The document was proudly developed by the dedicated staff of

HOMELAND SECURITY AND EMERGENCY MANAGEMENT DIVISION

Todd J. Jasper, CCM, MsCP
Associate Director

1101 14th Street, NW Suite #1020
Washington, DC 20005

Office: 202.408.0042
Mobile: 949.413.5579
Fax: 202.408.0051

todd.jasper@msaincorp.com

www.MSAincorp.com
HANDLING INSTRUCTIONS

THIS DOCUMENT IS SENSITIVE BUT UNCLASSIFIED (SBU) FOR OFFICIAL USE ONLY (FOUO) AND SHALL BE CONTROLLED AT ALL TIMES. THE COLLEGE OF SOUTHERN MARYLAND DOES NOT AUTHORIZE THE RELEASE OF THE INFORMATION WITHIN THIS DOCUMENT TO THE PUBLIC OR OTHER PERSONNEL WHO DO NOT HAVE APPROPRIATE NEED-TO-KNOW.

SAFEGUARD CONSIDERATIONS:

- SAFEGUARD THIS DOCUMENT. DESTROY BY SHREDDING.
- LIMIT REPRODUCTION
- DISCLOSE ONLY TO PERSONS WITH AN OFFICIAL NEED-TO-KNOW.
MESSAGE FROM THE PRESIDENT

SECTION 1: CONCEPT OF OPERATIONS

INTRODUCTION

PHASES OF EMERGENCY MANAGEMENT

INCIDENT TYPING

COLLEGE OF SOUTHERN MARYLAND EMERGENCY MANAGEMENT CORE CAPABILITIES

COLLEGE OF SOUTHERN MARYLAND INCIDENT COMMAND SYSTEM (ICS)

MULTI-YEAR STRATEGIC PROGRAM MANAGEMENT PLAN

SECTION 2: INCIDENT MANAGEMENT

INTRODUCTION

INCIDENT COMMAND POST (ICP)

PRE-DESIGNATED INCIDENT FACILITIES

OFF-CAMPUS ASSISTANCE AND MUTUAL AID

EMERGENCY COMMUNICATIONS

CONSIDERATIONS FOR INDIVIDUALS WITH ACCESS AND FUNCTIONAL NEEDS

SECTION 3: CONTINUITY OF OPERATIONS PLAN

INTRODUCTION

PURPOSE

OBJECTIVES

RISK ANALYSIS

ESSENTIAL FUNCTIONS

ORDERS OF SUCCESSION

DELEGATIONS OF AUTHORITY
MESSAGE FROM THE DIRECTOR OF PUBLIC SAFETY & PREPAREDNESS

August 2013

Dear Colleagues,

At the College of Southern Maryland, there is no higher priority than safeguarding the health and welfare of our students, faculty, staff, and visitors. To do so successfully at all times requires a dedication to safety, security, and emergency preparedness. It is important to note that our commitment to providing a safe and secure learning environment at CSM is not limited to a single office or to the on-campus public safety officers. Rather, it is imperative that everyone in our community be aware of our collective responsibility to continuously improve our readiness and preparedness through effective coordination and communication, meaningful training, and the occasional emergency preparedness exercise or drill.

As you study this emergency operations plan (EOP), I hope you take the time to understand and appreciate the various organizational structures, initiatives, and programs that comprise our public safety system. It is important to think of this EOP and our efforts as part of a holistic approach that includes outreach, education, effective communication, constant coordination (both internally at the campus as well as with our external public safety partners), and diligent planning and preparedness on a steady basis. Our goal is to constantly work with all members of our community to improve our preparedness and readiness for any and all incidents and emergencies.

Whether it is the threat of terrorism, unfortunate instances of crime, or the unstoppable forces of nature, our campus and community members should rest assured with the knowledge that we have invested tremendous effort, training, and planning into providing a confident and well-coordinated response and recovery to any hazard or risk. Our advanced preparedness posture affords us the ability to mitigate damages at all stages of an incident and, when able, exploit opportunities to reduce the impact on our community.

We encourage your questions, comments, feedback, and--most of all--your participation! Please contact the Department of Public Safety and Preparedness directly to learn how you can become better prepared or if you simply have questions about our current safety, security, or emergency preparedness program activities.

Respectfully,

Donald Frick,
Director of Public Safety and Preparedness
College of Southern Maryland
SECTION 1: CONCEPT OF OPERATIONS

INTRODUCTION
This Emergency Operations Plan (EOP) is one part of the holistic College of Southern Maryland Emergency Preparedness System focused on comprehensive emergency management principles at every phase of an incident: preparedness/planning, response, and recovery.

Purpose
The purpose of this plan is to provide a framework for emergency operations and the infrastructure as well as support services required the develop and maintain the the College’s Emergency Preparedness System. CSM realizes that comprehensive emergency management, continuity of operations planning, incident response, and disaster recovery are too big for one plan to cover all adequately. In order to provide user-friendly and actionable plans, this plan is designed to provide strategic and conceptual guidance and information. For incident response, please see the College of Southern Maryland Incident Manual (which contains specific tactical and operational information, planning, and preparedness).

Scope
This plan applies to all persons under the aegis of the College of Southern Maryland and is dependent upon robust communication and coordination with public safety partners in the community.
Assumptions

The effectiveness of CSM’s emergency preparedness rests upon a set of assumptions. The validity of these assumptions is directly proportionate to the potential benefit to the CSM community. These assumptions include:

1. College of Southern Maryland leadership delegated authorities and responsibilities within this plan are aware of their role and of the necessities of this plan;

2. The plan will be routinely updated, critiqued for content, completeness, and anticipated effectiveness of its implementation, and validated annually by the Director of Public Safety and Preparedness by the first day of June;

3. Essential elements of information will be made clear to those who will need to act or react based on knowledge of those elements;

4. College of Southern Maryland incident response personnel will be able to fulfill their responsibilities;

5. Sufficient communications will survive the incident to permit CSM’s leadership and incident response personnel to direct and manage the response and initial restoration phases after an incident that disrupts operations;

6. Sufficient personnel and material resources (including this plan) survive an incident to place these procedures in effect;

7. Items identified for action in this plan will be conscientiously pursued to completion;

8. Those required to perform actions or functions during an incident will not require instruction or procedures not included or identified within this plan;

9. This plan will be exercised and practiced at appropriate intervals as detailed in the training and exercise section and as mandated by Federal/state regulations;

10. Those requiring authority to act, absent the ability to communicate with their supervisor due to the loss of effective communications or the immediacy of the situation, are empowered to do what is necessary to protect: people, property, and the vital interests of the College of Southern Maryland community.

11. That the planning effort will eventually be understood to be far more important to preparedness than the plan itself.
Program Objectives

- Safeguard the welfare of all College of Southern Maryland personnel using any means that do not subject personnel to undue risk
- Reduce loss of life, mitigate damage and losses
- Ensure the continuous performance of the College’s mission essential functions (MEFs)/operations throughout any incident, disruption, emergency, disaster, or catastrophe
- Execute successful succession to office and delegations of authority in the event that a disruption renders CSM’s leadership unable, unavailable, or incapable of performing their responsibilities and authorities of office
- Reduce or mitigate disruptions to operations
- Ensure the rapid establishment of alternate facilities from which essential functions can be performed during a disruption (if the College’s primary operation locations are unavailable)
- Achieve a timely and orderly recovery from a disruption and reconstitution of full service to the College of Southern Maryland community
- Ensure and validate continuity readiness through a test, training, and exercise (TT&E) program
- Protect the vital interests and reputation of the College of Southern Maryland at all times

Authorities

- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, August 11, 2000
Executive Order 13347, Individuals with Disabilities in Emergency Preparedness, July 26, 2004

Fair Housing Act as amended in 1988, 42 U.S.C 3601


National Preparedness Goal, September 2011

National Preparedness System, November 2011

National Response Framework, November 2008

National Disaster Recovery Framework, September 2011

National Incident Management System, December 2008


PHASES OF EMERGENCY MANAGEMENT

Planning/Preparedness
Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing specific plans for delivering capabilities when needed for an incident. This phase encompasses the sum of activities and actions before response, an incident occurs, or damages are sustained.
Response
Immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery.

