

AGENDA ITEM # 2B  
December 1, 2009

**Action**

*Councilmembers received copies of the Emergency Operations Plan under separate cover. A copy of the plan is available for public review in the Office of Legislative Information Services, Council Office Building, 100 Maryland Avenue, Rockville, 5<sup>th</sup> floor, or online at: <http://www.montgomerycountymd.gov/content/homelandsecurity/pdfs/eoplan.pdf>.*

**MEMORANDUM**

November 25, 2009

TO: County Council

FROM: Minna K. Davidson, Legislative Analyst *MKD*

SUBJECT: **Action:** Montgomery County Emergency Operations Plan, 2009

**Public Safety Committee Recommendation**

The Public Safety Committee reviewed the 2009 Emergency Operations Plan on November 19, 2009, and requested certain amendments. The Committee recommends approval as amended. (2-0, Councilmember Berliner absent) An approval resolution is attached on © 1-2.

**General Background**

For several years, there have been federal and State requirements for the County to produce and maintain an emergency operations plan to provide a framework for responses to large scale emergencies in the County. For more than 15 years, the County has maintained an emergency operations plan. The Executive has revised and re-issued it as necessary to comply with new requirements and to include current practices.

On October 30, 2009, the Council received the Executive's transmittal of the 2009 Montgomery County Emergency Operations Plan (EOP). The 2009 revision involved a major overhaul of the previous plan to incorporate new standards and requirements that were developed following September 11, 2001, and the establishment of the US Department of Homeland Security.

The 2009 EOP is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the County. It incorporates the National Incident Management System (NIMS) as the County standard for incident management, reflects other changes resulting from the adoption of the National Response Framework in 2008, and has been developed to comply with NIMS and Emergency Management Accreditation Program (EMAP) standards.

More detailed information on the organization of the 2009 EOP, the emergency response structure established in the plan, and maintenance and distribution of the plan is included in the attached Committee worksession packet memo on © 3-10. Excerpts from the plan are attached as indicated in the table of contents.

### **Council Approval of the 2009 EOP**

In 1998, the Council adopted Resolution 13-1475, approving the then current EOP and requiring that future revisions of the Emergency Operations Plan must be approved by Council resolution before they are submitted to the State. The Council has continued to require Council approval of revisions of the Plan since that time. Resolution 15-791, approving the 2002 Emergency Operations Plan which is currently in effect, includes the requirement for Council approval of future plans.

The Executive has provided a signature line for Council concurrence with the 2009 EOP in his letter of Promulgation on © 26. An approval resolution for the plan was introduced on November 17 and is now before the Council for action (© 1-2).

### **Public Safety Committee Recommendations**

The Committee requested that Executive staff make changes in two parts of the plan. Executive staff agreed to make the changes and will incorporate revised pages into the plan after Council action.

### **Council's Role in Emergencies**

The Council's role in emergencies is described on © 45-46. The Committee requested the following changes to more accurately reflect the Council's emergency functions. (Deletions are shown with brackets, and additions are shown with underlines.)

Delete the following bullet as it is not applicable:

- [Approve and authorize the selection of the applicant's agent, as described under federal law, in accordance with the Stafford Act, as amended.]

Add the following bullet:

- As necessary, approve the extension of a state of emergency beyond the original three-day period.

Change the following bullets as shown:

- Collectively or individually, communicate[s] with the public and provide[s] guidance on responding to an emergency or disaster in coordination with the Office of Public Information.
- Collectively or individually, host[s] community meetings to ensure needs are being addressed, and to provide information to residents.
- Collectively or individually, serve[s] as an advocate for constituent recovery efforts.
- [Individually,] In cooperation with the Council Staff Director, maintain[s] notification plans and Continuity of Operations Plan for [their respective office and staff] the Council Office.

### **Executive's Authority to provide aid to neighboring jurisdictions**

The Basic Plan included a statement that the Executive or CAO could direct assistance to adjoining jurisdictions even if there is no official agreement for mutual aid. After reviewing this issue with the County Attorney, Executive staff concluded that the County Executive does not have the authority to render assistance in the absence of a mutual aid agreement. Executive staff will delete the relevant language as shown below. The Committee concurred.

Such assistance will be in accordance with existing mutual aid agreements [or, in the absence of official agreements, as directed by the County Executive or in his/her absence, the Chief Administrative Officer, when it is determined that such assistance is necessary and feasible].

### **Public Safety Committee Discussion**

The Committee received an overview of the history, proposed changes, structure, and content of the 2009 EOP from the Manager of the Office of Emergency Management and Homeland Security (OEMHS). He noted that the plan is similar in structure to many other plans that are used at the State, national, and local levels, making it easier for personnel from many jurisdictions to work together in large scale emergencies. The EOP is intended to provide guidance about what needs to be done and who needs to do it. It is to be used in conjunction with other departmental and agency plans, standard operating procedures, and mutual aid agreements which provide detail about how things are to be done.

The Committee discussed the practical application of the plan in the County's H1N1 response, and heard from the OEMHS Manager that the plan has helped to organize all of the elements of the response. For example for a vaccination clinic, lead agencies are identified not only for the major functions like administering vaccines, but also for supporting functions such as traffic direction and crowd control.

In response to a Committee question about syndromic surveillance, the OEMHS Manager said that the EOP designates a lead agency for that task (DHHS). The plan does not address how syndromic surveillance should be conducted, which would depend on other factors (for example, financial, technological) outside the scope of the plan.

The Committee discussed the assumption from the Basic Plan that “Montgomery County residents and businesses are expected to use their own resources and be self-sufficient following a significant disaster event for up to three days.” The OEMHS Manager clarified that being self sufficient would involve at least having a supply of food, water, and medications for three days, and making arrangements for any special needs (for example, a generator to power medical equipment) as well. The three-day standard is used nationally because in a large scale emergency it may take up to three days for large federal resources to activate and deploy.

The OEMHS Manager said that OEMHS promotes individual preparedness through the Plan 9 brochure, on the OEMHS website, and in meetings with the community. Even though preparedness has been strongly promoted, surveys indicate that a majority of individuals across the country have not made the recommended emergency preparations. Nonetheless, individual preparedness has been improving over time. The OEMHS Manager explained that individual/family preparedness is important because individuals and families who are prepared avoid having to scramble for scarce resources during an emergency; will be better able to cope if everyday or emergency systems are down; and will be less likely to overwhelm emergency systems. The Committee Chair emphasized the importance of public preparedness, given the limited resources of governments, and the need to focus on managing the emergency and caring for immediate victims when a disaster occurs.

<b><u>This packet contains:</u></b>	<b><u>circle #</u></b>
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Resolution No.: \_\_\_\_\_  
Introduced: November 17, 2009  
Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

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By: County Council

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Subject: Approval of the Montgomery County Emergency Operations Plan, 2009

Background

1. The Maryland Code, Public Safety Article, § 14-101 et. seq, requires each political subdivision to establish a local organization for the Office of Emergency Management with a Director appointed by the Governor on recommendation of the County Executive; develop and maintain a plan for disaster preparedness; and conduct disaster operations.
2. To comply with State and federal requirements, the County has maintained an Emergency Operations Plan for more than 15 years. The Executive has revised and re-issued the plan as necessary to comply with new requirements and to include current practices.
3. On October 30, 2009, the Council received the Executive's transmittal of the 2009 Montgomery County Emergency Operations Plan (EOP). This plan is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the County. It incorporates the National Incident Management System (NIMS) as the County standard for incident management, reflects other changes resulting from the adoption of the National Response Framework in 2008, and has been developed to comply with NIMS and Emergency Management Accreditation Program (EMAP) standards.
4. In 1998, the Council adopted Resolution 13-1475 approving the then current EOP and requiring that future revisions of the Emergency Operations Plan must be approved by Council resolution before they are submitted to the State. The Council has continued to require Council approval of revisions of the plan since that time.
5. The Public Safety Committee reviewed the 2009 EOP on November 19, 2009, and requested certain amendments. The Committee recommended approval as amended.

6. The 2009 EOP replaces and supersedes the 2002 EOP, which the Council approved by Resolution 15-791 in October 2004.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Montgomery County Emergency Operations Plan, 2009, is approved. A copy of the Plan is on file in the Council's Office of Legislative Information Services.

Each future revision of the Emergency Operations Plan must be approved by Council resolution before it is submitted to the State.

This is a correct copy of Council action.

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Linda M. Lauer, Clerk of the Council

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*Public Safety Committee members should bring their copies of the Emergency Operations Plan to this worksession. A copy of the plan is available for public review in the Office of Legislative Information Services, Council Office Building, 100 Maryland Avenue, Rockville, 5<sup>th</sup> floor.*

MEMORANDUM

November 17, 2009

TO: Public Safety Committee  
FROM: Minna K. Davidson, Legislative Analyst *MKD*  
SUBJECT: Montgomery County Emergency Operations Plan, 2009

For this worksession, Chris Voss, Manager of the County's Office of Emergency Management and Homeland Security (OEMHS), will provide an overview of the 2009 Emergency Operations Plan, discuss in more detail his responses to Council staff questions in the packet, and will be available to respond to any other issues raised by the Committee. Following the discussion, the Committee will need to make a recommendation for Council action on the plan.

**General Background**

For several years, there have been federal and State requirements for the County to produce and maintain an emergency operations plan to provide a framework for responses to large scale emergencies in the County. For more than 15 years, the County has maintained an emergency operations plan. The Executive has revised and re-issued it as necessary to comply with new requirements and to include current practices.

On October 30, 2009, the Council received the Executive's transmittal of the 2009 Montgomery County Emergency Operation Plan (EOP). The 2009 revision involved a major overhaul of the previous plan to incorporate new standards and requirements that were developed following September 11, 2001, and the establishment of the US Department of Homeland Security.

The 2009 EOP is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the County. It incorporates the National Incident Management System (NIMS) as the County standard for incident management, reflects other changes resulting from the adoption of the National Response Framework in 2008, and has been developed to comply with NIMS and Emergency Management Accreditation Program (EMAP) standards.

### Council Approval of the 2009 EOP

In 1998, the Council adopted Resolution 13-1475, approving the then current EOP and requiring that future revisions of the Emergency Operations Plan must be approved by Council resolution before they are submitted to the State. The Council has continued to require Council approval of revisions of the Plan since that time. Resolution 15-791, approving the 2002 Emergency Operations Plan which is currently in effect, includes the requirement for Council approval of future plans.

The Executive has provided a signature line for Council concurrence with the 2009 EOP in his letter of Promulgation on © 16. An approval resolution for the plan was introduced on November 17 (© 1-2). If the Committee concludes its review of the plan on November 19, Council action on the resolution will be scheduled for December 1.

### Organization of the 2009 EOP

The current approved 2002 EOP includes a Basic Plan, 26 functional annexes, and four target-specific hazards. The 2009 EOP has been re-structured to include four sections as discussed below.

#### **2009 Emergency Operations Plan Sections**

<b>Section</b>	<b>Title</b>	<b>Summary</b>
1	Basic Plan	Includes: introduction, situation and risk assessment, planning assumptions, EOP implementation and EOC activation, emergency notification, emergency roles and coordination responsibilities, emergency declarations, and concept of operations
2	Emergency Support Function (ESF) Annexes	One annex for each of 16 ESFs
3	Incident Specific Annexes	Annexes for: Biological, Dam Failure, Mass Fatality, Nuclear and Radiological, Severe Weather, and Terrorism Incidents
4	Functional Annexes	Annexes for: Animal Protection, Damage Assessment, and Training and Exercises

**Section 1, Basic Plan:** The Basic Plan states the authorities and references that serve as the basis for the plan, includes planning assumptions and information about the roles and responsibilities of the key individuals and organizations involved in emergency response, and includes background information on the demographics and other characteristics of the County.

The core section of the Basic Plan is the Concept of Operations subsection that describes how the County will respond to and recover from a major incident (excerpts on © 24-52). This subsection clearly defines lines of authority and incident command, explains the role of the Emergency Support Functions, and describes the role of the Emergency Operations Center (EOC) in emergency response. This subsection also provides guidance for other related issues such as Joint Information Systems for the dissemination of information to the public, Continuity

of Operations, resource ordering and management, evacuations, medical and social needs, and transition to recovery.

**Section 2, Emergency Support Function Annexes:** Consistent with national and state plans, and the plans in many other local jurisdictions, Montgomery County has organized its departments, agencies, and cooperating organizations into Emergency Support Functions to facilitate planning and coordination, and to achieve an effective emergency response and recovery. The ESF annexes define the mission and scope for each ESF, and provide a brief concept of operations for each function.

Each ESF is assigned a primary agency with designated support agencies and cooperating organizations. The primary agencies have been designated because they either have statutory responsibility or the necessary expertise and resources due to their programmatic or regulatory responsibilities.

Montgomery County's 16 ESFs are listed in the following table. Annex A, ESF #1, *Transportation*, is attached as an example on © 53-67. The other ESF annexes are similarly formatted.

**2009 Emergency Operations Plan ESFs**

ESF #	Title	Primary Agency
1	Transportation	Department of Transportation
2	Communications	Dept. of Technology Services
3	Public Works and Engineering	Dept. of Environmental Protection
4	Firefighting	Fire and Rescue Service
5	Emergency Management	OEMHS
6	Mass Care, Emergency Assistance, Housing and Human Services	Dept. of Health and Human Services
7	Logistics Management and Resource Support	Department of General Services
8	Public Health and Medical	Dept. of Health and Human Services
9	Urban Search and Rescue	Fire and Rescue Service
10	Oil and Hazardous Materials Response	Fire and Rescue Service
11	Agriculture and Natural Resources	Dept. of Health and Human Services
12	Energy	Department of General Services
13	Public Safety and Security	Montgomery County Police
14	Long-Term Community Recovery	OEMHS
15	External Affairs	Public Information Office
16	Volunteer and Donations Management	Volunteer Center

**Section 3, Incident Specific Annexes:** These annexes address potential major hazards in Montgomery County as identified in the Montgomery County Hazard Identification and Risk Assessment. They follow the same general format as the ESF Annexes. The incident specific annexes and primary agencies are listed below. Annex U, *Severe Weather Incident*, is attached as an example on © 68-84.

**2009 Emergency Operations Plan Incident Specific Annexes**

<b>Annex</b>	<b>Title</b>	<b>Primary Agency</b>
Q	Biological Incident	Dept. of Health and Human Services
R	Dam Failure Incident	OEMHS
S	Mass Fatality Incident	Montgomery County Police or Dept. of Health and Human Services
T	Nuclear and Radiological Incident	Fire and Rescue Service
U	Severe Weather Incident	OEMHS
V	Terrorism Incident	Montgomery County Police

**Section 4, Functional annexes:** These annexes address common functional processes that occur across the spectrum of emergency and disaster responses. They include Animal Protection, Damage Assessment, and Training and Exercises. They follow the same general format as the other annexes.

**Improvements in the 2009 EOP:** The 26 functional annexes in the 2002 EOP generally covered the same areas as are covered by the 2009 ESF annexes. Since the 26 annexes did not align with the ESFs, it was difficult to find and track information about the roles and responsibilities of departments and agencies. Changing to the ESF structure, which is used (with small variations) in emergency planning at all levels across the country, will make it much easier to access needed information quickly.

The standard format across EOP annexes is also helpful. The table at the front of each annex clearly identifies the departments, agencies, and coordinating organizations that are involved in each annex (example on © 53), and the tables shown under “Roles and Responsibilities” define for each participating agency the roles and responsibilities for preparedness, response, recovery and mitigation (example on © 57-66). While the 2002 EOP contained this information, the plan was not formatted as clearly and was more difficult to use.

**Emergency Response Structure**

The County’s emergency response structure is defined in the Basic Plan. Subsection IV, *Emergency Operations Plan Implementation, Emergency Operations Center Activation, and Emergency Notifications* spells out three levels of EOC activation - monitoring, partial activation, and full activation - and indicates who can order or request activation at each level (© 30-32). It also discusses internal and external notifications, and includes a summary table which shows each available form of notification, the approving authority, and the organization responsible for release or action via each source (© 33-34).

Subsection V, *Emergency Roles and Coordination Responsibilities*, says that during an emergency, County Government will continue to function and provide emergency and essential services, and that emergency operations will mirror day-to-day government operations to the extent possible. The subsection lists the roles of the Executive, Council, CAO, Assistant CAO, OEMHS Manager, County departments and agencies, and cooperating organizations in emergencies (excerpts on © 35-39). Cooperating organizations include municipalities in the

County, utilities, water/sewer agencies, MCPS, M-NCPPC, Montgomery College, Montgomery County Sheriff's Office, WMATA, American Red Cross, and others.

Subsection VI, *Emergency Declarations*, discusses the levels of emergencies, from non-declared disasters to Federal Emergency and Major Disaster Declarations, and the criteria and processes for declaring as state of emergency or seeking a declaration from the State or federal government.

Subsection VII, *Concept of Operations*, provides background information on the National Incident Management system (NIMS), identifies authorities for emergency response, defines command and control structures and lines of authority, describes the roles and organization of the EOC, and outlines how emergency operations will be conducted under the EOP.

