate and consistent with their own responsibilities, to protect the County.

The County shall follow and implement the National Incident Management System (NIMS), and maintain compliance with the system in emergency preparedness, response, and recovery. This system provides a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide interoperability and compatibility among Federal, State, and local capabilities, NIMS includes a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

The heads of all County departments and agencies shall adopt NIMS within their departments and agencies and shall provide support and assistance to the Department of Public Safety in the implementation and maintenance of NIMS. All County departments and agencies will use NIMS in their domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities, as well as those actions taken in support of Federal, State and local entities.

**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
**DISTRIBUTION LIST**

Maryland Emergency Management Agency  
Board of County Commissioners  
Carroll County Administrator  
Carroll County Department of Public Safety  
Carroll County Sheriff's Office  
Maryland State Police – Westminster Barracks  
Westminster City Police  
Hampstead Town Police  
Manchester Town Police  
Mount Airy Town Police  
Taneytown Police  
Sykesville Town Police  
Carroll County Department of the County Attorney  
Carroll County Department of Management and Budget  
Carroll County Department of the Comptroller  
Carroll County Department of Fire and Emergency Medical Services  
Carroll County Department of Human Resources  
Carroll County Department of Technology Services  
Carroll County Department of Land and Resource Management  
Carroll County Department of Comprehensive Planning  
Carroll County Department of Public Works  
Carroll County Department of Citizens Services  
Carroll County Department of Economic Development  
Carroll County Department of Recreation and Parks  
Carroll County Health Department  
Carroll County Department of Social Services  
Carroll County Board of Education  
Carroll Composite Squadron Civil Air Patrol  
Carroll County Amateur Radio Club  
Carroll County Volunteer Emergency Services Association  
Carroll County Volunteer Fire Companies  
Carroll Hospital  
Carroll Transit System  
Agricultural Extension Office  
American Red Cross  
Salvation Army  
Maryland National Guard  
Maryland State Highway Administration  
Humane Society of Carroll County  
Baltimore Gas and Electric  
Potomac Edison Power Company  
Springfield Hospital Center



**EMERGENCY OPERATIONS PLAN  
BASIC PLAN**

**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
**BASIC PLAN**

**I. PURPOSE**

- A. To identify the roles and responsibilities of County government and local agencies during emergencies or major disasters, either natural or man-made.
- B. To describe the policies and procedures for the response and recovery phases of all emergency activities.
- C. To assign functional responsibilities to County and local agencies.
- D. To facilitate coordination between various emergency-essential agencies in their response to emergency and disaster situations within the County.

**II. SCOPE**

**A. THIS PLAN:**

- 1. Applies to all participating departments and agencies located within the geographic boundary of Carroll County, Maryland.
- 2. Establishes a concept of operations as well as roles and responsibilities for key organizations to effectively manage incidents within Carroll County, from initial monitoring to post-disaster activities.
- 3. Details the necessary actions to address mitigation, preparedness, response and recovery operations.
- 4. Applies to all identified hazards in Carroll County.
- 5. Is supplemented by function-specific operational plans.
- 6. Applies to all primary and supporting agencies listed in the coordinating function annexes and any other department or agency deemed necessary by the Emergency Management Manager.
- 7. Embraces a whole community approach to emergency management, incorporating children; elderly; individuals with access and functional needs; low income individuals; and cultural minority and non-English speaking populations.
- 8. Is a flexible document and will be continuously reviewed and revised to adapt to the unpredictable nature of emergencies and progression of

emergency planning efforts. Those who utilize this plan will recommend changes that will be considered for future revisions.

### **III. SITUATION AND ASSUMPTIONS**

#### **A. SITUATION**

1. The County is exposed to many hazards that are of natural origin, including, but not limited to, snow/ice storms, hurricanes, flooding, tornadoes and damaging thunderstorms, all of which have the potential for disrupting the community, causing damage, and creating casualties.
2. The County is exposed to a number of human-caused/technological hazards that threaten the County's population. Technological hazards include acts of terrorism [including those involving weapons of mass destruction (WMDs) and biological or chemical agents] riots and civil disorder, active assailants, accidental hazardous material spills, fires, and transportation accidents.
3. The County has considerable transportation infrastructure which sustains air, rail, and road traffic which is vulnerable to transportation related incidents.
4. Government and private organizations and agencies in Carroll County host sports, entertainment, cultural, political, and business events that involve large numbers of participants, and are vulnerable to emergency incidents.
5. Emergency Management operations in Carroll County are performed by a partnership of local, County, State and private agencies which may be supplemented by other States and the Federal government.
6. The Carroll County Emergency Operations Plan reflects a broad organizational approach to all hazards that affect the County and applies to most response scenarios. Hazard specific guidance may be developed and implemented under the direction of the County Emergency Management Manager.
7. This document supersedes all previous versions or editions of the Carroll County Emergency Operations Plan. However, this plan does not supplant existing plans or authorities developed for response to specific incidents under statutory authority, although it may be used to supplement such plans.

#### **B. ASSUMPTIONS**

1. An emergency or disaster may occur in the County at any time and with no warning.

2. The potential scope and impact of these incidents may vary from minor emergencies requiring a minimum response to a major incident requiring significant response due to many factors including weather, location, population density, and the type of emergency.
3. In low or minimal-impact emergencies, local response agencies will be capable of effective action to protect lives and property. Mutual aid agreements have been established for cases in which the County needs to utilize resources from surrounding jurisdictions.
4. In large-scale or high-impact emergencies, the scope and complexity of the incidents may result in the request of mutual aid from surrounding jurisdictions to help supplement the local response efforts.
5. Large-scale incidents may extend beyond the boundaries of Carroll County, where surrounding jurisdictions may also experience casualties, property damage, economic disruption, and the burdening of emergency services.
6. Upon request, the State and/or Federal government will work to provide appropriate assistance if local capabilities are overwhelmed. Technical and financial assistance may be sought out from the State and Federal governments if local response capabilities are not sufficient to effectively respond to an incident.
7. Organizations and agencies outlined in this document will work to fulfill their assigned responsibilities and roles during response and recovery efforts.
8. Emergency services and other essential personnel may become casualties and/or experience casualties or damage to their family and property.
9. Widespread power and communication outages may affect emergency communications and public safety facilities.
10. Depending upon the scope of an incident, utilization of the County's Continuity of Operations Plan (COOP) may be necessary.

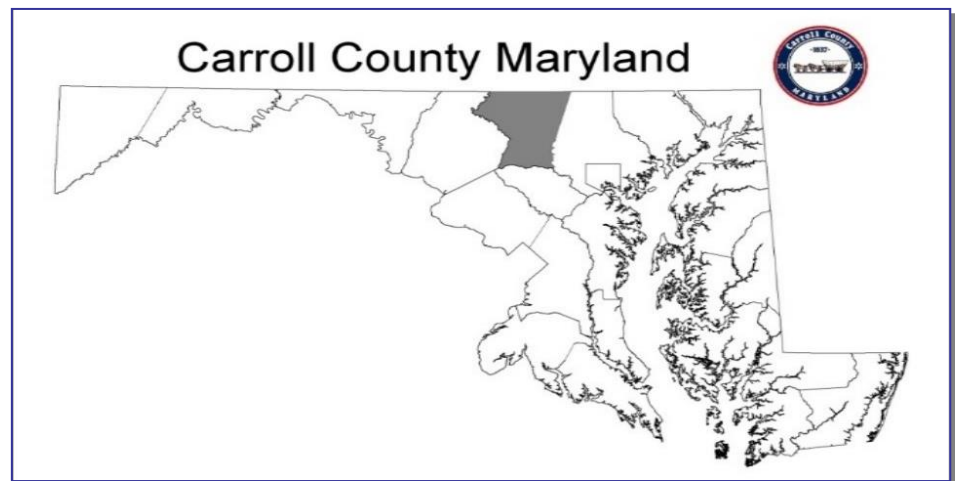
**C. COUNTY PROFILE SUMMARY**

1. Geography:
  - a. Carroll County covers 452.45 square miles, or approximately 289,000 acres.
  - b. Eight incorporated towns are located within the County: Hampstead, Manchester, Mount Airy (partly located in Frederick County as well), New Windsor, Sykesville, and Union Bridge.



There are also two cities in the county: Westminster and Taneytown.

- c. Carroll County is located in the Piedmont region of north-central Maryland. Parr's Ridge diagonally divides the County into two major drainage basins. These two major drainage basins contain nearly 1,380 miles of streams.
- d. Streams to the north and west drain into the Monocacy River and the Potomac River. Streams in the south eastern and central portions of the County will typically feed into either Liberty Reservoir or Piney Run Lake. Each of these bodies of water then drains into the Patapsco River which runs through Baltimore County, and then eventually feeds into the Chesapeake Bay.
- e. The streams within the north east portion of the County drain into Prettyboy Reservoir in Baltimore County, which then feeds Loch Raven Reservoir, and eventually drains into the Chesapeake Bay.



*Figure 1: Carroll County, Maryland*

2. Climatology:
  - a. Carroll County lies within the boundaries of the humid continental zone. The county is defined by hot, humid summers with cool to cold winters. Generally, Carroll County experiences four well-defined seasons.
  - b. According to the Maryland State Office of Climatology, statistically the coldest period of the year is late January and early February; the warmest period is the month of July.
  - c. Precipitation is evenly distributed throughout the year; typically, May is the wettest month. The heaviest precipitation is generally the result of low-pressure systems moving northeastward along the Atlantic Coast.

Rainfall averages 42 inches per year, and the county receives an average of 31 inches of snowfall per year.

3. Demographics:

- a. Carroll County is mainly an agricultural and residential County, with many people commuting to work outside of the County.
- b. The Carroll County Department of Economic Development estimates that Carroll County's population was 167,997 in 2018.
- c. The number of households within the County is estimated to be about 65,022 as of 2018.
- d. According to the U.S. Census Bureau, in the four-year span from 2014 to 2018, 5.3% of the population of Carroll County was living below the poverty line.

4. Infrastructure:

- a. Carroll County is a heavily agricultural-based community, making it a valuable source of farmed products such as corn, soybeans, wheat, and barley, but also a source of livestock such as cattle, hogs, and sheep.
- b. As of 2016, there were just over 4,227 total employer establishments within the County with just under 50,537 employed by these workplaces.
- c. Several agencies share law enforcement responsibilities in Carroll County. Maryland State Police have a regional barracks in Westminster and are responsible for all state roads; however, the Carroll County Sheriff's Office is the primary police force. In addition to the State Police and County Sheriff, the following municipalities have police forces: Hampstead, Manchester, Westminster, Sykesville, Taneytown, and Mount Airy.
- d. The Carroll County Department of Fire/EMS is comprised of fourteen fire stations. These stations are independent corporations that operate under the authority of the County and are responsible to respond to emergencies within a designated response district. The Fourteen (14) fire companies include: Mount Airy, Hampstead, Westminster, Manchester, Taneytown, Pleasant Valley, Lineboro, Union Bridge, Reese, New Windsor, Harney, Sykesville/Freedom, Gamber and Winfield. [REDACTED]

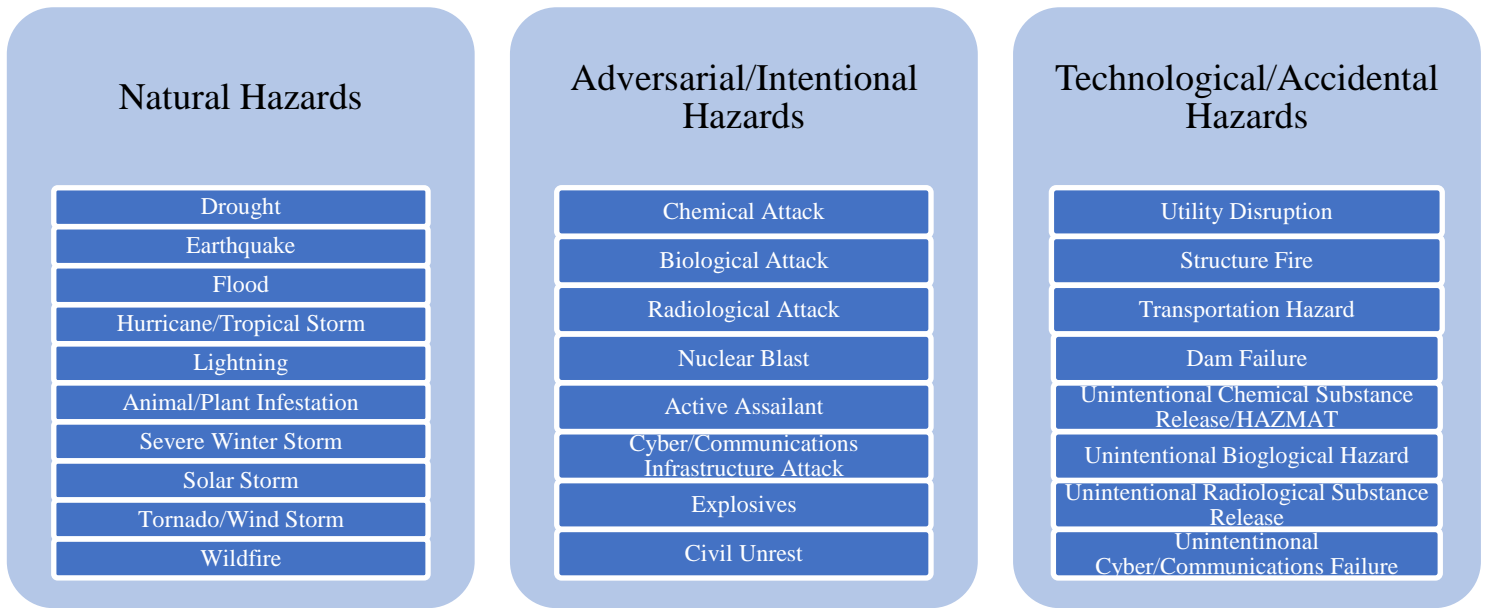
- [REDACTED]
- [REDACTED]
- e. The Carroll County Public School System is responsible for the operation of thirty-nine (39) public grade schools, along with five (5) additional schools for alternative programs (The Gateway School, Crossroads Middle, Flexible Student Support, P.R.I.D.E. Program, and Outdoor School) with over 25,000 students enrolled, and approximately 6,000 employees, as of the 2019-2020 academic year. The public-school system is governed by the Board of Education, which is comprised of five (5) elected officials and a student representative.
  - f. Only two higher education institutions exist in Carroll County, Carroll Community College and McDaniel College. Carroll Community College is a public two-year and adult-education school, while McDaniel College is a private four-year school. In 2017-2018, Carroll Community College had a student population of approximately 3,050 and McDaniel College had a student population of approximately 2,816. While McDaniel College provides housing for students, Carroll Community College does not.
  - g. There is only one general receiving hospital within the County, Carroll Hospital. This hospital is the employer of more than four hundred (400) physicians with over thirty-eight (38) different specialties; it has a 163-bed capacity and employs more than 2,000 individuals. On an annual basis, Carroll Hospital experiences more than 416,000 patient encounters.
  - h. There is one other inpatient medical center within the County, Springfield Hospital Center; however, it is not a receiving hospital. This medical center serves regional psychiatric patients, and those receiving care are only admitted through direct referrals by a physician from emergency rooms, inpatient units at general hospitals, or from State or local courts.
  - i. Carroll County contains fifteen (15) registered air facilities, but Carroll County Regional Airport serves as the primary airpark. It is owned and operated by the County government, is the sixth largest airport in the state, and also serves as a backup airport to Baltimore Washington International Thurgood Marshall Airport (BWI). Carroll County Regional Airport is located directly to the north of Westminster and is situated to the west of MD State Route 97.
  - j. Four rail lines run through the County in different areas. Two of the lines are operated by CSX while the other two are operated by Maryland Midland Railway. [REDACTED]