Recovery
The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Mitigation
Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

INCIDENT TYPING
The College of Southern Maryland Emergency Preparedness System is compliant with the National Incident Management System (NIMS) as well as the Incident Command System (ICS). As such, the College of Southern Maryland utilizes the ICS-compliant incident typing framework:
<table>
<thead>
<tr>
<th>Incident Type</th>
<th>Action</th>
</tr>
</thead>
</table>
| **Type 5**    | • The incident can be handled with one or two single resources with up to six personnel  
• Command and General Staff positions (other than the Incident Commander) are not activated  
• No written Incident Action Plan (IAP) is required  
• The incident is contained within the first operational period and often within 1-3 hours from start  
• Examples include a vehicle fire, an injured person, or police making a single arrest |
| **Type 4**    | • Command staff and general staff functions are activated only if needed  
• Several resources are required to respond to the incident  
• The incident is usually limited to one operational period in the control phase  
• The college president may have briefings  
• No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources  
• The role of the Incident Commander (or delegated to a Planning Section Chief) includes operational plans including objectives and priorities |
| **Type 3**    | • When capabilities exceed initial ability to respond with college-provided resources, the appropriate ICS positions should be added to match the complexity of the incident  
• Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions (possibly staffed through mutual aid)  
• A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team  
• The incident may extend into multiple operational periods  
• A written IAP may be required for each operational period |
| **Type 2**    | • This type of incident extends beyond the capabilities for the College’s control and is expected to go into multiple operational periods. A Type 2 incident will require the response of resources out of area, including regional and national resources, to manage the operations and staffing  
• Most or all Command and General Staff positions and many of the functional units are staffed  
• A written IAP is required for each operational period  
• Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only)  
• Local/County Emergency Management is responsible for the incident complexity analysis, and written delegations of authority |
| **Type 1**    | • This type of incident is the most complex, requiring national resources to manage and operate  
• All Command and General Staff positions are activated  
• Operations personnel often exceed 500 per operational period  
• Branches need to be established  
• County Emergency Management or an area command will have briefings, and ensure that the complexity analysis and delegation of authority are updated  
• Use of resource advisors at the incident base is recommended  
• There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions |
In accordance with the National Preparedness Goal, “The core capabilities contained in the Goal are the distinct critical elements necessary for our success. They are highly interdependent and will require us to use existing preparedness networks and activities, improve training and exercise programs, promote innovation, and ensure that the administrative, finance, and logistics systems are in place to support these capabilities”

Planning/Preparedness
- Training
- Public information and warning
- Operational coordination

Response
- Public information and warning
- Operational coordination
- Critical transportation
- Environmental response/health and safety
- Mass care and (if necessary) fatality management
- Infrastructure systems
- Mass search and rescue operations
- On-scene security and protection
- Operational communications
- Public and private services and resources (including coordination with volunteer and charitable organizations)
- Public health and medical services
- Situational assessment

Recovery
- Public information and warning
- Operational coordination
- Health and social services
- Housing
- Infrastructure systems

Mitigation
- Planning
- Public information and warning
- Operational coordination
- Community resilience
- Long-term vulnerability
- Risk and disaster resilience assessment
- Threats and hazard identification
COLLEGE OF SOUTHERN MARYLAND
INCIDENT COMMAND SYSTEM

COMMAND STAFF
- Public Information Officer
- Safety Officer
- Liaison Officer

GENERAL STAFF
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Admin Section Chief

STAFFING FOR INCIDENT TYPES 3, 2, & 1
- Security Unit
- Volunteer Unit
- Facilities Unit
- Student Services Unit
- Documentation Unit
- Resources Unit
- Situation Unit
- Support Branch
- Technical Unit
- Communications Unit
- Service Branch
- Food Unit
- Sanitation Unit
- Logistics Section Chief
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Admin Section Chief
- Time Unit
- Comp/Claims Unit
- Procurement Unit

Page 14 of 50
ICS Roles and Responsibilities

Incident Commander
The Incident Commander's responsibility is the overall management of the incident. On most incidents, the command activity is carried out by a single Incident Commander. The Incident Commander is selected by qualifications and experience. This position is typically filled by the senior-most public safety officer on duty at the College of Southern Maryland at the time of the incident.

The Incident Commander may have a deputy, who may be from the same office, or from another office within the College. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work as they must be ready to take over that position at any time.

Responsibilities:
- Assess the situation and/or obtain a briefing from the prior Incident Commander
- Determine Incident Objectives and strategy
- Establish the immediate priorities
- Establish an Incident Command Post (ICP)
- Establish an appropriate organization
- Ensure planning meetings are scheduled as required
- Approve and authorize the implementation of an Incident Action Plan
- Ensure that adequate safety measures are in place
- Coordinate activity for all Command and General Staff
- Coordinate with key people and officials
- Approve requests for additional resources or for the release of resources
- Keep unified command leadership informed of incident status
- Approve the use of trainees, volunteers, and auxiliary personnel
- Provide appropriate information for distribution by the PIO
- Order the demobilization of the incident when appropriate

Public Information Officer (PIO)
The PIO is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one PIO will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdictional incidents. The Information Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. For large or complex incidents, a Joint
Information Center (JIC) may be established in order to promote a single point of consistent incident-related information.

Responsibilities:
- Determine from the Incident Commander if there are any limits on information release.
- Develop material for use in media briefings.
- Obtain Incident Commander's approval of media releases.
- Inform media and conduct media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- Maintain Unit Log.

Operations Section Chief (OSC)
The OSC activates and supervises organization elements in accordance with the Incident Action Plan (IAP) and directs its execution. The OSC also directs the preparation of Unit operational plans, requests or releases resources, makes expedient changes to the IAP, as necessary; and reports such to the Incident Commander.

Responsibilities:
- Manage tactical operations.
  - Interact with next lower level of Section (Branch, Division/Group) to develop the operations portion of the Incident Action Plan.
  - Request resources needed to implement the Operation's tactics as a part of the Incident Action Plan development (ICS 215).
- Assist in development of the operations portion of the IAP.
- Supervise the execution of the Incident Action Plan for Operations.
  - Maintain close contact with subordinate positions.
  - Ensure safe tactical operations.
- Request additional resources to support tactical operations.
- Approve release of resources from assigned status (not release from the incident).
- Make or approve expedient changes to the Incident Action Plan during the Operational Period as necessary.
- Maintain close communication with the Incident Commander.
- Maintain Unit Log.
Planning Section Chief (PSC)

The Planning Section Chief (PSC), a member of the General Staff, is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources.

Responsibilities:
- Collect and process situation information about the incident.
- Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units).
- Determine need for any specialized resources in support of the incident.
- If requested, assemble and disassemble strike teams and task forces not assigned to operations.
- Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc.
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Oversee preparation of Incident demobilization plan.
- Incorporate the incident traffic plan (from Ground Support) and other supporting plans into the Incident Action Plan.
- Maintain Unit Log.