Under the EOP framework:

- The County Executive is authorized under County Code Section 2-17 to declare a local state of emergency, and is responsible for organizing emergency management and directing emergency operations through the regularly constituted government structure.

The law provides that during a declared state of emergency the Executive has certain powers including ordering curfews, limiting or prohibiting the sale of alcoholic beverages, gasoline, explosives, firearms or ammunition, ordering that persons must not carry weapons or explosives, and establishing restricted areas. The Executive may also require the use of any resources controlled by the County or any other government agency located in the County, may buy or rent equipment, materials, and property, and may issue any other order as necessary to protect life and property during an emergency.

- The County Executive delegates to the CAO responsibility for the management and operation of County Government. On recommendation of the County Executive, the CAO is the Governor's appointed Emergency Management Director. As such, the CAO is empowered to employ the considerable resources of the County during times of emergency to alleviate suffering and respond to the needs of its citizens.
- The CAO delegates authority to the Fire and Rescue Chief, Police Chief, Director of the Department of Health and Human Services, and the Director of the Department of Environmental Protection to appoint on-scene incident commanders and establish standard operating procedures to guide management of emergency operations. Upon arrival at an emergency, the appropriate official on scene will establish "incident command" and designate a command post location.
- Montgomery County initial response activities are primarily performed at the field level. Field responders use the Incident Command System (ICS) established under the National Incident Management System (NIMS) to organize responses to emergencies or disasters. The ICS is described on © 42-44. The standard ICS organization is shown on © 43.

- Any emergency situation requiring more than routine coordination and assistance may result in the activation of the EOC. The CAO or the CAO's designee has the authority to order a full activation of the EOC. (The EOC may also be partially activated as described in Section IV of the Basic Plan.)
- The EOC supports the incident by, among other things, providing overall coordination of emergency operations throughout the County, coordinating with local, state, and federal government agencies and private sector resources, and coordinating requests for resources from the state, National Capital Region jurisdictions, and the federal government as necessary to support emergency operations.
- ESFs represented in the EOC provide support, as necessary, through five support groups: Emergency Services, Community Services, Infrastructure Support, Public Safety and Municipality Support, and Operations Support. An organizational chart showing the structure is attached on © 48, and each support group is described on © 50-51.

### **EOP Maintenance and Distribution**

The plan for maintenance and distribution of the EOP is described on © 23. The Montgomery County Office of Emergency Management and Homeland Security is responsible for developing, maintaining, and distributing the EOP, but primary agencies are responsible for maintaining and updating their assigned functional annexes. It appears that the intent is to review the EOP and publish updates annually with all requests for changes coordinated through OEMHS. All updates would be submitted to the Executive and Council for approval.

OEMHS intends to distribute either electronic or hard copies of the approved EOP to all County departments and agencies, the Maryland Emergency Management Agency, and other cooperating organizations. Additional copies will be available from OEMHS on request.

### **Issue: Council Role in Emergencies**

The Council's role in Emergencies is described on © 35-36. Council staff recommends the changes listed below to more accurately reflect the Council's emergency functions. The Committee may want to review this section further to determine whether any additional changes are needed.

Delete the following bullet as it is not applicable:

- [Approve and authorize the selection of the applicant's agent, as described under federal law, in accordance with the Stafford Act, as amended.]

Add the following bullet:

- As necessary, approve the extension of a state of emergency beyond the original three-day period.

Change the following bullets as shown (underlines for additions and brackets for deletions):

- Collectively or individually, communicate[s] with the public and provide[s] guidance on responding to an emergency or disaster in coordination with the Office of Public Information.
- Collectively or individually, host[s] community meetings to ensure needs are being addressed, and to provide information to residents.
- Collectively or individually, serve[s] as an advocate for constituent recovery efforts.
- [Individually,] In cooperation with the Council Staff Director, maintain[s] notification plans and Continuity of Operations Plan for [their respective office and staff] the Council Office.

### Questions

OEMHS responses to Council staff questions on the EOP and the responsibilities outlined in the plan are attached on © 3-9. Council staff recommends that the Committee review each of the responses with the OEMHS Manager because they help clarify how provisions in the plan will work. Council staff would highlight one question that requires further discussion, and one that requires a change in the plan.

#### **Question 5 (© 5-6) requires further discussion:**

In the Basic Plan, one of the planning assumptions states:

- Montgomery County residents and businesses are expected to use their own resources and be self-sufficient following a significant disaster event for up to three days.

This assumption was not included in the 2002 EOP, and it is unclear how well the public understands that they will be expected to be self-sufficient for several days following a disaster event. The OEMHS response provides an update on the County's progress on COOP plans, but does not address how the public is being informed that they must be prepared to manage with their own resources following a large scale emergency. Council staff is concerned that if the public is not well informed about this expectation, the public will not be prepared to meet it.

#### **Question 10 (© 8-9) requires a change in the plan:**

The Basic Plan included a statement that the Executive or CAO could direct assistance to adjoining jurisdictions even if there is no official agreement for mutual aid. After reviewing this issue with the County Attorney, Executive staff concluded that the County Executive does not have the authority to render assistance in the absence of a mutual aid agreement and will delete the relevant wording in the plan.

**Council staff recommendation:** Unless discussion of the issues above raises new issues, recommend approval of the 2009 EOP with the changes to the Council responsibilities recommended by Council staff, and the deletion of the language discussed in the response to Question 10.

<b><u>This packet contains:</u></b>	<b><u>circle #</u></b>
Approval Resolution for the 2009 EOP	1
OEMHS responses to Council staff questions	3
County Code § 2-17, <i>State of Public Emergency</i>	10
CE transmittal, 2009 EOP	13
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Foreword	14
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Letter of Agreement	17
Executive Summary	20
Excerpts, Basic Plan	24
ESF 1, Transportation Annex	53
Severe Weather Incident Annex	68

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Resolution No.: \_\_\_\_\_  
Introduced: \_\_\_\_\_  
Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

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By: County Council

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Subject: Approval of the Montgomery County Emergency Operations Plan, 2009

Background

1. The Maryland Code, Public Safety Article, § 14-101 et. seq, requires each political subdivision to establish a local organization for the Office of Emergency Management with a Director appointed by the Governor on recommendation of the County Executive; develop and maintain a plan for disaster preparedness; and conduct disaster operations.
2. To comply with State and federal requirements, the County has maintained an Emergency Operations Plan for more than 15 years. The Executive has revised and re-issued the plan as necessary to comply with new requirements and to include current practices.
3. On October 30, 2009, the Council received the Executive's transmittal of the 2009 Montgomery County Emergency Operation Plan (EOP). This plan is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the County. It incorporates the National Incident Management System (NIMS) as the County standard for incident management, reflects other changes resulting from the adoption of the National Response Framework in 2008, and has been developed to comply with NIMS and Emergency Management Accreditation Program (EMAP) standards.
4. In 1998, the Council adopted Resolution 13-1475 approving the then current EOP and requiring that future revisions of the Emergency Operations Plan must be approved by Council resolution before they are submitted to the State. The Council has continued to require Council approval of revisions of the Plan since that time.
5. The Public Safety Committee reviewed the 2009 EOP on November 19, 2009, and recommends approval.

6. The 2009 EOP replaces and supersedes the 2002 EOP which the Council approved by Resolution 15-791 in October 2004.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

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Each future revision of the Emergency Operations Plan must be approved by Council resolution before it is submitted to the State.

This is a correct copy of Council action.

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Linda M. Lauer, Clerk of the Council

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OFFICE OF EMERGENCY MANAGEMENT  
AND HOMELAND SECURITY

Isiah Leggett  
County Executive

Chris G. Voss  
Manager

MEMORANDUM

November 16, 2009

To: Phil Andrews, Chair, Public Safety Committee  
From: Chris Voss, Manager, Office of Emergency Management and Homeland Security  
Subject: Emergency Operations Plan

RECEIVED  
MONTGOMERY COUNTY  
COUNCIL  
2009 NOV 17 AM 10:07

This memorandum is to transmit the Office of Emergency Management and Homeland Security's responses to the Public Safety Committee's questions on The Montgomery County Emergency Operations Plan (EOP). My office looks forward to briefing you in person on November 19, 2009 regarding this request.

**Questions**

1. How were cooperating organizations involved in drafting and reviewing this Emergency Operations Plan?

Cooperating agencies participated in the development of the Montgomery County Emergency Operations Plan (EOP) beginning with the initial kick-off meeting conducted on 6 December 2007. The Base Plan, sixteen (16) Emergency Support Function Annexes, six (6) incident specific annexes, and three (3) functional annexes were drafted, reviewed, edited, and finalized by the cooperating agencies at numerous weekly face-to-face meetings, workshops, conference calls and webinars.

2. The letter of agreement at the front of the Emergency Operations Plan is signed by County department/office heads only. The Executive Summary says that separate memoranda of understanding will be established and maintained with

(13) (3)

each cooperating organization that provides support in emergencies. Which organizations will have separate MOUs, and what is the timeframe for drafting and signing them?

Mutual Aid Agreements, MOUs and other support agreements have been completed with many cooperating organizations throughout the National Capital Region (NRC). Examples of these agreements include; support agreements between fire department organizations in adjacent counties, NIST, and other non-county fire assets. Police also maintain agreements with local, state, and federal law enforcement agencies. These agreements are and will continue to be vital to the overall success of day-to-day emergency operations in the county, as well as, large-scale emergency and disaster response operations. The Office of Emergency Management and Homeland Security (OEMHS) is currently working with the County Attorney's Office to consolidate all Mutual Aid Agreements, MOUs and other support agreements to ensure compliance with all federal, state and local legal statutes. In addition, OEMHS and the County Attorney's Office is establishing a maintenance program to ensure these critical support documents are updated based on lessons learned from actual usage of the agreements and from corrective actions based on improvement plans resulting from exercise evaluations.

3. The annexes for the ESFs and specific incident responses say that supporting and cooperating organizations should develop and maintain plans and procedures to support the ESFs to which they are assigned. Have the supporting and coordinating organizations developed these plans and procedures? How often will they have to be updated, and what will be done to ensure that updates occur?

Yes, Job Aids have been developed for the Emergency Management Group (EMG) members who are assigned to support the Emergency Operations Center activations in response to a disaster, emergency, or significant event of major importance such as the inauguration. Job Aids were developed over a 12 month period with the cooperating agencies and have been tested, exercised and evaluated at two workshops and a tabletop exercise. The job aid is designed to serve as a reference for Montgomery County Emergency Operations Center team members upon activation of the county EOC in response to a disaster or emergency incident. The job aid is not intended to include every task or action that the EMG member will take; rather it focuses on the major actions that if completed will set the stage for a successful EOC operation. Additionally, WebEOC, a web-based, real-time incident viewing and tracking tool, has been installed in the EOC and default user boards have been prepared to support future activations. The available boards include EOC/Sign-in/Sign-out, Position Log, General Announcements, Significant Events, Request/View Tasks, Shelters,

Traffic Information and After Action Comments. The use of WebEOC combined with the use of Job Aids will allow EMG members in their efforts to respond to emergency incidents. Job aids, WebEOC user boards, other operational support documents, and the EOP will be updated periodically based on the After Action Report / Improvement Plans developed after a real world or exercise event. Lessons learned will be incorporated into a Corrective Action Program that includes the requirement to update all Emergency related plans and systems.

4. In the Basic Plan it says that the County EOC will serve as the multi-agency support and coordination facility for county officials during major emergencies. What arrangements have been made with other agencies like WSSC, M-NCPPC, or WMATA, which may establish their own incident commands for emergencies that occur on their property or in their facilities? Would they be required to coordinate through the EOC?

Other agencies like WSSC, M-NCPPC, WMATA, PEPCO, Municipalities, Montgomery College, MCPS and other agencies have the capability to establish their own Emergency Operations Centers to support incidents impacting their organizations. Their EOCs have the same mission to support the Incident Commanders as does the county, state and federal governments. Each of the various agencies have the capability to support an emergency in their jurisdiction, property or facility however, when their resources are strained or not available, they will need to coordinate with and request support from the next level of support, the county Emergency Operations Center. To obtain resources and support from the county, the various agencies would need to coordinate with the county's multi-agency EOC at 1300 Quince Orchard Blvd. If the EOC were not active at the time of an emergency in another agency, support would be obtained by contacting the Office of Emergency Management and Homeland Security who could then activate the county EOC.

#### **Assumption about Public Preparedness**

The planning assumptions say:

Montgomery County residents and businesses are expected to use their own resources and be self-sufficient following a significant disaster event for up to three days.

5. How is the County informing residents and businesses of this assumption?

The Office of Emergency Management and Homeland Security has been working with multiple departments, agencies and municipalities over the past 15 months to develop a Continuity of Operations Plan (COOP). To date, thirty-five (35)

departmental COOP plans have been drafted and exercised at multiple tabletop exercises. In addition, the municipalities of Chevy Chase, Takoma Park, Gaithersburg, and Rockville have drafted their own Continuity of Operations Plans. Takoma Park completed their tabletop exercise on 12 November. The other municipalities and M-NCPPC are scheduled to conduct their COOP Tabletop Exercises during the week of 16 November 2009. MCPS and Montgomery College have previously completed their COOP plans and have exercised their plans this past summer. WSSC is working on their COOP plans and expect to exercise their plans in the spring 2010. OEMHS has developed a draft COOP awareness newsletter that will be distributed to the Montgomery County employees in the near future. In addition, plans are underway to notify the county residents and businesses about the COOP efforts in the county. OEMHS has plans for the future to aid county businesses in their efforts to develop Business Continuity Plans (BCP); aCOOP equivalent.

### **Emergency Communications**

The planning assumptions also say:

Widespread power and communications outages may require use of alternate methods of providing public information and delivering essential services. Communications may be problematic due to demands exceeding capacities.

6. In the table of available warning systems on pp. 12-13, most of the systems appear to be dependent on electrical power and several are radio based. What alternate methods of communication would be available if the electrical supply or radio transmissions are interrupted?

The Emergency Operations Center has emergency back-up generators which will allow the Emergency Management Group personnel to operate a number of the warning systems in place. There is always the possibility that a particular system is not available, which will require the staff in the EOC to use alternatives in the communications process. The warning systems noted on pp. 12-13 also illustrate the use of variable message signs, loudspeakers and door-to-door canvassing as a means of communications. In fact, we used door-to-door canvassing as a communications means during the Needwood Dam evacuation effort back in 2006. Use of the media to get the message out to the public is a very effective way to reach the masses. In addition, Montgomery County Auxiliary Communications Service (MCACS) is available for our use which includes amateur radio operators who can provide emergency communications services.

7. What is being done to ensure that emergency responders will be able to communicate even if general demand for communications systems is very high?

There are a number of communications capabilities that are being reviewed, investigated and tested to aid the Emergency Management Group (EMG) members in their efforts to support the incident commander in the field, maintain communications with state and regional agencies, and communicate critical information to the general public. Many staff members supporting the EOC have been issued Government Emergency Telecommunications Service (GETS) cards, which allows the user to gain priority access over a land line during times of excessively high usage. Some users also have use of The Wireless Priority Service (WPS), which allows for cellular providers to offer wireless priority services to emergency personnel. Alternative communications means are available in the marketplace and OEMHS continues to assess the potential of these communications alternatives. Communication vendor presentations have and will continue to be conducted to help the county provide state-of-the-art communications to incident responders and support organizations. Currently, incident responders in the county, which include FRS, Police and DOT, have wireless two-way communications capabilities that are not impacted by high levels of public usage via cellular, hard wire, and internet communications.

#### **Availability of County Personnel**

8. In the Basic Plan, p. 23, the duties of the Office of Human Resources include identifying and tracking County employees who may be available to augment staffing at emergency response sites or support response or recovery activities. Is OHR currently doing this? What criteria does OHR use to identify appropriate personnel? How does OHR maintain records of the personnel, and how often are they updated?

The emergency roles and coordination responsibilities for the Office of Human Resources have been established to help support the need to respond to an emergency and aid departments in their efforts to provide essential functions to the public in the event that their Continuity of Operations Plans (COOP) are activated. OHR maintains a database of all personnel within the county to include the employee's job titles, department, and contact information. Other information such as language capability is also maintained by OHR. OEMHS has established a Training and Exercise Committee to develop a basic level of training and professional development program for all emergency management group members and related emergency support personnel. Once completed, this information will be used to help OHR track and identify the appropriate personnel to support emergency resource shortcomings. Upon meeting this objective,

OEMHS will work closely with OHR to integrate this emergency capability into the existing OHR records program. An updating process will be based on training and exercise events that take place throughout the year.

### **Emergency Water Supply and Distribution**

9. Please explain the roles of WSSC and County departments in the distribution of emergency water supply. In the Basic Plan, p. 33, says that WSSC is responsible for emergency water supply and assisting with distribution; p. 21 says that DLC in coordination with DHHS develops plans for and executes the distribution of emergency food, water, etc. How would these organizations coordinate in a water supply emergency?