5. Special events:

- a. During the summer months, from June through August, various organizations, such as the volunteer fire companies and the Lions Club, hold carnivals that draw thousands of people.
- b. High schools throughout the County host sporting events throughout the year that at times may draw hundreds of people.
- c. The Carroll County Agriculture Center and the Carroll County Farm Museum in Westminster are often the host locations for events throughout the year that draw thousands of people from around the County, as well as the State. Some of these events include the Maryland Wine Festival, 4<sup>th</sup> of July fireworks display, 4-H and FFA Fair.
- d. Jurisdictions within the County host numerous festivals and parades throughout the year in downtown streets, such as Fall Fest. These events are often located in Westminster, Sykesville, and Mount Airy, drawing hundreds of people.

6. Hazards and Risk Profile Summary:

- a. Carroll County is vulnerable to at least twenty-six (26) hazards. All hazards identified fall into three (3) categories: Natural Hazards, Adversarial/Intentional Hazards, and Technological/Accidental Hazards. The latter two hazard types can be grouped together under the umbrella term Human-caused Hazards, where Adversarial/Intentional Hazards are the result of deliberate actions, and Technological/Accidental Hazards are created by negligence, error, unintended failure, or human actions without harmful intent.



*Figure 2: Identified Threats and Hazards*

#### **IV. EMERGENCY DECLARATIONS**

##### **A. LOCAL DECLARATIONS**

1. The Board of Carroll County Commissioners has the authority to declare a local State of Emergency for up to thirty (30) days. The declaration activates the response and recovery aspects of the Carroll County Emergency Operations Plan and authorizes the provision of aid and assistance under the plan. This authority comes from the Annotated Code of Maryland, Public Safety Article, Title 14, Subtitle 1, and Section §14-111 of the Annotated Code of Maryland.
2. As outlined in Carroll County Resolution No. 1015-2017, the Board of Carroll County Commissioners may designate its authority to declare local states of emergency when warranted to a single member of the Board, i.e. the “principal executive officer.”
3. A local emergency declaration activates the Emergency Operations Plan and provides for the expeditious mobilization of county resources in responding to a major incident.

##### **B. STATE DECLARATIONS**

1. The Maryland Emergency Management Act, Annotated Code of Maryland, Public Safety Article § 14-107 gives the Governor the authority to declare a state of emergency. The state of emergency can be declared by executive order or proclamation.

2. The Governor may declare an emergency whenever an emergency has developed or is impending due to any cause.
3. Once a state of emergency has been declared, the declaration will continue until the Governor determines the emergency has been resolved, with the extent that conditions no longer exist, or the threat or danger has passed. A state of emergency will continue for no longer than thirty-days (30) unless the Governor renews the declaration. The General Assembly (by joint resolution) also has the authority to terminate a declaration at any time. Once the General Assembly has voted to terminate the state of emergency, the Governor shall issue an executive order or proclamation to do so.
4. A state of emergency declaration by the Governor provides for the delivery of assistance, which may include the funding and the utilization of the Maryland National Guard.

**C. FEDERAL AND MAJOR DISASTER DECLARATIONS**

1. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Stafford Act), the Governor may request the President to declare a Federal emergency or major disaster declaration if the scope of an incident causes (or threatens to cause) state or local resources to be overwhelmed, making them incapable of effectively responding and managing the emergency.
2. If the President has declared a Major Disaster Declaration, the long-term Federal recovery programs begin. This declaration includes the delivery of Federal funding and resources that are required to mitigate damages, loss, hardship, and suffering. A Major Disaster Declaration is declared during a natural or manmade catastrophe, including those caused by a hurricane, tornado, storm, snowstorm or, regardless of the cause, any fire, flood, or explosion.
3. A Federal emergency declaration is more limited in scope and does not include the long-term Federal recovery programs that are included with Major Disaster Declarations. An emergency declaration is declared when assistance is needed to *supplement* State and local efforts and capabilities to save lives and to protect property, public health and safety, or to mitigate or prevent the threat of a catastrophic event.
4. Federal assistance under an emergency or Major Disaster Declaration is divided into three (3) categories – Individual Assistance, Public Assistance, and Hazard Mitigation Assistance.

## V. CONCEPT OF OPERATIONS

### A. GENERAL

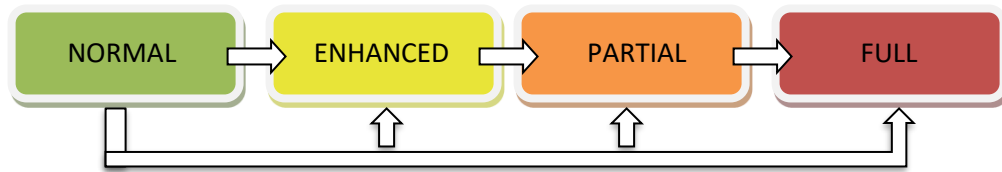
1. The Carroll County Department of Public Safety shall maintain open, reliable, and redundant communication systems to implement alert and warning procedures, transmit information and issue direction to the public and agencies/departments involved in emergency response when an incident takes place.
2. Emergency Management personnel shall monitor national reporting systems that forecast weather conditions and assure warnings of potential weather emergencies are disseminated to appropriate emergency response personnel (e.g., fire/EMS, law enforcement, public works, health department, etc.).
3. Municipal jurisdictions have the primary responsibility for response and recovery operations up to their respective capabilities during emergencies.
4. The senior elected official of an affected municipal jurisdiction may request assistance from the County when an incident exceeds their jurisdiction's capabilities. Organizational units rendering this assistance will come under the operational control of the Emergency Services Authorities of the requesting jurisdiction. Operational units rendering assistance to Carroll County will come under the authority of the Carroll County Department of Public Safety. This cooperative effort results from existing mutual aid agreements as well as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC) and Emergency Management Assistance Compact (EMAC).
5. The County will contact the Maryland Emergency Management Agency (MEMA) for appropriate State assistance when the County's resources are exhausted, or an incident's scope is beyond the capability of the County to respond effectively.
6. County departments and agencies will work cooperatively with Federal and State personnel in instances where such resources are necessary for emergency operations.
7. County officials will cooperate fully in efforts to keep the public informed regarding the nature of an emergency, relevant protective actions, and appropriate locations for seeking assistance.
8. All County departments and agencies will maintain accurate and comprehensive records of their use of resources through the response and recovery period.

9. Emergency response and recovery operations will be conducted or performed in a manner that protects the environment and preserves the County's historical, cultural, and architectural heritage, as well as similarly significant structures, to the fullest extent possible without jeopardizing public safety.

***B. EMERGENCY OPERATIONS CENTER***

1. The County Emergency Operations Center (EOC) will be activated as necessary and serve as the command center for coordinating emergency activities at the County level.
2. The EOC will have the capability to be utilized 24 hours a day/7 days a week (24/7) and will be maintained in a constant state of readiness. An alternate EOC (AEOC) shall be available if the primary EOC (PEOC) is rendered not functional.
3. Primary agencies and departments are expected to provide EOC representation on either an in-person (EOC physical attendance) or virtual (WebEOC attendance from agency operations center or other location) basis. All representatives shall be prepared to staff the EOC or update WebEOC until they are relieved of their duties by the Emergency Management Manager or designee or until the EOC is deactivated.
4. WebEOC will be utilized to monitor and coordinate all EOC activities. Each EOC representative will be expected to update WebEOC with their respective agency's pertinent information as appropriate during an activation.
5. Dependent upon the scope of the incident, other representatives from support agencies, such as private or non-profit organizations with responsibilities under the EOP, will either be directed to report to the EOC, be alerted and placed on a stand-by status, or directed to perform their required responsibilities from alternate locations by the Emergency Management Manager or designee.
6. Each organization with responsibilities under the EOP is expected to identify a minimum of two (2) qualified personnel to staff the EOC when activated.
7. EOC representatives should have the authority to make decisions on behalf of their agency to coordinate the resources of their agency.
8. The implementation of the EOP will occur concurrently with the activation of the EOC.
9. The EOC shall operate at one of four activation levels, dependent upon the County's current state:





EOC Operational Level	Trigger	Description
<b>NORMAL</b>	There is no extensive incident requiring activation of the EOC. This will serve as the “steady-state” operational monitoring level.	This level includes daily monitoring activities performed by personnel in the Emergency Management and Emergency Communications offices. This level does not typically require personnel to staff positions within the EOC.
<b>ENHANCED</b>	An incident reaches a level of complexity or duration that has, or has potential to have, an impact on day-to-day operations within the county with no, or minimal, outside resource needs; or an impending threat appears (such as a threatening weather event) and has the potential to affect the county, requiring monitoring prior to its arrival.	Activation of Emergency Management personnel only (Incidents requiring minimal monitoring, personnel, or direction).
<b>PARTIAL</b>	Requires specific direction and authorization from the Emergency Management Manager or designee, and will typically require resources from within the county, such as designated department heads or liaisons to report physically or virtually to the EOC.	Activation of Emergency Management personnel and a few selected department heads, as well as representatives from pertinent selected organizations, dependent upon incident needs (Incidents requiring an upgrade in personnel, equipment, and direction).
<b>FULL</b>	Requires specific direction and authority from the Emergency Management Manager or designee. At this level, local resources from the County will be expended, and surrounding jurisdiction and/or State resources will most likely be required. Support from MEMA may be requested if necessary.	Activation of Emergency Management personnel, County personnel including department heads, and representatives from several selected organizations, as the incident requires for short and long-term needs (Highest level – Incidents requiring maximum resources, direction, and personnel).

*Figure 3: Carroll County EOC Activation Levels*

**C. INCIDENT COMMAND SYSTEM INTEGRATION**

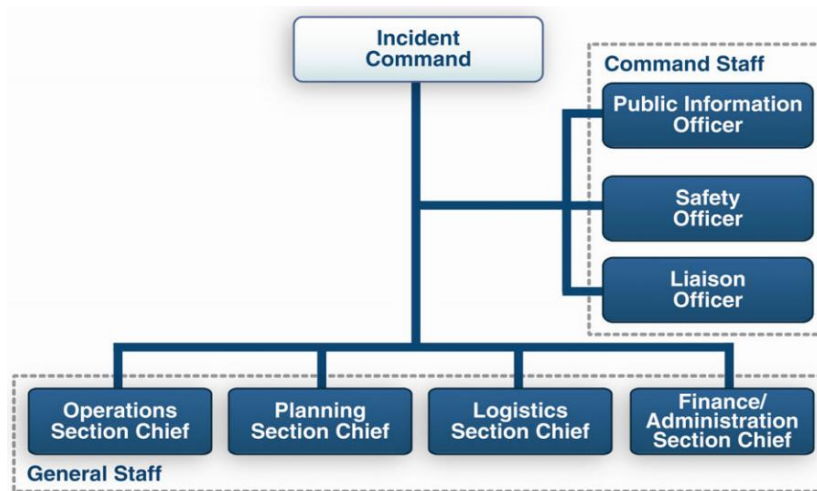
1. Carroll County uses Coordinating Functions, which are supporting annexes for the use of departments and organizations with operational responsibilities. The utilization of Coordinating Functions was influenced by the Emergency Support Structure established by the National Response Framework to organize the EOP and EOC. The utilization of this structure for emergency operations allows for coordination and collaboration among many county departments and agencies to carry out emergency operations.

2. When the EOC is activated, and the coordinating functions are operationalized, the Incident Command System (ICS) will provide for the flexibility to assign coordinating agencies and other stakeholder resources according to their capabilities, and requirements to support on-scene operations.

#### ***D. INCIDENT COMMAND SYSTEM***

1. The Incident Command System is a hierarchical structure that establishes a standardized approach to command, control, and coordination of emergency response resources, which enables a cooperative response by multiple agencies. The ICS is applicable to short-term and long-term field and EOC operations.
2. An Incident Command System will be established as soon as possible at the incident site, and County responders providing support will operate under the direction of the on-scene Incident Commander.
3. The Incident Commander (IC) is the individual delegated overall authority and is responsible for all aspects of on-scene incident operations. The duties an IC is responsible for include but are not limited to: the development of incident objectives, ordering and deploying on-scene resources, the safety of incident operations, and approving strategies and tactics.
3. The Emergency Operations Center will support the on-scene Incident Command Post(s) (ICPs) and provide area command if the designated area(s) of impact is widespread.
4. The Incident Command System organizational structure develops in a top-down, modular fashion, established based upon the size and complexity of an incident. The system is designed to expand and contract as needed. The system is broken up into two (2) sections: Command and General Staff.
5. Command Staff includes:
  - a. Public Information Officer (PIO): The individual responsible for all information dissemination to and from internal and external stakeholders, including all interactions with media outlets. The PIO is also responsible for the dissemination of information, rumor control, and apprising the Incident Commander regarding what is being reported of the incident in the media.
  - b. Safety Officer: The individual responsible for the overall safety of on-scene personnel. The Safety Officer monitors safety conditions and develops measures to protect the safety and well-being of all on-scene personnel.