Logistics Section Chief (LSC)

The Logistics Section Chief (LSC), a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The LSC participates in the development and implementation of the Incident Action Plan (IAP) and activates and supervises the Branches and Units within the Logistics Section.

Responsibilities:
- Manage all incident logistics.
- Provide logistical input to the IC in preparing the Incident Action Plan.
- Brief Branch Directors and Unit Leaders as needed.
- Identify anticipated and known incident service and support requirements.
- Request additional resources as needed.
Review and provide input to the Communications Plan, Medical Plan and Traffic Plan.

Supervise requests for additional resources.

Oversee demobilization of Logistics Section.

**Finance/Administrative Section**

The Finance/Administration Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when CSM has a specific need for Finance/Administration services will the Section be activated.

There are four units which may be established within the Finance/Administration Section:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit

**Responsibilities:**

- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- Determine need to set up and operate an incident commissary
- Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters
- Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy
- Provide financial input to demobilization planning
- Ensure that all obligation documents initiated at the incident are properly prepared and completed
- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up
Safety Officer

The Safety Officer (SO) function is to develop and recommend measures for assuring personnel safety, and to monitor and/or anticipate hazardous and unsafe situations. Only one SO will be assigned for each incident. The Safety Officer works as a support officer for the Incident Commander. The SO may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities, such as air operations, hazardous materials, etc.

Responsibilities:

- Participate in planning meetings.
- Identify hazardous situations associated with the incident.
- Review the Incident Action Plan for safety implications.
- Exercise authority to stop and prevent unsafe acts.
- Investigate accidents that have occurred within the incident area.
- Review and approve the medical plan.
- Maintain Unit Log.

Liaison Officer

The Liaison Officer is activated for incidents that are multi-jurisdictional or have several agencies involved.

The Liaison Officer is the contact for the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

Liaison Officer major responsibilities and duties:

- Serve as a contact point for outside agency representatives.
- Maintain a list of assisting and cooperating agencies and outside agency representatives.
- Assist in establishing and coordinating interagency contacts.
- Keep agencies supporting the incident aware of incident status.
- Monitor incident operations to identify current or potential interorganizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- Maintain Unit Log.
## MULTI-YEAR STRATEGIC PROGRAM MANAGEMENT PLAN

<table>
<thead>
<tr>
<th>Year</th>
<th>Goals</th>
</tr>
</thead>
</table>
| **2013** | • Design, develop, and maintain an Occupant Emergency Plan  
• Design, develop, and maintain the College of Southern Maryland Continuity of Operations Plan  
• Maintain the College of Southern Maryland Emergency Operations Plan  
• Maintain Emergency Notification Protocols  
• Design, develop, and maintain the College of Southern Maryland Recovery Operations Plan  
• Design, develop, and maintain a Reconstitution Plan  
• Conduct one functional exercise  
• Conduct one tabletop exercise  
• Conduct at least six drills  
• Develop and distribute outreach and training materials (both electronic and hardcopy)  
• Prepare after-action reports (AAR) for each exercise and real incidents  
• Develop ability to self-evaluate |
| **2014** | • Maintain an Occupant Emergency Plan  
• Maintain the College of Southern Maryland Continuity of Operations Plan  
• Maintain the College of Southern Maryland Emergency Operations Plan  
• Maintain Emergency Notification Protocols  
• Maintain the College of Southern Maryland Recovery Operations Plan  
• Maintain a Reconstitution Plan  
• Conduct one tabletop exercise  
• Conduct one full-scale exercise  
• Conduct at least six drills  
• Develop and distribute outreach and training materials (both electronic and hardcopy)  
• Prepare after-action reports (AAR) for each exercise and real incidents  
• Develop ability to self-evaluate |
| **2015** | • Maintain an Occupant Emergency Plan  
• Maintain the College of Southern Maryland Continuity of Operations Plan  
• Maintain the College of Southern Maryland Emergency Operations Plan  
• Maintain Emergency Notification Protocols  
• Maintain the College of Southern Maryland Recovery Operations Plan  
• Maintain a Reconstitution Plan  
• Conduct one tabletop exercise  
• Conduct one functional exercise  
• Conduct at least six drills  
• Develop and distribute outreach and training materials (both electronic and hardcopy)  
• Prepare after-action reports (AAR) for each exercise and real incidents  
• Develop ability to self-evaluate |
| **2016** | • Maintain an Occupant Emergency Plan  
• Maintain the College of Southern Maryland Continuity of Operations Plan  
• Maintain the College of Southern Maryland Emergency Operations Plan  
• Maintain Emergency Notification Protocols  
• Maintain the College of Southern Maryland Recovery Operations Plan  
• Maintain a Reconstitution Plan  
• Conduct one tabletop exercise  
• Conduct one functional exercise  
• Develop and distribute outreach and training materials (both electronic and hardcopy)  
• Prepare after-action reports (AAR) for each exercise and real incidents  
• Develop ability to self-evaluate |
SECTION 2: INCIDENT MANAGEMENT

INTRODUCTION

Purpose
The purpose of a robust incident management capability is to safeguard the safety, security, and welfare of all persons on the College of Southern Maryland campus at all times and against all hazards. For most incidents, CSM is capable of response and recovery without substantial assistance. However, for large, complex, or expanding incidents, CSM will require support and resources from outside agencies. As an incident becomes more complex, multiagency coordination becomes increasingly important. Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. In order to handle all incidents in an organized, confident, and responsible manner, CSM has invested the time, effort, energy, and training necessary to establish and maintain an incident management capability that is consistent with national requirements and capable of close coordination with local first responders.

Objectives

• Maintain command and control over College personnel and resources at all times

• Coordinate the response to and recovery of any incident on campus among both internal College resources as well as external first responders and other agencies

• Implement all actions and strategies that do not put others at undue risk in order to reduce the loss of life, minimize damage to property and the environment, and protect the vital interests of the College

• Ensure appropriate staffing of College general and command staff positions, as appropriate, with trained and experienced personnel

• Restore a sense of calm and resume normal operations as soon as possible

CSM ICS
At the College of Southern Maryland, most incidents can be handled with existing, present resources (such as security officers) as ICS Type 5 incidents. For multi-resource, large, complex, or cascading incidents (ICS Types 4, 3, 2, & 1), the College of Southern Maryland Incident Command System (ICS) is designed as a scalable, flexible, and robust incident management capability focused on saving lives, protecting infrastructure, safeguarding the vital interests of the College of Southern Maryland, and coordinating/implementing the fastest and safest recovery possible in lieu of any incident, emergency, or disruption.
Purpose
The ICP is the physical location of the tactical-level, on-scene incident command and management organization. It typically comprises the Incident Commander and immediate staff and may include other designated incident management officials and responders from other jurisdictions. Typically, the ICP is located at or in the immediate vicinity of the incident site and is the focus for the conduct of direct, on-scene control of tactical operations. Incident planning and communications is also conducted at the ICP.

