Emergency Operations Plan

University of Maryland Center for Environmental Science

Horn Point Laboratory

2020 Horns Point Road

Cambridge, MD 21613

Last Revised: April 2020

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Section 1: Plan Fundamentals

Purpose

The mission of this plan is to emphasize advanced preparation and teamwork by internal and external stakeholders, establish and maintain effective communication channels, and foster an environment of continuous improvement while providing leadership in preparing and responding to all emergency incidents. This plan summarizes the actions that will be taken in preparation for and in response to emergencies affecting the regular operations of the laboratory. This plan addresses the outline by the Board of Regents' Policy on Campus Emergency Planning, Preparedness, and Response VI-13.00 (BORVI-13.00), approved by the Board of Regents September 5, 2008, amended April 21, 2017. It also follows federal guidance provided by *The Guide for Developing High Quality Emergency Operations Plan for Institutions of Higher Education* (2013). This plan shall be developed, reviewed and updated biannually by the Emergency Preparedness Committee, and approved as necessary by senior leadership. Review and evaluation shall include hazard vulnerabilities, scope, practices, and effectiveness. The Emergency Operations Plan will reflect the unique institutional characteristics of Horn Point Laboratory, such as location, size, and population.

Situation Overview

Horn Point Laboratory is located on the banks of the Choptank River in Cambridge, MD (Dorchester County). Occupying 850 acres, HPL is a public research institution for graduate studies, and is considered on the forefront of the nation's environmental research. There are 39 buildings on campus occupied by 120 staff, faculty and students. At any time, graduate students and visiting scholars can be located from around the world. Emergency services/law enforcement are provided by local jurisdictions, and HPL maintains close relationships with these departments in a cooperative effort.

This plan will focus on the protection of individuals, facilities, information technology security and infrastructure, business functions, and academic and research continuity. Emergencies that could affect the lab include a severe storm, tornado, flood, hurricane, a chemical spill, nuclear power plant emergency, health pandemic, fire, or acts of violence on campus.

Planning Assumptions

Horn Point Laboratory's Emergency Operations Plan (EOP) is based on assumptions that provide a basic foundation for establishing our operating procedures and checklists. These assumptions cover a wide range of potential hazards, from natural disasters to human caused events. EOP assumptions are based on general considerations:

- Emergencies may require cooperation/coordination with internal and external departments, organizations and agencies, to include but not limited to city, county, state and federal entities
- Local, state and federal services may not be available
- Basic services, including electrical, water, heat, telecommunications and other information systems could be interrupted
- Buildings and other structures may be damaged
- Normal suppliers may not be able to deliver goods

- Students, faculty and staff may not be able to leave the campus. Conversely, they may not be able to enter
- The EOP is based on emergency events that are most likely to occur in this geographical area, as well as man-made events that could occur anywhere
- Most emergency events occur with little to no warning

Section 2: Phases of Emergency Management

Mitigation/Prevention

Horn Point Laboratory will conduct mitigation/prevention activities as an integral part of the emergency management program. Mitigation/prevention is intended to eliminate hazards and vulnerabilities, reduce the probability of hazards and vulnerabilities causing an emergency situation, or lessen the consequences of unavoidable hazards and vulnerabilities. Mitigation/prevention should be a pre-disaster activity, although mitigation/prevention may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Among the mitigation/prevention activities included in the emergency management program are strengthening facilities and the campus against potential hazards through ongoing activities and actions to eliminate or reduce the chance of occurrence or the effects of a disaster.

A) Examples of mitigation/prevention activities include hazard identification and elimination, communicating "emergency preparedness" information, and establishing emergency preparedness training programs.

B) The Emergency Preparedness Committee will perform an annual risk assessment that reviews a comprehensive range of threats, including natural disasters, hazardous materials, terrorism, violent crime, and pandemic disease, and identifies which hazards faced by the campus could result in a significant loss of life and/or property. The EPC will have a mitigation plan to identify these top threats and hazards, including short- and long-term actions, as well as the appropriate actions, including short- and long-term incident planning.

Preparedness

Preparedness activities will be conducted to develop the response capabilities needed in the event of an emergency. Anticipating what can go wrong, determining effective responses and developing preparation of resources are critical steps in preparing for the "unexpected." Among the preparedness activities included in the emergency management program are:

A) Providing emergency equipment and facilities

B) Emergency planning

C) Maintaining/revising the Emergency Operations Plan to include attachments

D) Partnering with emergency responders, emergency management personnel, other local officials, and volunteer groups who assist Horn Point Laboratory during emergencies in training opportunities

E) Conducting periodic exercises to test emergency plans and training

Response

Horn Point Laboratory will respond to emergency situations effectively and as efficiently as possible. The focus of this plan is on its response to emergencies. Response operations are intended to resolve an emergency situation quickly, while minimizing casualties and property damage. Critical research areas and departments will develop and maintain standard operating procedures (SOPs) to effectively react to emergencies. Departmental SOPs are maintained in the EOP.

A) Examples of response strategies include providing the HPL community with warning the campus of a pending or potential emergency (Omni-LERT/E2 system), and the use of the Incident Command System (ICS), including the Emergency Operations Center (EOC) during an emergency.

- Horn Point Laboratory has three potential emergency operations centers to collect and analyze data, coordinate resources, and to have situational awareness for specified emergencies and incidents.
    - Coastal Science, Building #386
    - Aquaculture Restoration and Ecology Lab, Building #399
    - Maintenance Complex, Building #381
- The EOC for use in response to a specific emergency could vary depending on the type of incident, location of the incident on campus, and/or prevailing wind. Following the first news of a problem, the EPC will confer by cell phone, e-mail, telephone, etc., to choose an appropriate site for planning for the continuity of operations, depending on locations that are accessible. The Assistant Director for Facilities will determine whom the incident commander on site will be at the time. In an emergency situation, the EOC will be properly staffed and trained in emergency operations and have the appropriate authority to carry out actions. The EOC will be equipped with appropriate resources, technology, network and communications (i.e., internet, radios, landline phones, satellite phones).

Recovery

If a disaster occurs, Horn Point Laboratory will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to the campus and provide for the basic needs of the staff and students. Long-term recovery focuses on restoring the campus to normal operations. The campus must be prepared to provide quick recovery to normal business operations. The recovery process includes assistance to students, families and staff. Examples of recovery programs include a temporary relocation of classes, restoration of campus services, debris removal, restoration of utilities, restoration of telecommunications and information technology resources, submitting requests for reimbursement through state or federal programs, and reconstruction of damaged facilities.

Section 3: Emergency Operations Plan

Concept of Operations

A. The plan's critical goals are the preservation of life, the protection of property, and continuity of academic and business operations. Our overall objectives are to provide strong leadership, effective management and quick response to all emergency incidents and events. Primary goals of actions taken before an emergency are to prevent, protect from and mitigate the impact on life or property. Actions taken during an emergency are taken to minimize impact on life and property. After an emergency, primary actions are to recover from any impact on life and property.

B. The Director of Horn Point Laboratory has appointed the Assistant Director for Facilities (ADF) as responsible for overseeing campus emergency planning, prevention, preparedness, response, recovery, continuity of operations, and safety and security. They will be responsible for implementing the Emergency Operations Plan (EOP).

C. The laboratory director has appointed an Emergency Preparedness Committee (EPC). The committee consists of five individuals and representative of mission critical functions across campus, i.e. information technology, environmental safety, facilities. The current committee can be found in Appendix II. The committee will meet regularly (quarterly) to support emergency planning, review training and exercise needs, discuss and identify trends and new threats. The committee will meet biannually on separate occasions to review and update the current EOP. EOP testing shall be conducted by the EPC annually. This will include either an annual Table Top Exercise or a full-scale Simulation Exercise with outside agencies.

D. As needed, but at least annually, senior leadership of Horn Point Laboratory will meet to review the EOP, any incidents, develop strategy, prioritize actions, and provide policy and administrative guidance. Senior leadership consists of the President of the institution and the Executive Council. Current leadership can be found in Appendix II.

E. Horn Point Laboratory has established a permanent multidisciplinary behavioral assessment team, consisting of the Administrative Council. Current members can be found in Appendix II. The behavioral assessment team shall review referrals and reports, and take appropriate action on potentially distressed/disturbed members of the campus community, including students, staff and faculty. This team meets bimonthly.

F. Each building utilizes facility and building coordinators/contacts to ensure the safety and security in each building on campus in the event of an emergency. Names and contact information for each responsible person can be found in Appendix I. Coordination with the local 911 emergency responders and the Dorchester County Emergency Management Agency will be used in the case of a serious incident or major disaster. These and other State and Federal emergency contact numbers are listed in Appendix III. Key personnel lists shall be updated annually, or as information changes.

G. The level of emergency response and management can occur with varying degrees of severity. The response classifications parallel the definitions used by the Federal Emergency Management Agency, and the Maryland Emergency Management Agency. This facilitates a clear understanding of the severity of an emergency and necessary

response by all potential respondents.

- Level I response would have limited disruption of operations or services. There could be limited or no evacuation required, and the EOP would not ordinarily need to be enacted. This small- scale incident could be due to a small chemical spill, odor complaint, or small fire that requires limited response from Safety and possibly Facilities Management (FM). It may or may not involve additional outside emergency response. Injury to faculty, students, staff and/or visitors would be possible but on a small, unlikely scale.
- Level II response would have intermediate disruption of operations or services. This could involve the evacuation of an entire floor, or evacuation of an entire building. The activation of the EOP may be required. Examples could include a large hazardous materials spill, uncontained fire that causes structural damage, or extensive power or utility outage. It would involve Safety and FM plus additional resources from local emergency response units. Injury to faculty, students, staff and/or visitors could be possible and likely.
- Level III response would involve a major, long term, or complete disruption of operations or services. This would require multiple buildings or the entire campus to be evacuated for an extended period of time. The EOP would have to be activated in order for operational continuity. It would involve Safety, FM and multiple outside emergency response agencies. Injury to and/or death of faculty, students, staff and/or visitors would be likely in a short-term action response, but as the incident carries on, the threat would be less likely. Examples include an active shooter, pandemic scenario, tornado or severe weather that causes severe disruption of services and extensive damage to buildings.

Continuity of Operations Planning (COOP)

Every effort has been made to minimize the effects of emergencies on daily operations. Horn Point Laboratory has a Continuity of Operations Plan (hereafter referred to as COOP) for the continuation of mission essential functions in the case of an incident with a long-range impact on the campus, including business operations and academic research programs. These plans are outlined in departmental specific Standard Operating Procedures (SOPs) for critical groups, and added in Attachment II.

Critical groups include information technology, maintenance/facilities, business administration, and the Oyster Hatchery. Each department faces its own specific challenges in an emergency situation; as such each department's SOP will henceforth become an integral part of the overall EOP by reference. These SOP's will contain procedures for disaster assignments, resource lists, and personnel lists with contact numbers. SOP's will be submitted annually to the EPC at the beginning of the calendar year, or when critical information has changed within the department. The faculty will be held responsible for ensuring that their students and staff are familiar with and knowledgeable in their SOP's.

In an effort to maintain overhead continuity, critical components of all of these departments, as well as all remaining research groups, are on backup power that is designed to both automatically start if power is lost, as well as contact facilities management to inform that power has been lost. Facilities will respond to any notification of lost power in a timely fashion, 24 hours a day. This includes but is not limited to power maintained for:

- Water pumps
- Generators
- Freezers/refrigerators
- Environmental chambers
- Specified analytical equipment

If power cannot be restored for several days, existing Memorandum of Understandings (MOUs) are in place with the following locations for sample/specimen storage:

- Salisbury University, Salisbury MD
- Maryland Department of Natural Resources Cooperative Oxford Laboratory, Oxford MD

If there has been damage to buildings on campus, Facilities Management and Environmental Safety will assess the damage to decide on the occupancy of the building. A determination on how and when the building(s) will be used, repaired, and reopened will then be made. Each supervisor (faculty members, office managers, maintenance managers) shall design and retain a "telephone tree" enabling quick contact with their direct reports to ensure continuity of business, academic, and research programs. Each supervisor should advise each of their employees if they are identified as "essential employees" for a disaster and to be on standby should an incident occur. These will assist with continuity of operations.

Organization and Assignment of Responsibilities

A. Horn Point Laboratory coordinates with local, state and federal government and agencies in creating and implementing an emergency operation plan where applicable. This includes, but is not limited to: police, fire, emergency management, utility providers, and health care providers. HPL holds a bi-annual meeting with local fire companies, police and emergency responders for discussion of new developments, a tour of the laboratory, and receipt of their suggestions on how to make their work more effective when/if called to Horn Point. As a bi-annual interaction occurs, a written plan is not required to be in place with local officials. These cooperative organizations are listed in Appendix IV.

B. Horn Point Laboratory has established and maintained current cooperative relationships, which include memorandums of understanding (MOUs), mutual aid agreements (MAAs), and other agreements with other USM institutions and external organizations as necessary. There is a current MOU in place with Salisbury University, and local real estate agent Henry Hanna of Sperry Van Ness Real Estate Agency. These coordinated relationships will help to provide space for critical research, academic, and business operations should a disaster destroy a building making it inoperable for a period of time.

C. Horn Point Laboratory does not have a Campus Police force. The campus is within 5

minutes of response time from the Sheriff's Department and the local Cambridge Police. In addition to maintenance staff, a select group of Graduate Students perform rounds. During rounds, they are instructed to go through all the buildings checking for any problems. As they move between buildings on campus, they are vigilant for anything suspicious. On weekends, they are done between 8:00 AM and 10:00 PM. During holidays, the maintenance person on call does rounds between 8:00 AM and 10:00 PM. If, during rounds, anything suspicious is identified they will contact the appropriate person or agency. This helps keep a "neighborhood watch" on campus and helps avert problems that could become quite serious.

Direction, Control and Coordination

A. Horn Point Laboratory has adopted the National Incident Management System (NIMS) which includes the Incident Command System (ICS), a standardized, on-scene, all-hazard incident and resource management concept. NIMS is a comprehensive, national approach to incident management that is applicable to all jurisdictional levels and across functional disciplines. The intent of NIMS is to be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity. NIMS is designed to improve coordination and cooperation between public and private entities in domestic management activities. Response actions will be based on the ICS. All local first responders comply with NIMS training requirements.

B. Horn Point Laboratory's ICS structure can be found in Appendix V. Emergencies can occur with varying degrees of severity that require different levels of response and management. The Incident Commander is one of the first persons on the scene who assess and initiate response. Initially, this could be the Assistant Director for Facilities or the Environmental Health and Safety Coordinator. The outside emergency response Chief of the local fire/police departments may assume the position once they arrive on the scene.

C. No guidelines or procedures can anticipate all the variations of possible shelter in place/lock down or evacuation requirements. It is incumbent on all individuals to review the HPL EOP, know their respective building layouts, and any internal department procedures to prepare themselves for these possibilities as much as possible.

- There are 3 main scenarios in which a shelter in place alert/lockdown would be issued: tornado, active shooter, severe hazardous materials release incident. Omni-lert is the main method of campus communication to warn of the need to shelter in place. When the alert goes out, everyone should stay calm, but be aware that there is an emergency situation occurring. They need to remain vigilant of their surroundings, and immediately seek a safe location. Depending on the alert type, they should determine the next course of action. For instance, if the alert is for a pending tornado, shelter should be sought at the lowest or innermost room of the building, versus an active

shooter scenario where a securable room without windows would be preferred.

- The main scenario when an evacuation would be initiated would be under a bomb or terrorism threat. Generally speaking, there is a little more advance notice with these types of scenarios, giving time for the building superintendents and Assistant Director for Facilities to coordinate an evacuation of specific buildings or the whole campus. As with shelter in place alerts, Omni-lert would be the main method of campus communication to warn of the evacuation need, citing the specific threat and group rendezvous points.

- In the event of either shelter in place/lockdown or evacuation, it will be up to each individual supervisor to ensure that they have accounted for all of their reporting subordinates. Telephone tree systems in place for each department will help to facilitate this, as well as good standing communications between all parties in a department. Once the ICS on scene has declared the scene safe and the threat is over, there will be a mass communication from Omni-lert stating it is okay to re-enter buildings or leave rooms, and the Assistant Director for Facilities will be in contact with supervisors directly to ensure smooth transitions.

Communications

A. Horn Point Laboratory has and maintains both operational communications, as well as external communications with the public for warnings and notifications. In the event of an emergency, the campus will be notified by using the Campus Emergency Notification System, Omni-lert (http://www.umces.edu/omnilert-campus-emergency-notification-system) which has been in place since April 2011. Omni-lert instantly and simultaneously sends redundant communications to a subscriber's mobile phone (via SMS text message), Blackberry, smart phone, wireless PDA, pager, traditional phones (voice messages), desktop alerts, as well as existing infrastructure such as digital signage e-mail account, and relevant web pages. It broadcast time-sensitive messages to students, faculty, staff, visitors, families, Board of Regents, first responders, and others – wherever they are located. Omni-lert is also used for communications after an incident has concluded to provide updates. Second wave alerts include signage posted on building entrances.

B. Horn Point Laboratory has a comprehensive communications plan for communicating with the campus, surrounding communities, the USM office, Board of Regents, families, and media in the case of an emergency incident. The UMCES Director of Communications and Marketing (DCM) will be responsible for communicating with the surrounding communities and the media in the case of an emergency incident. The DCM will serve as the conduit for information on campus and off campus during a campus emergency using the Campus Emergency Notification System. In consultation with the EPC, he/she will coordinate all news releases, interviews, and information dissemination concerning the emergency. An updated version of UMCES' Crisis Communication Plan is attached as Attachment I.

C. Horn Point Laboratory will advise, involve, and solicit feedback from students on issues of campus safety and security and emergency preparedness.

Training

Horn Point Laboratory provides regular and appropriate training for the campus community, including key emergency response staff, faculty and students on emergency preparedness, behavioral assessment, and response plans. The EPC is responsible for developing and providing all training required under NIMS regulations. Appropriate personnel shall conduct exercises and evaluation regularly of the campus emergency operations plan and other campus emergency plans. Exercises will include a variety of tabletop drills, full scale exercises, and trainings from outside consultants. They will be based on the top hazards faced by the institution and given priority. Examples of trainings may include CPR/AED/first aid certifications, fire drills and evacuations, fire extinguisher handling and know-how, and shelter in place drills. Priority will be given to the top hazards faced by HPL including but not limited to fire, hazardous material, bio- safety, hurricane, or tornado. These exercises help prepare HPL in the event of an actual emergency. Fire alarm drills/evacuation drills will occur annually for the campus.

Administration and Logistical Plans

Emergency preparedness is everyone's individual responsibility. Response to any emergency requires comprehensive planning involving all levels of campus personnel. The Horn Point Laboratory EOP contains policies, guidelines, and procedures to follow before, during and after an emergency. The EOP integrates emergency preparedness activities into one document. It is the focal point for University planning and preparedness procedures.

This plan contains the following as attachments.

A) Crisis Communications Plan- Attachment I. This plan provides the central guidance for University public communications response procedures.
B) Continuity of Operations Plans- Attachment II. These plans provide guidance on how critical departments will function independently in the event of the activation of the EOP.
C) First Aid Kit, AED, Burn Kit, Fire Blanket, Spill Kit Locations- Attachment III. These documents outline the locations of emergency kit locations within buildings on campus.
D) Threat and Hazard Specific Mitigation Plan- Attachment IV. This plan outlines the risks and general guidance for specific threats, as well as the best practices for mitigation/prevention.
E) Building and Emergency Contacts- Appendix I. Provides names and contact information for building superintendents, as well as campus emergency contact information.
F) Emergency Management Committees- Appendix II. Provides names and contact information for specific emergency committees referenced within the EOP.

G) Government Contacts for Emergency Reporting- Appendix III. Provides names, locations and contact information for reporting information to governmental agencies in the event of an emergency.
H) Cooperative Understanding Agreements- Appendix IV. Provides names, locations and contact information for standing MOUs.
I) Incident Command System Structure- Appendix V. Provides, in chart format, the ICS structure the laboratory will take once the EOP has been activated.
J) Locations of Significant Concentrations of Hazardous Materials- Appendix VI. Provides locations of hazardous materials on campus, and what they are for each location.
K) Critical Departments and Essential Employees- Appendix VII. Provides the critical department list for the campus, and their corresponding essential employees for use in the event of an emergency.

Plan Maintenance

Horn Point Laboratory maintains an updated campus emergency operation plan in accordance with BOR Policy VI-13.00. The plan is available for review by USM or USM internal audit at any time. USM internal audit reviews will include an assessment of the institutional emergency operations plan to ensure the plan is following BOR Policy VI-13.00.

The EOP is a living document. As such, the Emergency Preparedness Committee meets quarterly to discuss campus emergency planning issues, and bi-annually to review and update the EOP. Adjustments and revisions to the plan are made based on the results of actual events, post-exercise drills, and feedback from the Executive Council.

References

Horn Point Laboratory's website is the most up to date guidance for campus specific polices as well as UMCES-wide policies. It may be accessed at the following link:

https://www.umces.edu/myhpl

The Maryland Emergency Management Agency's website also provides real-time guidance in planning for the unexpected. It may be accessed at the following link:

https://mema.maryland.gov/Pages/default.aspx

Appendix I: Building and Emergency Campus Contacts

Assistant Director for Facilities
Jeff Miley, 410-221-8464

Aquaculture Restoration Ecology Lab
Center Administration
Oyster Setting Pier
Ralph Kimes, 410-221-8486
James Kampmeyer, 410-221-8384
Gordy Dawson, 410-221-8485

Coastal Sciences
Morris Marine Lab
Environmental Education
EIC
Blaise Brown, 410-221-8258
Eric Doty, 410-221-8266
David Hutton, 410-221-8307

Integration and Application Network (IAN)
Heath Kelsey, 443-496-0188

Maintenance Complex
Diana Parnell, 410-221-8334

Environmental Health and Safety
Courtney Atkinson, 410-221-8441

After Hours/Weekends/Holidays
(directs to 24 hr. maintenance answering service)
410-221-8334

Appendix II: Emergency Management Committees

Horn Point Laboratory Emergency Preparedness Committee

Mike Roman, Horn Point Laboratory Director
Office: 410-221-8425
Cell: 410-330-4833

Curtis Henry, Associate Director
Office: 410-221-8417
Cell: 301-789-4016

Kurt Florez, IT Director
Office: 410-221-2021
Cell: 410-330-5534

Jeff Miley, Assistant Director for Facilities
Office: 410-221-8464
Cell: 443-783-2393

Courtney Atkinson, Environmental Health and Safety Coordinator
Office: 410-221-8441
Cell: 443-477-1038

UMCES Executive Council

Peter Goodwin, President of UMCES
Dave Nemazie, Chief of Staff
Lynn Rehn, Vice President for Administration
Bill Dennison, Vice President for Science Applications
Larry Sanford, Vice President for Education
Russel Hill, Executive Director of IMET
Mike Roman, Director of Horn Point Laboratory
Tom Miller, Director of Chesapeake Biological Laboratory
Eric Davidson, Director of Appalachian Laboratory

Appendix II: Emergency Management Committees, cont.

UMCES Behavioral Assessment Team

Peter Goodwin, President of UMCES
Dave Nemazie, Chief of Staff, Center Administration
Lynn Rehn, Vice President for Administration, Center Administration
Angela Richmond, ORAA Director, Center Administration
Beth Pinder, Comptroller, Center Administration
Lisa Ross, Director of Human Resources, Center Administration
Lori Stepp, Executive Assistant to the President, Center Administration
Stuart Clarke, Vice President for Strategic Initiatives, Center Administration
Larry Sanford, Vice President for Education, Center Administration/Horn Point Laboratory
Mike Roman, Director, Horn Point Laboratory
Curtis Henry, Associate Director, Horn Point Laboratory
Tom Miller, Director, Chesapeake Biological Laboratory
Stacy Hutchinson, Associate Director, Chesapeake Biological Laboratory
Eric Davidson, Director, Appalachian Laboratory
Heather Johnson, Associate Director, Appalachian Laboratory
Fredrika Moser, Director, Maryland Sea Grant College
Mike Allen, Associate Director for Research and Administration, Maryland Sea Grant College
Russell Hill, Executive Director, IMET
Monica Gellene, Associate Director, IMET
Bill Dennison, Vice President for Science Applications, IAN Network

Rotating Positions, members will be replaced when their term is completed:
Kurt Florez, Chief Information Officer, Staff Council Chair
Christina Goethel, Graduate Student Council Chair, Chesapeake Biological Laboratory
Mike Wilberg, Faculty Senate Chair, Chesapeake Biological Laboratory

Appendix III: Government Contacts for Emergency Reporting

For immediate need of first responders, dial 9-1-1

Rescue Fire Department
8 Washington Street
Cambridge, MD 21613
410-228-1670

Dorchester County Health Department
3 Cedar Street
Cambridge, MD 21613
410-228-3223

Dorchester County Emergency Management Agency
829 Fieldcrest Road
Cambridge, MD 21613
410-228-1818

US EPA Region 3
1650 Arch Street
Philadelphia, PA 19103
1-800-438-2474

Dorchester County Sheriff's Office
829 Fieldcrest Road
Cambridge, MD 21613
410-228-4141

Neck District Volunteer Fire Department
954 Cooks Point Road
Cambridge, MD 21613
410-228-2434

Maryland Department of the Environment (MDE)
1800 Washington Blvd.
Baltimore, MD 21224
410-537-3000

Appendix IV: Cooperative Understanding Agreements

Dorchester County Emergency Management Agency
829 Fieldcrest Road
Cambridge, MD 21613
410-228-1818
Steve Garvin, contact
Local Emergency Planning Commission, quarterly meetings

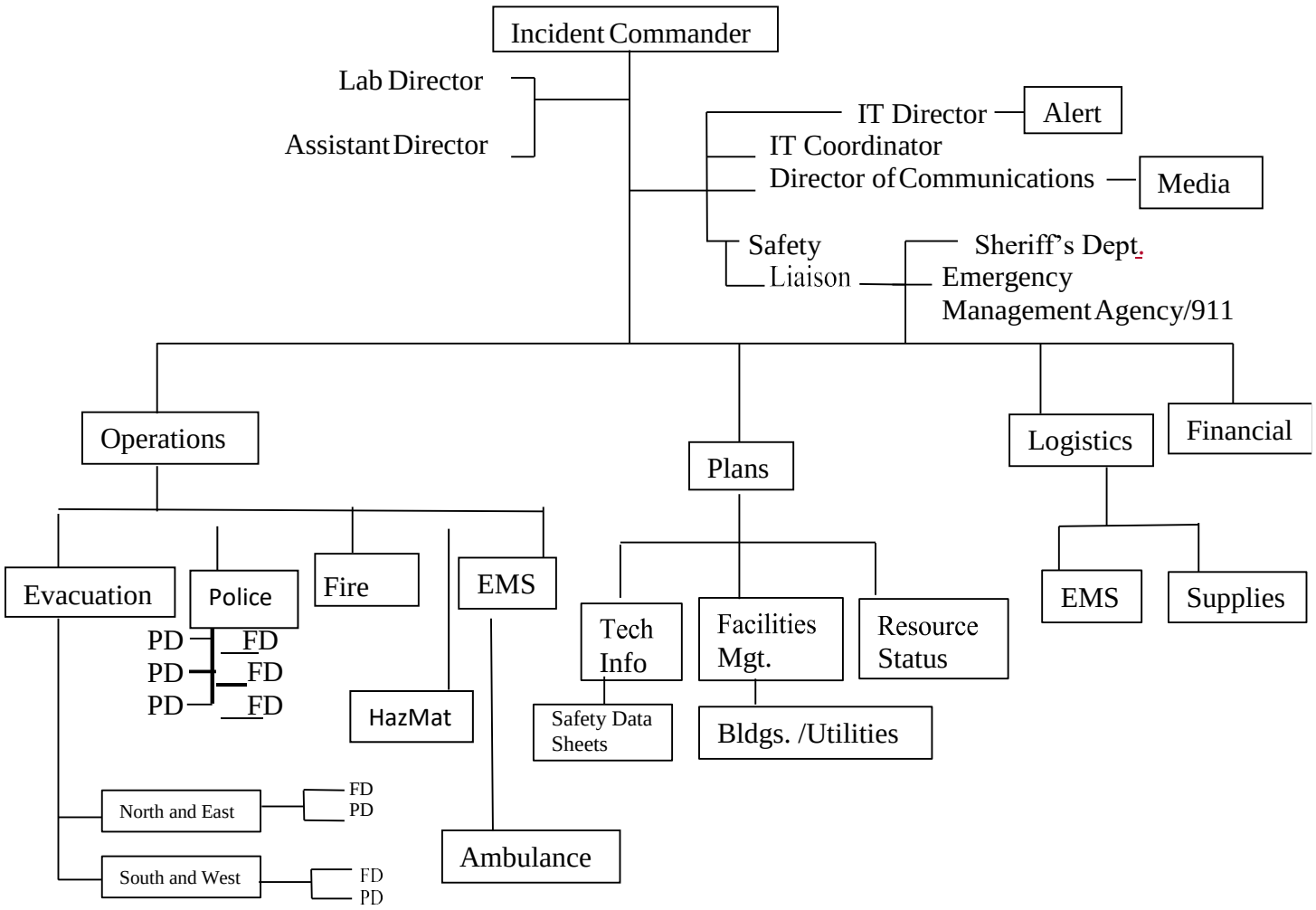
Salisbury University
1101 Camden Avenue
Salisbury, MD 21801
410-543-6000

Sperry Van Ness Real Estate Agency
206 E. Main Street
Salisbury, MD 21801
410-543-2440
Henry Hanna, contact

Maryland Department of Natural Resources
Cooperative Oxford Laboratory
904 South Morris Street
Oxford, MD 21654
410-226-5193

Appendix V: Incident Command Structure (ICS)

ORGANIZATIONAL STRUCTURE



Appendix VI: Locations of Significant Concentrations of Hazardous Materials

Compressed Gas Cylinders

- Maintenance Facility, Bldg. # 381
- Coastal Science, Bldg. #386
- Compressed Gas Storage, Bldg. #3873
- Dive Locker, Bldg. # 3872
- Aquaculture Restoration and Ecology Lab (AREL), Bldg. #399

Fuel Tanks – Above Ground

- Maintenance Facility, Bldg. # 381
  - Generator Dyed Diesel (500 gal.)
  - #2 Fuel Oil (2000 gal.)
  - Gasoline (2000 gal.)
  - Dyed Diesel (Fuel) (300 gal.)
  - Waste Oil (500 gal.)
- Coastal Science, Bldg. # 386
  - #2 Fuel Oil (4000 gal.)
- Morris Marine, Bldg. #387
  - Generator Dyed Diesel (500 gal.)
- AREL, Bldg. # 399
  - #2 Fuel Oil (Two 6,000 gal.)
- Oyster Setting Pier, Bldg. #348
  - #2 Fuel Oil (3000 gal.)
  - Gasoline (500 gal.)

Hazardous Chemicals

- Hazardous Storage Unit, Bldg. #3911
- Coastal Science, Bldg. # 386
- Morris Marine, Bldg. #387
- AREL, Bldg. # 399

Radioactive Materials

- Coastal Science, Bldg. # 386
- AREL, Bldg. # 399
- Hazardous Storage Unit, Bldg. #3911

Appendix VII: Critical Departments and Essential Employees

Maintenance Department

- Jeff Miley, Assistant Director for Facilities – cell: 443-783-2393
- Blaise Brown – cell: 410-330-0721
- David Hutton – cell: 410-218-70
- Bear Kampmeyer – cell: 410-330-0723
- Gordy Dawson – cell: 410-330-0722
- Ralph Kimes – cell: 410-330-0738
- Chris Farnell – cell: 410-330-0115
- Eric Doty – cell: 410-330-0117
- Richie Long – cell: 410-330-0728
- Timmy Seabrease – cell: 410-330-0739

Environmental Health and Safety

- Courtney Atkinson – cell: 443-477-1038

Information Technology

- Kurt Florez – cell: 410-330-5534

Oyster Hatchery

- Stephanie Alexander - cell: 443-521-2568
- Jeff Alexander – cell: 443-521-2569
- Steven Weschler – cell: 301-704-0737
- Stacey Willey – cell: 443-521-7218
- Alex Golding – cell: 410-829-8446
- Bob Carey – cell: 410-330-3786
- Julie Trommatter – cell: 410-463-1853
- Alicia Klages – cell: 410-310-5767

Business Office

- Curtis Henry – cell: 301-789-4016
- Jamie Shockley-Parks – cell: 410-330-2904
- Julia Bliss – cell: 410-490-4229