- c. Liaison Officer: The individual responsible for acting as the on-scene contact point for all supporting agencies assigned to the incident.
6. General Staff includes the Chiefs of the following:
- a. Planning Section: The section responsible for collecting all information and intelligence critical to the incident and providing this information to the command staff. The planning section is also responsible for developing and documenting the Incident Action Plan (IAP) that outlines incident objectives and strategies.
  - b. Operations Section: The section responsible for directing all tactics on-scene to meet incident objectives.
  - c. Logistics Section: The section responsible for providing all support resources and services needed to respond to the incident effectively.
  - d. Finance/Administration Section: The section responsible for all financial and administrative support services, which include tracking all incident related costs, personnel records, analyzing cost data, and administering procurement contracts required by the Logistics section.



**Figure 4: Incident Command System Structure**

**E. UNIFIED COMMAND**

- 1. When there is more than one agency with incident jurisdiction or if the incident crosses political boundaries, a unified command structure will be utilized. This command structure involves two or more individuals sharing the authority normally held by a single incident commander.

2. A unified command acts as a single entity, not multiple incident commanders overseeing their respective agencies.

***F. AREA COMMAND***

1. When an incident spans across a large geographical area or there are multiple concurrent incidents, the establishment of multiple local ICS organizations may be required.
2. The area command system structure may be necessary when multiple jurisdictions are concurrently operational due to one (1) specific incident. This system is applicable to incidents that are typically not site-specific, not immediately identifiable, are geographically dispersed, and evolve over longer periods of time (e.g., public health emergencies, natural disasters, or terrorism).
3. The EOC can support the various incidents with an Area Command perspective.

***G. COMMUNITY LIFELINES CONSTRUCT***

1. Carroll County uses the Community Lifelines construct, established by the National Response Framework, to rapidly stabilize incidents and ensure critical services are restored during emergency response operations to reduce threats and hazards to public health and safety, the economy, and security. This construct's utilization allows for unified coordination across many different agencies and promotes unified effort from the whole community.
2. Community Lifelines enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security. During steady-state operations, lifeline services are provided by various entities to include public, private, and nonprofit organizations that are organic within a community.
3. The seven lifelines identified by FEMA are as follows:
  - a. Safety and Security
  - b. Food, Water, Shelter
  - c. Health and Medical
  - d. Energy
  - e. Communications
  - f. Transportation
  - g. Hazardous Materials
4. During a local incident, interruptions to community lifelines are typically brief and easy to resolve; however, services may be disrupted for an extended period

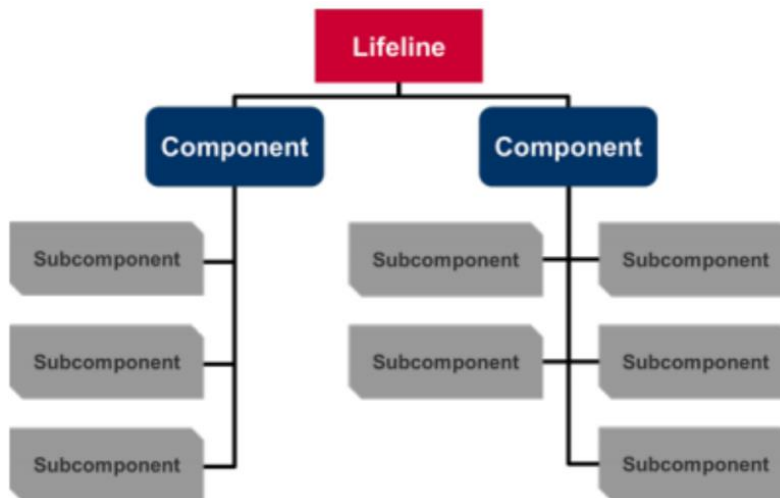
in more regional or severe incidents. Disruptions such as these can have cascading consequences on other lifelines.








*Figure 5: Community Lifelines*



#### **H. COMMUNITY LIFELINE COMPONENTS**

1. A community lifeline comprises components that represent the general scope of the lifeline at any time. All components are divided into subcomponents, which help to enable the delivery of lifeline services to the community.
2. Components are fixed, pre-determined capabilities identified by FEMA, while subcomponents may expand or contract to meet incident requirements, as necessary.



*Figure 6: Community Lifeline Structure*

Lifeline	Components (Fixed)	Subcomponents (Adjustable)	Description
	<ul style="list-style-type: none"> <li>• Law Enforcement/Security</li> <li>• Fire Service</li> <li>• Search and Rescue</li> <li>• Government Service</li> <li>• Community Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Police Resources</li> <li>• Fire Resources</li> <li>• EOC</li> <li>• Government Offices</li> <li>• Schools</li> <li>• Flood Control</li> </ul>	<p>Public Safety and other government services, that maintain communal security. Includes impending risks to affected communities, public infrastructure, and national security concerns.</p>
	<ul style="list-style-type: none"> <li>• Food</li> <li>• Water</li> <li>• Shelter</li> <li>• Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Food Distribution Programs</li> <li>• Commercial Food Supply Chain</li> <li>• Commercial Water Supply Chain</li> <li>• Wastewater Systems</li> <li>• Housing/Commercial facilities</li> <li>• Animals and Agriculture</li> </ul>	<p>Services that enable the sustainment of human life, such as food retail and distribution networks, water treatment, transmission and distribution systems, housing, and agriculture resources</p>
	<ul style="list-style-type: none"> <li>• Medical Care</li> <li>• Public Health</li> <li>• Patient Movement</li> <li>• Medical Supply Chain</li> <li>• Fatality Management</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitals</li> <li>• Long-Term Care Facilities</li> <li>• Epidemiological Surveillance</li> <li>• Human Service</li> <li>• Behavioral Health</li> <li>• EMS</li> <li>• Medical Distribution</li> <li>• Mortuary Services</li> </ul>	<p>Infrastructure and service providers for medical care, public health, patient movement, fatality management, behavioral health, veterinary support, and the medical industry.</p>
	<ul style="list-style-type: none"> <li>• Power Grid</li> <li>• Fuel</li> </ul>	<ul style="list-style-type: none"> <li>• Generator Systems</li> <li>• Refineries</li> <li>• Fuel Distribution</li> <li>• Off-Shore Oil Platforms</li> <li>• Fuel Storage</li> </ul>	<p>Electricity service providers and generation, transmission, and distribution infrastructure, as well as gas and liquid fuel processing, and delivery systems.</p>
	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Responder Communications</li> <li>• Alerts, Warnings, and Messages</li> <li>• Finance</li> <li>• 911 and Dispatch</li> </ul>	<ul style="list-style-type: none"> <li>• Wireless</li> <li>• Broadcast</li> <li>• Satellite</li> <li>• LMR Networks</li> <li>• Carroll Alert</li> <li>• IPAWS</li> <li>• NAWAS Terminals</li> <li>• Banking Services</li> <li>• Public Safety Answer Points</li> </ul>	<p>Infrastructure owners and operators of broadband internet, cellular and landline telephone networks, cable services, satellite communications services, and broadcast networks (radio/television). These systems encompass diverse modes of delivery, often intertwined but largely operating independently. Services include alerts, warnings, and messages, 911 and dispatch, and access to financial services.</p>

	<ul style="list-style-type: none"> <li>• Highway/Roadway/Motor Vehicle</li> <li>• Mass Transit</li> <li>• Railway</li> <li>• Aviation</li> <li>• Maritime</li> </ul>	<ul style="list-style-type: none"> <li>• Roads</li> <li>• Bridges</li> <li>• Bus</li> <li>• Rail</li> <li>• Freight</li> <li>• Passenger</li> <li>• Commercial</li> <li>• Military</li> <li>• Waterways</li> <li>• Ports</li> </ul>	<p>Multiple modes of transportation that often serve complementary functions and create redundancy, adding to the resilience in overall transportation networks. This includes roadway, mass transit, railway, aviation, maritime, and intermodal systems.</p>
	<ul style="list-style-type: none"> <li>• Facilities</li> <li>• HAZMAT, Pollutants, Contaminants</li> </ul>	<ul style="list-style-type: none"> <li>• Oil/HAZMAT Facilities</li> <li>• Oil/HAZMAT Incidents</li> </ul>	<p>Systems that mitigate threats to public health or the environment. This includes facilities that generate or store hazardous substances, as well as all specialized conveyance assets and capabilities to identify, contain, and remove pollution, contaminants, oil, or other hazardous materials and substances.</p>

**Figure 7: Community Lifeline Components and Subcomponents**

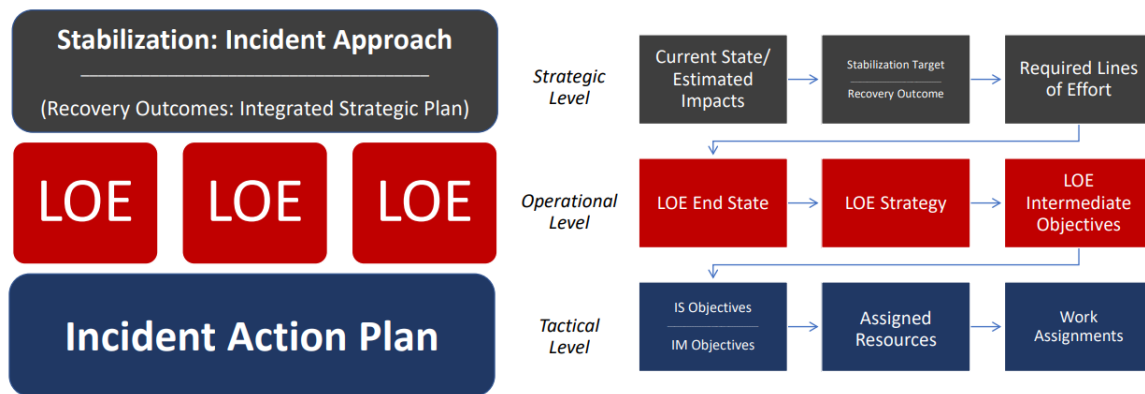
**I. COMMUNITY LIFELINES ASSESSMENT and ANALYSIS**

1. Carroll County will assess lifeline conditions at the component level to better understand what services are affected during an incident. All components will be assessed from the affected community’s perspective in terms of how services are received and the vulnerability of maintaining and sustaining their delivery.
  
2. Carroll County will maintain proper situational awareness through analyzing lifeline conditions by their specific components using six categories designed to capture the most pertinent information for understanding incident impacts and operational requirements:
  - a. Status (What?)
  - b. Impacts (So What?)
  - c. Actions (Now What?)
  - d. Limiting Factors (What’s the Gap?)
  - e. Estimated Time to Status Change and Re-established Requirements (When?)

Categories	Description
Community Lifeline	Identify the component and the subcomponent.
Status (What?)	Summarize the cause(s) of the disruption to lifeline services
Impacts (So What?)	Describe the impacts to the community, disaster survivors, and response operations. Detail how the survivor experience or response operation will improve if this component is stabilized. Specify the affected areas and population totals.
Actions (Now What)	Describe the actions that are being taken across the whole community to stabilize and re-establish the disrupted services.
Limiting Factors (What's the Gap?)	Identify issues that are preventing services from being stabilized or re-established. Detail any cascading issues from another lifeline/component, resource shortfall, management, policy, etc.
Estimated Time to Status Change and Re-Established Requirements (When?)	Provide current component condition and an estimated timeframe for when a status change is expected.

**Figure 8: Community Lifeline Assessment Categories**

3. Carroll County shall develop stabilization targets for each Community Lifeline to provide response agencies a method of validating goals throughout the incident. These targets will help determine the severity of impact on critical infrastructure; identify limiting factors to addressing those impacts and develop solutions to alleviate threats to the affected ed community.
4. Carroll County shall develop Lines of Effort (LOEs) to mobilize, deploy, and demobilize resources to achieve incident stabilization targets. LOEs help addresses solutions to resolve lifeline instability.



**Figure 9: Community Lifeline Lines of Effort**



5. Once a Community Lifeline is evaluated, the Incident Commander will assign one of four colors to represent each lifeline's status for the current operational period. The use of colors offers a simple way to think through incident information. The colors are as follows:

- a. Grey: Unknown
- b. Red: Unstable, no solution in progress
- c. Amber: Unstable, solution in progress
- d. Green: Stable
- e. *Blue*: Only for administrative purposes, such briefings



*Figure 10: Community Lifelines Status Colors*

## ***J. THE PHASES OF EMERGENCY MANAGEMENT***

### **6. Mitigation**

- a. County government will regularly inform citizens of potential hazards and the measures that can be taken to reduce the risk and potential losses.
- b. County departments and agencies regularly inspect and update fire and building codes to assure, protect, and maintain health and safety as they relate to construction, occupancy, and fire suppression activities.
- c. County departments active in the design and management of building construction will cooperate with local jurisdictions to avoid constructing within hazard-prone areas such as floodplains.

- d. County departments and agencies active in policy design will develop regulations to reduce disaster cost and preserve and protect natural, historic, and cultural resources.
- e. The Department of Public Safety – Emergency Management regularly coordinates with local jurisdictions to help maintain a County-wide hazard mitigation plan.

#### 7. Preparedness (Prevention/Protection)

- a. County departments and agencies regularly cooperate with local jurisdictions and private entities to develop and update comprehensive emergency management plans, programs, and capabilities.
- b. County departments and agencies regularly cooperate with local jurisdictions and private entities to maintain a record of resources available to support an emergency response.
- c. County departments and agencies active in emergency response operations maintain standard operating procedures (SOPs/SOGs) for response functions and update their procedures regularly.
- d. County departments and agencies participate with local jurisdictions and private entities in exercises and training.
- e. Public Information Officers from various County response agencies and departments, through coordination with the County Public Information Officer, participate in ongoing awareness and education campaigns to alert and inform the public about potential hazards and to publicize actions recommended to protect people and property.
- f. County departments and agencies active in emergency response operations procure, test and maintain response equipment and facilities to ensure proper operations.
- g. The Department of Public Safety regularly cooperates with local jurisdictions to educate the public about emergency preparedness.