Objectives

- Meet the needs of incidents of any kind or size
- Be usable for routine events or complex emergency incidents
- Allow personnel from a variety of agencies to meld rapidly into a common management structure
- Provide logistical and administrative support to ensure that operational staff can meet incident objectives
- Be cost effective by avoiding duplication of efforts
- Establish communication and coordination with internal and external personnel/resources as the center of on-scene unified command (as necessary)
- Maintain situational awareness and develop the common operation picture (COP)
- Establish communication and coordination with internal and external personnel/resources

Location
The ICP provides a central coordination point from which the Incident Commander, Command Staff, and Planning functions will normally operate. The ICP can be any type of facility that is available and appropriate. Once established, the ICP should not be moved unless absolutely necessary. College of Southern Maryland has pre-designated ICP locations, with the initial preference being locations on-campus while still maintaining a safe distance from the hazard/incident/event. Effort should be exercised by the Incident Commander to anticipate the geographic needs of the ICP in the context of not only the incident at hand, but also forecasting potential secondary/tertiary damages/hazards posed by an expanding or cascading incident. It is understood that due to the severity of an incident, the safest location for the ICP may be not be on-campus.
Staffing

Since ICS is designed to be flexible and scalable for all types of incidents and events, all the staff listed below may not be required at each deployment. However, in the interest of developing a comprehensive Emergency Operations Plan, all the ICS positions and descriptions are provided below.

- **Incident Commander:** The individual responsible for overall management of the incident.

- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

- **General Staff:** The group of incident management personnel reporting to the Incident Commander. They may have one or more Deputies, as needed. The General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

- **Section:** The organizational level with responsibility for a major functional area of the incident, e.g., Operations, Planning, Logistics, Finance/Administration.

- **Chief:** The ICS title for individuals responsible for functional Sections: Operations, Planning, Logistics, and Finance/Administration.

- **Branch:** The organizational level having functional or geographic responsibility for major parts of the Operations or Logistics functions.

- **Supervisor:** The ICS title for individuals responsible for a Division or Group.

- **Task Force:** A combination of single resources assembled for a particular tactical need with common communications and a Leader.

- **Unit:** The organizational element having functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

- **Resources:** Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type and may be used in tactical, support, or overhead capacities at an incident.
<table>
<thead>
<tr>
<th>College of Southern Maryland Pre-Designated Incident Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ICS Facility</strong></td>
</tr>
<tr>
<td>Primary ICP</td>
</tr>
<tr>
<td>Secondary ICP</td>
</tr>
<tr>
<td>Tertiary ICP</td>
</tr>
</tbody>
</table>
| Primary Helispot | Baseball Diamond (outfield)  
*Latitude*: 38.560098, *Longitude*: -77.012401 |
| Secondary Helispot | Yard north of BU Building, just south of Parking Lot 2  
*Latitude*: 38.560856, *Longitude*: -77.008726 |
| Tertiary Helispot | Softball Field  
*Latitude*: 38.556972, *Longitude*: -77.015485 |
| Primary Campus Evacuation Point | McDonough High School  
7165 Marshall Corner Road, Pomfret, MD 20675 |
| Primary Campus Evacuation Point | La Plata Armory  
14 West Hawthorne Drive, La Plata, Maryland 20646 |

**La Plata**

| Primary ICP | B-Building (Public Safety Office) |
| Secondary ICP | Dean’s Office in Building A |
| Primary Helispot | Field on the northeast side of intersection of RT 5 and HWY 236  
*Latitude*: 38.297406, *Longitude*: -76.63408 |
| Primary Campus Evacuation Point | St. Mary’s Ryken High School  
22600 Camp Calvert Road, Leonardtown, MD 20650 |

**Leonardtown**

| Primary ICP | First floor conference room |
| Secondary ICP | Facility shed in parking lot |
| Primary Helispot | Field 200 yards north of Hallowing Point Road  
*Latitude*: 38.534153, *Longitude*: -76.607623 |
| Primary Campus Evacuation Point | Calvert County Church of Christ  
305 JW Williams Rd Prince Frederick, Maryland 20678 |

**Waldorf**

| Primary ICP | Main office |
| Secondary ICP | Waldorf Volunteer Fire Department  
3245 Old Washington Road, Waldorf, MD 20603 |
| Primary Helispot | Parking Lot southwest of building  
*Latitude*: 38.622366, *Longitude*: -76.912258 |
| Primary Campus Evacuation Point | Food Lion (Two blocks north on Old Washington Rd)  
3220 Old Washington Road, Waldorf, MD 20602 |
OFF-CAMPUS ASSISTANCE AND MUTUAL AID
Mutual aid is a common framework between agencies, organizations, and jurisdictions and provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and after an incident.

Area Partners
County
• County Sheriff’s Departments/Offices
• County Fire Department and Emergency Medical Services

State
• Maryland Emergency Management Agency (MEMA)
• Maryland State Police (Troopers)

Hierarchy of Requests for Assistance/Disaster Declarations

EMERGENCY COMMUNICATIONS
Methods of Public Information and Warning
The College of Southern Maryland maintains the following systems for public information and warning:
• **Public address system:** A system that uses speakers on campus to deliver audible, spoken messages. These messages can also be pre-recorded for playback during emergencies.

• **Mass email:** The CSM email system reaches current students, staff, and faculty. In general, as with any email system, email delivery times can be inconsistent when large numbers of emails are sent simultaneously. The use of email during an emergency is an important secondary warning tool--especially for individuals that are not on the campus--however, the use of email as a primary method of public warning during an emergency is not appropriate.

• **Website Update:** The CSM website ([www.csmd.edu](http://www.csmd.edu)) is an important information resource for students, faculty, staff, parents, alumni, and other members of the College community. The website should be considered as an official means of public information distribution during an emergency that affects College operations. However, similar to mass email, it is not appropriate to use the CSM website as a primary method of public warning during an emergency. Media outlets, parents, and other College community members will likely review the College of Southern Maryland website during an emergency and utilize information found on the website (in some cases taken out of context or used in unintended ways) in order to draw conclusions about incident response and/or emergency management policies at CSM.

• **Emergency Notification Protocols:** For each incident within the CSM Incident Manual, there are pre-scripted messages that can be used as a guide for developing incident-specific messages. The pre-scripted messages in the Incident Manual should be considered sensitive since they provide information on potential College responses to a complex array of incidents, which could potentially compromise the efficacy of a College response to a malicious actor if made public.

• **E2Campus:** E2Campus is the vendor that supplies “CSM.TXT”. CSM.TXT is a way to receive emergency notifications and other CSM news via cell phone text messages and via e-mail. The service is completely voluntary and participants may elect to receive specific categories of information.

• **Hotline:** The very first avenue of communications updated is the college closing hotline: 301-369-1999, or 800-650-4023. The college closing hotline is an excellent choice for the most current information about the CSM's operating status.
The College's facilities are accessible to students with disabilities. The College does not discriminate on the basis of handicap in its admissions, educational programs and activities in compliance with Section 504 of the Rehabilitation Act of 1973, Services for Students with Disabilities.

During an emergency, crisis action planning is conducted to support any issues affecting the student body in order to reconstitute normal operations as quickly and efficiently as possible. During the course of crisis action planning, concentrated efforts are made to provide accommodations for individuals with access and functional needs. In the section below, the College provides strategic and conceptual planning guidance and objectives for considerations for individuals with access and function needs during an emergency.

For the purposes of emergency management, the College utilizes the National Response Framework definition for those with special needs (the College has substituted “special needs” with “access and functional needs” for the purpose of clarity in this plan). Individuals with access and functional needs are defined as those that may have additional needs before, during, and after an incident in functional areas including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

**Principles of Support**

1. **Self-Determination** – People with access and/or functional needs are the most knowledgeable about their own needs.

2. **No “One-Size-Fits-All”** – People with access and/or functional needs do not all require the same assistance and do not all have the same needs.

   - Many different types of disabilities affect people in different ways. Preparations should be made for people with a variety of functional needs, including people who use mobility aids, require medication or portable medical equipment, use service animals, need information in alternate formats, or rely on a caregiver.

3. **Equal Opportunity** – People with access and/or functional needs must have the same opportunities to benefit from emergency programs, services, and activities as people without disabilities.