WSSC is responsible for providing potable water to the county via the pipeline infrastructure within the county. WSSC has numerous interconnections of their pipeline infrastructure which allows them to divert water to various points throughout the county. As a part of the WSSC contingency plan, water can also be distributed via tank trucks. The Department of Liquor Control has the capability to use their vehicle fleet to aid DHHS and OEMHS in the distribution of bottled water in the event there is a need in the county during times of emergency. In fact, DLC was called upon recently to pick up bottled water to support the DHHS at one of their H1N1 clinics.

### **Emergency Assistance to Other Jurisdictions**

The Basic Plan, p. 61, says:

Emergency assistance may be made available from neighboring jurisdictions in accordance with mutual aid agreements. Emergency resources may be sent from Montgomery County to assist adjoining jurisdictions. Such assistance will be in accordance with existing mutual aid agreements or, in the absence of official agreements, as directed by the County Executive or in his/her absence, the Chief Administrative Officer, when it is determined that such assistance is necessary and feasible.

10. Under what authority can the Executive send resources to a neighboring jurisdiction in the absence of a mutual aid agreement?

After further discussion with the County Attorney's Office representative, we have confirmed that the County Executive does not have the authority to render assistance in the absence of a mutual aid agreement. The CE may request support from the Governor in the absence of a mutual aid agreement. This paragraph will

be edited to delete the statement coming after the phrase "Such assistance will be in accordance with existing mutual aid agreements..."

cc: Thomas Street, ACAO  
Kathleen Boucher, ACAO

**Sec. 2-17. State of public emergency.**(a) *Definitions.*

## (1) Public Emergency.

(A) A riot or unlawful assembly characterized by the use of actual force or violence, or any threat to use force or violence if accompanied by immediate power to execute the threat, by a group of persons acting together without authority of law.

(B) Any natural or man-made disaster, including a flood, fire, storm, tornado, earthquake, or explosion in the County resulting in death or injury or destruction of property requiring extraordinary measures to protect public health, safety and welfare.

(C) An attack or series of attacks by an enemy of the United States causing, or which may cause, substantial damage or injury to civilian property or persons in the United States by any means.

(2) Curfew. A prohibition against any person traveling or remaining, on foot or on or in a vehicle, on any public street or place, or on any vacant land or other public or private property in the County or any specific part of the County. During a curfew, a person must remain at the person's residence, employment or business, unless the person is on official public emergency duty or is otherwise expressly authorized to travel.

(b) *Emergency powers.*

(1) When the County Executive finds that a public emergency, as defined in subsection (a), exists, the Executive may immediately declare in writing a state of emergency.

(2) After declaring a state of emergency, the County Executive, to protect the public safety and welfare, may take any of the following actions:

(A) Curfew. Order a general or limited curfew applicable to the entire County or any specific geographic area of the County, during specific hours.

(B) Alcoholic Beverages. Order the closing or partial closing of all retail liquor stores and any other business, including a private club, where alcoholic beverages are served or sold, and restrict the consumption of alcoholic beverages in a public street or place or in any motor vehicle.

(C) Gasoline and Explosives. Prohibit or limit the sale, distribution, or transport of gasoline or other explosive, flammable, or combustible products; and order the closing of, or otherwise restrict, gasoline stations and other businesses which sell, distribute, or otherwise use any explosive, flammable, or combustible product.

(D) Firearms and Ammunitions. Prohibit or limit the sale, distribution, or transport of firearms or ammunition; and order the closing of, or impose any other restriction on, any person or business that sells, distributes, or transports firearms or ammunition.

(E) Weapons. Order that no person may carry, wear or otherwise transport personally or by vehicle any rock, bottle, club, brick, knife, gun, or any other weapon, or any incendiary missile, fire bomb, or explosive.

20 16

(F) **Restricted Areas.** Designate any specific geographic area, street, or building as a restricted area, and order that no person may enter any restricted area unless in the performance of official duties or for other specified reasons.

(G) **Facilities and Personnel.** Require the use of any facility, equipment, building or land owned or controlled by the County or any other government agency located in the County as necessary during the emergency; direct the police or any other County employee to perform duties as necessary; and buy or rent equipment, materials, and property as necessary to protect life and property during the emergency.

(H) **Other Orders.** Issue any other order immediately necessary to protect life and property during a declared emergency.

(3) A state of emergency expires after 3 days unless during that period the County Council approves its continuation. If the Council is not able to meet during the 3-day period, the Council President or the President's designee may extend the state of emergency until the Council can meet.

(4) The Executive, or the Executive's designee, must notify and consult with the Council President, or the President's designee, to the extent circumstances permit, before announcing a state of emergency to the news media and public.

(5) The Executive, or the Executive's designee, must notify the Council President, or the President's designee, each time the Emergency Management Group, or any subgroup of the Emergency Management Group, is activated.

(6) A state of emergency and any order issued under it takes effect immediately. The Executive must promptly issue a news release or other announcement, and publicize any actions taken by all means reasonably available under the circumstances.

(7) Within 30 days after the end of any state of emergency or any other incident that required the activation of the Emergency Management Group or any subgroup of the Emergency Management Group, the Executive or the Executive's designee must inform the Council of the facts of the event; any casualties, damages, or costs; and long-term implications of the event. Within 60 days, the Executive or the Executive's designee must give the Council an update of the initial briefing and a list of lessons learned.

(c) *Penalty.*

(1) Any order issued under subsection (b) may provide that any violation of the order is a class A violation.

(2) Any person who refuses to leave any site of a disorder or unlawful assembly during a state of emergency, after having been ordered to leave by the police or any other lawful authority, has committed a class A violation.

(d) *Authority to enter into agreements.* The County Council may enter into agreements with any municipality, county or state or federal agency, or private party, to render emergency and supplemental services or fire or police protection during a fire, disturbance, or other public emergency that requires extra assistance. (1968 L.M.C., Ex. Sess., ch. 6, § 1; 1969 L.M.C., ch. 30, § 1; 1970 L.M.C., ch. 9, § 4; 1979 L.M.C., ch. 25, § 2; 1983 L.M.C., ch. 22, § 4; 1999 L.M.C., ch. 9, § 1.)

(21) (11)

**Editor's note**—See County Attorney Opinion dated 9/28/00 explaining that the County Council (not the County Executive) may enter into binding mutual aid agreements for fire and rescue services with the federal government.

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PS



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Isiah Leggett  
County Executive

OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

MEMORANDUM

October 28, 2009

TO: Phil Andrews, President  
Montgomery County Council

FROM: Isiah Leggett, County Executive

ENCL IN FILE

SUBJECT: Montgomery County Emergency Operations Plan (EOP)

I am forwarding for Council's review a copy of Montgomery County Emergency Operations Plan. This plan establishes the overall roles and responsibilities for emergency operations, as well as the concept of operations for the county. It organizes the county departments and agencies into sixteen Emergency Support Functions (ESFs) to facilitate planning and coordination to achieve an effective emergency response. It is intended to be used in conjunction with established operational procedures, plans and protocols.

If you have any questions regarding the Emergency Operations Plan, please contact Chris Voss, Manager, Office of Emergency Management and Homeland Security at (240) 777-2469.

Attachment

2009 OCT 30 PM 12: 56

RECEIVED  
MONTGOMERY COUNTY  
COUNCIL

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# Montgomery County Emergency Operations Plan

## Foreword

This document is a result of the collaborative efforts between the Montgomery County Office of Emergency Management and Homeland Security (OEMHS) and the many other County departments and agencies and municipalities that have assigned emergency roles and responsibilities. The final plan incorporates comments and suggestions received from a variety of stakeholders including many cooperating agencies and organizations that provide critical support to the County during times of disaster.

The Maryland Emergency Management Agency (MEMA) Act, Annotated Code of Maryland, Public Safety Article, § 14-101, *et. seq.* as amended, requires each political subdivision to establish a local organization for the Office of Emergency Management, in accordance with the State disaster preparedness plan and program.

Public Safety Article, § 14-101, *et. seq.* of the Annotated Code of Maryland requires each County: to maintain an organization for the Office of Emergency Management; to have a Director appointed by the Governor, upon the recommendation of the County Executive; to develop and maintain a plan for disaster preparedness; and to conduct disaster operations within its borders.

This plan fulfills the State of Maryland's requirement for each city and County to prepare and keep current plans to respond to disasters or large-scale emergencies. It also incorporates the National Incident Management System (NIMS) as the County standard for emergency response operations, as adopted by Montgomery County.

This plan establishes the overall roles and responsibilities for emergency operations, as well as the concept of operations for the county. It organizes the county departments and agencies into sixteen Emergency Support Functions (ESFs) to facilitate planning and coordination to achieve an effective emergency response. It is intended to be used in conjunction with established operational procedures, plans, and protocols.

Users of this document are encouraged to recommend changes that will improve the clarity and use of this plan.

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Submitted by: Christopher Voss, Manager, Office of Emergency Management and  
Homeland Security

Questions or comments concerning this document should be directed to:

Office of Emergency Management and Homeland Security

101 Orchard Ridge Drive

Gaithersburg, Maryland 20878

Tel: 240-777-2300

[mchomelandsecurity@montgomerycountymd.gov](mailto:mchomelandsecurity@montgomerycountymd.gov)

## *Letter of Promulgation*

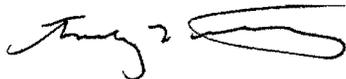
Chapter 2 of the Montgomery County Code, 1994, as amended, provides the authority of the County Executive to plan for, and direct the use of, county personnel and resources, and to request assistance from other organizations as necessary for the welfare and benefit of the citizens of the county in a time of public emergency. In order to carry out these emergency responsibilities, the following Emergency Operations Plan for Montgomery County is hereby promulgated.

**Approved:**



Isiah Leggett  
County Executive  
Montgomery County, Maryland

**Concur:**



Timothy L. Firestine  
Chief Administrative Officer  
Montgomery County, Maryland

Phil Andrews  
County Council President  
Montgomery County, Maryland

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## *Letter of Agreement*

The Montgomery County Emergency Operations Plan (EOP or the plan) is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the county. The plan is implemented when it becomes necessary to mobilize the resources of county departments and agencies to save lives, and protect property and infrastructure. The plan assigns major roles and responsibilities to departments and agencies. Agreement to this plan represents a major commitment by agency leadership.

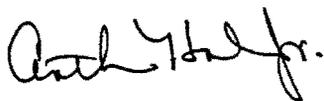
By signing this letter of agreement, the county departments and agencies agree to:

1. Provide leadership for the Emergency Support Function(s) (ESFs) in which the agency is identified as a primary agency to include support agency coordination in planning, training, exercising, and responding to emergencies.
2. Perform assigned roles and responsibilities identified in this plan.
3. Implement the EOP concepts, processes, and structures when carrying out their assigned roles and functional responsibilities.
4. Conduct operations in accordance with the National Incident Management System (NIMS), Incident Command System (ICS), applicable Homeland Security Directives, and the National Response Framework (NRF).
5. Conduct planning and preparedness activities designed to prepare agency staff to accomplish assigned emergency response responsibilities.
6. Develop and maintain supporting plans, operational procedures, functional annexes (lead agencies), and checklists to accomplish assigned responsibilities.
7. Maintain financial records related to emergency operations in accordance with standard operating policies and procedures and in accordance with guidance from the Finance Department, OEMHS and other applicable county procedures.
8. Establish, maintain, and exercise emergency notification procedures.
9. Develop and maintain an inventory of agency/department resources applicable to accomplishing assigned emergency functions.
10. Provide qualified representatives to Emergency Operations Center (EOC), command post, or other identified emergency locations when activated and requested.
11. Participate in approved drills, tests, and exercises.
12. Maintain an agency-specific Continuity of Operations (COOP) Plan.
13. Maintain a three-tier (or greater) line of succession for the agency/department's senior position with authority to make decisions for committing organizational resources.
14. Safeguard vital records including computer digital data at all times.

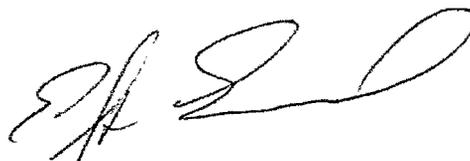
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15. Where appropriate, establish stand-by contracts for services, equipment, and other resources with private industry.
16. In cooperation with OEMHS, establish mutual aid agreements to maintain liaison with surrounding municipal, county, and military counterparts as appropriate.
17. Periodically review all emergency plans, policies, and procedures.
18. Familiarize and train all personnel with their emergency responsibilities and procedures on a regular basis.
19. Coordinate resolution of after-action issues assigned through the county Corrective Action Program (CAP) and as a result of internal agency reviews.

*Signatories*



**Arthur Holmes**  
Director  
Department of Transportation



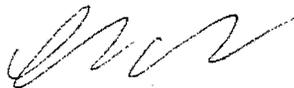
**E. Steven Emanuel**  
Chief Information Officer  
Department of Technology Services



**Bob Hoyt**  
Director  
Department of Environmental Protection



**Richard R. Bowers, Jr.**  
Chief  
Fire and Rescue Services



**Chris Voss**  
Manager  
Office of Emergency Management and Homeland Security



**Uma S. Ahluwalia**  
Director  
Department of Health and Human Services

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**David Dise**  
Director  
Department of General Services



**J. Thomas Manger**  
Chief  
Department of Police



**Patrick Lacefield**  
Director  
Public Information Office



**Reed Dewey**  
Director  
Volunteer Center



**Leon Rodriguez**  
Director  
County Attorney's Office

## *Executive Summary*

The Montgomery County Emergency Operations Plan (EOP) is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the county. The plan is implemented when it becomes necessary to mobilize the resources identified herein in order to save lives, and protect property and infrastructure. The EOP incorporates the National Incident Management System (NIMS) as the county standard for incident management and reflects other changes resulting from the adoption of the National Response Framework in 2008. The plan also has been developed to be in compliance with NIMS and the Emergency Management Accreditation Program (EMAP) standards.

The plan assigns roles and responsibilities to county departments and agencies for use in responding to disasters and emergencies. The EOP is not intended as a standalone document but rather establishes the basis for more detailed planning by the individual departments and agencies. The EOP is intended to be used in conjunction with more detailed department and agency plans and operating procedures.

The successful implementation of the plan is contingent upon a collaborative approach with a wide range of cooperating organizations that provide crucial support to during emergency operations. The plan recognizes the significant role cooperating organizations perform during times of emergencies and disasters and their roles and responsibilities are also included in the plan. Separate memoranda of understanding will be established and maintained with each of these organizations.

The EOP is organized into four sections. Section One is the Base Plan and includes the federal, state, and county authorities and other references that provide the basis for this plan. This section establishes the planning assumptions for the plan and defines the emergency management roles and responsibilities for county executive, the county council, the chief administrative officer, departments and agencies, and cooperating organizations. Section One also contains background information on Montgomery County including demographic data, a description of the county, and a summary of major transportation features.

The core of Section One is the concept of operations subsection that describes how the county will respond to and recover from a major incident. The Chief Administrative Officer, as the duly appointed Emergency Management Director has overall responsibility for response and recovery operations. Within the EOP

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delegations of authority to on-scene commanders, the coordinator for emergency management and department and agency directors are clearly defined. The Incident Command System (ICS) is established as the county standard for conducting incident response. Based upon the scope and magnitude of the incident, the EOC may be activated to serve as the multi-agency support and coordination facility. The EOC will coordinate all requests for resources from outside the county that are not covered by existing automatic mutual aid/mutual assistance agreements. The EOC will also serve as the coordination point with MEMA in order to access state and federal assistance.

Section Two includes the emergency support function annexes that will address common emergency support function processes such as damage assessment, mass care and sheltering (ESF #6), training and exercises, communications (ESF #2), and health and medical services (ESF #8). The annexes define the mission and scope of each function as well as a brief concept of operations. These annexes also identify specific department and agency roles and responsibilities related to the function. Supporting data and references to other plans and operating procedures are included as appropriate.

Section Three includes incident specific annexes that address potential major hazards in Montgomery County as identified in the Montgomery County Hazard Identification and Risk Assessment (HIRA).

Section Four includes functional annexes that address common functional processes such as damage assessment and training and exercises.