#### 8. Response

- a. Emergency functions of the various groups involved in emergency response will generally parallel their normal daily activities. The same personnel, equipment, and materials used will be employed to combat major disasters. Augmentation of these resources may be required because of the increased scope and additional demands of the disaster.

- b. When the need arises for coordinated interagency emergency response and recovery operations in Carroll County, such actions will be organized and managed by the processes outlined in the sixteen supporting Coordinating Function Annexes\* through which tasks will be assigned and assistance provided. Each annex represents a separate domain of operational capability and resources. Although some incidents may only require a few, some may require all annexes to be activated.

<b>EOP COORDINATING FUNCTIONS</b>		
<b>Coordinating Function</b>	<b>Primary Coordinating Agency</b>	<b>Principal Duty</b>
Transportation	Department of Public Works	Provide mass transportation services
Communications	Department of Public Safety – Emergency Communications	Provide telecommunications resources
Public Works and Engineering	Department of Public Works	Restore critical infrastructure and public facilities
Firefighting	Department of Fire and Emergency Medical Services	Fire suppression operations
Emergency Management	Department of Public Safety – Emergency Management	Collect and share incident information, coordinate response resource allocation
Mass Care, Housing, and Human Services	Department of Social Services	Coordinate shelter operations and distribution of food and water to victims
Resource Support	Department of Public Works	Provide equipment and supplies
Public Health and Medical Services	Carroll County Health Department	Coordinate medical care
Search and Rescue	Carroll County Sheriff’s Office	Coordinate search missions
Hazardous Materials Response	Department of Fire and Emergency Medical Services	Coordinate response to hazardous materials spills/releases
Energy	Department of Public Safety – Emergency Management	Facilitate restoration of services
Public Safety and Security	Carroll County Sheriff’s Office	Maintain standard of public safety
Long-Term Community Recovery	Department of Public Safety – Emergency Management	Coordinate damage assessment and recovery needs.
Volunteer and Donations Management	Human Services of Carroll County, Inc. & Department of Recreation and Parks	Coordinate the management of spontaneous volunteers and the receipt and distribution of donations
Animal Protection	Humane Society of Carroll County, Inc.	Coordinate animal safety/sheltering

*Figure 11: Carroll County Coordinating Functions*


\*Maintained by Carroll County Emergency Management

- c. If necessary, the Board of Carroll County Commissioners, in coordination with the Emergency Management Manager, may declare a Local State of Emergency.
- d. If necessary, the Carroll County Emergency Operations Center will be activated, and response activities coordinated from that facility.
- e. County and local public information staff will cooperate to ensure a unified message is broadcast to the public, informing them of up-to-date information, as well as any recommended actions to be taken.
- f. The Emergency Alert System (via television, radio, and smart phone mediums), in conjunction with the Carroll Alert mass notification system, as well as social media websites, and other redundant systems will be used to alert and inform the public of events occurring in the immediate or nearby areas.
- g. Evacuation and/or shelter-in-place orders will be initiated when necessary. Shelters will be opened as appropriate.
- h. If necessary, a liaison will be designated to coordinate information and resources between Federal and State agencies involved in investigating the incident, and efforts will be made to include deployed State and Federal representatives in the ongoing incident command operation.
- i. If the emergency is of such magnitude that all needs cannot be met at once, operations shall be directed to protect the largest population of citizens.
- j. It may be necessary to suspend routine functions during an emergency. The efforts normally required for these functions will be re-directed to the accomplishment of emergency tasks by the agency concerned.
- k. Local governments have the primary responsibility for emergency management activities. When the emergency exceeds the capability of local government to respond adequately, assistance will be requested from other jurisdictions and the State. The Federal government will assist the State and local jurisdictions, when appropriate and requested.
- l. Private sector and volunteer organizations will be utilized as appropriate to augment response capability. These organizations will be asked to provide services that parallel their day-to-day operations or to utilize their designated set of emergency response capabilities.

## 9. Recovery

- a. Recovery includes both short-term and long-term activities. Short-term operations seek to restore critical services to the community and provide for the basic needs of residents. Long-term recovery focuses on restoring the community to its normal or an improved state of affairs. Examples of recovery actions include provision of temporary housing, restoration of government actions, and reconstruction of infrastructure, residences, and commercial buildings.
- b. Recovery involves the restoration of all systems to a “normal” status that should mirror or exceed the level of function performed prior to the emergency/disaster. Immediate actions must be taken to assess the damage and determine what assistance is necessary to repair damage and return vital life-support systems to at least minimally acceptable standards.
- c. The local government has the primary responsibility for determining the extent of the damage and the impact of that damage. Initial damage assessment will be made by a damage assessment team during the first daylight period following the disaster and reported as soon as possible to the Maryland Emergency Management Agency.
- d. Local resources will be deployed initially to restore the affected areas to an operational and habitable state. When necessary, requests for further assistance will be forwarded to higher levels of government only when these local resources are depleted, or their capabilities are exceeded.
- e. A liaison will be established with the local business community to facilitate re-entry by owners or designated staff into commercial districts within the incident area and subsequent resumption of marketplace activity as soon as possible.

### ***K. WHOLE COMMUNITY CONSIDERATIONS***

1. Access and functional needs populations:
  - a. The Carroll County Emergency Communications Center has the capability to communicate with the hearing and speech impaired through TTY or “Text-to-911” and can, by request, add information into the Computer Aided Dispatch (CAD) system to identify locations where persons having access and functional needs reside.
  - b. 



- c. A Special Populations Emergency Planning Committee exists and is led by the Carroll County Health Department; this group’s mission is to provide the support and information needed by the community to more effectively prepare for, and recover from, an emergency. The group assists in building, strengthening, and maintaining relationships between the emergency response and special populations communities within the County to facilitate emergency preparedness.
- 2. Higher education institutions:
    - a. McDaniel College maintains its own Critical Incident Management Plan. In the event of an evacuation of the college, the County would support emergency operations in coordination with the college plan.
    - b. Carroll Community College maintains an Emergency Management Plan which outlines the preparedness and response measures for an incident within the campus. The County would support emergency operations in coordination with the college response plan.
  - 3. Criminal holding facilities:
    - a. The population of the Carroll County Detention Center is under constant supervision for security purposes. Any incident requiring evacuation would conform to the Detention Center’s emergency plan.

***L. DIRECTION AND CONTROL***

- 1. The ultimate responsibility for the County’s approach to the management of any disaster rests with the Carroll County Commissioners. That body is responsible for all policy-level decisions, which normally will be implemented through the County Administrator. As such, the Commissioners may exercise direct control and coordination of emergency response and recovery operations of the County.
- 2. The Carroll County Emergency Management Manager has the responsibility for coordinating the overall emergency management program. The Emergency Management Manager makes all routine decisions and advises the Commissioners on courses of action available on major decisions. During emergency operations, the Emergency Management Manager is responsible for the proper functioning of the

Emergency Operations Center. The Emergency Management Manager also acts as the liaison with other local, State, and Federal agencies as well as private and volunteer organizations.

3. In response to an event, the Emergency Management Manager will establish a unified command structure to provide centralized management of response and recovery operations. EOC representatives from activated agencies will have the authority to make decisions and commit resources on behalf of their respective agency in support of the local Incident Commander and County EM efforts. The Emergency Management Manager and support staff will coordinate the overall activity and ensure communication among County, State, and Federal agencies.
4. Persons in specified positions and agencies are responsible for fulfilling their 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 developing and keeping current its standard operating procedures to be followed during emergency operations.

#### ***M. CONTINUITY OF GOVERNMENT***

1. Continuity operations
  - a. In the event of a loss of County government buildings and/or personnel, the actions to be taken to maintain continuity within the County shall be outlined within the County's Continuity of Operations Plan.
2. Succession of command
  - a. The line of succession of the Carroll County Commissioners is from the President to the Vice-President to the 2<sup>nd</sup> Vice-President.
  - b. The line of succession for Emergency Management is from the Emergency Management Manager, to the Emergency Management Assistant Manager, to the Emergency Management Planning Associate.
  - c. The line of succession for each County agency or department will be established in the SOPs developed by each agency or department.
3. Preservation of records
  - a. The preservation of essential records and documents and the safeguarding of County resources, facilities, and personnel must be considered key factors in providing for the continuation of local government processes following catastrophic disasters or national

security emergencies. It shall be the responsibility of each department or agency head to provide for the safekeeping of important documents and the safeguarding of such resources, facilities, and personnel.

## **VI. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

### **A. GENERAL OPERATIONS**

1. Many departments within County government have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency response procedures. A general overview of individual agency responsibilities is outlined under section B, “Carroll County Emergency Task Assignments,” as well as in individual Coordinating Function\* annexes; responsibilities for non-governmental organizations are presented under section E.
2. Carroll County’s overall emergency response organization consists of various departments within County Government with assigned responsibilities during emergencies, departments of municipalities which do not have full-scale emergency management organizations, support services such as fire companies, and private sector organizations.

### **B. COUNTY GOVERNMENT EMERGENCY TASK ASSIGNMENTS**

1. The following departments and agencies are tasked with primary and secondary emergency responsibilities. More information regarding each organization’s specific assignments can be found within the coordinating function annexes of the Plan and SOPs developed and maintained by each respective organization.
2. Board of Carroll County Commissioners
  - a. Provide overall leadership of county emergency response and recovery operations.
  - b. Receive notifications and updates from Emergency Management of anticipated or occurring events that have or may have a significant impact on the County.
  - c. In coordination with the Emergency Management Manager or designee, declare a Local State of Emergency, enabling designated funds and resources to be employed in ongoing response efforts.

\*Maintained by Carroll County Emergency Management



3. Department of Public Safety - Emergency Communications
  - a. Receive the initial report of any emergency either from the National Warning System, a resident/visitor, or agency of the County.
  - b. Alert appropriate initial response personnel and activate additional agency response as requested by the Incident Commander or as standard operating procedures dictate.
  - c. Notify Emergency Management and County officials as appropriate and required by department SOPs.
  - d. Maintain communications with responding fire, police, and EMS units throughout the incident and notify the appropriate officials of any significant changes in the status of the situation.
  
4. Department of Public Safety - Emergency Management
  - a. Coordinate all phases of the County's emergency management program.
  - b. Identify and analyze the effects of hazards which may threaten Carroll County or its residents.
  - c. Provide the County Commissioners and the County Administrator with situational updates during an emergency situation and advise them of any additional needs based on County capabilities.
  - d. Establish and maintain a system to alert key officials and to provide public information to residents and visitors of the County in an emergency or disaster.
  - e. Support on-scene operations; establish a timeline of events; record time; appropriately process requests and coordinate resources from surrounding jurisdictions and/or state and/or federal agencies.
  - f. Activate the Emergency Operations Center (EOC) in anticipation of or in response to an incident with significant impact to the county's population; establish means of cooperation with county and other partner agencies for an orchestrated response to the event.
  
5. Department of Public Safety
  - a. Provide support in ensuring all incidents are handled appropriately by emergency service personnel and documented for potential reimbursement purposes.

- b. Provide GIS mapping support to aid in appropriate geographical deployment of resources, provision of historical data in rebuilding/repair of structures and infrastructure and maintenance of situational awareness.
  - c. Maintain situational awareness of emergency personnel operations and any needs for resources and/or personnel to assist in ongoing efforts.
6. Carroll County Health Department
- a. Provide a representative to the EOC, as requested.
  - b. Coordinate with long-term care facilities and dialysis centers to ensure critical needs are met.
  - c. Assist with the establishment of alternate care facilities.
  - d. Issue health advisories in coordination with Carroll County Emergency Management and the Carroll County Public Information Officer.
  - e. Recruit and retain medical personnel to assist with disaster efforts.
  - f. Support mental health services.
  - g. Provide long-term assistance to the access and functional needs population.
  - h. Monitor and evaluate public health during and after a major incident (i.e., vector-borne illnesses, food safety, and sanitation issues).
7. Carroll County Public Information Officer
- a. Serve as the spokesperson to the media.
  - b. Coordinate with supporting agencies to produce a unified message to be disseminated to the public regarding emergency information and instructions.
  - c. Assist in the control of rumors; monitor what is being reported on the incident.
  - d. Collect information from EOC staff.
  - e. Assist in the utilization of social media.

8. Carroll County Public Schools
  - a. Provide a representative to the EOC, as requested.
  - b. Support sheltering operations by maintaining the readiness of selected public-school owned facilities to serve as mass care sheltering facilities.
  - c. Coordinate with EM and the Department of Social Services to establish mass care facilities.
  - d. Coordinate with contractors to provide school buses for mass transportation upon request.
  - e. Notify all public schools of the incident and implement protective measures for public school populations.
  - f. Provide personnel to assist shelter support staff and evacuees housed in public school facilities.
  - g. Provide meals to schools aged children in accordance with federal and state laws and regulations providing for the distribution of free and reduced meals to eligible children when the need for provision of meals to vulnerable populations during an emergency is identified.
  - h. Provide personnel and materials to manage and operate food distribution sites, which will be located at various schools through the County.
9. Carroll County Sheriff's Office
  - a. Provide a representative to the EOC, as requested.
  - b. Conduct security operations.
  - c. Provide access control to affected areas.
  - d. Conduct route alerting/door-to-door notification, as necessary.
  - e. Coordinate with the Department of Public Works, Maryland State Police (MSP) and the State Highway Administration (SHA) to ensure proper traffic control.
10. Carroll County State's Attorney's Office
  - a. Coordinate with Federal, State, and local law enforcement agencies, to collect information from incidents believed to be caused by

foreign and domestic terrorism, criminal enterprises, or active assailants.