   - Emergency recovery services and programs should be designed to provide equivalent choices for people with access and/or functional needs as they do
for people without access and/or functional needs. This includes choices relating to short-term sheltering or other short- and long-term educational services.

4. **Inclusion** – People with access and/or functional needs have the right to participate in and receive the benefits of emergency programs, services, and activities provided by governments, private businesses, and nonprofit organizations.

   - Inclusion of people with various types of access and/or functional needs in planning, training, and evaluation of programs and services will ensure that all people are given appropriate consideration during emergencies.

5. **Integration** – Emergency programs, services, and activities typically must be provided in an integrated setting.

   - The provision of services such as sheltering, information intake for disaster services, and short-term housing in integrated settings keeps people connected to their support system and caregivers and avoids the need for disparate services facilities.

6. **Physical Access** – Emergency programs, services, and activities must be provided at locations that all people can access, including people with access and/or functional needs.

   - Everyone should be able to enter and use emergency facilities and access the programs, services, and activities that are provided. Facilities typically required to be accessible include: parking, drop-off areas, entrances and exits, security screening areas, toilet rooms, bathing facilities, sleeping areas, dining facilities, areas where medical care or human services are provided, and paths of travel to and from and between these areas.

7. **Equal Access** – Everyone must be able to access and benefit from emergency programs, services, and activities equal to the general population.

   - Equal access applies to emergency preparedness, notification of emergencies, evacuation, transportation, communication, shelter, distribution of supplies, food, first aid, medical care, and application for and distribution of benefits.

8. **Effective Communication** – People with access and/or functional needs must be given information that is comparable in content and detail to that given to the general public. It must also be accessible, understandable and timely.

   - Auxiliary aids and services may be needed to ensure effective communication. These resources may include pen and paper; sign language interpreters through on-site or video; and interpretation aids for people who are deaf, deaf-
9. **Program Modifications** – Everyone must have equal access to emergency programs and services, which may entail modifications to rules, policies, practices, and procedures.

   • Service staff may need to change the way questions are asked, provide reader assistance to complete forms, or provide assistance in a more accessible location.

10. **No Charge** – People with access and/or functional needs may not be charged to cover the costs of measures necessary to ensure equal access and nondiscriminatory treatment.

   • Examples of accommodations provided without charge to the individual may include ramps; cots modified to address disability-related needs; a visual alarm; grab bars; additional storage space for medical equipment; lowered counters or shelves; Braille and raised letter signage; a sign language interpreter; a message board; assistance in completing forms or documents in Braille, large print or audio recording.

**Planning Considerations for Access and Functional Needs**

- Communication assistance and services when completing the course registration process and other forms or processes involved in applying for emergency-related benefits and services including Federal, State, tribal, and local benefits and services

- Access to medications to maintain health, mental health, and function

- Available sleeping accommodations (e.g., the provision of universal/accessible cots or beds; the placement, modification, or stabilization of cots or beds; the provision and installation of privacy curtains)

- Access to orientation and way-finding for people who are blind or have low vision

- Assistance for individuals with cognitive and intellectual disabilities

- Auxiliary aids and services necessary to ensure effective communication for persons with communication disabilities
• Access to an air-conditioned and/or heated environment (e.g., for those who cannot regulate body temperature) as well as refrigeration for medications

• Availability of food and beverages appropriate for individuals with dietary restrictions (e.g., persons with diabetes or severe allergies to foods such as peanuts, dairy products and gluten)

• Providing food and supplies for service animals (e.g., dishes for food and water, arrangements for the hygienic disposal of waste; and, if requested, portable kennels for containment)

• Access to transportation for individuals who may require a wheelchair-accessible vehicle, individualized assistance, and the transportation of equipment required in a shelter because of a disability
SECTION 3: CONTINUITY OF OPERATIONS PLAN

INTRODUCTION
The College of Southern Maryland is dedicated to the safety, health, and welfare of its students, faculty, staff, and visitors. This document makes every effort to plan for the continuity of the College’s operations while safeguarding the safety of CSM personnel. While this plan prepares CSM with current risk information, the College acknowledges that the process of identifying risk and mitigation risk never ends.

The College of Southern Maryland has no higher priority than the safety of its students, faculty, staff, and visitors. This requires a commitment to emergency preparedness by all. Please familiarize yourself with the COOP procedures and activities detailed in this plan to increase preparedness, such as creating a Shelter-in-Place (SIP) Kit. Like all plans, this one is a living document. It requires routine maintenance, testing, training and validation.

For more specific, sensitive information regarding College essential functions and plans for safeguarding those operations through vital records, essential personnel, and other elements of a viable continuity program, please refer to the attachments to this plan (marked “SENSITIVE”) that include the forms associated with each essential function and maintained by the business line owner for each essential function.

PURPOSE
The purpose of this plan is to safeguard the welfare of all College personnel throughout an incident and to continue operation of CSM’s Essential Functions.

This Continuity Plan includes the deliberate and preplanned movement of selected key officers to an alternate or relocation facility, in response to the situational requirements of an incident. It assigns responsibility to College staff to ensure continuity activities are properly and effectively performed. As an extension of their other duties, College leadership will ensure that appropriate College personnel are aware of their business continuity responsibilities.

This Continuity Plan provides guidance and sets forth requirements for the preparation of alternate sites and associated activity-specific plans/procedures to help ensure the safety of employees and to allow College operational groups to continue Essential Functions in the event of an emergency or threat of an emergency. This document constitutes the best efforts of the College at planning and preparedness; it is not a substitute for direction and strategic decision-making during an incident.

OBJECTIVES
1) Reduce the loss of life and minimize property damage and loss

2) Ensure that the College can continue to perform, or resume as quickly as practical, its Essential Functions under all conditions
3) Execute a successful order of succession with accompanying authorities in the event a disruption renders the College’s leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities

4) Reduce or mitigate disruptions to operations

5) Ensure that College staff are properly trained and equipped to work at an alternate location or virtual office environment in order to continue to perform, or resume as quickly as practical, College Essential Functions

6) Protect important facilities, equipment, records, and other assets, in the event of a disruption

7) Achieve the College’s timely and orderly recovery from an emergency or disruption in operations

8) Ensure and validate continuity readiness through a continuity test, training, and exercise program

RISK ANALYSIS
The College of Southern Maryland analyzes risk to the campus and to College operations by using the Risk Analysis for Management of Critical Asset Protection (RAMCAP) formula:

\[
\text{Risk} = \text{Threat} \times \text{Vulnerability} \times \text{Consequence}
\]

For the purposes of the risk analysis contained within this Continuity Plan, the following definitions are utilized:

**Threat**
Determining the threat that a hazard poses requires quantifying the relative probability of the hazard occurring. For example, the threat posed by a volcano to College of Southern Maryland is very low.

**Vulnerability**
Vulnerability analysis is the determination of the likelihood for a disruption or damages due to a specific hazard on the College. This involves analyzing the existing security capabilities, countermeasures and mitigation strategies and their effectiveness in reducing the probability of a generating damages or disruption. In future iterations of this plan, the College will implement an
Consequence analysis is the identification of the worst reasonable consequences that could be generated by the specific threat. This step looks at facility or system design, layout and operation in order to identify the types of consequences that might result. Consequences that are quantified include financial costs, fatalities, and injuries.