Montgomery County EOP Annexes

Title	Primary Agency
ESF #1 Transportation	Department of Transportation
ESF #2 Communications	Technology Services
ESF #3 Public Works and Engineering	Department of Environmental Protection
ESF #4 Firefighting	Fire and Rescue Services
ESF #5 Emergency Management	Office of Emergency Management and Homeland Security
ESF #6 Mass Care, Emergency Assistance, Housing and Human Services	Department of Health and Human Services
ESF #7 Logistics Management and Resource Support	Department of General Services
ESF #8 Public Health and Medical	Department of Health and Human Services

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ESF # 9 Urban Search and Rescue	Fire and Rescue Services
ESF #10 Oil and Hazardous Materials Response	Fire and Rescue Services
ESF #11 Agriculture and Natural Resources	Department of Health and Human Services
ESF #12 Energy	Department of General Services
ESF #13 Public Safety and Security	Montgomery County Police Department
ESF #14 Long-Term Community Recovery	Office of Emergency Management and Homeland Security
ESF #15 External Affairs	Public Information Office
ESF #16 Volunteer and Donations Management	Volunteer Center
Severe Weather Incident	Office of Emergency Management and Homeland Security
Dam Failure Incident	Office of Emergency Management and Homeland Security
Mass Fatality Incident	Montgomery County Police Department or Department of Health and Human Services
Terrorism Incident	Montgomery County Police Department
Biological Incident	Department of Health and Human Services
Nuclear and Radiological Incident	Fire and Rescue Services
Animal Protection	Montgomery County Police Department, Animal Services Division
Training and Exercises	Office of Emergency Management and Homeland Security

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## *Plan Maintenance*

The Montgomery County Office of Emergency Management and Homeland Security (OEMHS) is responsible for developing, maintaining, and distributing the Montgomery County Emergency Operations Plan (EOP). The plan will be reviewed periodically as required to incorporate new state, federal, and regional guidelines or directives and/or to address significant operational issues. Changes will include additions of new or supplementary material or deletions of outdated information. No proposed change should contradict or override authorities or other plans contained in statute or regulation. All requests for changes will be submitted to the OEMHS for coordination, approval, and distribution.

Primary agencies are responsible for maintaining and updating their assigned functional annexes. Annexes should be reviewed annually. Proposed changes or updates to the annexes will be coordinated with all other support agencies prior to submission to OEMHS.

Any department or agency may propose and develop a change to the EOP and is encouraged to do so. Prior to submitting proposals to OEMHS, the proposing agency will obtain the written approval from the appropriate agency head.

The Office of Emergency Management and Homeland Security is responsible for the annual review and update of the EOP. The annual update is submitted to the County Executive and County Council for review and approval.

## *Notices of Change*

Notices of Change will be prepared and distributed by OEMHS. The notice of change will include the effective date, the change number, subject, purpose, and action required by the departments and agencies. The notice of change will include revised pages for replacement within the EOP.

Upon publication, the change will be considered as part of the EOP.

## *Plan Distribution*

OEMHS is responsible for the distribution of the EOP and approved notices of changes. Copies of the EOP, either hard copy or electronic, will be distributed to all County departments and agencies, the Maryland Emergency Management Agency (MEMA), and other cooperating organizations. Additional copies will be available from OEMHS if requested.

\*\*

## I. Introduction

### A. Purpose

The purpose of the EOP is to define the actions to be taken by the Montgomery County government agencies and municipalities in coordination with state and federal agencies, and other non-government organizations in the event of a significant disaster or emergency.

### B. Scope and Applicability

The plan:

1. Provides concept of operations and organizational roles and responsibilities for incidents within the county resulting in a local emergency.
2. Applies to Montgomery County departments and agencies and cooperating organizations and agencies that have identified roles and responsibilities within the plan.
3. Applies to all the risks identified in the Montgomery County Hazard Identification and Risk Assessment.
4. Establishes authority for direction and control of emergency operations.
5. Is countywide in scope and includes coordination and support to the incorporated villages, towns, and cities within Montgomery County.
6. Is supplemented by function-specific operational plans and procedures.
7. Provides a brief description of Montgomery County including the geography, demographics, and infrastructure.
8. Defines and assigns emergency roles and responsibilities to organizations and key positions for conducting emergency operations in the county.

### C. Authorities

1. Federal:

- a. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended. The Act is codified at 42 U.S.C. 5121, et. seq.
- b. The Disaster Mitigation Act of 2000, Public Law 106-390.
- c. The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.

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- d. "Emergency Management and Assistance, "Code of Federal Regulations, Title 44.
  - e. Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.
    - 1) National Response Framework (NRF), January 2008.
    - 2) National Incident Management System (NIMS), March 2004.
  - f. Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003.
2. State of Maryland:
- a. Annotated Code of Maryland, Public Safety Article, § 14-101, et. seq.
  - b. Executive Order 01.012005.09, The State of Maryland Adoption of the National Incident Management System.
3. Local:
- a. Chapter 2 of the Montgomery County Code, 1994, as amended.

**D. County Planning Vision, Goals, and Objectives**

- 1. The county strives to have a comprehensive emergency management program incorporating prevention, preparedness, response, recovery, and mitigation that is essential for the county to achieve its emergency management vision.
- 2. The goal for Montgomery County is to develop and implement a program that meets or exceeds all standards and target capabilities established by the National Preparedness Goal and the National Capital Region (NCR) Strategic Plan.
- 3. The goal for Montgomery County is to have an Emergency Operations Plan that is in full compliance with all federal and state guidelines and standards so that Montgomery County operations are conducted within the national response system envisioned by the National Response Framework.

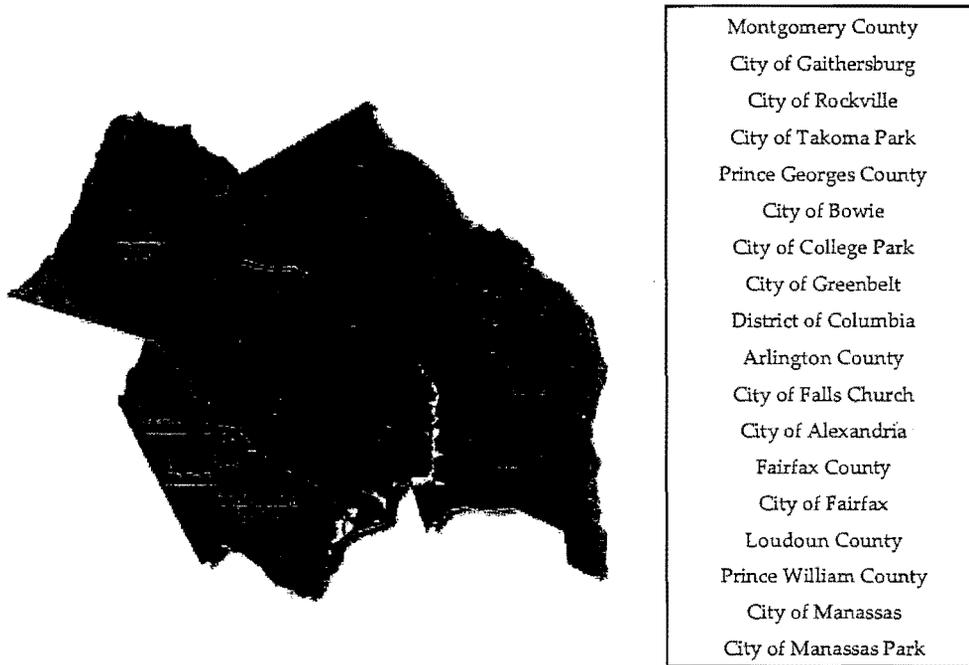
**E. References**

- 1. Metropolitan Washington Council of Governments Regional Emergency Coordination Plan (RECP), September 11, 2002.
- 2. Unified Regional Snow Emergency Plan for the Metropolitan Washington Area, 2006.
- 3. The State of Maryland Emergency Operations Plan, 2007.
- 4. The State of Maryland Snow Emergency Plan.
- 5. Emergency Management Accreditation Program (EMAP) Standard, April 2006.

6. National Response Framework, January 2008.

## II. *Situation and Risk Assessment*

- Montgomery County is the most densely populated county in Maryland with a population of 962,000 as of July 2007.
- Montgomery County is located just outside of Washington, D.C., and is one of 19 jurisdictions referred to as the National Capital Region (NCR) as defined by the Metropolitan Washington Council of Governments (MWCOCG). The NCR is not an operational entity but provides a regional basis for collaboration, coordination, training, and exercises among the independent jurisdictions. Figure 1 depicts the jurisdictions that make up the NCR.



**Figure 1 – The National Capital Region (NCR)**  
As defined by the Metropolitan Washington Council of Governments

- The county is divided into five council districts. The county council includes 5 members elected from the districts and four members elected at-large.

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- Montgomery County is an important business and research center. Along with the rest of the state of Maryland, Montgomery County is the epicenter for biotechnology in the Mid-Atlantic region. The county is the third largest biotechnology cluster in the nation, holding the principal cluster and companies of large corporate size in the state. Much research is done in the county through institutions like Johns Hopkins University's Montgomery County Campus (JHU MCC), Howard Hughes Medical Institute, the National Institutes of Health and the University of Maryland.
- Many large firms are based in the county. Discovery Communications, Lockheed Martin, Marriott International, Host Marriott, Robert Louis Johnson Companies (RLJ Cos), Choice Hotels, MedImmune, Chevy Chase Bank, TV One, BAE Systems Inc, Hughes Network Systems, and GEICO are just a few of the large and popular firms headquartered in Montgomery County.
- There are also several federal government agencies that are based in Montgomery County including, Department of Energy, National Institutes of Health (NIH), Food and Drug Administration (FDA), National Oceanic and Atmospheric Administration (NOAA), Nuclear Regulatory Commission (NRC), the Consumer Product Safety Commission, the National Imagery and Mapping Agency (NIMA) and the National Institute of Standards and Technology (NIST).
- Montgomery County is home to several military installations including Adelphi Laboratory Center, Naval Surface Warfare Center, David Taylor Model Basin, National Naval Medical Center, and Walter Reed Army Medical Center.
- There are nineteen incorporated villages, towns and cities within Montgomery County: Barnesville, Brookeville, The Town of Chevy Chase, Chevy Chase View, Chevy Chase Village, North Chevy Chase, Village of Chevy Chase Section 3, Village of Chevy Chase Section 5, Gaithersburg, Garrett Park, Glen Echo, Kensington, Laytonsville, Martin's Addition, Poolesville, Rockville, Somerset, Takoma Park, and Washington Grove. The cities of Gaithersburg, Rockville, Takoma Park, and Chevy Chase Village maintain their own municipal police departments.
- Montgomery County is vulnerable to various natural and technological hazards as detailed in the Montgomery County Hazard Mitigation Plan. The

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scope and magnitude of these emergencies may vary from minor impact requiring a minimum response to major impact requiring a significant response from a multitude of county departments and agencies.

### *III. Planning Assumptions*

- In the event of a significant disaster or emergency, the immediate response priority will be saving lives and protecting property and critical infrastructure.
- Periodically, disasters and emergencies will occur within the county requiring mobilization and reallocation of county resources.
- The occurrence of one or more of the hazards outlined in the Hazard Identification and Risk Assessment could result in a catastrophic situation that could overwhelm local and state resources and disrupt government functions.
- Montgomery County has the primary responsibility for emergency operations within its borders and will commit all available resources to save lives and minimize property damage.
- The county will be prepared to carry out emergency response and short-term recovery operations utilizing local resources.
- Some emergencies or disasters will occur with enough warning that appropriate emergency notification will be achieved to ensure some level of preparedness. Other situations will occur with little or no advance warning.
- Assistance to the county can be requested from state, federal, non-government agencies and other jurisdictions through the Office of Emergency Management and Homeland Security. Outside assistance may be available through mutual aid agreements with nearby jurisdictions, the Metropolitan Washington Council of Government Mutual Aid Agreement, the Maryland Emergency Operations Center, the Maryland Emergency Management Agency Compact (MEMAC) the Emergency Management Assistance Compact (EMAC), the National Disaster Medical System (NDMS), and the Federal Emergency Management Agency (FEMA). However it is likely that outside assistance will be available only after 72 hours of the onset of the

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disaster. However; there are multiple federal and military local assets that may be deployed well within 12 hours.

- Montgomery County residents and businesses are expected to use their own resources and be self-sufficient following a significant disaster event for up to three days.
- The effects of a disaster or emergency may extend beyond county boundaries and many other areas of the State may experience casualties, property loss, and disruption of normal life support systems.
- County emergency response personnel and other county employees may become casualties and/or experience damage to their homes and property.
- There may be competition among residents and communities for scarce resources.
- Widespread power and communications outages may require use of alternate methods of providing public information and delivering essential services. Communications may be problematic due to demands exceeding capacities.
- Upon request, the state and/or federal government will provide outside assistance if local capabilities are overwhelmed or local resources are exhausted. Mutual aid agreements may also be activated.
- Emergency operations will be managed in accordance with the National Incident Management System.
- Depending upon the scope and magnitude of the incident, concurrent implementation of the County Continuity of Operations and Emergency Operations plans may be necessary.

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#### *IV. Emergency Operations Plan Implementation, Emergency Operations Center Activation, and Emergency Notifications*

##### **A. Implementation of the EOP and Activation of the EOC**

- The implementation of the EOP and activation of the EOC will occur simultaneously. The level of EOC activation and EOP implementation will be based upon the severity and scope of the incident.
- The county EOC will serve as the multi-agency support and coordination facility for county officials during major emergencies.
- The Chief Administrative Officer (CAO) or his designee has the authority to order a full activation of the EOC for a declared State of Public Emergency, or whenever the CAO deems appropriate.
- The county EOC can be partially activated by the CAO, Assistant CAOs, any director, or agency head, or by staff of the Office of Emergency Management in the Montgomery County Office of Emergency Management and Homeland Security (OEMHS), to provide inter-agency coordination in response to a major emergency or significant event. Staffing for a partial activation will be identified based on the needs of the incident.
- Any agency head or cooperating organization leadership may request through the Office of Emergency Management and Homeland Security Manager that the EOC be activated to support emergencies being managed by their agency or organization. This may include monitoring activations to support non-emergency or special events.
- Any town manager or municipal police chief may request EOC activation through the OEMHS Manager.
- The EOC will be staffed by qualified department, agency, and organization representatives, as defined by local, state, and federal guidelines and Montgomery County departmental, agency, and municipality standard operating guidelines (SOGs).

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- All department and agency points-of-contact will be notified of the EOC activation through the Office of Emergency Management and Homeland Security. All activation announcements will be released through the Montgomery County Emergency Network (MCEN). The primary list of representatives is maintained and updated in that notification system. In turn, agency EOC representatives will be notified through the agency's internal notification process.
- Upon notification, internal department/agency policies and procedures will be implemented as necessary and the appropriate agency EOC representative(s) shall report to the EOC at the appointed time and be prepared to carry out their agency roles and responsibilities. Departments and agencies will provide appropriate representation to the EOC based upon the level of activation. Agency representatives shall be prepared to staff the EOC until they are relieved by other agency personnel or the EOC is demobilized.
- The EOC may be activated at one of three levels depending upon the nature and scope of the incident or potential incident. The EOC may also be activated for a significant planned event in order to monitor events and provide for an effective response if necessary. The OEMHS Manager will designate the level of activation and will ensure appropriate notifications are completed.
  - **Monitoring:** Provides for increased monitoring capability and typically involves OEMHS staff and representatives from key public safety agencies. Activities will focus on collecting, analyzing, and disseminating information and conducting appropriate contingency planning. At the discretion of the Emergency Management Director (CAO) or the OEMHS manager, Monitoring activities may be conducted virtually via teleconference, email, etc.
  - **Partial Activation:** Provides for select activation of ESF primary agencies and key support agencies that may be or will be engaged in the emergency situation.
  - **Full Activation:** Includes all primary and support agencies identified within the EOP. Full EOC Activation may operate 24 hours a day.

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- Depending on the situation, other organization or agency personnel 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 their home, office, or alternate locations.
- If a further expansion of the EOC staff is required by a re-evaluation or a change in the extent of a specific emergency or disaster, appropriate stand-by personnel will be notified and directed to report to the EOC to assist in either the emergency response or recovery phases.
- County departments and agencies providing staff to the EOC will have the capability to maintain 24 hours per day/7 days a week (24/7) operations for the duration of the emergency. Each department, agency, and organization in the EOC is expected to have at least three qualified personnel identified to staff their EOC position. It is the responsibility of each department, agency, and organization to ensure the position is staffed as required for the duration of the emergency.
- Organization and agency representatives must have the authority to make decisions, coordinate resources, provide information, and advise the County Executive, their respective department heads, and EOC management and support staff.
- Montgomery County maintains an Alternate EOC (AEOC) site in the event the EOC is inaccessible or otherwise not operational.

**B. Internal Emergency Notifications to County Agencies, Emergency Responders, and Cooperating Organizations**

- Whenever an alert or notification is made of an emergency or disaster deemed to be of major or expanding proportions, with possible catastrophic consequences, where serious injury, loss of life or significant property damage is anticipated, all county departments and agencies are expected to be prepared.
- The Emergency Communications Center (ECC) serves as the county 24 hour warning point and will provide initial notifications to county officials in

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- Montgomery County also has the capability to provide emergency messages through the National Oceanic and Atmospheric Administration (NOAA) all-hazards radios. The National Oceanic and Atmospheric Administration has the primary responsibility of issuing watches and warnings nationally and should be considered the "official" information on which to warn the public.
- The Office of Public Information is the lead agency for providing approved Public Service Announcements (PSAs) or press releases to county residents once the CAO or designated county official has directed notification to the public. Depending upon the nature and scope of the incident other county departments and agencies will support the PIO in developing the PSAs.
- Table 1 provides a summary of the warning systems that are used within the county.

Table 1 - Summary of Montgomery County Warning Systems

Warning System	Area of Coverage	Approving Authority	Release/Action Office
Emergency Alert System (EAS)	Countywide Metro Area News Media	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o CAO</li> <li>o Manager, OEMHS</li> </ul>	<ul style="list-style-type: none"> <li>o OEMHS</li> </ul>
News Media	Metro Area	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o CAO</li> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Director, Department of Health and Human Services</li> <li>o Manager, OEMHS</li> </ul>	<ul style="list-style-type: none"> <li>o Office of Public Information</li> </ul>
Cable TV Channel 6 Emergency Message System	County Cable Providers	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o CAO</li> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Director, PIO</li> <li>o Manager, OEMHS</li> <li>o Director of DHHS</li> </ul>	<ul style="list-style-type: none"> <li>o PIO</li> <li>o OEMHS</li> </ul>
Alert Montgomery	Countywide Registered subscribers ONLY	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o CAO</li> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Director, PIO</li> <li>o Manager, OEMHS</li> </ul>	<ul style="list-style-type: none"> <li>o OEMHS</li> </ul>

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Reverse 9-1-1	Countywide or specific geographic areas can be targeted	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o CAO</li> <li>o Department Directors</li> </ul>	<ul style="list-style-type: none"> <li>o MCPD</li> <li>o ECC</li> <li>o Manager, OEMHS</li> </ul>
Regional Incident Communication and Coordination System (RICCS)	National Capital Region Internal Communications system	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o CAO</li> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Director, PIO</li> <li>o Manager, OEMHS</li> </ul>	<ul style="list-style-type: none"> <li>o Director, PIO</li> <li>o Manager, OEMHS</li> </ul>
Sirius/XM Satellite Radio	Regional, Metro, Countywide	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o CAO</li> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Director, PIO</li> <li>o Manager, OEMHS</li> </ul>	<ul style="list-style-type: none"> <li>o PIO</li> <li>o OEMHS</li> </ul>
NOAA Weather Radios		<ul style="list-style-type: none"> <li>o County Executive</li> <li>o CAO</li> </ul>	<ul style="list-style-type: none"> <li>o National Weather Service</li> <li>o MEMA</li> <li>o PIO</li> </ul>
Variable Message Signs	County	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o Deputy County Executive</li> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Director, PIO</li> <li>o Manager, OEMHS</li> </ul>	<ul style="list-style-type: none"> <li>o State Highway Administration</li> <li>o DOT</li> </ul>
Washington Area Warning Alert System (WAWAS)	National Capital Region	<ul style="list-style-type: none"> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Manager, OEMHS</li> </ul>	<ul style="list-style-type: none"> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Manager, OEMHS</li> </ul>
National Warning Alert System (NAWAS)	Maryland	<ul style="list-style-type: none"> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Manager, OEMHS</li> </ul>	<ul style="list-style-type: none"> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Manager, OEMHS</li> </ul>
County Website	County	<ul style="list-style-type: none"> <li>o County Executive</li> <li>o Deputy County Executive</li> <li>o MCPD Chief</li> <li>o FRS Chief</li> <li>o Manager, OEMHS</li> <li>o Director, PIO</li> </ul>	<ul style="list-style-type: none"> <li>o Director, PIO</li> </ul>
Loudspeakers	Local Neighborhoods	<ul style="list-style-type: none"> <li>o Incident Commander</li> </ul>	<ul style="list-style-type: none"> <li>o Public Safety Personnel</li> </ul>
Door-to-Door	Individuals	<ul style="list-style-type: none"> <li>o Incident Commander</li> </ul>	<ul style="list-style-type: none"> <li>o Public Safety Personnel</li> </ul>
Telephone	Individuals	<ul style="list-style-type: none"> <li>o Incident Commander</li> </ul>	<ul style="list-style-type: none"> <li>o Public Safety Personnel</li> </ul>

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## V. *Emergency Roles and Coordination Responsibilities*

In the event of a significant emergency event, Montgomery County government will continue to function and provide emergency and essential services. Emergency operations will mirror day-to-day government operations to the extent possible. A Continuity of Government (COG) Plan is in place to establish procedures for continuity of government operations.

### A. County Executive

- Serves as, or appoints a, chief spokesperson for the county during emergency events.
- Authorizes issuance of Declaration of Public Emergency and related orders as required.
- As necessary, directs activation of the County Continuity of Operations Plan in order to ensure continuity of operations of the County government.
- Notifies the Council President, or the President's designee, each time the Emergency Operations Center is activated.
- Exercises emergency powers as defined in section 2-17 of the County Code to include ordering of curfews, public quarantines, rationing, public distribution of food supplies or water, closing of highways, closing of liquor stores, and evacuations to ensure public health or safety.
- Requests emergency sessions of the County Council if required.
- Confers with the Chief Administrative Officer and other agency heads as appropriate on policy issues related to the response and recovery operations.
- Serves as liaison and coordinates with other elected officials at the regional and state level including the Congressional Delegation.
- Informs the Council within 30 days after the end of state of emergency or any other incident that required activation of the Emergency Operations Center of the facts of the event; any casualties, damages, or costs; and long-term implications of the event. Within 60 days, provides the Council an update of the initial briefing and lessons learned.

### B. Montgomery County Council

- Collectively the County Council may establish policy and provide guidance to the County Executive and senior staff.
- Approve and authorize the selection of the applicant's agent, as described under federal law, in accordance with the Stafford Act, as amended.

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- Appropriate either in the annual budget appropriation or by interim resolution, such sum as they may by resolution declare to be necessary or expedient for public defense in time of actual or impending war, insurrection, riot or other emergencies such as floods, fires, disasters or epidemics of disease, and for the defense of the county or the safeguarding of its people or property.
- Individually, communicates with the public and provides guidance on responding to an emergency or disaster in coordination with the Office of Public Information.
- Individually, hosts community meetings to ensure needs are being addressed, and to provide information to residents.
- Individually, serves as an advocate for constituent recovery efforts.
- Individually, maintains notification plans and Continuity of Operations Plan (COOP) for their respective office and staff.

**C. Chief Administrative Officer**

- Serves as the Emergency Management Director for Montgomery County and performs the functions identified in Chapter 2 of the County Code.
- Orders activation of the Emergency Operations Center and notifies the County Executive of such actions.
- Appoints a Disaster Manager and delegates the powers of the office of the CAO, as the Governor's appointed Emergency Management Director, to the Disaster Manager.
- Authorizes emergency procurement and delegates contracting authority as appropriate to the Infrastructure Group Leader in the EOC to facilitate all necessary procurements essential to the emergency. Advises the County Executive throughout the disaster or emergency.
- Determines the boundaries of the disaster (limited, County-wide).
- Notifies the County Executive on the need for a Declaration of Public Emergency.
- Serves as liaison with the County Council.
- Authorizes issuance of public warnings over the Emergency Alerting System (EAS), cable television, or other media networks.
- Ensures coordination with other jurisdictions and all municipalities located within Montgomery County.
- Develops long-range response and recovery strategies in coordination with the Operations Support Group Leader in the EOC.
- Proposes emergency legislation, if needed.

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- Organizes and directs emergency operations through the regularly constituted government using equipment, supplies, and facilities of existing departments, offices, and agencies to the maximum extent practical.
- Develops or causes the development of mutual aid or reciprocal assistance agreements with other public and private agencies within the state or other states or localities within other states.
- Authorizes requests for resources from other jurisdictions and implements mutual aid agreements where appropriate.
- Directs and reallocates county assets and resources during an emergency.
- As the Emergency Management Director (CAO), may assume command of an incident or appoint incident commanders to carry out his/her directives.
- Declares an end to the public emergency and advises the County Council of the restoration of services and resumption of routine activities, and what areas will require long-term recovery support and mitigation activities.

**D. Assistant Chief Administrative Officer**

- Provides oversight to County emergency management and homeland security programs.
- Assigned to the Emergency Operations Center (EOC) during an emergency to provide oversight and management on behalf of the CAO.
- Performs the roles and responsibilities of the CAO in his/her absence or as directed by the CAO.

**E. Manager, Office of Emergency Management and Homeland Security**

- Serves as the Disaster Manager, as appointed by the CAO, until relieved or until such time that another department is designated the lead because circumstances warrant.
- Develops emergency management plans for immediate use of all facilities, equipment, staff, and other resources of the county for the purpose of minimizing or preventing damage to persons and property and for restoring to usefulness government services and public utilities necessary for public health, safety, and welfare.
- Manages the EOC.
- Provides liaison with state and federal authorities and other political subdivisions as necessary to ensure effective disaster preparedness and response capabilities.
- Ensures the EOC and OEMHS maintained alert systems are in a constant state of readiness.

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- Opens the EOC during the emergency depending on the need as decided by the CAO, the Disaster Manager, or designee.
- Maintains contact and coordinates with the utilities, municipalities, FEMA, MEMA, and the Council of Governments (COG) on behalf of the Disaster Manager.
- Coordinates requests for State and Federal assistance through the Maryland Emergency Management Agency via the Maryland Emergency Management Assistance Compact (MEMAC) or the national Emergency Management Assistance Compact (EMAC).
- Coordinates and reviews the collection of data on damages reported by county agencies, cities, municipalities, and other supporting agencies, and, when requested by the Maryland Emergency Management Agency, prepares all required applications for disaster assistance.
- Provides to MEMA periodic situation reports and a preliminary summary report of major damage, as soon as possible following the disaster. Supplementary reports may be submitted as data is compiled during the recovery phase.
- Coordinates with the Office of Management and Budget and the Department of Finance for the assignment of accounts to collect costs, and for any disbursement of financial assistance awarded under a disaster declaration.
- Coordinates damage assessments with state and local offices.
- Provides training on the County's Incident Command System in accordance with NIMS requirements.
- Maintains a facility listing of medical and research facilities, industrial users, nuclear power plants, Department of Defense installations, which store and use radioactive materials, including the types of radioactive material they use, store, or transport.
- Maintains a database that provides information relative to a radiological hazards base map that shows the locations where radioactive materials are used, locations for radiological monitoring equipment, and shelters.
- Maintains a database, in coordination with the Local Emergency Planning Committee (LEPC) that provides information relative to Hazardous Materials that reside and/or travel through the county.

**F. County Departments and Agencies**

County department directors have responsibility to manage their departments and agencies on a day-to-day basis in accordance with the authority granted to them by the County Council, County Executive, or by law. In the event of a

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significant emergency, they will be expected, to the extent possible, to carry out their day-to-day assigned duties as well as those outlined in the EOP.

The general emergency preparedness responsibilities of all County government organizations and non-government organizations are outlined in the letter of agreement to this plan. The following is a list of overall duties and assigned responsibilities for emergency operations in Montgomery County that may vary depending on type and scope of incident. Details on ESF/Incident specific roles and responsibilities can be found within the annexes to this plan.

- **Community Use of Public Facilities**
  - Serve as a support agency for ESF #6 (Mass Care, Emergency Assistance, Housing and Human Services), ESF #14 (Long-term Recovery) and ESF 16 (Volunteer and Donations Management).
  - Provide available staff, resources, and facilities to support emergency operations.
  
- **County Attorney's Office**
  - Serve as a support agency for ESF #3 (Public Works and Engineering), ESF #5 Emergency Management, ESF #8 (Health, Medical Health and Medical), ESF #10 Oil and Hazardous Materials Response, ESF #13, (Public Safety and Security), and ESF #14 (Long-term Recovery), ESF #15 External Affairs), Biological Incidents, Nuclear/Radiological Incidents, and Mass Fatality Incidents.
  - Advise county officials concerning legal responsibilities, powers, and liabilities regarding emergency operations and post-disaster and recovery assistance and prepare official documentation such as emergency ordinances, waiver requests, and reimbursement packages.
  
- **Department of Corrections and Rehabilitation Services**
  - Serve as a support agency for ESF# 7 (Logistics Management and Resource Support), ESF #13 (Public Safety and Security), ESF #14 (Long-term Recovery) and ESF #16 (Volunteer and Donations Management).
  - Coordinate emergency operations within the Montgomery County Correctional Facility and/or Montgomery County Detention Center.
  - Provide support to emergency operations through the provision of food preparation, laundry service, and community services volunteers.

## VII. *Concept of Operations*

### A. Introduction

This section outlines Montgomery County's concept of operations for responding to emergencies and disasters. It provides background information on the National Incident Management System, identifies authorities for emergency response, defines command and control structures and lines of authority, describes the roles and organization of the EOC, and outlines how emergency operations will be conducted under the EOP.

Montgomery County has the responsibility to respond to protect lives and property and to assist in recovering from the emergency. The county will be prepared to supplement its emergency resources with those provided by private organizations and organized volunteer efforts. If the capabilities within the county are exceeded or if it is anticipated that capabilities within the county will be exceeded, the county will request assistance from other jurisdictions.

Montgomery County has adopted the federally- mandated National Incident Management System (NIMS) as the county standard for incident management. NIMS incorporates the Incident Command System (ICS) as the national standard for incident management. The EOP has incorporated these concepts with the base plan and annexes as appropriate.

### B. Delegations of Authority

The following delegations of authority establish the basis for conducting emergency operations within Montgomery County.

#### **Authority of County Executive (Chapter 2 of the Montgomery County Code, 1994 as amended)**

- The County Executive is authorized to declare a local state of emergency responsible for organizing emergency management and directing emergency operations through the regularly constituted government structure, and using equipment, supplies, and facilities of existing departments, offices, and agencies of the county to the maximum extent practical.
- The county executive is hereby authorized and empowered to use or to direct the use of any and all facilities, equipment, buildings and land belonging to

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the county, including trucks, school buses, motors, tools, buildings and any other equipment and property of the county for such purposes and in such manner that shall be necessary for the welfare and benefit of the citizens of the county for the duration of the war or other public emergency and thereafter and also, subject to any contractual obligations to the contrary, to direct any employees hired by the county in connection with the operation and maintenance of facilities, equipment, school buses and trucks to perform such duties, as will, in the discretion of the county executive aid the war effort and any other emergency use to promote the general welfare and benefit of the county; and the county executive may prescribe a pecuniary charge against any person, using such equipment, facilities, buildings and land provided by the county executive in the exercise of authority and power, and in the exercise of this power and authority the county executive is further authorized to purchase and hire additional equipment to carry out the purposes of this section and to establish parking lots. The jurisdiction or regulatory power of the public service commission shall not extend to the special transportation facilities, activities and services furnished in the exercise of authority and power by the county executive and the county executive is hereby further authorized and empowered to pay for the services, facilities, and the purchase and hire of additional equipment from any fund that may be available or that may be made available or levied for. (Mont. Co. Code 1965, § 2-18; 1943, ch. 188; 1970 L.M.C., ch. 9, § 1.)

**Authority of the Chief Administrative Officer as the Emergency Management Director**

- The County Executive delegates to the Chief Administrative Officer (CAO) responsibility for the management and operation of county government, and as such the CAO is empowered to employ the considerable resources of the government in order to mitigate the results of an emergency.
- The CAO, as the Governor's duly appointed Emergency Management Director, is empowered to employ the considerable resources of the county during times of emergency to alleviate suffering and respond to the needs of its citizens.

**Authority of On-Scene Incident Commanders**

- The Emergency Management Director delegates authority to the Fire &

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Rescue Chief, Police Chief, Director of the Department of Health and Human Services, and the Director of the Department of Environmental Protection to appoint on-scene incident commanders and establish standard operating procedures to guide management of emergency operations. Upon arrival at an emergency, the senior fire, police, health, or public works official on scene will establish "incident command" and designate a command post location in order to manage the emergency. Incidents that begin as a single agency response may evolve into an operation requiring a multi-agency response to meet actual or expected needs.

**Authority of County Agency Directors**

- The County Executive delegates authority to each county department and agency director to carry out his/her assigned duties and responsibilities. In the absence of the Director, an acting director will be appointed to carry out his/her assigned duties and responsibilities. Each agency will have a Continuity of Operations Plan (COOP) that identifies lines of authority and succession within the respective agency.

**C. Overview of Emergency Operations**

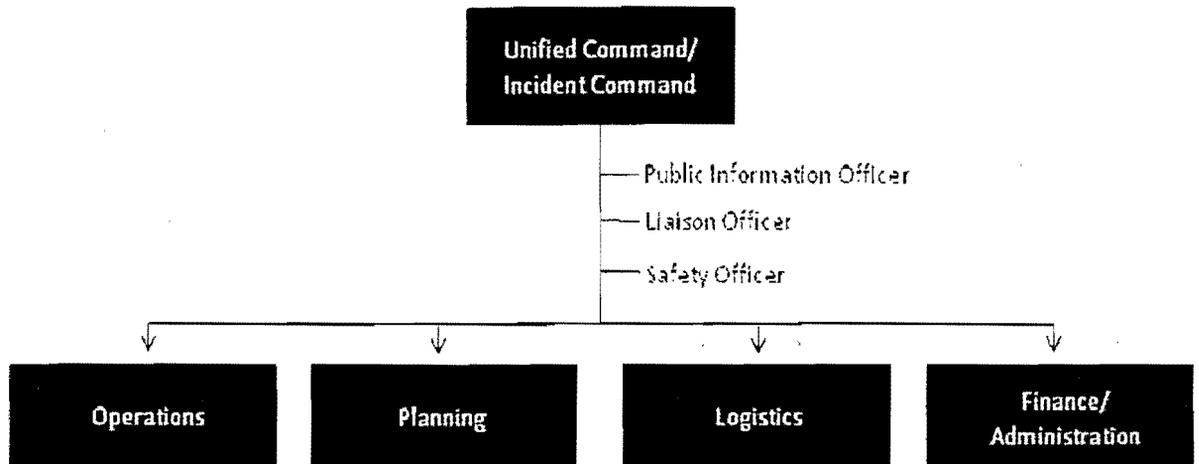
Montgomery County initial response activities are primarily performed at the field level. Emphasis is placed on minimizing the effects of the emergency or disaster. Field responders use the Incident Command System to organize response to the emergency or disaster, incorporating the functions, principles, and components of ICS (e.g. unified command, action planning, span of control, and hierarchy of command). The incident command organizational structure develops in a top-down, modular fashion that is based upon the size and complexity of the incident. As needed, separate functional elements can be established, each of which can be further sub-divided, if needed. Responsibility for the establishment and expansion of the ICS organization ultimately rests with the Incident Commander (IC) who bases the organization on the requirements of the situation. As incident complexity increases, the organization expands from top down as functional responsibilities are delegated. The chart below depicts the standard ICS organization.

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Once an emergency or disaster has occurred or is imminent the responding department or agency will establish on-scene incident command. This includes designating an Incident Commander and establishing an Incident Command Post (ICP). Depending upon the scope and magnitude of the event the ICP may be a designated emergency vehicle or may evolve into a more formal facility. The ICP may evolve over the course of the incident as dictated by the situation. The IC is responsible for managing all on-scene tactical operations. Within Montgomery County the following are identified as the primary agencies for specific incidents and will assume the Incident Command position.

The IC is the individual responsible for all incident activities including the development of incident objectives, approving on-scene strategies and tactics, and the ordering and release of on-scene resources. The IC is delegated overall authority and responsibility for conducting incident operations.

For example, in the event of a tornado touch down within the county that causes localized damage, DFRS will respond and establish on-scene command. The IC may request assistance from other departments such as the MCPD for traffic control and security through the department's chain-of-command. Initial response activities include:

- Making all necessary notifications.
- Disseminating warnings, emergency public information, and instructions to the affected population.
- Conducting evacuations and/or rescue operations.

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- Caring for displaced persons and treating the injured.
- Conducting initial damage assessments and surveys.
- Assessing need for mutual aid assistance.
- Restricting movement of traffic/people and unnecessary access to affected areas.
- As necessary, establishing a Unified Command (UC).
- Developing and implementing Incident Action Plans.

The IC, as necessary, may request additional resources through established mutual aid agreements with neighboring jurisdictions. For incidents when there is more than one agency with incident jurisdiction or when the incident crosses political jurisdictions a UC will be established. Agencies work together through the designated members of the UC to establish common objectives and strategies under a single Incident Action Plan (IAP). An example may be a major transportation accident that involves the release or potential release of hazardous materials. In this case, a UC between the Police Department and Fire and Rescue Services may be established.

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. For example, a tornado may touchdown in several areas of the county creating separate areas of damage. When multiple organizations are operational, it may be necessary to establish an Area Command (AC) organization.

An AC is an organization established to oversee the management of multiple incidents that are being handled by an ICS organization or to oversee the management of large or multiple incidents. AC has the responsibility to set overall strategy and priority, allocate critical resources according to the priorities, ensure that all incidents are properly managed and established objectives are achieved. The decision to establish an AC will be made by the chief of the department responsible for incident command.

### **D. Emergency Support Functions (ESFs)**

Montgomery County organizes the various departments, agencies, and cooperating organizations into 16 ESFs to facilitate planning and coordination prior to an incident and to achieve an effective emergency response and recovery.

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Each ESF has an assigned primary agency and designated support agencies and cooperating organizations. The primary agencies are designated because they either have statutory responsibility or the prerequisite expertise and resources due to their programmatic or regulatory responsibilities. The 16 ESFs and the primary agencies are shown in Table 2.

Table 2 – Montgomery County ESFs

ESF #	Title	Primary Agency
1	Transportation	Department of Transportation
2	Communications	Technology Services
3	Public Works and Engineering	Department of Environmental Protection
4	Firefighting	Fire and Rescue Services
5	Emergency Management	Office of Emergency Management and Homeland Security
6	Mass Care, Emergency Assistance, Housing and Human Services	Department of Health and Human Services
7	Logistics Management and Resource Support	Department of General Services
8	Public Health and Medical	Department of Health and Human Services
9	Urban Search and Rescue	Fire and Rescue Services
10	Oil and Hazardous Materials Response	Fire and Rescue Services
11	Agriculture and Natural Resources	Department of Health and Human Services
12	Energy	Department of General Services
13	Public Safety and Security	Montgomery County Police Department
14	Long-Term Community Recovery	Office of Emergency Management and Homeland Security
15	External Affairs	Public Information Office
16	Volunteer and Donations Management	Volunteer Center

The primary agency is responsible for all pre-incident planning and coordination to facilitate the preparedness of all ESF support agencies and cooperating organizations to provide resources and perform assigned operational roles.

The primary agency is responsible for developing and maintaining the annex to the EOP as well as supporting operating procedures. The annex will be developed in accordance with OEMHS guidelines.

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More detailed information on each of the ESFs is provided in the corresponding emergency support function annex (see Section 2 of this plan).

Information on primary and support agency and cooperating organization responsibility for specific incidents is provided in the incident specific annexes (see Section 3 of this plan).

Additional information on primary and support agency and cooperating organization responsibilities for functional annexes can be found in Section 4 of this plan.

ESFs will be activated as needed to support actual or anticipated requirements and will provide representatives to the EOC upon activation.

**E. Emergency Operations Center (EOC)**

Any emergency situation requiring more than routine coordination and assistance, and generally involving multiple jurisdictions, such as moderate flooding in multiple locations may result in the activation of the EOC. The CAO or his designee has the authority to order a full activation of the EOC for a declared State of Emergency, or whenever the CAO deems appropriate.

Many of the departments represented at the EOC will have a mechanism for coordinating the department response, such as a department operations center (DOC) off-site that is the command point for conducting the department's emergency operations. In these circumstances, the individual at the EOC serves as a liaison to the DOC. As missions and tasks are assigned by the EOC, they are conveyed to the DOC for implementation. DOCs will coordinate their activities with the EOC and will provide regular status updates on assigned missions through their department's representative.

Departments that do not have a representative at the EOC may also establish a DOC to coordinate the department's emergency operations and provide assistance as requested by the Disaster Manager. DOC functions include managing department resources, managing administrative functions relevant to the incident, coordinating exchange of equipment, enhancing department continuity of operations, and conducting expedient training.

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If a further expansion of the EOC staff is required due to evolving operations appropriate personnel will be notified and directed to report to the EOC. Department/organization representatives must have the authority to make decisions, coordinate resources, provide information, and advise the EOC Executive Group.

The EOC serves as a multi-agency support and coordination facility with jurisdictional responsibility for Montgomery County and, as appropriate, its incorporated cities, towns, and villages. The EOC coordinates requests for outside resources from neighboring jurisdictions, the state and if necessary the federal government. When the EOC is activated, communication and coordination will be established between the IC(s) and the EOC. IC(s) will request resources and other support as required through the EOC unless there is an AC established. When an AC is in place, ICs will request support through that organization. The AC will coordinate as needed with the EOC to fulfill field requests.

The EOC will establish operational periods as a basis for the incident action planning process at the EOC. Typically, the operational periods are 0700 to 1900 and 1900 to 0700 during 24-hour operations. The planning process is designed around identifying expected accomplishments over the next operational period. An EOC Action Plan (EAP) will be produced for each operational period to communicate overall EOC objectives.

The major functions of the EOC are as follows:

- Provide support to the on-scene IC(s) in such areas as communications, alert and warning, transportation, protective actions, and identifying additional resources.
- Provide overall coordination of emergency operations throughout the county.
- Provide coordination and liaison with local, state, and federal government agencies as well as with private sector resources.
- Provide management of mutual aid resources and coordinate requests for resources from the state, the National Capital Region jurisdictions, and the federal government as necessary to support emergency operations.
- Establish prioritization of resources for emergency response operations.
- Collect, evaluate and disseminate damage assessment and other emergency related information.

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- Coordinate the development and dissemination of emergency information to the residents of the county.

The organization structure is depicted in Figure 2.

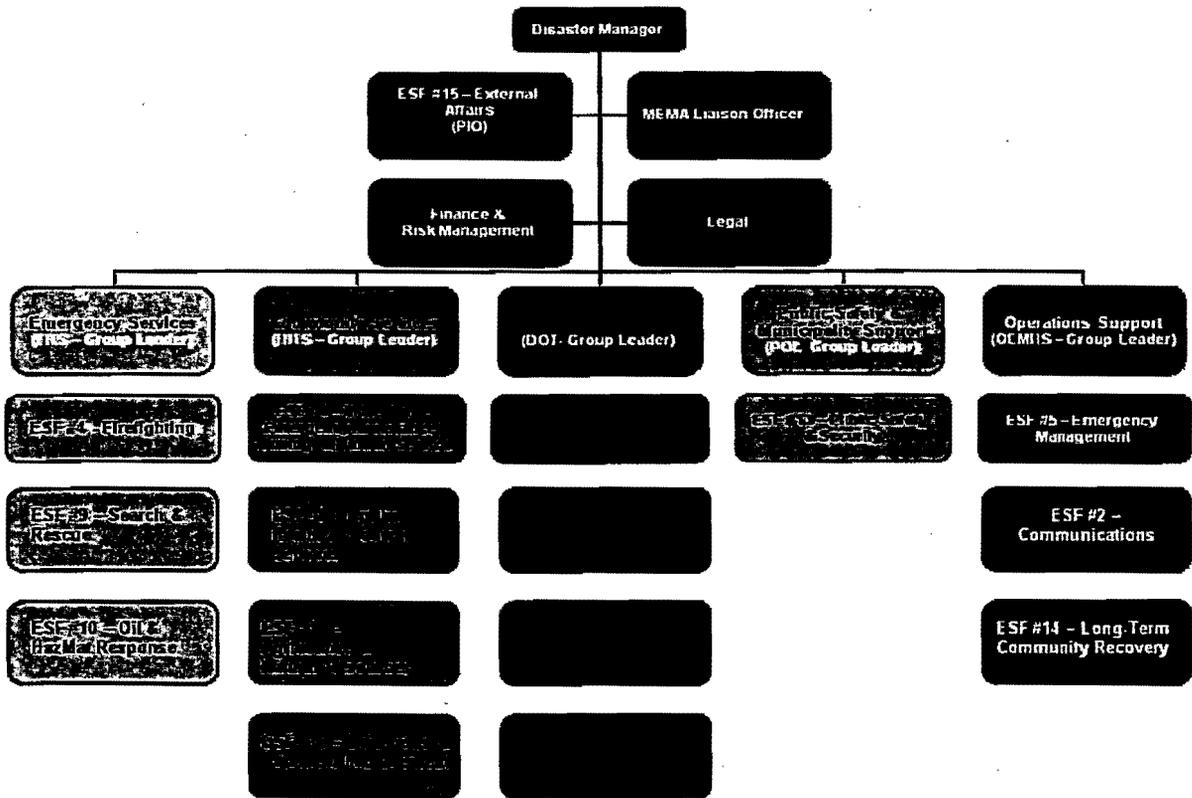


Figure 2 – Emergency Operations Center Support Group Organization Structure

Operations within the EOC will be organized and conducted with established operational procedures, checklists, and job aids.

In the event that county capabilities are exceeded, the County Executive as the senior elected official may request assistance from the State as outlined in the Maryland Emergency Operations Plan. Requests for State assistance will be coordinated by OEMHS through the State Emergency Operations Center (SEOC). The SEOC will serve as the State command center for coordinating State emergency response operations. Generally coordination between the county and the State will be through the Disaster Manager to the SEOC.

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Depending upon the scope and magnitude of the incident the Governor will request federal assistance if necessary through the Federal Emergency Management Agency (FEMA).

During a disaster the Disaster Manager is responsible for developing and implementing strategic decisions. The Disaster Manager, assisted by members of the **Homeland Security Directorate (HSD)**, the CAO, the County Executive and the Public Information Officer and other department directors as appropriate will:

- Establish and promulgate emergency policy decisions.
- Provide strategic direction and priorities for field operations.
- Provide direction to agencies performing emergency activities.
- Authorize issuance of public evacuation recommendations.
- Resolve resource and policy issues.

The Montgomery County Homeland Security Directorate (HSD) consists of six (6) members and its primary purpose is to ensure County Planning Preparedness programs are well coordinated. The members of the HSD are:

1. The Manager of the Montgomery County Office of Emergency Management and Homeland Security;
2. The Chief of Police for Montgomery County;
3. The Fire Chief of Montgomery County;
4. The Public Health Officer of Montgomery County;
5. The Chief Information Officer of Montgomery County; and
6. The Director of the Montgomery County Department of Transportation.

The goals of the HSD are:

1. Develop and oversee a coordinated Homeland Security and Emergency Management Strategic Plan for Montgomery County that includes a prioritized list of projects to be considered for new or ongoing funding.
2. Coordinate homeland security and emergency management training, exercises, plans, projects, and activities developed or carried out by Montgomery County agencies and departments.
3. Monitor the effectiveness of Montgomery County's homeland security and emergency management activities and projects, including projects funded

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by grants from the National Capital Region Urban Area Security Initiative, the Maryland Emergency Management Agency, and other sources.

4. Ensure that Montgomery County agencies effectively promote a unified homeland security and emergency management agenda before the National Capital Region Urban Area Security Initiative, the Maryland Emergency Management Agency, and other state, regional, and national agencies and entities.

The **Disaster Manager** is responsible for the staffing and operations of the EOC and directs the activities of the EOC staff. The Disaster Manager ensures that policies and priorities established by the Executive Group are implemented. He/she establishes the EOC objectives based upon coordination with the IC(s) and directs, in consultation with the Executive Group, strategic and contingency planning efforts to address incident-related concerns and issues. The Disaster Manager establishes the operational periods for the EOC and approves the EOC Action Plan (EAP). The Disaster Manager is supported by a public information officer, a liaison officer, a risk management representative, and a representative from the County Attorney's Office. The Disaster Manager is appointed by the CAO.

The **EOC Emergency Services Group** provides support to field operations directed towards reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal conditions. This group also ensures that policy and resource decisions of the Executive Group related to operations are implemented. This group is comprised of the following ESFs:

- ESF #4 (Firefighting)
- ESF #9 (Urban Search and Rescue)
- ESF #10 (Oil and Hazardous Materials Response)

The **EOC Community Services Group** provides support to response operations by coordinating mass care and sheltering and public health and medical efforts. This group also coordinates the volunteer and donations management operations. This group is comprised of the following ESFs:

- ESF #6 (Mass Care, Emergency Assistance, Housing and Human Services)
- ESF #8 (Public Health and Medical)
- ESF #11 (Agriculture and Natural Resources)
- ESF #16 (Volunteer and Donations Management)

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The **EOC Infrastructure Support Group** is responsible for the coordinating the status of and the provision of infrastructure services such as transportation and utilities. It is also responsible for the acquisition and movement of supplies, equipment, and personnel in support of the response operations in the field. This group also provides for the establishment of operating facilities needed to support on-going response and recovery operations. This group is comprised of the following ESFs:

- ESF #1 (Transportation)
- ESF #3 (Public Works and Engineering)
- ESF #7 (Logistics Management and Resource Support)
- ESF #12 (Energy)

The **EOC Public Safety and Municipality Support Group** is responsible for the coordination of law enforcement services and liaison with the Montgomery County municipalities. In municipalities that are affected by the incident, services provided directly by the municipality, such as public works or law enforcement is coordinated through this group with other ESFs located within other EOC groups. This group is comprised of the following ESF:

- ESF #13 (Public Safety and Security)

The **EOC Operations Support Group** collects, analyzes, displays, and disseminates information related to the incident and the status of operations. This group also collects and maintains information on the status of all resources assigned by the EOC. The group is responsible for facilitating the incident action planning process for the EOC and produces the EOC Action Plan. The group prepares situation reports, briefings, map displays, and collects and consolidates damage assessment information. This group also provides communications support to the operation and is responsible for establishing long-term recovery operations. This group is comprised of the following ESFs:

- ESF #2 (Communications)
- ESF #5 (Emergency Management)
- ESF #14 (Long-term Recovery)

## **F. Joint Information Systems (JIS)**

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The JIS refers to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations. Effective communications with the public is critical during emergency situations. Within Montgomery County, the Joint Information Center (JIC) may be established to provide public information during emergency operations. The Public Information Office is the primary agency for establishing and staffing a JIC under the JIS as described in the ESF #15 (External Affairs) Annex.