11. Department of Fire and Emergency Medical Services/Carroll County Volunteer Emergency Services Association
  - a. Provide a representative to the EOC, as requested.
  - b. Conduct fire suppression, rescue, EMS, and hazardous material operations.
  - c. Assist in route alerting/door-to-door notification, as necessary.
  - d. Provide decontamination and transport of contaminated, exposed and/or injured individuals.
  - e. Provide EMS/First Aid to individuals in shelter facilities, as requested.
  
12. Department of Citizen Services
  - a. Provide a representative to the EOC, as requested.
  - b. In coordination with the Emergency Management Manager or designee, assist in providing long-term sheltering options for residents whose homes are deemed condemned due to a large-scale disaster situation.
  - c. Assist the Department of Social Services in the management of shelter operations.
  - d. Ensure the wellbeing of families and vulnerable populations during the post-incident stages to maintain progress towards a full recovery from any endured loss.
  - e. Coordinate efforts to meet basic needs for families and those with access and functional needs.
  
13. Department of Comprehensive Planning
  - a. Assist local efforts during long-term recovery phases.
  
14. Department of the Comptroller
  - a. Support the emergency procurement of services and products requested by Carroll County Government departments as well as

those of support agencies through Carroll County Emergency Management.

- b. Provide and/or verify data for all emergency purchases and contracts to support an emergency declaration request.
- c. Establish a separate account to receive and record all funds received in support of disaster recovery.
- d. Pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act PL 93-288, as amended, provide a detailed record of expenditures within the separate account, where federal funding will be received and disbursed.

15. Department of the County Attorney

- a. Assist Carroll County Emergency Management for compliance with federal, state, and local requirements based on emergency declaration (i.e. shelter compliance with ADA, extension of declaration, review of mutual aid agreements and MOUs).
- b. Review executive orders, emergency declarations, legislation and ordinances, as requested.
- c. Assist the PIO/JIC with public awareness of potential fraud, scams, and other false information that citizens may be exposed to following an incident.
- d. Pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act PL 93-288, as amended, coordinate with local bar associations to direct victims with low-income to legal services adequate to meet their specific needs as a consequence of a major incident.

16. Department of Economic Development

- a. Assist in damage assessment of businesses to ensure that corporations have been contacted and damages have been reported.
- b. Assist with administration of emergency loan programs offered through SBA, USDA, and other sources to assist in business recovery efforts.
- c. Assist with long-term recovery efforts, as needed.

17. Department of Human Resources

- a. Maintain a county employee database and the ability to access contact information and job assignments.
- b. Identify employees who may be available to augment staffing in the EOC, sheltering facilities, alternate work sites, and other locations.

18. Department of Land & Resource Management

- a. Recommend and direct protective actions to county natural resources during and after an incident.
- b. Assist recovery, restoration, and preservation activities affecting archaeological/historical structures and protected areas that fall under the County's authority.
- c. Assist with surveying damage to public water systems and wastewater disposal systems.
- d. Assist with debris, solid waste, and storm water management activities.
- e. Assist local efforts during long-term recovery phases.
- f. Coordinate with the Department of Public Works and emergency response agencies to survey damage to county owned and operated facilities.

19. Department of Management & Budget

- a. Provide a representative to the EOC, as requested.
- b. Document all request and delivery records for emergency purchases through grants.
- c. Provide assistance and/or financial advice to Carroll County Emergency Management with the preparation, documentation, and review of reimbursement forms, financial reports, and liability claims.
- d. Provide access to emergency funds for use by county agencies during the response and long-term recovery phases.

20. Department of Public Works

- a. Provide a representative to the EOC, as requested.
- b. Clear county roads to provide access for emergency responders.

- c. Repair damaged county roads and damaged county-owned water and sewer infrastructure.
- d. Maintain and implement a debris management plan and perform debris management to ensure access and egress via county roads.
- e. Assist in establishing evacuation routes and ensuring each route is in passable condition.
- f. Establish alternate evacuation routes.
- g. Provide means of mass transportation to residents needing to be returned from shelters to their respective places of origin (homes, public locations, etc.) or designated family reunification areas for rendezvous with family and friends.
- h. Ensure the safety of rebuilt structures in compliance with local, state, and federal fire and building codes.
- i. Provide personnel and equipment (signs, barricades, cones) for traffic and access control.
- j. Provide support and documentation to support emergency declaration reimbursement.
- k. Coordinate with the EOC Manager, Public Information Officer and/or the JIC to disseminate instructions and information concerning road and other infrastructure considerations.
- l. Ensure that county operations are coordinated with municipal Public Works efforts.

21. Department of Recreation & Parks

- a. Manage incoming registered and spontaneous volunteers as they arrive on scene.
- b. Match on-scene volunteers with tasks as necessary and ensure that those providing services not necessary to the current operations are provided the appropriate information.
- c. Maintain volunteer tracking and task information in coordination with Emergency Management, on-scene Incident Commander, and any appropriate liaisons to supporting organizations in need of volunteer assistance.

22. Department of Social Services

- a. Manage and oversee shelter operations, including opening and closing, in coordination with the Emergency Management Manager.
  - b. Provide personnel to support shelter operations.
23. Department of Technology Services
- a. Provide a representative to the EOC, as requested.
  - a. Maintain Information Technology (IT) infrastructure including network, email, storage and servers for the County.
  - b. Develop and maintain IT Disaster Recovery Plan for the County.
  - c. Support any other IT needs of the departments involved with recovery operations, including assisting with IT needs at a Disaster Recovery Center site or within the EOC.

***C. STATE GOVERNMENT EMERGENCY TASK ASSIGNMENTS***

The following State departments and agencies are tasked with two (2) or more secondary emergency responsibilities.

- 1. Maryland Department of the Environment
  - a. Provides personnel, equipment, and materials to assist in the response to hazardous materials incidents.
  - b. Recommends and directs protective actions during and after hazardous materials incidents.
  - c. Performs environmental monitoring and sampling.
  - d. Conducts safety inspections of dams based on their hazard classification, evaluates downstream hazard conditions, issues permits for new construction and repairs to existing structures; and develops Emergency Action Plans.
- 2. Maryland Emergency Management Agency
  - a. Provides a representative to the EOC, as requested.
  - b. Activates and manages the State EOC.
  - c. Coordinates State and Federal resources.
  - d. Request appropriate disaster declaration (Presidential, Governor, Small Business Administration, etc.).



- e. Assist Carroll County Emergency Management with damage assessments.
- e. Provides access to federal funding to support long-term recovery phases.

3. Maryland State Police

- a. Provide a representative to the EOC, as requested.
- b. Assist county and municipal law enforcement with access control and security operations, as needed.
- c. Assist in route alerting/door-to-door notification, as necessary.
- d. Assist in identifying primary and alternate evacuation routes.
- e. Provide aircraft resources for medical and security purposes.
- f. Depending on the incident, may assist in the investigation of fire and explosives during the long-term recovery phases.
- g. Support the Carroll County Sheriff's Office, Department of Public Works and the State Highway Administration for traffic control and coordination.

***D. FEDERAL GOVERNMENT EMERGENCY TASK ASSIGNMENTS***

The following Federal agency is tasked with secondary emergency responsibilities.

1. Federal Emergency Management Agency

- a. Coordinate the overall Federal response to large scale incidents.
- b. Provide Federal resources and disaster assistance to state and local governments.
- c. Assist State and local efforts during long-term recovery phases.

***E. PRIVATE/NON-GOVERNMENTAL EMERGENCY TASK ASSIGNMENTS***

1. American Red Cross

- a. Provide a representative to the EOC, as requested.
- b. Provide personnel to support mass care activities.

- c. Assist the Department of Social Services with mass care shelter operations.
  - d. Assist the Department of Recreation and Parks and Human Services Programs of Carroll County, Inc. with volunteer and donations management.
  - e. Assist with long-term recovery efforts, as needed.
  - f. Assist with the bulk distribution of essential goods to the public (i.e., food, clothing, medical supplies).
2. Carroll Transit System/Ride with Us
  - a. Assist with providing transportation services and drivers for mass transportation upon request.
3. Human Services Programs of Carroll County, Inc.
  - a. Serves as the lead agency to coordinate donations management activities.
  - b. Coordinates donations management with other County departments and agencies as well as appropriate state-level agencies, and Carroll County Community Organizations Active in Disaster.
  - c. Assists with identifying other County departments and agencies as well as private organizations that can assist with donations management.
4. Humane Society of Carroll County
  - a. Assist with providing long-term sheltering options for pets whose families have evacuated and could not take them.
  - b. Assist with providing long-term sheltering options for pets whose homes have been deemed condemned due to a large-scale emergency or disaster situation.
  - c. Coordinate with private kennels for sheltering options, as needed.
  - d. Coordinate efforts to meet basic needs for pets to ensure their wellbeing during post-incident stages.
  - e. Coordinate reunification efforts for rescued pets.
5. Carroll County Community Organizations Active in Disaster (COAD)

- a. Assist local disaster response and relief efforts by providing volunteers and resources from various local private and non-profit organizations.
  - b. Support local volunteer and donations management efforts with county departments and agencies.
6. Carroll Hospital
  - a. Provide for the treatment and wellbeing of injured, or exposed victims, including emergency response personnel.
  - b. Develop and implement mass casualty plans.
7. Utility Companies (BGE, Potomac Edison, Verizon, etc.)
  - a. Provide a representative to the EOC, as requested.
  - b. Prioritize power restoration efforts based on urgency and scale of outage.
  - c. Restore and repair electrical power and utility equipment.
  - d. Assist the Department of Public Works with road closure locations.
  - e. Ensure that roads are free from down power lines before Public Works crews or local fire companies attempt to clear the roads of other debris.
  - f. Clear debris from power lines, such as trees and branches.
  - g. Report impassable roads and the cause of closure to Emergency Management and Department of Public Works.
  - h. Notify the EOC of prolonged power outages.
8. Maryland Midland Railway and CSX
  - a. Assist with response to hazardous material incidents and other emergencies affecting railways.
9. Maryland Voluntary Organizations Active in Disaster (MDVOAD)
  - a. Support local volunteer and donations management efforts.
  - b. Assist with the allocation of resources of various, private, non-profit disaster relief organizations.

10. Radio Amateur Civil Emergency Services (RACES)
  - a. Provide representatives to the EOC, as requested.
  - b. Activate, manage and maintain Carroll County HAM radio system and operations.

## **VII. ADMINISTRATION AND LOGISTICS**

### **A. FINANCIAL ADMINISTRATION**

1. The funds regularly appropriated to local agencies will be used first to cover expenditures necessitated by emergencies. If the Board of Carroll County Commissioners finds these funds to be inadequate to cope with a particular emergency, they may make contingency funds available, as authorized by the budget.
2. All agencies participating in response and recovery operations shall maintain records of time, supplies and other resources expended, personnel assigned, and supplies or resources that have been broken or destroyed during operations in an emergency. The agencies will forward such records to the County Emergency Management Manager when requested.
3. If the County uses any private property under an officially-declared State of Emergency, the owner shall be compensated for its use, and any damage sustained.

### **B. REPORTS AND RECORDS**

1. All required reports will be submitted to appropriate authorities in accordance with individual annexes.
2. Records of expenditures and obligations in the event of an emergency must be maintained by each agency participating, employing their own bookkeeping procedures.
3. All agencies will make reports to the County Emergency Operations Center by the most practical means. This will be performed through the use of telephone communication, radio, or through the WebEOC system.
4. Generally, financial records and reports shall be retained for a minimum period of three years following an audit. Retention times for certain other records and reports, if different, will be identified in individual annexes.

### **C. AGREEMENTS AND UNDERSTANDING**

1. Should the magnitude of an incident exceed the capabilities of local resources during emergency operations, requests will be made for assistance from other local jurisdictions, higher levels of government, private sector volunteer organizations, and other organizations in accordance with existing or emergency negotiated mutual aid agreements and understandings.
2. Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements and understandings will be entered into by duly authorized officials and will be entered into writing whenever possible.

***D. ADMINISTRATIVE POLICIES***

1. All emergency assistance available shall be provided without regard to race, religion, sex, color, age, economic status, or national origin.
2. All emergency operations will be conducted utilizing all practical means to protect the environment.

***E. LOGISTICS***

1. Carroll County Emergency Management shall develop and maintain resource information on supplies, equipment, facilities, and skilled personnel available for emergency response and recovery.
2. The resource information will indicate the procedure and contact information necessary to quickly obtain the resources needed to meet the needs of an emergency.
3. If necessary, emergency resources will be allocated by priority need.

***F. USE OF COUNTY EMPLOYEES DURING EMERGENCIES***

1. The use of County employees not typically assigned to emergency duties on a daily basis will follow Carroll County Government regulations and procedures to accommodate appropriate overtime or compensatory time.
2. Assignment of such personnel to emergency duties shall be performed with the appropriate direction under Carroll County Government regulations and procedures.

**VIII. TRAINING AND EXERCISING**

***A. RESPONSIBILITIES***

1. It shall be the responsibility of the individual agency heads for meeting training requirements set forth by the Emergency Management Manager,

and for ensuring that the personnel that they oversee are trained to that established standard.

2. The individual agency leads shall be responsible for maintaining a record of training performed within their organization, as it relates to emergency management procedures, and shall provide a copy of such training records to the Emergency Management office upon request.
3. Agency/department heads utilizing this plan shall maintain a record of their training by documenting drills, exercises, or reviews of this plan on the training log found in Appendix E section of their copy of the EOP.

#### ***B. TRAINING REQUIREMENTS***

1. All personnel working within Carroll County Government shall be trained to the standard of the National Incident Management System (NIMS), as required for Federal funding, referenced in Homeland Security Presidential Directive 5 (HSPD-5). To determine the courses required and recommended by FEMA for employees and management personnel, refer to Appendix D of this plan.
2. Such personnel mentioned above will be required to complete, at a minimum, two online training courses (IS-100: Introduction to Incident Command System and IS-700: An Introduction to the National Incident Management System) offered by the Federal Emergency Management Agency (FEMA) through the Emergency Management Institute, but dependent upon their position, may be required to take additional online courses.

#### ***C. EXERCISE REQUIREMENTS***

1. All exercises performed in relation to emergency response shall be compliant with the Homeland Security Exercise and Evaluation Program (HSEEP).
2. In accordance with HSEEP, all exercises shall be documented, and a designated group of individuals shall produce a comprehensive After-Action Report (AAR) and an improvement plan (IP) in order to identify the strengths and areas needing improvement, and correct them as needed.