<table>
<thead>
<tr>
<th>#</th>
<th>Hazard</th>
<th>Threat</th>
<th>Vulnerability</th>
<th>Consequence</th>
<th>Risk Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Active Shooter (Indoor)</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Medium</td>
</tr>
<tr>
<td>2</td>
<td>Active Shooter (Outdoor)</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Low</td>
</tr>
<tr>
<td>3</td>
<td>Active Shooter (Sniper)</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Low</td>
</tr>
<tr>
<td>4</td>
<td>Attempted Kidnapping</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Low</td>
</tr>
<tr>
<td>5</td>
<td>Blizzard</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Low</td>
</tr>
<tr>
<td>6</td>
<td>Bomb Threat</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Low</td>
</tr>
<tr>
<td>7</td>
<td>Chemical/HAZMAT Spill</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>High</td>
</tr>
<tr>
<td>8</td>
<td>Civil Demonstration/Protest</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Medium</td>
</tr>
<tr>
<td>9</td>
<td>Criminal Activity Near Campus</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Medium</td>
</tr>
<tr>
<td>10</td>
<td>Dangerous Intruder with Warning (disgruntled parent, staff, other person)</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Low</td>
</tr>
<tr>
<td>11</td>
<td>Earthquake</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Low</td>
</tr>
<tr>
<td>12</td>
<td>Epidemic and Pandemic Illness</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Hazard</td>
<td>Threat</td>
<td>Vulnerability</td>
<td>Consequence</td>
<td>Risk Rating</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------</td>
<td>--------</td>
<td>---------------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td>13.</td>
<td>Fire</td>
<td></td>
<td></td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>14.</td>
<td>Flood</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Medium</td>
</tr>
<tr>
<td>15.</td>
<td>Hailstorm</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Low</td>
</tr>
<tr>
<td>16.</td>
<td>Heatwave</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Medium</td>
</tr>
<tr>
<td>17.</td>
<td>Hostage Situation</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Medium</td>
</tr>
<tr>
<td>18.</td>
<td>Hurricane</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Low</td>
</tr>
<tr>
<td>19.</td>
<td>Improvised Explosive Device (IED)</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Medium</td>
</tr>
<tr>
<td>20.</td>
<td>Intruder</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Low</td>
</tr>
<tr>
<td>21.</td>
<td>Kidnapping</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Low</td>
</tr>
<tr>
<td>22.</td>
<td>Missing Student</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Medium</td>
</tr>
<tr>
<td>23.</td>
<td>Terroristic Threat</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Low</td>
</tr>
<tr>
<td>24.</td>
<td>Thunderstorm</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Low</td>
</tr>
<tr>
<td>25.</td>
<td>Tornado</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Medium</td>
</tr>
<tr>
<td>26.</td>
<td>Unknown Location--Shots Fire</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>High</td>
</tr>
<tr>
<td>27.</td>
<td>Utility Failure</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>High</td>
</tr>
<tr>
<td>28.</td>
<td>White Powder Incident</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>Medium</td>
</tr>
</tbody>
</table>
ESSENTIAL FUNCTIONS
The identification and prioritization of essential functions is a prerequisite for continuity planning, because they establish the planning parameters that drive the College’s efforts in all other planning and preparedness areas. Resources and staff will likely be limited during a disruption to normal activities and that necessitates the activation of continuity plans, preventing the College from performing all of its normal functions or services. Therefore, a subset of those functions that are determined to be critical activities are defined as the College’s essential functions. These essential functions are then used to identify supporting tasks and resources that should be included in the College’s daily business practices.

As such, the College has identified the following essential functions:

1. **SECURITY**: Provide and maintain security at buildings and space that is owned, operated, or inhabited by the College.

2. **INSTRUCTIONAL DELIVERY**: Providing students with instruction, either in-person or online, with minimal disruption.

3. **ADMISSIONS**: Ensure College student body is appropriately populated with students that meet the College’s admissions standards.

4. **BURSAR**: Collect and maintain records of tuition payments.

5. **REGISTRAR FUNCTIONS**: Conducts recordkeeping and registration for students.

6. **FINANCIAL AID**: Coordinates and prepares grants, scholarships, and other financial aid.

7. **BUILDING & GROUNDS**: Ensures a clean, healthy, functioning, and safe environment for classes and student activities at the College.

8. **HUMAN RESOURCES**: Perform the administration, management, and documentation for personnel employed by the College.

9. **PAYROLL SERVICES**: Ensure accurate payments to faculty/staff at appropriate intervals.

10. **STUDENT SERVICES**: Provides support, guidance, and enhanced services directly to the student body.

11. **OFFICE OF THE PRESIDENT**: Conducts the administration of the priorities and strategic guidance provided by the College President.

12. **INFORMATION SERVICES**: Provides technical support to other essential functions.
ORDERS OF SUCCESSION
Orders of succession enable an orderly and pre-defined transition of College leadership if needed during an incident or threat.

DELEGATIONS OF AUTHORITY
During emergencies, delegations of authority are particularly useful for ensuring that College leaders are empowered to take reasonable actions to save lives, preserve property, and safeguard the vital interests of the College. Delegations of authority specifically define the authority bestowed upon others in extraordinary circumstances and detail the limitations, duration, proper accountability of the authority.

CONTINUITY FACILITIES
As part of the continuity planning, the College is in the process of identifying alternate facilities; alternate uses for existing facilities; and as appropriate, virtual office options including telework. Risk assessments will be conducted on these facilities to provide reliable and comprehensive data to inform risk mitigation decisions that will allow agencies to protect assets, systems, networks, and functions while determining the likely causes and impacts of any disruption. College community members shall be briefed on the College’s continuity plans that involve using, or relocating personnel to alternate facilities, existing facilities, or virtual offices. As appropriate, staff and faculty members that are pre-designated as “Continuity Personnel” must be provided supplemental training and guidance on relocation procedures.

HUMAN CAPITAL

Leadership and Staff. People are critical to the operations of any organization. Leaders are needed to set priorities and keep focus. During an activation of the College Continuity Plan, Continuity Personnel and other special categories of employees will be activated by the College to perform assigned response duties. One of these categories is continuity personnel, referred to as the Incident Management Team (IMT).

Human Capital Considerations. The College’s continuity program, plans, and procedures should incorporate existing agency-specific guidance and direction for human capital management. These typically include guidance on pay, leave, work scheduling, benefits, telework, hiring, etc., authorities and flexibilities. The College’s Office of Human Resources resolves human capital issues related to a continuity event.

The planning and preparedness related to leadership, staff, and human capital considerations for a continuity event encompasses the following five activities:

1. Developing and implementing a process to identify, document, communicate with and train continuity personnel.
2. Providing guidance to continuity personnel on individual preparedness measures they should take to ensure a successful response to a continuity event

3. A process to communicate the College’s operating status to all staff.

4. A process to contact and account for all staff in the event of an emergency.

5. A process to communicate the College’s human capital guidance for emergencies (pay, leave, staffing and other human resources flexibilities) to managers and make staff aware of that guidance in an effort to help the College continue essential functions during an emergency.

CONTINUITY RECORDS, SYSTEMS, AND EQUIPMENT

Another critical element of a viable continuity plan and program includes the identification, protection, and ready availability of electronic and hardcopy documents, references, records, information systems, and data management software and equipment (including sensitive data) needed to support essential functions during a continuity situation. College personnel must have access to and be able to use these records and systems to perform essential functions and to reconstitute back to normal operations. To ensure performance of essential functions, the College is in the process of pre-positioning and regularly updating duplicate Emergency Operating Records.