For small-scale emergency response operations, normally involving only one agency or the Fire and Rescue Services and Montgomery County Police Department, the on-scene Incident Commander determines the need for notifications and all public information is coordinated through the lead agency's public information officer. As needed, the ICS command staff will include a Public Information Officer. Whenever Police, Fire and Rescue or other county department designates an on-scene public information officer, that individual will coordinate release of information with the Incident Commander and appropriate department directors. All released information and updates will be relayed to the Public Information Office. As an incident or threat escalates and a local emergency is declared, the Public Information Office will assume responsibility for all public information. The Public Information Office in coordination with the CAO will determine the need to activate a JIC. The JIC will operate as the coordination center for all public information activities related to the incident.

**G. Continuity of Operations (COOP)**

A major incident or emergency could include injury, illness, or death of key county officials, the partial or complete destruction of established facilities, and the destruction of vital public records essential to the continued operations of the government. It is essential that law and order be preserved and government services maintained.

Continuity of leadership and government services is particularly important with respect to emergency services, direction of emergency response operations, and management of recovery activities. Under the State of Maryland concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while additional resources may be provided from other local, state, or federal sources. A key aspect of this control is the continued capability to communicate official requests, situation reports, and other emergency information throughout the event.

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## *ESF #1 Transportation Annex*

PRIMARY AGENCY: *Department of Transportation*

Primary Agency	Department of Transportation
<b>Support Agencies</b>	Department of Environmental Protection
	Department of Finance
	Department of General Services
	Department of Liquor Control
	Office of Homeland Security and Emergency Management
	Montgomery County Police Department
<b>Cooperating Organizations</b>	Chevy Chase Village
	City of Gaithersburg
	Town of Poolesville
	City of Rockville
	City of Takoma Park
	Allegheny Power
	Baltimore Gas and Electric
	Montgomery County Public Schools
	Potomac Electric Power Company
	Washington Metropolitan Area Transit Authority

### **INTRODUCTION**

#### *Purpose*

The purpose of this annex is to outline the specific roles and responsibilities of primary and support agencies and cooperating organizations ("agencies") in transportation

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operations following a disaster or emergency and to provide a concept of operations for conducting transportation services and support during operations.

*Scope*

This annex is applicable to all agencies that have assigned roles and responsibilities in the EOP in support of transportation services under Emergency Support Function (ESF) #1 Transportation. This annex supplements the county Emergency Operations Plan (EOP).

**ASSUMPTIONS**

- The planning assumptions stated in the Montgomery County EOP also apply to this annex.
- All emergency response and recovery operations conducted under this annex will be in accordance with the National Incident Management System (NIMS).
- Agencies will provide the services listed in the Roles and Responsibilities section of this annex.
- The agencies identified in this annex, in coordination with regional partners such as Washington Metropolitan Area Transit Authority (WMATA) and the Maryland Department of Transportation will collect, analyze, and distribute information on the impact and status of the transportation infrastructure.
- The primary agency will actively engage the support agencies in planning, training, and exercises to ensure an effective operation upon activation.
- This annex encompasses the full range of transportation services that may be required to support emergency response operations; transport of critical supplies, equipment, and other resources; and evacuations including those residents with medical needs.
- The agencies identified in this annex will provide assistance and serve as the coordination point for the restoration of the transportation infrastructure.
- As county resources become depleted, neighboring counties, the state, or federal authorities may be asked to provide additional resources.

## ***POLICY***

The Department of Transportation (DOT), as the primary agency for ESF #1, is responsible for coordination of the overall transportation operations. DOT will collect, organize, analyze, summarize, and disseminate transportation information provided by various sources including transportation support agencies.

Upon activation of the Emergency Operations Center (EOC) operational transportation services will be coordinated by the primary agency through the Infrastructure Support Group at the EOC.

## ***CONCEPT OF OPERATIONS***

- The Office of Emergency Management and Homeland Security (OEMHS) monitors incidents and threats to the county and will notify DOT of incidents impacting or potentially impacting the transportation systems and infrastructure. DOT will contact appropriate support agencies and cooperating organizations as necessary to collect additional information.
- As an incident or threat escalates, DOT will issue notifications to support agencies and agency emergency personnel in accordance with established protocols and checklists.
- Upon activation of the EOC, DOT will provide representation to coordinate transportation requirements and issues. DOT will request representation from support agencies and cooperating organizations as needed.
- Once the EOC is activated, all requests for transportation support by other county departments and agencies will be submitted to the EOC for coordination, validation, and/or action by the agencies identified in this annex.
- DOT will monitor the status of the county transportation systems and infrastructure in coordination with regional transportation organizations and Maryland Department of Transportation (MDOT) and provide periodic updates to the EOC.
- The agencies identified in this annex will provide technical assistance to the EOC entities in determining the most viable transportation networks to, from, and within the disaster area, as well as alternate means to move people and goods within the area affected by the disaster.

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- The agencies identified in this annex will provide transportation services based upon the priorities established by ESF #1 in coordination with the Disaster Manager at the EOC. This may include providing transportation to residents affected by evacuations or relocations, transportation of equipment and supplies, or transportation for emergency response personnel.
- DOT will issue requests for support agencies to provide assets in order to meet operational requirements of the emergency. As necessary, private sector sources may be acquired to augment the county resources as appropriate.
- Transportation operations support will continue at the EOC until directed otherwise by the Disaster Manager.
- The ESF #1 representative at the EOC will ensure any open actions or issues are transferred to DOT for coordination and completion or resolution upon the demobilization of the EOC.
- DOT will comply with all invoicing and billing procedures and all accountability issues associated with NIMS.

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**ROLES AND RESPONSIBILITIES**

*Primary Agency – Department of Transportation*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<p>Develop and maintain the ESF #1 Annex to the Emergency Operations Plan.</p> <p>Develop and maintain supporting plans and procedures in coordination with ESF support agencies and cooperating organizations.</p> <p>Develop and maintain internal and external notification rosters and contact lists.</p> <p>Participate in all- hazards planning, training, and exercises.</p> <p>Train department staff for emergency assignments.</p> <p>Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</p> <p>Coordinate resolution of ESF#1 after-action issues.</p> <p>Provide support for evacuation planning.</p> <p>Develop and maintain an inventory of transportation related assets.</p> <p>Operate the Transportation Management Center.</p>
<b>Response</b>	<p>Maintain public transportation services.</p> <p>Collect, analyze and distribute information on the status of the County's transportation infrastructure.</p> <p>As necessary, provide for emergency repairs for County and locally maintained roads and bridges.</p> <p>Provide representative to the County EOC to coordinate ESF #1 activities.</p> <p>Provide liaison with WMATA, MDOT and other regional transportation organizations as appropriate.</p> <p>Co-manage emergency debris removal on County roads with the Department of Environmental Protection.</p> <p>Manage transportation services to support emergency operations.</p> <p>Provide support and technical assistance for evacuations.</p> <p>Coordinate mutual aid requests for transportation services and resources.</p> <p>As needed activate the Storm Operations Center.</p> <p>Operate the Transportation Management Center.</p>

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<b>Recovery</b>	Maintain public transportation services. Manage the repair and restoration of County and locally maintained roads and bridges. Provide transportation support for recovery operations. Maintain liaison with WMATA, MDOT and other regional transportation organizations. Conduct ESF #1 after-action review. Co-manage debris removal on County roads with the Department of Environmental Protection.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Support Agency – Department of Environmental Protection*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Train department staff for emergency assignments.
<b>Response</b>	Co-manage emergency debris removal operations on County roads.
<b>Recovery</b>	Co-manage debris removal on County roads. Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Support Agency – Department of Finance*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Train department staff for emergency assignments.
<b>Response</b>	Provide appropriate Index Codes to track ESF#1 expenses directly related to the disaster or emergency.
<b>Recovery</b>	Provide appropriate Index Codes to track ESF#1 expenses directly related to recovery operations. Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of

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	future incidents.
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*Support Agency – Department of General Services*

Phase	Roles and Responsibilities
Preparedness	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Train department staff for emergency assignments. Maintain status and availability of transportation resources. Develop internal supporting plans and procedures. Assist in the resolution of ESF#1 after-action issues.
Response	Provide vehicles, site access, fuel and maintenance support for emergency transportation. As necessary, procure and provide transportation related support and services.
Recovery	Provide vehicles, site access, fuel and maintenance support for recovery operations. Participate in ESF#1 after-action review.
Mitigation	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Support Agency – Department of Liquor Control*

Phase	Roles and Responsibilities
Preparedness	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolution in ESF#1 after-action issues as appropriate. Train department staff for emergency assignments.
Response	Provide transportation resources as requested by the lead agency to support emergency operations.
Recovery	Provide transportation resources as requested to support recovery operations. Participate in ESF#1 after-action review.
Mitigation	As appropriate, identify opportunities to mitigate the impact of future incidents.

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*Support Agency – Office of Homeland Security and Emergency Management*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<p>Develop and maintain supporting plans and procedures.</p> <p>Develop and maintain internal and external notification rosters and checklists.</p> <p>Coordinate planning, training and exercises.</p> <p>Train department staff for emergency assignments.</p> <p>Develop and maintain the County Emergency Operations Plan.</p> <p>Develop and maintain Emergency Operations Center standard operating procedures.</p> <p>Manage the County after-action program.</p>
<b>Response</b>	<p>Coordinate activation and operation of the EOP.</p> <p>Coordinate requests for support through the Maryland Emergency Management Assistance Compact (MEMAC), Emergency Management Assistance Compact (EMAC), NCR, and other mutual aid agreements.</p> <p>Coordinate requests for state resources and support through the Maryland Emergency Management Agency.</p> <p>Provide technical assistance in conducting evacuation operations.</p>
<b>Recovery</b>	<p>Serve as the County lead agency for managing recovery operations.</p>
<b>Mitigation</b>	<p>Coordinate the development of the Montgomery County Hazard Mitigation Plan.</p> <p>Coordinate with MEMA on implementation of the hazard mitigation grant program (in event of a federal disaster declaration).</p>

*Support Agency – Montgomery County Police Department*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<p>Develop and maintain supporting plans and procedures.</p> <p>Develop and maintain internal and external notification rosters and checklists.</p> <p>Participate in all-hazards planning, training, and exercises.</p> <p>Train staff for emergency assignments.</p> <p>Assist in resolving ESF#1 after-action issues.</p>
<b>Response</b>	<p>Provide assistance in conducting evacuations in selecting evacuation routes and implementing traffic control points.</p> <p>Conduct evacuation operations in accordance with department evacuation procedures for incidents where the Police</p>

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	Department is the lead.
Recovery	Participate in ESF#1 after-action review.
Mitigation	As appropriate, identify opportunities to mitigate the impact of future incidents

*Cooperating Organization–Chevy Chase Village*

<b>Phase</b>	<b>Roles and Responsibilities</b>
Preparedness	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolution in ESF#1 after-action issues as appropriate.
Response	Provide transportation to support emergency operations. As necessary, provide for emergency repairs for Village maintained roads including and traffic control systems. Coordinate debris removal operations for Village roads. Provide for snow and ice removal on Village roads. Provide assistance as requested for debris removal operations within the County.
Recovery	Provide transportation resources as requested to support recovery operations. Manage the repair and restoration of Village maintained roads and traffic control systems. Provide transportation support for recovery operations. Participate in ESF#1 after-action review.
Mitigation	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Cooperating Organization– City of Gaithersburg*

<b>Phase</b>	<b>Roles and Responsibilities</b>
Preparedness	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolution in ESF#1 after-action issues as appropriate.
Response	Provide transportation to support emergency operations. As necessary, provide for emergency repairs for City maintained roads including and traffic control systems. Coordinate debris removal operations for Town roads.

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	Provide for snow and ice removal on City roads. Provide assistance as requested for debris removal operations within the County.
<b>Recovery</b>	Provide transportation resources as requested to support recovery operations. Manage the repair and restoration of City maintained roads and traffic control systems. Provide transportation support for recovery operations. Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Cooperating Organization- Town of Kensington*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolution in ESF#1 after-action issues as appropriate.
<b>Response</b>	Provide transportation to support emergency operations. As necessary, provide for emergency repairs for Town maintained roads including and traffic control systems. Coordinate debris removal operations for Town roads. Provide for snow and ice removal on Town roads. Provide assistance as requested for debris removal operations within the County.
<b>Recovery</b>	Provide transportation resources as requested to support recovery operations. Manage the repair and restoration of Town maintained roads and traffic control systems. Provide transportation support for recovery operations. Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Cooperating Organization- Town of Poolesville*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters

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	<p>and checklists.</p> <p>Participate in all- hazards planning, training, and exercises.</p> <p>Assist in resolution in ESF#1 after-action issues as appropriate.</p>
<b>Response</b>	<p>Provide transportation to support emergency operations.</p> <p>As necessary, provide for emergency repairs for Town maintained roads including and traffic control systems.</p> <p>Coordinate debris removal operations for Town roads.</p> <p>Provide for snow and ice removal on Town roads.</p> <p>Provide assistance as requested for debris removal operations within the County.</p>
<b>Recovery</b>	<p>Provide transportation resources as requested to support recovery operations.</p> <p>Manage the repair and restoration of Town maintained roads and traffic control systems.</p> <p>Provide transportation support for recovery operations.</p> <p>Participate in ESF#1 after-action review.</p>
<b>Mitigation</b>	<p>As appropriate, identify opportunities to mitigate the impact of future incidents.</p>

*Cooperating Organization- City of Takoma Park*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<p>Develop and maintain supporting plans and procedures.</p> <p>Develop and maintain internal and external notification rosters and checklists.</p> <p>Participate in all- hazards planning, training, and exercises.</p> <p>Assist in resolution in ESF#1 after-action issues as appropriate.</p>
<b>Response</b>	<p>Provide transportation to support emergency operations.</p> <p>As necessary, provide for emergency repairs for City maintained roads including and traffic control systems.</p> <p>Coordinate debris removal operations for City roads.</p> <p>Provide for snow and ice removal on City roads.</p> <p>Provide assistance as requested for debris removal operations within the County.</p>
<b>Recovery</b>	<p>Provide transportation resources as requested to support recovery operations.</p> <p>Manage the repair and restoration of City maintained roads and traffic control systems.</p> <p>Provide transportation support for recovery operations.</p> <p>Participate in ESF#1 after-action review.</p>
<b>Mitigation</b>	<p>As appropriate, identify opportunities to mitigate the impact of</p>

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	future incidents.
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*Cooperating Organization- City of Rockville*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolution in ESF#1 after-action issues as appropriate.
<b>Response</b>	Provide transportation to support emergency operations. As necessary, provide for emergency repairs for City maintained roads including and traffic control systems. Coordinate debris removal operations for City roads. Provide assistance as requested for debris removal operations within the County.
<b>Recovery</b>	Provide transportation resources as requested to support recovery operations. Manage the repair and restoration of City maintained roads and bridges and traffic control systems. Provide for snow and ice removal on City streets. Provide transportation support for recovery operations. Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Cooperating Organization- Allegheny Power*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolving ESF #1 after-action issues.
<b>Response</b>	Provide representative to the EOC as requested Provide technical assistance in mitigating electrical hazards during emergency debris removal operations.
<b>Recovery</b>	Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

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*Cooperating Organization– Baltimore Gas and Electric*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolving ESF #1 after-action issues.
<b>Response</b>	Provide representative to the EOC as requested. Provide technical assistance in mitigating electrical hazards during emergency debris removal operations.
<b>Recovery</b>	Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Cooperating Organization– Montgomery County Public Schools*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Maintain inventory of transportation assets. Train staff for emergency assignments. Assist in resolving ESF#1 after-action issues. Develop supporting plans and procedures.
<b>Response</b>	Provide transportation assets to support emergency operational requirements and evacuations. Provide transportation for students at schools in areas to be evacuated when school is in session. Provide specially equipped vehicles with lifts to transport the handicapped and elderly.
<b>Recovery</b>	Provide transportation assets to support recovery operations. Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Cooperating Organization– Potomac Electric Power Company*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters

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	and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolving ESF #1 after-action issues.
<b>Response</b>	Provide representative to the EOC as requested. Provide technical assistance in mitigating electrical hazards during emergency debris removal operations.
<b>Recovery</b>	Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

*Cooperating Organization– Washington Metropolitan Area Transit Authority*

Phase	Roles and Responsibilities
<b>Preparedness</b>	Develop and maintain supporting plans and procedures. Develop and maintain internal and external notification rosters and checklists. Participate in all- hazards planning, training, and exercises. Assist in resolution in ESF#1 after-action issues as appropriate.
<b>Response</b>	Provide information to the ESF#1 lead on the status of the Metro system. Provide technical assistance in determining the most viable transportation networks to, from, and within the disaster area. Provide transportation support as needed to support evacuations.
<b>Recovery</b>	Participate in ESF#1 after-action review.
<b>Mitigation</b>	As appropriate, identify opportunities to mitigate the impact of future incidents.

**REFERENCES**

- Montgomery County Department of Transportation Division of Transit Services Emergency Response Plan (October 2008).
- Montgomery County Debris Management Plan
- Snow Removal Reference Book
- Department of Environmental Protection Solid Waste Plan

**ACRONYMS**

DEP            Department of Environmental Protection  
DOT            Department of Transportation

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EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
MCPD	Montgomery County Police Department
MDOT	Maryland Department of Transportation
MEMA	Maryland Emergency Management Agency
NIMS	National Incident Management System
OEMHS	Office of Emergency Management and Homeland Security
PIO	Public Information Office
WMATA	Washington Metropolitan Area Transit Authority

## *Severe Weather Incident Annex*

PRIMARY AGENCY: *Office of Emergency Management and  
Homeland Security*

Primary Agency	Office of Emergency Management and Homeland Security
<b>Support Agencies</b>	Fire and Rescue Services
	Department of General Services
	Department of Health and Human Services
	Montgomery County Police Department
	Department of Transportation
	Volunteer Center
<b>Cooperating Organizations</b>	American Red Cross
	Maryland-National Capital Parks and Planning Commission
	Montgomery County Public Schools
	Montgomery County Sherriff's Office
	Municipalities
	Utilities
	Volunteer Agencies

### **INTRODUCTION**

#### *Purpose*

The purpose of this annex is to outline the specific roles and responsibilities of primary and support agencies and cooperating organizations ("agencies") in responding to severe weather incidents within the county. This annex also provides a concept of operations for conducting response and recovery operations in anticipation and in the aftermath of a severe weather incident.

### *Scope*

This annex is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of severe weather operations. This annex supplements the county EOP.

This annex is applicable to severe weather events including but not limited to winter storms, tornadoes, hurricanes, tropical storms, extreme cold and heat events, severe thunderstorms and flooding.

### **SITUATION**

- Montgomery County is susceptible to a variety of severe weather events such as hurricanes, tropical storms, tornadoes, severe thunderstorms, droughts, and winter storms.
- Severe weather may produce such events as extreme heat with high humidity, high winds, snow, and/or ice, tornadoes, flooding or a combination of these.
- A severe drought may have a significant impact on the county water supply.
- Extreme heat may cause an extensive use of air conditioning resulting in an overloaded electrical grid impacting the generating capacity of area power plants.
- Damage potential includes flooding and erosion, structural damage to residential and commercial structures, disruption of public services, power and communications as well as injuries and loss of life.

### **ASSUMPTIONS**

- The planning assumptions stated in the Montgomery County EOP also apply to this annex.
- All emergency response and recovery operations conducted under this annex will be in accordance with the National Incident Management System (NIMS).
- Agencies will provide the services listed in the Roles and Responsibilities section of this annex.

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- As county resources become depleted, neighboring counties, the state, or federal authorities may be asked to provide additional resources.
- The primary agency will actively engage the support agencies in planning, training, and exercises to ensure an effective operation upon activation.
- Montgomery County has access to meteorology and weather warning systems so that adequate severe weather warning can be provided to county residents for a majority of severe weather events.
- On occasion there may be up to several days advance warning for potentially severe weather. During this time the county may activate warning systems, mobilize resources, activate the Emergency Operations Center (EOC) and implement evacuations as needed to ensure the safety of county residents, personnel and assets.
- Advanced preparations by health care facilities, businesses and utilities are essential to maintain needed services during response and recovery operations.
- Response operations may be impeded by, but not limited to, snow or ice, debris, blocked or damaged roads and bridges, and downed trees and utility poles.
- Severe weather may cause widespread power outages and damage to water and sewer lines that may last several days.
- Severe drought may have an impact on the water supply system and severe heat may overload the electrical grid and the generating capacity of area power plants.
- Effective communications may be a major concern due to the disruption of telephone service and/or damage to the communications infrastructure.
- A significant number of casualties may occur post incident due to fire, electrocutions, stress-related illness, and accidents due to flooding, snow, ice and/or debris.
- In extreme conditions Montgomery County may require state and federal assistance. However, immediate assistance from the state or federal government may not be available for up to three (3) days.

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- Montgomery County residents, businesses and industry will be expected to use their own resources and be self-sufficient during or following a severe weather event for up to three (3) days.
- During extreme heat events, Montgomery County may open and operate cooling centers or shelters. Information will be provided on various government facilities (such as libraries and recreation centers) and other public and private locations that are air conditioned (such as movie theaters and shopping malls) that people can access if needed. Information will be provided on ways that people can cope with the extreme heat conditions.
- There may be a need to evacuate areas at risk of flooding.

### *CONCEPT OF OPERATIONS*

- Montgomery County participates in the National Weather Service (NWS) Storm Ready community preparedness program that promotes the importance of public readiness. Information is provided to the public through a variety of venues including the county website, the media, and through seminars and workshops. The Montgomery County website provides information on all severe weather hazards and actions residents can take to be prepared for or cope with the aftermath of severe weather events.
- The Office of Emergency Management and Homeland Security will monitor weather conditions for the potential threat of severe weather. The weather is monitored through multiple weather forecasts received from the NWS's direct telephone link, National Oceanic and Atmosphere Administration (NOAA) weather radio, Live Doppler Radar and live warnings and alerts provided through the NWS satellite link through the Emergency Management Weather Information Network. Watches and warning issued by the NWS will be distributed via the Montgomery County Emergency Network (MCEN) to designated departments and agencies in accordance with established notification protocols and procedures. In addition residents and businesses that are registered in the Alert Montgomery network will also receive severe weather warnings.
- Weather related watches and warning are conveyed to the public through a variety of means including NOAA weather radio, the Alert Montgomery notification

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system, the Montgomery County web-site, cable, and the Emergency Alert System (EAS) and via public radio and TV.

- The CAO or designee has final authority for granting leave for county employees or closing county facilities due to severe weather. This decision is based upon the current and predicted weather and road conditions.
- The decision to close county schools is made by the Board of Education.
- Departments and agencies with major roles and responsibilities may activate their Department Operations Centers (DOC) as needed to coordinate preparedness and response activities. Not all departments have established DOCs.
- Based upon the severity of the forecast, the EOC may be activated to provide for more robust situational monitoring and information exchange among the county departments and agencies. The EOC will also initiate preparations for response operations as appropriate. This may include staging of resources to meet anticipated requirements, evacuation of high risk areas, opening shelters for evacuated residents, and other prudent preparedness measures as dictated by the progression of the incident.
- Evacuations will be conducted in accordance with the Emergency Operations Plan (EOP) ESF#6 Mass Care, Emergency Assistance, Housing and Human Services.
- Depending upon the scope and magnitude of the incident, Incident/Unified Command will be established on-scene. In the event that the incident covers a large geographical area or there are multiple incidents an Area Command may be established as outlined in the base EOP.
- Post incident assessments will be conducted in accordance with the EOP, Damage Assessment Annex in order to determine the scope and magnitude of the incident and the needs of the affected population. In the event of significant wind damage due to straight line winds, tornadoes and/or hail OEMHS will ensure that the NWS is notified.
- Request for state and/or federal assistance will be processed as outlined in the base EOP.

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- Recovery operations, as needed, will be conducted in accordance with the EOP and the ESF #14 Long-term Community Recovery Annex.

**ROLES AND RESPONSIBILITIES**

*Primary Agency – Office of Emergency Management and Homeland Security*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain Severe Weather Annex to the Emergency Operations Plan.</li> <li>• Develop and maintain supporting plans and procedures in coordination with ESF support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Coordinate resolution of severe weather incidents after-action issues.</li> <li>• Monitor weather conditions and forecasts.</li> <li>• In coordination with the Public Information Office promote public readiness through community seminars and other appropriate venues.</li> <li>• Provide preparedness and safety information to the public via the Montgomery County website and other means.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Continue to monitor weather conditions and provide information to county departments and agencies.</li> <li>• Conduct pre-arrival teleconference to assess possible impact and preparedness.</li> <li>• Ensure that the NWS is notified of significant damages resulting from suspected straight line winds, tornadoes and/or hail.</li> <li>• Activate and manage the EOC as appropriate.</li> <li>• Assist ESF #6 in the determination of the need to</li> </ul>

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	<p>establish and open shelters.</p> <ul style="list-style-type: none"> <li>• In coordination with the Incident Commander(s), the Public Safety Group, and the Emergency Services Group, assist with the determination of need to conduct evacuations.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Monitor the situation and provide information to other departments and agencies.</li> <li>• Manage recovery operations in accordance with EOP, Recovery Operations Annex.</li> <li>• Conduct an after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• Develop and maintain the Montgomery County Hazard Mitigation Plan.</li> <li>• Develop and maintain the hazard and risk analysis for Montgomery County as the baseline for developing a county mitigation strategy.</li> <li>• As appropriate, identify potential opportunities for mitigating the impacts of future incidents.</li> </ul>

*Support Agency – Fire and Rescue Services*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Provide support as needed in conducting evacuations.</li> <li>• Conduct rescue operations.</li> <li>• Provide preliminary damage reports.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Provide support to recovery operations as outlined in <i>EOP, Recovery Operations Annex.</i></li> </ul>

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	<ul style="list-style-type: none"> <li>• Participate in the after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate identify potential opportunities for mitigating the impacts of future incidents.</li> </ul>

*Support Agency – Department of General Services*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• As the primary agency for ESF #12, collect information related to energy supply, infrastructure and restoration.</li> <li>• Assess damage to county buildings, facilities, vehicles and equipment managed by the department.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Monitor the status of energy infrastructure, distribution and service restoration.</li> <li>• Monitor status of the repair and restoration of county facilities managed by the department.</li> <li>• Support the PDA by providing relevant data and technical assistance.</li> <li>• Participate in an after-action review of the damage assessment process.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate identify potential opportunities for mitigating the impacts of future incidents.</li> </ul>

*Support Agency – Department of Health and Human Services*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies</li> </ul>

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	<ul style="list-style-type: none"> <li>and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Assist with damage assessment related to health hazards that may be caused by the disruption of sanitary waste disposal.</li> <li>• Issue health advisories in coordination with DHS and the Public Information Officer.</li> <li>• Establish and operate temporary shelters as needed.</li> <li>• As required, establish and operate a Family Assistance Center.</li> <li>• Monitor food safety and general sanitation and provide active disease surveillance and "contact" investigations, if warranted, at mass care/shelter facilities.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Provide support to recovery operations as outlined in the <i>EOP, Recovery Operations Annex</i>.</li> <li>• Participate in the after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate identify potential opportunities for mitigating the impacts of future incidents.</li> </ul>

*Support Agency –Montgomery County Police Department*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Provide support as needed in conducting evacuations.</li> <li>• Manage traffic.</li> <li>• Monitor road conditions.</li> <li>• Provide support to the Sheriff's Office on security issues as needed for shelters and other response facilities.</li> <li>• Provide for security and access control for areas that are damaged and/or evacuated.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Provide support to recovery operations as outlined in <i>EOP, Recovery Operations Annex</i>.</li> <li>• Participate in the after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate identify potential opportunities for mitigating the impacts of future incidents.</li> </ul>

*Support Agency – Department of Transportation*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> <li>• Monitor traffic and transportation system conditions.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• As lead agency for ESF #1, collect, analyze and distribute information on the impact and status of the county's transportation systems and infrastructure.</li> <li>• Conduct operations for snow and ice removal and</li> </ul>

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	<p>mitigation.</p> <ul style="list-style-type: none"> <li>• Provide damage assessment reports for all county-maintained bridges and roads.</li> <li>• Coordinate with the Maryland Department of Transportation and other regional transportation organizations to obtain information on travel conditions and impacts to the transportation infrastructure.</li> <li>• Manage transportation services to support emergency operations.</li> <li>• Provide support and technical assistance for evacuations.</li> <li>• Maintain public transportation services.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Provide support to recovery operations as outlined in <i>EOP, Recovery Operations Annex</i>.</li> <li>• Participate in the after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate, identify potential opportunities for mitigating the impacts of future incidents.</li> </ul>

*Support Agency – Volunteer Center*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Serve as primary agency for ESF #16 (Volunteer and Donations Management).</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Coordinate with non-profit organizations, businesses, Regional Services Centers, state and federal agencies to implement the donations management system.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Coordinate with other volunteer organizations (VOADs and Volunteer Centers) in the National Capital Region to obtain additional resources when necessary.</li> <li>• As requested participate in the long-term recovery planning process.</li> <li>• Participate in the after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate identify potential opportunities for mitigating the impacts of future incidents</li> </ul>

*Cooperating Organization – American Red Cross*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• As needed, open and operate mass care shelters.</li> <li>• Provide for mass feeding operations as needed.</li> <li>• Provide for basic immediate needs of disaster victims such as food, clothing, and shelter.</li> <li>• Submit Red Cross disaster assessment results to Incident Command.</li> <li>• Assist with bulk distribution of supplies such as clean up kits.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Participate in the after-action review.</li> <li>• Provide support to recovery operations as outlined in the EOP, Recovery Operations Annex.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate identify potential opportunities for mitigating the impacts of future incidents</li> </ul>

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*Cooperating Organization – Maryland-National Capital Parks  
and Planning Commission*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• None.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Provide guidance to long term recovery operations to ensure compliance with appropriate land use ordinances and master plans.</li> <li>• As requested participate in the long-term recovery planning process.</li> <li>• Participate in the after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate, identify opportunities to mitigate the impact of future incidents.</li> </ul>

*Cooperating Organization – Montgomery County Public Schools*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines</li> </ul>

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	<p>and standards.</p> <ul style="list-style-type: none"> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Determine need to close schools or modify hours (open late/dismiss early),</li> <li>• As needed provide for the emergency care of students and employees during normal school hours.</li> <li>• Provide facilities as needed to serve as temporary shelters.</li> <li>• Assess damage to school facilities.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Participate in the after-action review.</li> <li>• Provide support to recovery operations as outlined in =</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate identify potential opportunities for mitigating the impacts of future incidents</li> </ul>

*Cooperating Organization – Montgomery County Sherriff's Office*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• As primary agency for ESF #4, #10, and #9, collect, analyze and distribute information on the impact on the Sherriff's Office.</li> <li>• Provide security as needed for shelters and other response facilities.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Manage the repair and restoration of department facilities.</li> <li>• As requested participate in the long-term recovery</li> </ul>

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	<p>planning process.</p> <ul style="list-style-type: none"> <li>• Participate in the after-action review.</li> <li>• Provide support to recovery operations as outlined in the EOP, Recovery Operations Annex.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate identify potential opportunities for mitigating the impacts of future incidents</li> </ul>

*Cooperating Organization – Montgomery County Municipalities*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Provide available staff and resources, if required, to support response operations.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Provide guidance to long term recovery operations to ensure compliance with appropriate land use ordinances and master plans.</li> <li>• As requested participate in the long-term recovery planning process.</li> <li>• Participate in the after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate, identify opportunities to mitigate the impact of future incidents.</li> </ul>

*Cooperating Organization – Utilities*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Provide support for ESF #3 (Public Works and Engineering).</li> <li>• Provide available staff and resources, if required, to support response operations.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Manage the restoration of services related to infrastructure.</li> <li>• As requested participate in the long-term recovery planning process.</li> <li>• Participate in the after-action review.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>• As appropriate, identify opportunities to mitigate the impact of future incidents.</li> </ul>

*Cooperating Organization – Volunteer Agencies*

<b>Phase</b>	<b>Roles and Responsibilities</b>
<b>Preparedness</b>	<ul style="list-style-type: none"> <li>• Develop and maintain supporting plans and procedures in coordination with ESF primary and support agencies and cooperating organizations.</li> <li>• Develop and maintain internal and external notification rosters and contact lists.</li> <li>• Participate in all- hazards planning, training, and exercises.</li> <li>• Train department staff for emergency assignments.</li> <li>• Develop and maintain an agency-specific continuity of operations plan in accordance with county guidelines and standards.</li> <li>• Assist in resolving severe weather incidents after-action issues.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Provide available staff, resources, and facilities if</li> </ul>

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	required, to support response operations.
<b>Recovery</b>	<ul style="list-style-type: none"><li>• As requested participate in the long-term recovery planning process.</li><li>• Participate in the after-action review.</li></ul>
<b>Mitigation</b>	<ul style="list-style-type: none"><li>• As appropriate, identify opportunities to mitigate the impact of future incidents.</li></ul>

**REFERENCES**

- Maryland Emergency Operations Plan, 2007.
- Montgomery County Emergency Operations Plan.
- Mass Care and Sheltering Annex to the Montgomery County EOP.
- Public Information Annex to the Montgomery County EOP.
- Recovery Operations Annex to the Montgomery County EOP.

**ACRONYMS**

CAO	Chief Administrative Officer
DGS	Department of General Services
DHHS	Department of Health and Human Services
DOC	Department Operations Center
DOT	Department of Transportation
EAS	Emergency Alert System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FRS	Fire and Rescue Services
OEMHS	Office of Emergency Management and Homeland Security
MCEN	Montgomery County Emergency Network
MCPD	Montgomery County Police Department
NWS	National Weather Service
NOAA	National Oceanic and Atmospheric Administration
PDA	Preliminary Damage Assessment