#### ***D. AFTER ACTION REPORTING***

1. An after-action report shall be produced following each activation of the Emergency Operations Plan, as well as after each exercise of this plan.
2. The AAR shall consist of data and information compiled from feedback provided by the response or exercise participants.

3. Following the production of an AAR, an Improvement Plan or Corrective Action Program (IP/CAP) shall be produced, identifying the areas needing improvement and determining what actions can be taken by individual organizations to implement these changes.
4. The mentioned changes shall be documented and tracked to carry out the corrective actions program and ensure that improvements are being implemented by each agency outlined in the improvement plan.

**EMERGENCY OPERATIONS PLAN  
APPENDICES**



**CARROLL COUNTY**  
**EMERGENCY OPERATIONS PLAN**  
**APPENDICES**

**I. AUTHORITIES AND REFERENCES**

**A. AUTHORITY**

This plan is developed under the provisions of the following authority:

1. Federal
  - a. Federal Civil Defense Act of 1950, Public Law 81-920, as amended.
  - b. The Disaster Relief Act of 1974, Public Law 93-288, as amended.
  - c. Emergency Management and Assistance, 44 C.R.F., October 1, 1980.
  - d. Emergency Planning and Community Right-to-Know Act of 1986. (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments & Reauthorization Act (SARA).
  - e. Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707.
  - f. Title II of the Americans with Disabilities Act of 1990, as amended.
  - g. The Disaster Mitigation Act of 2000, Public Law 106-390.
  - h. Homeland Security Act of 2002, Public Law 107-296
2. State
  - a. Public Safety Article, Title 14, Subtitle 1, Section §14 111 Annotated Code of Maryland.
  - b. Executive Order 01.012005.09, The State of Maryland Adoption of the National Incident Management System.

***B. REFERENCES***

1. Homeland Security Presidential Directive – 5 (HSPD-5); Management of Domestic Incidents.
  - a. National Response Framework, Third Edition, June 2016
  - b. National Incident Management System, Third Edition, October 2017
2. Homeland Security Presidential Directive – 8 (HSPD); National Preparedness.
  - a. National Preparedness Goal, Second Edition, September 2015
3. Homeland Security Exercise and Evaluation Program (HSEEP), April 2013
4. Homeland Security Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans, Version 2.0, November 2010.
5. FEMA Basic Emergency Operations Planning, Emergency Operations Basic Plan Template, September 2009

## II. ACRONYMS AND DEFINITIONS

Term	Acronym	Definition
Advanced Technical Rescue	ATR	Advanced Technical Rescue Team: Emergency responders with technical equipment and training required for incidents of highly advanced rescue techniques.
After Action Report	AAR	Reports that summarize and analyze performance in both exercises and actual events.
American Red Cross	ARC	A quasi-governmental agency largely for relief of suffering and welfare activities during war and disaster.
Annex		An element of the Emergency Operations Plan devoted to a component part of emergency operations describing the jurisdiction’s approach to functioning in that area of activity during emergencies and disasters.
Basic Plan		The first and major element of an emergency operations plan which provides a broad overview of the County’s approach to emergency management.
Carroll County Department of Public Works	CC DPW	The primary County department focusing its efforts on various infrastructure operations such as: airport, facilities, utilities, roads operations, and permits and inspections.
Carroll County Department of Fire and EMS	CC DFEMS	The department responsible for fourteen fire stations that respond to emergencies within their respective fire districts.
Carroll County Health Department	CCHD	A component of the MDH that serves Carroll County through assessing health needs and advocating public health. It also provides information on public health and delivers medical and environmental health services.
Carroll County Public Schools	CCPS	The public school system for Carroll County, providing kindergarten through 12 <sup>th</sup> grade education to its residents.
Carroll County Sheriff’s Office	CCSO	The primary County law enforcement agency which operates within its jurisdiction of the Carroll County area.

Carroll County Volunteer Emergency Services Association	CCVESA	The association representing the volunteer emergency services (EMS and fire operations) within Carroll County. CCVESA is comprised of representatives from all fourteen fire stations within the County.
Centers for Disease Control and Prevention	CDC	CDC works 24/7 to protect America from health, safety and security threats, both foreign and in the U.S. Whether diseases start at home or abroad, are chronic or acute, curable or preventable, human error or deliberate attack, CDC fights disease and supports communities and citizens to do the same.
Carroll Transit System	CTS	Cadre of County public transportation vehicles.
Civil Air Patrol	CAP	An auxiliary service to the US Air Force that serves in emergency services through search and rescue, disaster relief, humanitarian services, Air Force support, and counterdrug operations.
Community Organization Active in Disaster	COAD	A group of Carroll County community organizations, businesses, nonprofits and individuals working together to supplement disaster response and recovery to a variety of emergency and disaster situations within the county.
Comprehensive Preparedness Guide	CPG	Provide guidance on various focuses on preparedness. CPG 101 provides guidance on planning and development of EOPs; CPG 201 focuses on guidance for conducting THIRAs; CPG 502 provides guidance on the information exchange between fusion centers and EOCs.
Command Staff		The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.
Coordinating Function	CF	Grouping of various emergency response functions that are frequently used in providing support to the public in an incident. This system enables efficient coordination of interagency relationships throughout the response to an incident, and can be scaled to match the size/impact of the emergency/disaster, activating the different annexes according to the needs of the jurisdiction(s) affected.
Corrective Action		Improved procedures that are based on lessons learned from actual incidents or from training and exercises.

Corrective Action Program	CAP	A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered.
Damage Assessment		An appraisal of the nature and extent of the damage sustained by the County during an emergency or disaster.
Department of Homeland Security	DHS	The Federal organization with the primary responsibilities of preventing and protecting against terrorism, securing and managing the U.S. borders, enforcing and administering immigration laws, safeguarding and securing cyberspace, and ensuring resilience to disasters. FEMA is a branch of the DHS.
Department of Public Safety	DPS	Responsible for operation of the Emergency Communications Center (911 services), Emergency Operations Center, Emergency Management, Fire Protection Engineering, and providing liaison with fire and police organizations in Carroll County.
Department of Social Services	DSS	State agency department assigned with mass sheltering of population and victims.
Disaster		Any natural (hurricane, tornado, storm, flood, tidal wave, landslide, etc.) or technological/human-based (terrorist, fire, large-scale hazardous materials spill, etc.) incident that results in widespread damage of property, hardship, suffering, or possible loss of life that overwhelms the capabilities of local resources, requiring greater outside sources of support, typically from government agencies.
Emergency		An incident, natural or technological, in which the response can typically be carried out successfully by local and mutual aid resources (small hazardous materials spill, building fire, vehicle accident, etc.)
Emergency Alert System	EAS	Commercial and cable radio and television stations and interconnecting facilities which have been authorized by the Federal Communications Commission to operate in a controlled manner during a war, state of peril or disaster, or other natural emergency; used to warn the public and inform citizens of recommended protective actions.
Emergency Communications Center	ECC	911 dispatch center for Carroll County, receiving emergency calls from the public and dispatching emergency response personnel accordingly.

Emergency Management	EM	Organization overseeing the broad emergency operations for a given area. This function will typically be responsible for providing large-scale objectives through the incident cycle and has the ability to obtain, request, or assign resources necessary.
Emergency Management Assistance Compact	EMAC	A national interstate mutual aid agreement that enables states to share resources during times of disaster.
Emergency Management Manager		The Emergency Management Manager is responsible for planning, training, response, resource coordination, and other emergency management activities, both within the County government and in coordination with other local and State agencies.
Emergency Medical Services	EMS	The medical services provided by trained pre-hospital emergency medical professionals to aid in stabilization and transportation of a patient, or patients, to the hospital for further treatment.
Emergency Operations Center / Primary EOC / Alternate EOC	EOC / PEOC / AEOC	The protected site from which civil government officials, in coordination with partner agencies, exercise direction and control during an emergency. The Primary EOC will be the main location for coordination activities unless it is deemed unable to be utilized, in which case the Alternate EOC will be occupied by emergency essential government officials and partner agency liaisons for such persons to conduct their operations for the duration of the event.
Emergency Operations Plan	EOP	A document which identifies the available personnel, equipment, facilities, supplies and other resources in the County and states the method or scheme for coordinated actions to be taken by individuals and government services in the event of a natural, manmade or attack related disaster.
Evacuation		A protective action whereby citizens are moved from a place of danger to a place of relative safety.
Federal Emergency Management Agency	FEMA	The organization which coordinates the Federal government's role in preparing for, preventing, mitigating the effects of, responding to, and recovering from all domestic disasters, whether natural or man-made, including acts of terror.

General Staff		A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If the incident requires extensive response capabilities in response to an intentional impact, such as an act of terrorism, an Intelligence/Investigations Section (requiring an Intelligence/Investigations Section Chief), may be implemented.
Geographic Information System	GIS	Computer-based mapping of a location with the integration of various factors that may be used in emergency/disaster incidents, such as hazardous material releases or natural disasters.
Hazardous Material	HAZMAT	A substance which, if released in an uncontrolled manner, can be harmful to people, animals, property, or the environment.
Hazardous Materials Response Team		A group of personnel trained to perform work to handle and control actual or potential leaks or spills of hazardous substances requiring close approach to the substance. The team members perform responses to releases or potential releases of hazardous substances for the purpose of control or stabilization of the incident.
Homeland Security Exercise and Evaluation Program	HSEEP	A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises.
Improvement Plan	IP	The portion of an After-Action Report that converts lessons learned from the exercise or incident response into concrete, measurable steps that result in improved response capabilities.
Incident Action Plan	IAP	A plan created upon arrival to the scene of an incident. The IAP includes tactical and strategic objectives for bringing the incident under control.
Incident Commander	IC	Person on-scene who is directly in charge of all operations on the ground. This person will be working with other Command and General Staff to create goals and objectives for the overall management of the scene to bring it under control.

Incident Command Post	ICP	Facility located at a safe distance upwind from an accident site where the on-scene coordinator, responders, and technical representatives can make response decisions, deploy manpower and equipment, maintain liaison with the media, and handle communications.
Incident Command System	ICS	The combination of facilities, equipment, personnel, procedures, and communication operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.
Joint Information Center	JIC	A facility established to coordinate all incident-related public information activities.
Local State of Emergency Declaration		A State of Emergency declared by the Board of County Commissioners, enabling State and Federal resources to be utilized within the County. At this stage in an event, County resources have been, or are expected to be, overwhelmed, and outside resources from regional, State, and Federal partners are most likely to be necessary for response and recovery efforts.
Maryland Department of Natural Resources	DNR	State agency whose purpose is for the preservation, protection, and restoration of the State's environment and natural resources.
Maryland Department of the Environment	MDE	Works to protect and restore the quality of Maryland's air, water and land resources, while fostering smart growth, a thriving and sustainable economy and healthy communities.
Maryland Department of Health	MDH	The State organization whose primary goal is to advocate and help maintain public health throughout the state through various programs/departments, such as the Office of Health Care Quality, Office of the Chief Medical Examiner, Alcohol and Drug Abuse Administration, and the Prevention and Health Promotion Administration. Emergency services may be requested of certain offices/personnel, such as the Chief Medical Examiner in large-scale/mass-fatality incidents.
Maryland Emergency Management Agency	MEMA	The Maryland Emergency Management Agency (MEMA) is the agency of State government with primary responsibility and authority for emergency preparedness policy, and for coordinating hazard mitigation, incident response, and disaster recovery.



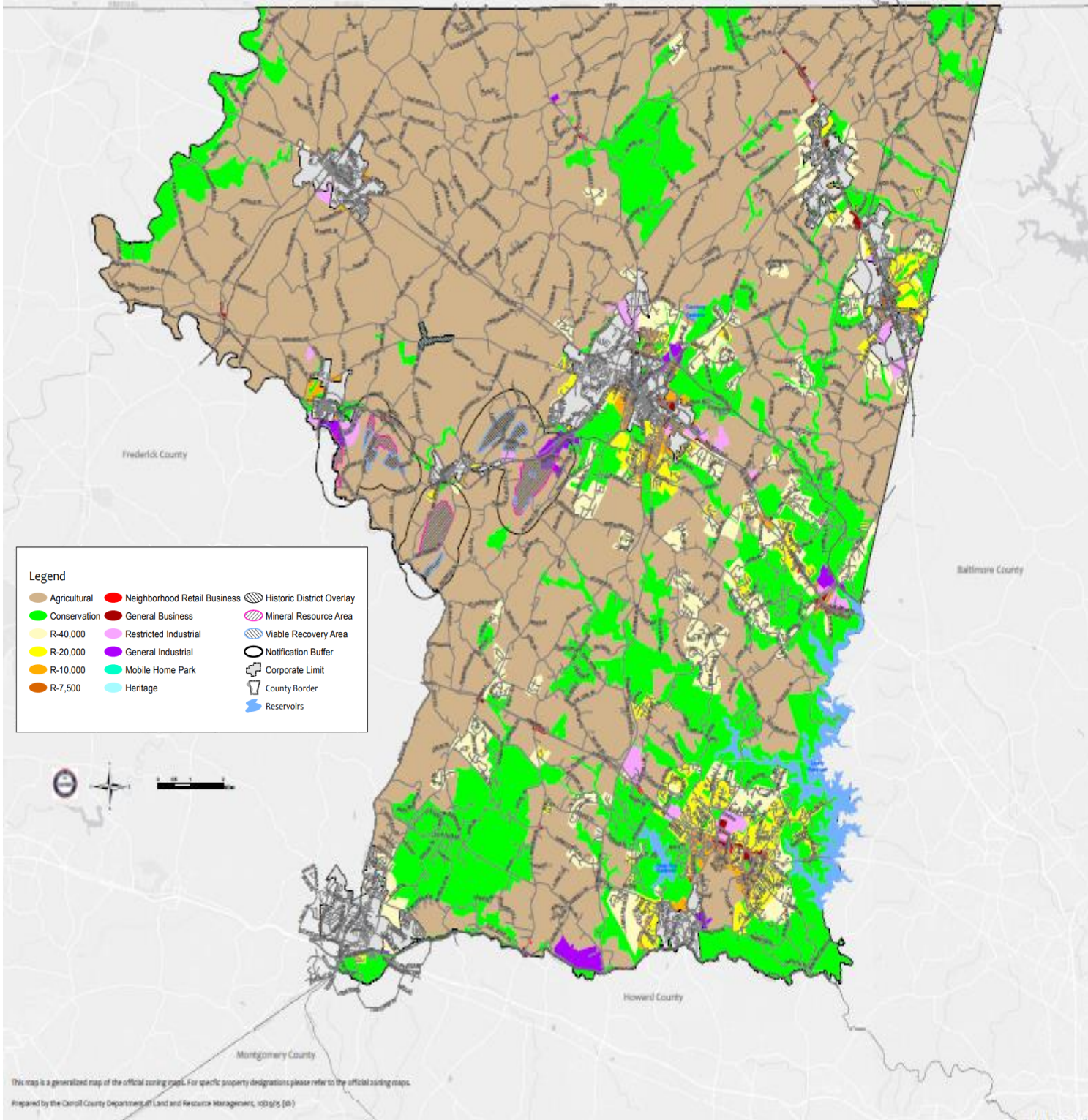
Maryland Intrastate Emergency Management Assistance Compact	MIEMAC	A state-wide mutual aid system within Maryland that allows any jurisdiction in Maryland to request and receive assets from another Maryland jurisdiction.
Maryland Institute for Emergency Medical Services Systems	MIEMSS	Consistent with Maryland law and guided by the EMS Plan, to provide the resources (communications, infrastructure, grants, and training), leadership (vision, expertise, and coordination), and oversight (medical, regulatory, and administrative) necessary for Maryland's statewide emergency medical services (EMS) system to function optimally and to provide effective care to patients by reducing preventable deaths, disability, and discomfort.
Maryland Joint Operations Center	MJOC	Operated 24/7 by National Guard and emergency management professionals, it is a joint civilian-military watch center. In addition to serving as a communications hub for emergency responders statewide and supporting local emergency management, the MJOC monitors local, state, national and international events, and alerts decision-makers in Maryland when a situation warrants.
Maryland State Police	MSP	Overarching law enforcement entity for the entire state of Maryland. Carroll County houses one of the Maryland State Police Barracks within the City of Westminster.
Memorandum of Understanding	MOU	A formal agreement in which two or more parties agree to mutual terms. In an emergency/disaster event, this is an agreement of mutual operational support.
Mitigation		Any measure taken to prevent or reduce the probability of an occurrence of hazard and to avoid or reduce the adverse impacts of an occurrence.
Carroll County Mobile Communications Vehicle	MC-1/ MC-2	The mobile communications vehicles utilized for overall command support on-scene for emergency response operations. MC-1 is a component of the Carroll County Sheriff's Office, and MC-2 is utilized by the Department of Public Safety.
Mutual Aid Agreement	MAA	Agreement between two or more organizations or jurisdictions to provide reciprocal assistance to one another in time of an emergency.
National Warning System	NAWAS	National Warning System. Located at MEMA and the Carroll County ECC.

National Weather Service	NWS	A component of the National Oceanic and Atmospheric Administration (NOAA), this organization provides weather, water, and climate data, but will also issue warnings and forecasts to aid in the safety/protection of life and property. The NWS also has emergency capabilities in the form of tabletop exercise support, as well as deployable forecasters to enhance on-scene weather data information.
National Response Center	NRC	The National Response Center (NRC) is the federal government's national communications center, which is staffed 24 hours a day by U.S. Coast Guard officers and marine science technicians. The NRC is the sole federal point of contact for reporting all hazardous substances releases and oil spills. The NRC receives all reports of releases involving hazardous substances and oil that trigger federal notification requirements under several laws.
National Response Framework	NRF	The National Response Framework is a guide to how the Nation responds to all types of disasters and emergencies. This Framework describes specific authorities and best practices for managing incidents that range from the serious but purely local to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework describes the principles, roles and responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident and further describes how response efforts integrate with those of the other mission areas.
Office of the Chief Medical Examiner	OCME	Assigned task of body identification, cause of death, and removal.
Presidential Declaration of Emergency		A proclamation by the President of the United States that a locality has sustained destruction and privation with which it cannot cope and for which reason the locality has become eligible for certain types of Federal aid and assistance.
Protective Action		Any actions recommended by competent authority to the population at risk to prevent or reduce the possibility of injury resulting from the efforts of a hazard.
Public Information Officer	PIO	Person designated by IC or County to disseminate information on an incident directly to the media.

Radio Amateur Civil Emergency Services	RACES	Group that provides redundant emergency radio communications when the possibility for failure of primary communication methods is present.
Recovery		The phase of emergency management activities during which actions, both short and long, are taken to return conditions to normal or an improved level.
Response		The phase of emergency management activities involving the provision of emergency assistance for casualties and actions to reduce further damage or expedite recovery operations.
Search and Rescue	SAR	Any actions taken to find, assist, and remove persons injured or placed at risk by emergency events.
Shelter		A site designated by Emergency Management officials to receive persons displaced by emergency events and where these persons will obtain emergency assistance, advice, or instructions.
Shelter-in-Place		Preferred method of sheltering. Responding to an emergency by remaining indoors and monitoring the situation with available resources used primarily when there is little time to react and it would be more dangerous to move outdoors to try to evacuate.
Standard Operating Procedure/Guideline	SOP/SOG	A body of instructions having the force of a directive, covering those features of an operation which lend themselves to a definite or standardized procedure without the loss of effectiveness
State Emergency Operations Center	SEOC	The State government level center for coordinating response and recovery operations for large-scale incidents that cross multiple jurisdictions and/or State lines, or involve several resources from different locations. The activation of the State Emergency Operations Center will allow local jurisdictions to have more accessible means of obtaining State resources in the event of an emergency or disaster.
State Highway Administration (MD)	MD SHA	State organization responsible for the safe, reliable, and maintained highway system throughout the state of Maryland. Their duties may include such activities as snow plowing/removal and road repair.

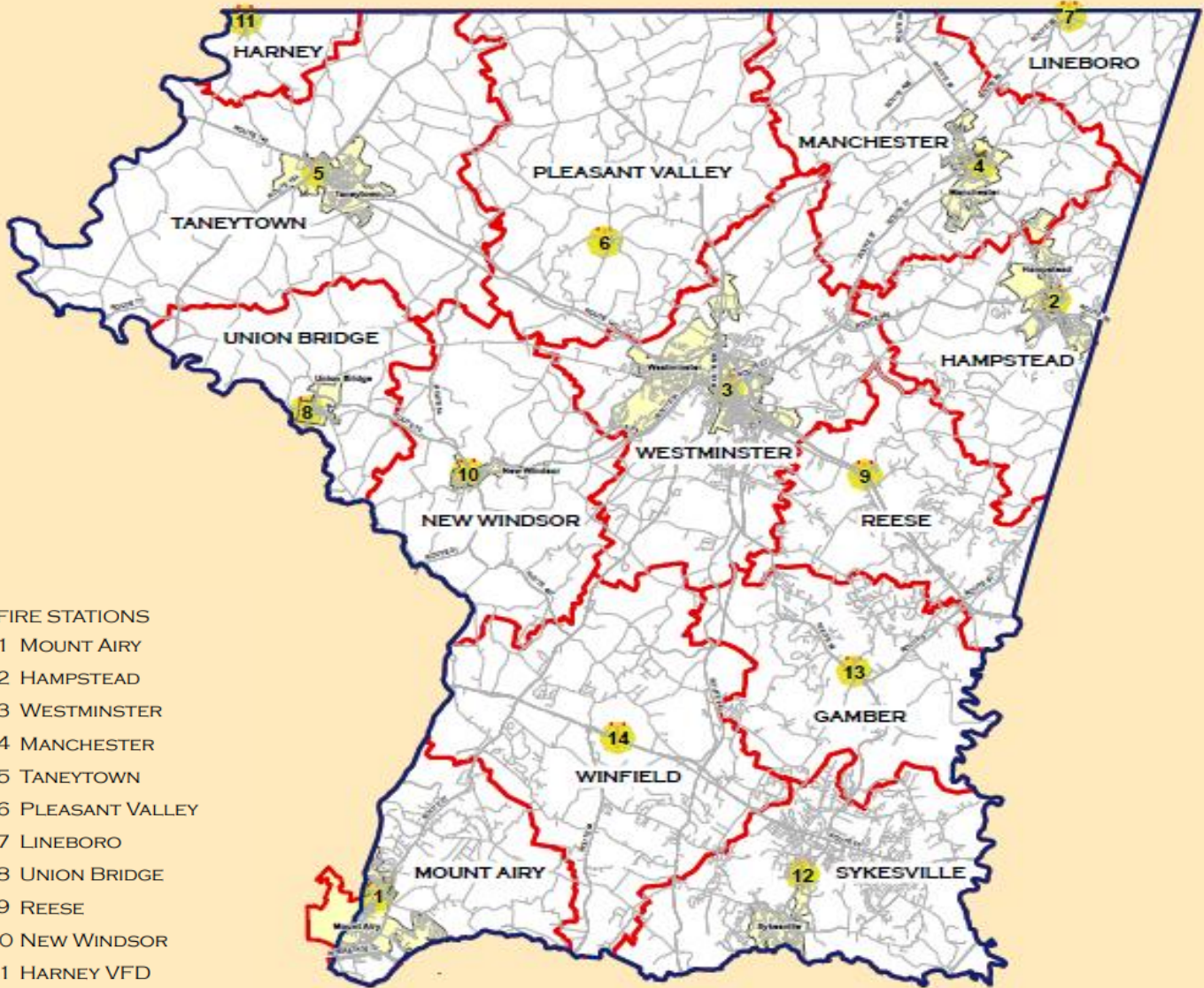
State of Emergency		A formal declaration by an executive head of government that a situation exists which requires extraordinary effort or procedures to counteract or overcome. It may suspend or modify local law or procedures to the extent local law permits. It has the force and effect of law.
Threat		An indication of possible violence, harm, or danger.
Unified Command	UC	An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.
Voluntary Organizations Active in Disaster (Maryland)	MDVOAD	An umbrella organization of diverse disaster relief agencies that include faith-based groups, non-profits, governmental departments and agencies, and other non-governmental organizations.
Weapon of Mass Destruction	WMD	Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact.
Web-Based Emergency Operations Center	WebEOC	An internet-based program designed for communication between multiple agencies, providing a virtual space for the collection of documents and situational updates while operations are being conducted in response to an incident.

# County-wide Zoning Map Carroll County, Maryland



# CARROLL COUNTY, MARYLAND

## FIRE DEPARTMENT DISTRICTS



- FIRE STATIONS
- 1 MOUNT AIRY
  - 2 HAMPSTEAD
  - 3 WESTMINSTER
  - 4 MANCHESTER
  - 5 TANEYTOWN
  - 6 PLEASANT VALLEY
  - 7 LINEBORO
  - 8 UNION BRIDGE
  - 9 REESE
  - 10 NEW WINDSOR
  - 11 HARNEY VFD
  - 12 SYKESVILLE FREEDOM
  - 13 GAMBER
  - 14 WINFIELD

1 Mount Airy Volunteer Fire Department	702 N Main Street	Mount Airy	21771	301-629-0100
2 Hampstead Volunteer Fire Company	1341 North Main Street	Hampstead	21074	410-239-4200
3 Westminster Fire Engine and Hose Co 1	25 John Street	Westminster	21157	410-845-1800
4 Manchester Volunteer Fire Department	3209 Main Street	Manchester	21102	410-299-2986
5 Taneytown Volunteer Fire Company	39 East Baltimore Street	Taneytown	21787	410-756-6253
6 Pleasant Valley Community Fire Company	2030 S Pleasant Valley Rd	Westminster	21158	410-643-1977
7 Lineboro Volunteer Fire Department	424 Main Street	Lineboro	21102	410-374-2197
8 Union Bridge Volunteer Fire Company Inc	8 West Locust Street	Union Bridge	21791	410-775-7422
9 Reese Volunteer Fire Company	1745 Baltimore Blvd	Westminster	21157	410-843-7172
10 New Windsor Fire Company	101 High Street	New Windsor	21176	410-843-8223
11 Harney Volunteer Fire Company	5130 Harney Road	Taneytown	21787	410-756-6464
12 Sykesville Freedom District Fire Dept	Freedom Ave & MD Route 32	Sykesville	21784	410-795-0311
13 Gamber and Community Fire Company	3838 Nine Road	Finksburg	21048	410-795-3445
14 Winfield Community Volunteer Fire Dept	1320 West Liberty Road	Sykesville	21784	410-795-1333

0 1 2 4 Miles

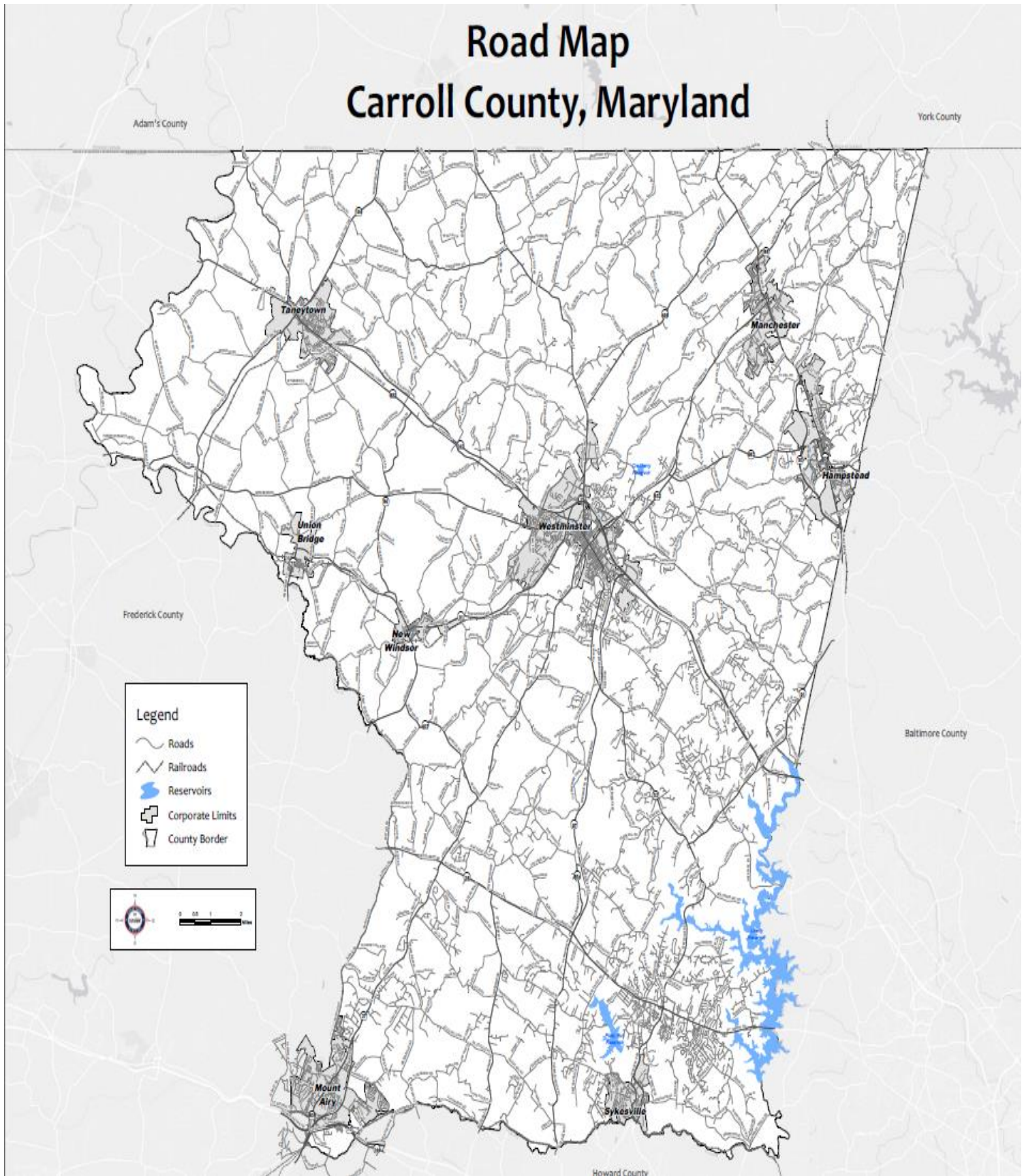
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**Carroll County, MD**  
Office of Public Safety  
GIS Support Services  
225 North Center Street  
Westminster, MD 21157



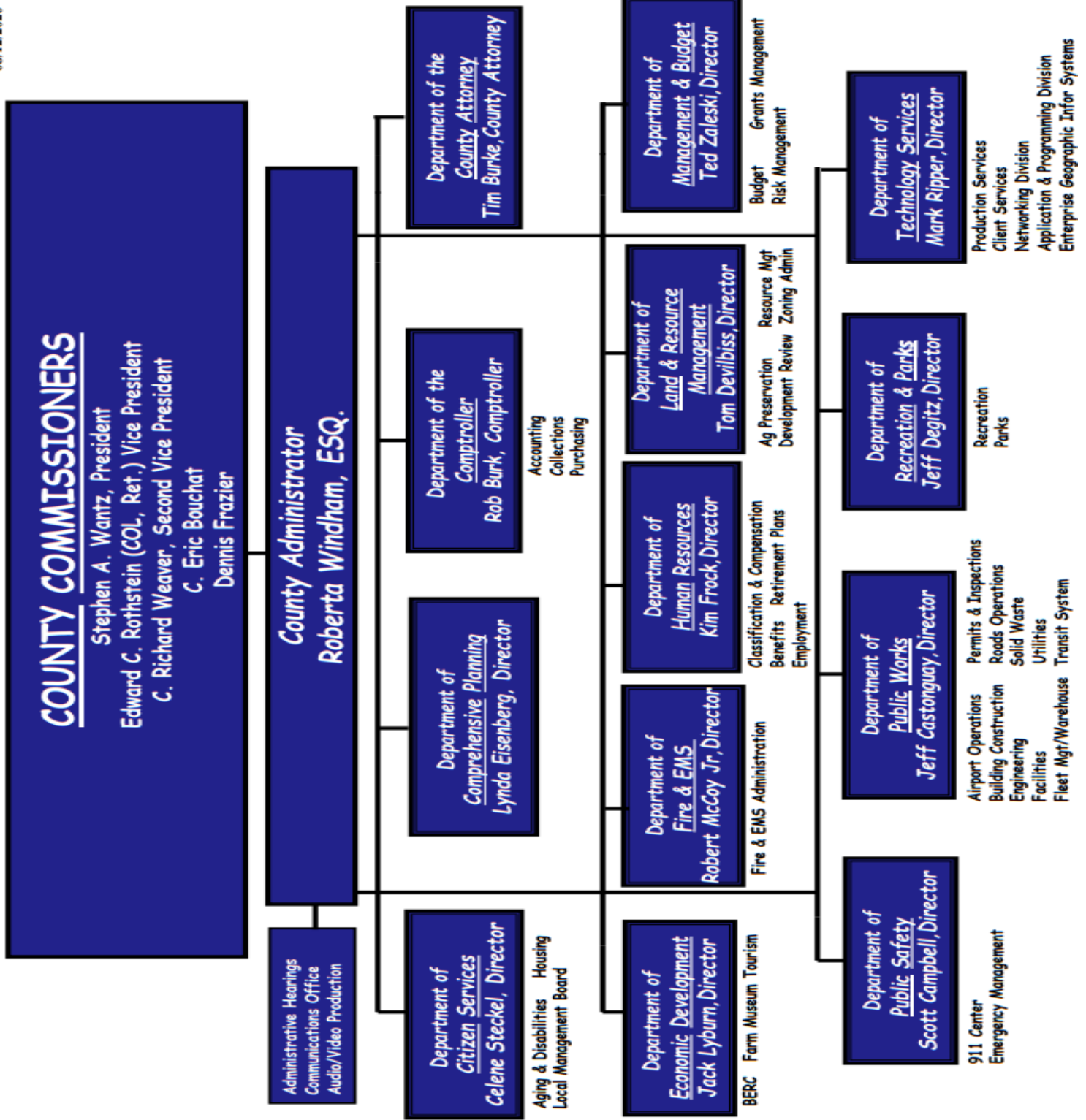
ATTACHMENT C COUNTY ROADS AND RAILROADS MAP



ATTACHMENT D COUNTY ORGANIZATIONAL CHART

08/12/2020

CARROLL COUNTY GOVERNMENT







**FEMA**

**ATTACHMENT E - National Incident Management System Training Grid of Required/Recommended Courses**

NIMS training is required under Homeland Security Presidential Directive (HSPD-5) to receive federal funding, contracts, grants, training, and reimbursement of disaster recovery costs. Under the NIMS Training Program, personnel must attend training based on their ICS role and the Incident Complexity (Type 1, 2, 3, 4, or 5) those personnel will likely face. For details, visit: [http://fema.gov/pdf/emergency/nims/nims\\_training\\_program.pdf](http://fema.gov/pdf/emergency/nims/nims_training_program.pdf)

FEMA’s Emergency Management Institute offers free on-line NIMS-compliant training ranging from 1 to 3 hours in length. For a course list, visit: <http://training.fema.gov/IS/crslist.asp>  
The ICS-300 and ICS-400 courses must be taught in classroom by certified NIMS Instructors.

<b>FEDERAL/STATE/LOCAL/PRIVATE SECTOR &amp; NON-GOVERNMENTAL ORGANIZATION PERSONNEL:</b>	<b>REQUIRED TRAINING:</b> (listed in order to be completed)	<b>ADDITIONAL TRAINING:</b> (as appropriate to assigned role)
Entry-level first responders and field (ICS) personnel who respond to Type 5 or higher incidents: <ul style="list-style-type: none"> <li>• Emergency Medical Services</li> <li>• Firefighting</li> <li>• Healthcare/Hospitals</li> <li>• Law Enforcement</li> <li>• Public Health</li> <li>• Public Information (JIC)</li> <li>• Public Works/Utilities</li> <li>• Schools</li> <li>• Emergency management, response, support, and volunteer personnel at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• IS-700.B: An Introduction to the NIMS</li> <li>• IS-100.C: Introduction to ICS</li> </ul> Customized versions of IS-100.C are available for personnel from: <ul style="list-style-type: none"> <li>• Healthcare/Hospitals (HC)</li> <li>• Higher Education (HE)</li> <li>• Law Enforcement (LE)</li> <li>• Public Works (PW)</li> <li>• Schools (SC)</li> </ul>	



**FEMA**

**ATTACHMENT E - National Incident Management System Training Grid of Required/Recommended Courses**

<p>First-line supervisors including Single Resource Leaders, Field Supervisors, and other emergency management/response personnel who supervise planning, response or recovery operations for Type 4 or higher incidents.</p>	<ul style="list-style-type: none"> <li>• IS-700.B: An Introduction to the NIMS</li> <li>• IS-100.C: Introduction to ICS</li> <li>• IS-200.C: Basic ICS for Initial Response</li> </ul>	
<p>Mid-level management including Unit Leaders, Division/Group Supervisors, Branch Directors, Strike Team Leaders, and Task Force Leaders who manage supervisors and/or staff during planning, response or recovery operations for Type 3 or higher incidents.</p>	<ul style="list-style-type: none"> <li>• IS-700.B: An Introduction to the NIMS</li> <li>• IS-100.C: Introduction to ICS</li> <li>• IS-200.C: Basic ICS for Initial Response</li> <li>• ICS-300: (classroom only) Intermediate ICS for Expanding Incidents</li> <li>• IS-800.C: National Response Framework, an Introduction</li> </ul>	<ul style="list-style-type: none"> <li>• IS-29.A: Public Information Officer Awareness</li> <li>• IS-703.A: NIMS Resource Management</li> <li>• IS-706: NIMS Intrastate Mutual Aid</li> </ul>

<b>FEDERAL/STATE/LOCAL/PRIVATE SECTOR &amp; NON-GOVERNMENTAL ORGANIZATION PERSONNEL:</b>	<b>REQUIRED TRAINING:</b> (listed in order to be completed)	<b>ADDITIONAL TRAINING:</b> (as appropriate to assigned role)
<p><u>Required:</u> Incident, Unified, and Area Command Staff including Incident Commander, Safety Officer, Liaison Officer, Public Information Officer, Intelligence Officer, their Deputies and Assistants; Operations, Planning, Logistics, and Finance/Administration Section Chiefs for Type 3 or higher incidents</p>	<ul style="list-style-type: none"> <li>• IS-700.B: An Introduction to the NIMS</li> <li>• IS-100.C: Introduction to ICS</li> <li>• IS-200.C: Basic ICS for Initial Response</li> <li>• ICS-300: (classroom only) Intermediate ICS for Expanding Incidents</li> <li>• ICS-400: (classroom only) Advanced ICS Command and General Staff – Complex Incidents</li> <li>• IS-800.C: National Response Framework, an Introduction</li> </ul>	<ul style="list-style-type: none"> <li>• G-191: ICS/EOC Interface</li> <li>• IS-201: Forms Used for Development of Incident Action Plan</li> <li>• IS-29.A: Public Information Office Awareness</li> <li>• IS-703.A: NIMS Resource Management</li> <li>• IS-706: NIMS Intrastate Mutual Aid</li> </ul>
<p>Emergency management and response personnel in an Emergency Operations Center (EOC) or Multi-Agency Coordination System (MACS)</p>	<ul style="list-style-type: none"> <li>• IS-700.B: An Introduction to the NIMS</li> <li>• IS-100.C: Introduction to ICS</li> <li>• IS-800.C: National Response Framework, an Introduction</li> <li>• IS-706: NIMS Intrastate Mutual Aid</li> <li>• G-191: ICS/EOC Interface</li> <li>• G-775: EOC Management and Operations</li> </ul>	
<p>Governors, County Executives, Mayors, City Managers, Agency Administrators, and other elected or appointed Senior Officials who have jurisdictional authority, responsibilities, or oversight over response and support operations during an emergency</p>		<p>Recommended but not required:</p> <ul style="list-style-type: none"> <li>• G-402: ICS Overview for Executives and Senior Officials</li> <li>• G-191: ICS/EOC Interface</li> <li>• Additional training based on jurisdictional risk and/or specific interest</li> </ul>

**ATTACHMENT F EOP TRAINING RECORD MATRIX**

- A. Training/exercising and/or review of this plan shall be performed on an annual basis by all essential personnel within agencies which hold a copy of this plan.
- B. Those responsible for agency training/documentation shall use the following tables to track the training or review performed.

TRAINING CONDUCTED (drill, exercise, review, etc.)	DATE	SIGNATURE OF TRAINING LEAD

NAME OF TRAINED PERSONNEL	DATE	SIGNATURE

**ATTACHMENT G COORDINATING FUNCTION MATRIX**

**EOP COORDINATING FUNCTIONS ANNEX**

This section is maintained by Carroll County Emergency Management

**ATTACHMENT H CARROLL COUNTY EMERGENCY DECLARATION**

**Date:** \_\_\_\_\_

**Time:** \_\_\_\_\_

**DECLARATION OF EXISTENCE OF A STATE OF EMERGENCY**

WHEREAS, Maryland Emergency Management Law (Maryland Public Safety Code Annotated § 14-101 et. Seq.) empowers the Board of Commissioners to proclaim the existence or threatened existence of a local emergency when Carroll County is affected or likely to be affected by a public calamity; and

WHEREAS, the Board of Commissioners of Carroll County does hereby find:

*That due to <INCIDENT/EVENT>, a condition of extreme peril to life and property necessitates the proclamation of the existence of an emergency.*

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists in said County; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency, the powers, functions, and duties of the emergency organization of the County shall be those prescribed by State law, by ordinances and resolutions of this County, and by the Carroll County Emergency Operations Plan.

*THE COUNTY COMMISSIONERS OF  
CARROLL COUNTY, MARYLAND*

\_\_\_\_\_  
*President*

**EOP COORDINATING FUNCTIONS ANNEX**

This section is maintained by Carroll County Emergency Management