The ability of the College to execute its essential functions at its continuity facilities depends on the identification, availability, and redundancy of critical communications and information technology (IT) systems to support connectivity among key leadership personnel, internal College elements, other agencies, critical customers, and the public, during crisis and disaster conditions. The capabilities of communications and IT systems (e.g., voice systems, video conferencing, and fax and other messaging capabilities) to be used during an incident should mirror those capabilities used during day-to-day operations, and the choice of communications and IT systems should consider how resilient those systems are and how capable they are of operating under conditions that may involve power or other infrastructure disruptions. All necessary and required communications and IT capabilities must be operational as soon as possible following a continuity activation, and in all cases within 60 hours of continuity activation. The College plans accordingly for essential functions that require uninterrupted communications and IT support.
SECTION 4: TRAINING AND EXERCISES

EXERCISE DOCTRINE
The College of Southern Maryland subscribes to the Department of Homeland Security (DHS) Homeland Security Exercise & Evaluation Program (HSEEP) doctrine. As such, the College exercises its plans, procedures, and personnel in order to maintain best practices.

Every year, the Department of Public Safety and Preparedness will devise and exercise and training schedule to include operations-based and discussion-based exercises and trainings regarding emergency and incident management.

DOCUMENTATION
Each discussion-based exercise includes the following documentation:

- Concept and Objectives Conference
- Initial Planning Conference (IPC)
- Mid-Term Planning Conference (MPC)
- Final Planning Conference (FPC)
- Situation Manual (SITMAN)
- Exercise Evaluation Guide (EEG)
- Controller/Evaluator (C/E) Handbook

Each operations-based exercise includes the following documentation:

- Concept and Objectives Conference
- Initial Planning Conference (IPC)
- Mid-Term Planning Conference (MPC)
- Final Planning Conference (FPC)
- Exercise Plan (EXPLAN)
- Exercise Evaluation Guide (EEG)
- Controller/Evaluator (C/E) Handbook
SECTION 5: RECOVERY OPERATIONS

INTRODUCTION
Simply defined, recovery is the process of restoring and constituting operations to meet or exceed pre-incident or pre-disruption levels. Any incident that results in substantial damages to the College requires a methodical, careful recovery strategy and thorough recovery operation.

RECOVERY OPERATIONS OBJECTIVES
1. Operate in a safe and careful manner throughout the recovery
2. Accurately identify primary damages and prevent further damages
3. Identify secondary and tertiary damages
4. Conduct impact assessment that takes into account not only damages, but impact to business lines and the College’s continuity of operations
5. Design and develop an incident-specific recovery strategy that includes feedback and stakeholder involvement from appropriate members of the College community

PRIMARY, SECONDARY, AND TERTIARY DAMAGES
Primary damages occur as a result of the hazard itself. For example, water damage during a flood or collapse of buildings during an earthquake, landslide, or hurricane.

Secondary damages occur only because a primary hazard that has caused them. For example, fires ignited as a result of earthquakes, disruption of electrical power and water service as a result of an earthquake, flood, or hurricane.

Tertiary damages are long-term effects that are set off as a result of a primary hazard. These include damages such as the loss of habitat caused by a flood, permanent changes in the position of river channel caused by flood, or other significant changes to topography or the environment.

DISASTER RECOVERY PROCESS
Initial Damage Inspection

Once it is safe to do so (by ensuring that utilities are turned off and that no immediate threats to life/safety exist), at least two employees (always working in pairs) should survey the damage and perform an initial damage inspection. The initial inspection is intended to:

- identify threats to health, safety, and the environment
- determine the general scope of damage and identify primary damages
- determine the likelihood of secondary and tertiary damages
- assess scene for cascading or worsening damages
- safely prevent further damages, if possible (such as turning off the water supply if broken pipes are evident, or moving furniture out of the way to survey the damage)
- determine what resources are necessary to better survey the scene (such as a ladder, floodlights, structural engineers, demolition teams, hazardous materials removal/remediation teams, etc)

Comprehensive Impact Assessment

Once it is safe to do so, at least two employees (always working in pairs) should survey the damage and perform a comprehensive impact inspection. The comprehensive impact assessment is intended to:

- identify threats to health, safety, and the environment
- definitively inventory specific damages
- definitively determine the likelihood of secondary/tertiary/cascading/worsening damages
- develop a detailed diagnosis of damages and a cursory prognosis of resources required to repair/replace damaged areas in order to achieve a full recovery
- identify impacts to business operations and establish an estimated recovery timetable
- extensively document damage with photographs, measurements, and quantities

Brief Leadership

Once the damage has been documented, College leadership must be briefed in order to determine available resources and set expectations. The damage assessment team should be prepared to answer specific questions about the damages and recommended recovery efforts. Leadership will develop recovery objectives and establish an acceptable timeline and resources for recovery.
Develop Recovery Strategy

During this step, College leadership will design and develop a recovery strategy that includes the following elements of a timely and successful recovery operation:

- Recovery objectives
- Expected timeline
- Allocated resources
- Recovery personnel, positions, responsibilities, performance metrics
- Appropriate recovery operations delegations of authorities
- Sources of non-traditional recovery resources (such as State/Federal grants and/or FEMA Public Assistance and Mitigation funding streams)

Implement Recovery Operations

Once leadership has established the recovery strategy, College leadership will appoint appropriate personnel to oversee and maintain the recovery operations. It is no longer necessary to utilize the Incident Command System (ICS) used in response once the recovery phase begins. During this phase, the assigned personnel will execute the recovery strategy and report back to College leadership at prescribed intervals.
ABBREVIATIONS AND GLOSSARY

Access and Functional Needs
Those actions, services, accommodations, and programmatic, architectural, and communication modifications that a covered entity must undertake or provide to afford individuals with disabilities a full and equal opportunity to use and enjoy programs, services, activities, goods, facilities, privileges, advantages, and accommodations in the most integrated setting. These actions are in light of the exigent circumstances of the emergency and the legal obligation to undertake advance planning and prepare to meet the disability-related needs of individuals who have disabilities as defined by the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, and those associated with them.

Access and functional needs may include modifications to programs, policies, procedures, architecture, equipment, services, supplies, and communication methods. Examples of “access and functional needs” services may include a reasonable modification of a policy, practice, or procedure or the provision of auxiliary aids and services to achieve effective communication, including but not limited to:

• An exception for service animals in an emergency shelter where there is a no-pets policy

• The provision of way-finding assistance to someone who is blind to orient to new surroundings

• The transferring and provision of toileting assistance to an individual with a mobility disability

• The provision of an interpreter to someone who is deaf and seeks to fill out paperwork for public benefits.

American Red Cross
A nongovernmental humanitarian organization led by volunteers that provides relief to victims of disasters and helps people prevent, prepare for, respond to, and recover from emergencies. The American Red Cross accomplishes this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Attack
A hostile action taken against the United States by foreign forces or terrorists, resulting in the destruction of or damage to military targets, injury or death to the civilian population, or damage to or destruction of public and private property.

Capabilities-based Planning
Planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-based planning addresses uncertainty by analyzing a wide range of scenarios to
identify required capabilities.

Checklist
Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Citizen Corps
A community-based program, administered by FEMA, which includes Citizen Corps councils and other programs that bring government and nongovernmental entities together to conduct all-hazards emergency preparedness and operations. Through its network of state, territorial, tribal and local councils, Citizen Corps increases community preparedness and response capabilities through collaborative planning, public education, outreach, training, and volunteer service. Additionally, programs like the Community Emergency Response Team Program train members of the public in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

Consequence
An effect of an incident or occurrence.

Damage Assessment
The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, transportation networks) resulting from a human-caused or natural disaster.

Disability
According to the Americans with Disabilities Act, the term “individual with a disability” refers to “a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is regarded by others as having such an impairment.” The term “disability” has the same meaning as that used in the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, as incorporated into the Americans with Disabilities Act. See http://www.ada.gov/pubs/ada.htm for the definition and specific changes to the text of the Americans with Disabilities Act. State laws and local ordinances may also include individuals outside the Federal definition.

Disaster
An occurrence of a natural catastrophe, technological accident, or human-caused incident that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Guide, a “large-scale disaster” is one that exceeds the response capability of the local jurisdiction and requires state, and potentially Federal, involvement. As used in the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), a “major disaster” is “any natural catastrophe […] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating
Earthquake
The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth’s surface.

Emergency
Any incident, whether natural or human-caused, that requires responsive action to protect life or property. Under the Stafford Act, an emergency “means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States” (Stafford Act, Sec. 102(1), 42 U.S.C. 5122(1)).

Emergency Medical Services
Services, including personnel, facilities, and equipment, required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). Further, emergency medical services specifically includes those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

Emergency Operations Center
The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An Emergency Operations Center may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. Emergency Operations Centers may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, state, tribal, regional, city, county), or by some combination thereof.

Emergency Operations Plan
The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.

Evacuation
The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

- A spontaneous evacuation occurs when citizens in the threatened areas observe an incident or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel are unorganized and unsupervised.
A voluntary evacuation is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are not required to evacuate; however, it would be to their advantage to do so.

A mandatory or directed evacuation is a warning to persons within the designated area that an imminent threat to life and property exists and individuals must evacuate in accordance with the instructions of local officials.

Evacuees
All persons removed or moving from areas threatened or struck by a disaster.

Federal Coordinating Officer
The official appointed by the President to execute Stafford Act authorities, including the commitment of FEMA resources and mission assignments of other Federal departments or agencies. In all cases, the Federal Coordinating Officer represents the FEMA Administrator in the field to discharge all FEMA responsibilities for the response and recovery efforts underway. For Stafford Act incidents, the Federal Coordinating Officer is the primary Federal representative with whom the State Coordinating Officer and other response officials interface to determine the most urgent needs and to set objectives for an effective response in collaboration with the Unified Coordination Group.

Flood
A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

Governor’s Authorized Representative
An individual empowered by a Governor to: (1) execute all necessary documents for disaster assistance on behalf of the state, including certification of applications for public assistance; (2) represent the Governor of the impacted state in the Unified Coordination Group, when required; (3) coordinate and supervise the state disaster assistance program to include serving as its grant administrator; and (4) identify, in coordination with the State Coordinating Officer, the state’s critical information needs for incorporation into a list of Essential Elements of Information.

Hazard
A natural, technological, or human-caused source or cause of harm or difficulty.

Hazardous Material (HAZMAT)
Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people’s health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Hurricane
A tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds
reach 74 miles per hour or more and blow in a large spiral around a relatively calm center or eye. Circulation is counter-clockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

Incident
An occurrence or event—natural, technological, or human-caused—that requires a response to protect life, property, or the environment (e.g., major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, other occurrences requiring an emergency response).

Incident Command System
A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure and designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small, as well as large and complex, incidents. The Incident Command System is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management Assistance Team
A national-based or regional-based team composed of SMEs and incident management professionals, usually composed of personnel from multiple Federal departments and agencies, which provide incident management support during a major incident.

Joint Field Office
The primary Federal incident management field structure. The Joint Field Office is a temporary Federal facility that provides a central location for the coordination of Federal, state, territorial, tribal, and local governments and private sector and nongovernmental organizations with primary responsibility for response and recovery. The Joint Field Office structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles and is led by the Unified Coordination Group. Although the Joint Field Office uses an Incident Command System structure, the Joint Field Office does not manage on-scene operations. Instead, the Joint Field Office focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC)
A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the Joint Information Center.

Limited English Proficiency
Persons who do not speak English as their primary language and who have a limited ability to
Mass Care
The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include mass evacuation, mass sheltering, mass feeding, access and functional needs support, and household pet and service animal coordination.

Mitigation
Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

National Disaster Recovery Framework (NDRF)
The National Disaster Recovery Framework (NDRF) is a guide to promote effective recovery, particularly for those incidents that are large-scale or catastrophic. The NDRF provides guidance that enables effective recovery support to disaster-impacted States, Tribes and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community and build a more resilient Nation.

National Incident Management System (NIMS)
A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF)
This document establishes a comprehensive, national, all-hazards approach to domestic incident response. It serves as a guide to enable responders at all levels of government and beyond to provide a unified national response to a disaster. It defines the key principles, roles, and structures that organize the way U.S. jurisdictions plan and respond.

Nongovernmental Organization
An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose and are not for private benefit. Examples of nongovernmental organizations include faith-based charity organizations and the American Red Cross.

Planning Assumptions
Parameters that are expected and used as a context, basis, or requirement for the development of response and recovery plans, processes, and procedures. If a planning assumption is not valid for
a specific incident’s circumstances, the plan may not be adequate to ensure response success. Alternative methods may be needed. For example, if a decontamination capability is based on the planning assumption that the facility is not within the zone of release, this assumption must be verified at the beginning of the response.

**Preparedness**

Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

**Prevention**

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Protection**

Actions to reduce or eliminate a threat to people, property, and the environment. Primarily focused on adversarial incidents, the protection of critical infrastructure and key resources is vital to local jurisdictions, national security, public health and safety, and economic vitality. Protective actions may occur before, during, or after an incident and prevent, minimize, or contain the impact of an incident.

**Recovery**

The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Resource Management**

A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid and assistance agreements; the use of special Federal, state, territorial, tribal, and local teams; and resource mobilization protocols.

**Response**

Immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-
term recovery.

Risk
The potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood and the associated consequences.

Risk Analysis
A systematic examination of the components and characteristics of risk.

Risk Assessment
A product or process that collects information and assigns values to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision making.

Risk Identification
The process of finding, recognizing, and describing potential risks.

Risk Management
The process of identifying, analyzing, assessing, and communicating risk and accepting, avoiding, transferring, or controlling it to an acceptable level at an acceptable cost.

Scenario
Hypothetical situation composed of a hazard, an entity impacted by that hazard, and associated conditions including consequences when appropriate.

Scenario-based Planning
A planning approach that uses a hazard vulnerability assessment to assess the hazard’s impact on an organization on the basis of various threats that the organization could encounter. These threats (e.g., hurricane, terrorist attack) become the basis of the scenario.

Service Animal
Any guide dog, signal dog, or other animal individually trained to assist an individual with a disability. Service animals’ jobs include, but are not limited to:

• Guiding individuals with impaired vision

• Alerting individuals with impaired hearing (to intruders or sounds such as a baby’s cry, the doorbell, and fire alarms)

• Pulling a wheelchair

• Retrieving dropped items

• Alerting people of impending seizures

• Assisting people who have mobility disabilities with balance or stability.
Standard Operating Procedure/Guideline
A reference document or operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State Coordinating Officer
The individual appointed by the Governor to coordinate state disaster assistance efforts with those of the Federal Government. The State Coordinating Officer plays a critical role in managing the state response and recovery operations following Stafford Act declarations. The Governor of the affected state appoints the State Coordinating Officer, and lines of authority flow from the Governor to the State Coordinating Officer, following the state’s policies and laws.

Terrorism
Activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Tornado
A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds can be as low as 65 miles per hour, but may reach 300 miles per hour or higher.

Uncertainty
The degree to which a calculated, estimated, or observed value may deviate from the true value.

Vulnerability
A physical feature or operational attribute that renders an entity open to exploitation or susceptible to a given hazard.

Warning
The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause.