State Of Maryland

CONSEQUENCE MANAGEMENT

OPERATIONS PLAN

VERSION 2.0 – JANUARY 2019

Foreword

I am pleased to present the Maryland Consequence Management Operations Plan (CMOP). This plan outlines the ways in which local, State, federal, and non-governmental entities collaborate to prevent, respond to, and recover from incidents impacting the lives of Marylanders. Regardless of the threat/hazard, agencies have an obligation to take steps, in a unified fashion, to limit the consequences of the issue. Maryland is a unique and diverse state, stretching from the mountains of Western Maryland to the Eastern Shore. Communities require a flexible all-hazards approach to disaster management.

This plan is a component of the Maryland Emergency Management System (MEMS), the State's approach to conducting homeland security and emergency management activities. I encourage all Marylanders to take steps to prepare for natural, technological, and manmade disasters, and work collaboratively with government in pursuit of a safer Maryland.

Russell J. Strickland

Executive Director

Maryland Emergency Management Agency

Acronyms

AAC	Accident Assessment Center
ADOC	Alternate Department Operations Center
BOC	Business Operations Center
CATT	University of Maryland Center for Advanced Transportation Technology
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CCTV	Closed Circuit Television
CERT	Community Emergency Response Team
CIKR	Critical Infrastructure and Key Resources
CMOP	Consequence Management Operations Plan
CRT	Cyber Response Team
DAFN	Disabilities and others with Access and Functional Needs
DBM	Maryland Department of Budget and Management
DCO	Defense Coordinating Officer
DDOT	District Department of Transportation
DGS	Maryland Department of General Services
DHCD	Maryland Department of Housing and Community Development
DHS	Maryland Department of Human Services
DLLR	Maryland Department of Labor, Licensing and Regulation
DNR	Maryland Department of Natural Resources
DoD	Department of Defense
DoIT	Maryland Department of Information Technology
DROC	Disaster Recovery Operations Chapter
DRR	Disaster Risk Reduction
EC	Emergency Coordinators
ED	Executive Director
EM	Emergency Manager
EMAC	Emergency Management Assistance Compact
EMRC	Emergency Medical Resource Center
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOS	Emergency Operations System
F/A	Finance/Administration
FCO	Federal Coordinating Officer

FEMA	Federal Emergency Management Agency
FNF	Fixed Nuclear Facility
GIS	Geographic Information System
HES	Hurricane Evacuation Studies
HMLS	Homeland Security
HSEEP	Homeland Security Exercise and Evaluation Program
HSIN	Homeland Security Information Network
HURREVAC	Hurricane Evacuation
IA	Individual Assistance
IC	Incident Commander
ICS	Incident Command System
IPAWS	Integrated Public Alert & Warning System
IT	Information Technology
JFHQ	Joint Force Headquarters
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOG	Joint Operations Group
MCAC	Maryland Coordination and Analysis Center
MD	State of Maryland
MDA	Maryland Department of Agriculture
MDC	Maryland Department of Commerce
MDE	Maryland Department of the Environment
MDH	Maryland Department of Health
MDHAP	Maryland Disaster Housing Assistance Program
MDNG	Maryland National Guard
MDOT	Maryland Department of Transportation
MDP	Maryland Department of Planning
MDSP	Maryland Department of State Police
MEMA	Maryland Emergency Management Agency
MEMAC	Maryland Emergency Management Assistance Compact
MEMS	Maryland Emergency Management System
MIA	Maryland Insurance Agency
MIEMSS	Maryland Institute for Emergency Medical Services Systems
MJOC	Maryland Joint Operations Center

MMD	Maryland Department of the Military
MOU	Memorandum of Understanding
NGOs	Non-Governmental Organization
NOC	Network Operations Center
NSSE	National Special Security Event
OSPREY	Operational and Situational Preparedness for Responding to an
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
POC	Point of Contact
PSC	Maryland Public Service Commission
PSIP	Private Sector Integration Program
RITIS	Regional Integrated Transportation Information System
RLO	Regional Liaison Officer
RRCC	Regional Response Coordination Center
SBA	Small Business Administration
SCF	State Coordinating Function
SDO	State Duty Officer
SDRC	State Disaster Recovery Coordinator
SEOC	State Emergency Operations Center
SHA	State Highway Administration
SIGNAL	Situation, Information, General News and Activity Log
SME	Subject Matter Expert
SOC	Statewide Operations Center
SPG	State Policy Group
SRO	State Recovery Organization
STEOC	Statewide Transportation Emergency Operations Center
SYSCOM	Statewide Communications
TAG	The Adjutant General
USDA	United States Department of Agriculture
VBOC	Virtual Business Operations Center
VDOT	Virginia Department of Transportation
VJIC	Virtual Joint Information Center
VOAD	Volunteer Organizations Active in Disaster
WMATA	Washington Metropolitan Area Transit Authority

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I.   Consequence Management Operations Plan Introduction

The State of Maryland is vulnerable to a variety of threats/hazards, which have the potential to cause disruptions to Maryland communities and visitors to the State. To that end, it is vital that all local, State, federal, private, nonprofit, and voluntary agencies collaborate effectively in order to prevent, respond to, and recover from disasters.

The Maryland Consequence Management Operations Plan (CMOP) outlines the tasks, activities, and responsibilities for Maryland State Department/Agencies as they prevent, respond to, and recover from incidents in Maryland. It also emphasizes the importance of integrated planning, training, and exercise activities as part of a broader preparedness strategy. The CMOP is one component of the Maryland Emergency Management System (MEMS), the mechanism stakeholders use to facilitate disaster risk reduction and consequence management activities.

A.   Mission Statement

Before, during, and after consequence management incidents, Maryland State Departments/Agencies will collaborate to prevent, efficiently respond to, and rapidly recover from the impacts of actual and/or anticipated threats/hazards.

B.   Purpose

The purpose of the CMOP is to describe the steps State Departments/Agencies/Offices take to support local jurisdictions during consequence management activities. Additionally, the CMOP outlines the relationship between all consequence management stakeholders, including local, State, federal, voluntary, and non-governmental organizations.

C.   Scope

The CMOP applies primarily to state-level entities; however, it also applies to all stakeholders that support consequence management activities in Maryland.

D.   Objectives

The following objectives apply to the CMOP:

- Maintain 24/7 situational awareness of threats/hazards;
- Provide actionable information to Maryland stakeholders and executive staff;
- Coordinate the activities of local, State, federal, private, nonprofit, and voluntary entities in support of consequence management;
- Collect, analyze, and disseminate public information;
- Coordinate resource support activities to assist local jurisdictions; and
- Facilitate the transition between prevention, response, and recovery operations.

E. Facts and Assumptions

Facts

- The State of Maryland is susceptible to a variety of threats/hazards, which have the potential to have negative consequences for citizens of and visitors to Maryland.
- The Governor has overarching authority for consequence management activities
- The Maryland Emergency Management Agency (MEMA) has authority and responsibility for facilitation of the MEMS.
- All State Departments/Agencies/Offices have a role in consequence management activities

Assumptions

- An impact from a threat/hazard may require a multi-agency response at multiple levels of government.
- In a consequence management incident, local resources may become overwhelmed quickly
- The impact from a significant consequence management incident may last weeks, months, or even years.
- Federal disaster aid may or may not be available to support activities
- Assistance from other states may or may not be available to support activities

F. Doctrine

All Hazards Approach

While some threats/hazards have unique characteristics (e.g., time of onset, duration), regardless of the threat/hazard or the extent and duration of a consequence management incident, the approach of State Departments/Agencies is consistent. During a consequence management incident, senior executives establish incident priorities and objectives, which stakeholders carry out. The State of Maryland consistently takes an All Hazards approach to threats and incidents

All Disasters are Local

All incidents, whether natural, technological, or manmade, begin and end at the local jurisdictional level. As a home rule state, Maryland local jurisdictions retain the legal authority to direct operations during consequence management activities. Local offices of emergency management and homeland security provide direct support to first responders in the field. The role of State Departments/Agencies/Offices is to augment local efforts to manage incidents and support communities as they resolve the impacts from consequence management incidents.

National Doctrine

The CMOP complies with national doctrine and meets the unique needs of Maryland stakeholders. National trends favor all-hazards planning practices and emphasize the importance of integrating agencies across the whole community. Trends also suggest that the migration away from the traditional "phases of emergency management" towards a Mission Area-centric approach improves capacities at all levels of government. For more about authorities and references consult Section VII.

G.   Planning Hierarchy

The CMOP is one of two core operational documents in the MEMS. These plans describe the activities that stakeholders take to both stop and resolve incidents. The figure below illustrates the relationships between the hierarchies of components within the MEMS.

Figure 1: Maryland Emergency Management System
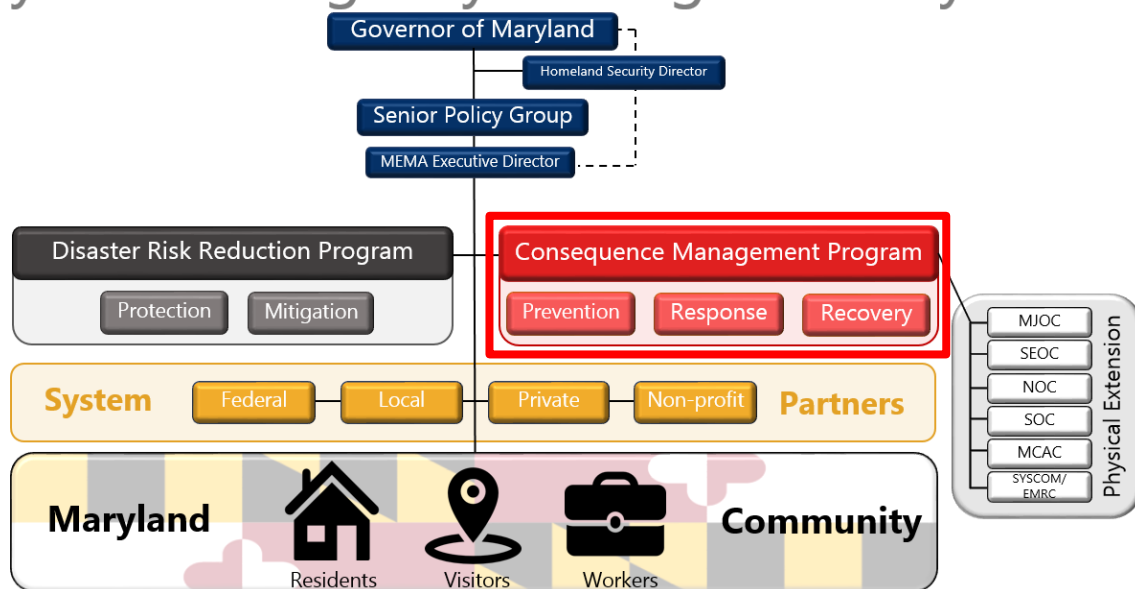
A number of plans, policies, and procedures support the overarching CMOP. These plans vary in scope, focus, and detail. While the majority of planning documents have an all-hazards focus, some threats/hazards require additional consideration and planning. The figure below provides a more detailed view of the CMOP's supporting documents.

Figure 2: Plans Hierarchy
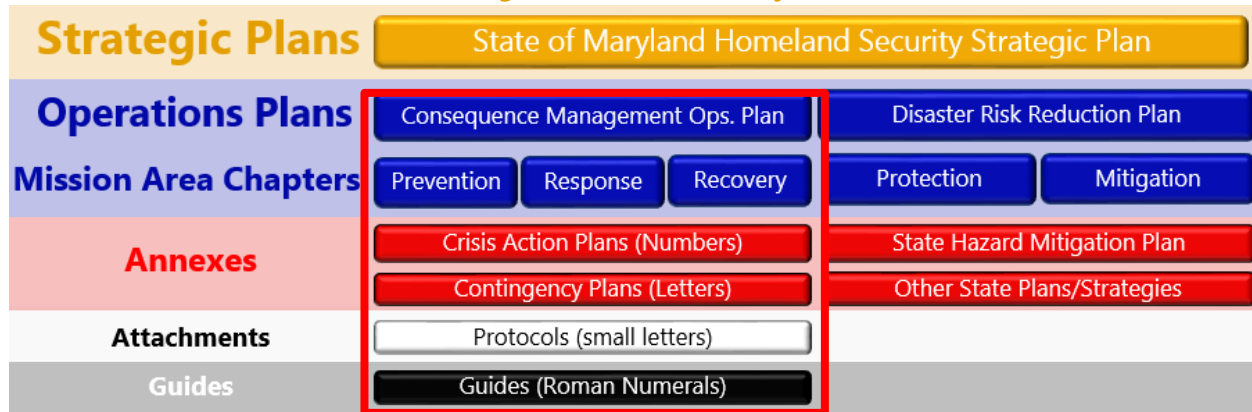
H. Mission Areas

The CMOP addresses the interactions and relationships between *Prevention*, *Response*, and *Recovery*. Collectively, these Mission Areas frame the tasks and activities that State Departments/Agencies conduct throughout the lifecycle of a consequence management incident. The figure below provides additional details regarding the scope of and interaction among Mission Areas in the CMOP.

Figure 3: CMOP Mission Areas
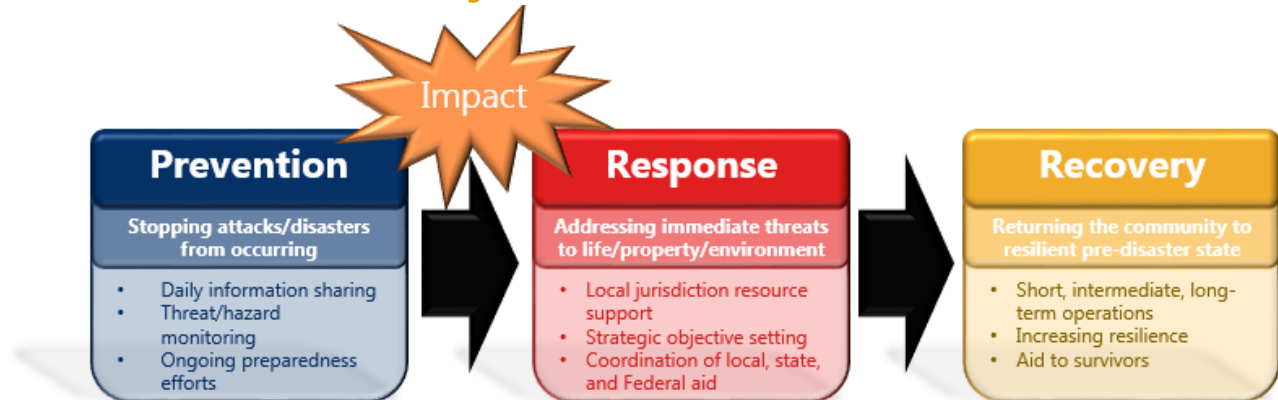
II.   Concept of Coordination

State-level coordination of consequence management activities occurs on a daily basis. This coordination is scalable from routine operations to regional coordination, or enhanced operations for specific threats, incidents, or special events. Coordination across the State, its regions, and its contiguous states is critical to successful prevention, response, and recovery operations.

On a daily basis, State Departments/Agencies/Offices coordinate to support information sharing, steady-state activities, and lend support to minor issues. Assisted by physical coordination centers, agencies support local and state-level activities through the Consequence Management Program. The figure below illustrates the relationships between State Departments/Agencies/Offices providing state-level coordination. A detailed description of the purpose/scope of each entity follows.

Figure 4: Consequence Management
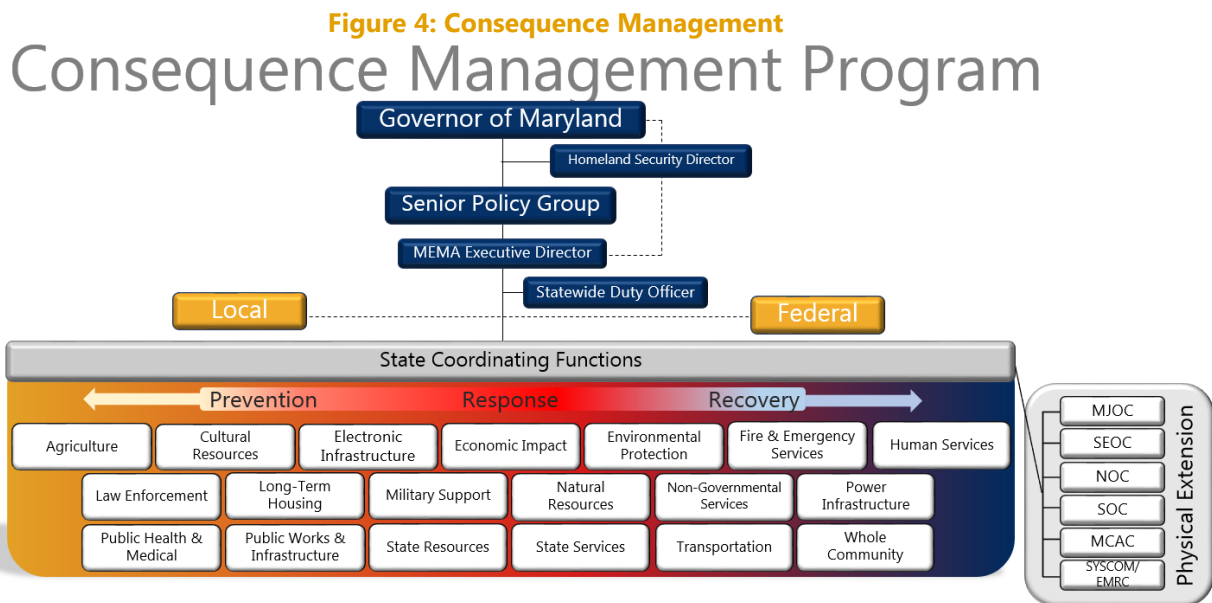
A.   Consequence Management Program Components

The Consequence Management Program components, as outlined in the figure above, are structured within a hierarchy with the Governor overseeing the State's consequence management efforts. This structure provides the basis for all activities, ensuring clear lines of authority and unity of effort. Within the structure, the Governor serves as the chief executive, setting broad strategic incident goals, which are carried out by MEMA and other State Department/Agency leaders. The following section describes the key consequence management components.

B.   Internal Stakeholders

Governor

The Governor is the senior executive for consequence management activities. In this capacity, the Governor sets the overarching goals, liaises with local elected officials, and submits formal requests for federal assistance.

Homeland Security Director

As the chief policy advisor to the Governor, the Homeland Security Director advises on concerns and potential issues, and recommends policy-level courses of action. The Homeland Security Director works closely with the Senior Policy Group and MEMA Executive Director to ensure the State is providing adequate support to impacted/threated portions of the community.

Senior Policy Group

The Senior Policy Group (SPG) provides overarching policy guidance and direction for emergency management and homeland security activities in Maryland. Individuals within the SPG include the MEMA Executive Director, Homeland Security Director, and Cabinet Secretaries (or their designees) from key stakeholder State Departments/Agencies/Offices. The SPG has authority for strategic policy-level consequence management priorities.

MEMA Executive Director

The MEMA Executive Director provides direction to the SPG. In this capacity, they facilitate the Consequence Management Program and ensure state-level coordination meets the needs of the impacted/threatened community. The MEMA Executive Director briefs senior leadership at all levels of government, and advises the SEOC and overall MEMS of key objectives required to meet the goals of the Governor.

Statewide Duty Officer

The Statewide Duty Officer (SDO) monitors for potential threats/hazards that could impact Maryland. Working closely with the Maryland Joint Operations (MJOC) support staff (e.g. Risk Analysts), the SDO provides real-time decision-making capabilities when incidents are reported, and has the authority to escalate incidents to the MEMA Executive Director and recommend enhancing statewide operations. The SDO serves as the State Emergency Coordinator until agency personnel mobilize adequate components of the MEMS.

Key Point: All State Departments/Agencies/Offices have an important role in consequence management activities.

State Coordinating Functions

The activities stakeholders conduct during consequence management activities center around services provided and outcomes achieved during disaster. State Coordinating Functions (SCF) feature a lead State Department/Agency/Office and one or more support State Departments/Agencies. The SCFs conduct state-level operations and support the needs of local jurisdictions and other State Departments/Agencies/Offices during consequence management activities.

- **Lead State Agency**: Lead State Departments/Agencies/Offices coordinate activities within their respective SCF, develop plans, coordinate with State Departments/Agencies/Operations, and conduct operations in support of operations.
- **Support State Agency:** Support State Departments/Agencies/Offices support the SCF within their expertise and capabilities, and may support any number of SCFs.

While the specific roles/responsibilities of each SCF are defined in greater detail later in this document, the figure provides an overview of the Lead State Agency for each SCF. The following table defines the scope of each SCF.

Figure 5: Lead SCF Agencies

State Coordinating Functions – Lead State Agency

Agriculture	Cultural Resources	Economic Impact	Electronic Infrastructure	Environmental Protection
Maryland Department of **Agriculture**	Maryland Department of **Planning**	Maryland Department of **Commerce**	Maryland Department of **Information Technology**	Maryland Department of the **Environment**

Fire & Emergency Services	Human Services	Law Enforcement	Long-Term Housing	Military Support
Maryland **Emergency Management** Agency	Maryland Department of **Human Services**	Maryland Department of **State Police**	Maryland Department of **Housing & Community Development**	Maryland **Military** Department

Natural Resources	Non-Governmental Services	Power Infrastructure	Public Health & Medical	Public Works & Infrastructure
Maryland Department of **Natural Resources**	Maryland **Emergency Management** Agency	Maryland **Public Service Commission**	Maryland Department of **Health** Maryland Institute for **EMS** Systems	Maryland Department of **Labor, Licensing, & Regulation**

State Resources	State Services	Transportation	Whole Community
Maryland Department of **General Services** Maryland **Emergency Management** Agency	Maryland Department of **Budget & Management**	Maryland Department of **Transportation**	Maryland Department of **Disabilities**

Table 1: SCF Definitions

Agriculture	Cultural Resources
Coordinates protection of agriculture resources, including responding to zoological and botanical disease outbreaks.	Limits the effects of a disaster on the State's historic and cultural resources.
Economic Impact	Electronic Infrastructure
Addresses economic impacts of a disaster to Maryland private-sector entities.	Maintains, protects, and repairs electronic infrastructure.
Environmental Protection	Fire & Emergency Services
Coordinates activities for incidents that have potential or actualized impacts to the environment, including incidents at fixed nuclear facilities.	Coordinates the fire service and other emergency services to support local operations.
Human Services	Law Enforcement
Conducts sheltering, housing, feeding, and other mass care activities.	Coordinates statewide law enforcement and security operations.
Long-Term Housing	Military Support
Assists individuals displaced by a disaster through arranging/providing financial housing assistance.	When authorized by the Governor, support statewide activities with National Guard resources, provide subject matter expertise in the application of federal military resources
Natural Resources	Non-Governmental Services
Protects the natural environment of Maryland.	Coordinates with non-governmental organizations to provide services to impacted citizens, and coordinates volunteers.
Power Infrastructure	Public Health & Medical
Coordinates with energy infrastructure providers to meet energy demands and restore service post incident.	Coordinates public health and medical services, including emergency medical services, to protect lives from health threats.
Public Works & Infrastructure	State Resources
Coordinates activities to protect the State's infrastructure.	Assists State partners in filling contracts to acquire necessary resources.
State Services	Transportation
Coordinates States Departments/Agencies with a role in State consequence management activities.	Operate, maintain and restore state owned transportation infrastructure and systems
Whole Community	
Provides services and resources to ensure inclusiveness of all communities	

Emergency Coordinators (EC)

The Emergency Coordinators serve as the liaison to MEMA. They are usually the SEOC representatives, linking their Department/Agency/Offices with the Consequence Management Program. The ECs have the authority to make decisions and commit necessary resources on behalf of their Department/Agency/Office to support consequence management activities.

C.   External Stakeholders

The coordination of consequence management activities requires collaboration from all levels of government and external partners. This section describes the roles of stakeholders within the Consequence Management Program outside Maryland State government.

Local

The primary responsibility for preparing for and resolving consequence management activities resides at the local level. Furthermore, local elected officials have the legal responsibility to ensure the safety of their citizens and direct local operations. Local agencies and stakeholders drive tactical operations and strive to meet the needs of their communities. When the demands of the incident outpace local capabilities, State Departments/Agencies/Offices and other stakeholders within the Consequence Management Program assist to fill the gap.

Federal

Federal agencies provide assistance when the capabilities of local and State resources have been exhausted. The Federal Emergency Management Agency's (FEMA) Regional Response Coordination Center (RRCC) coordinates the federal support to Maryland when requested.

Non-Governmental

Non-Governmental Organizations (NGOs), such as voluntary organizations and nonprofit organizations, provide specialized services and expertise during incidents. These organizations have the ability to provide assistance areas government may be unable to provide the needed assistance. NGOs partner with stakeholders within the Consequence Management Program across all Mission Areas and phases of activities.

Private Sector

The private sector is also an important stakeholder in the MEMS. Like NGOs, private sector organizations are able to fill gaps that government cannot, among other things. They are also a key partner in jumpstarting the economy after a significant incident. MEMA regularly engages the private sector through the Private Sector Integration Program (PSIP).

D.   Consequence Management Physical Facilities

The primary 24/7 all-hazards watch center is the Maryland Joint Operations Center (MJOC). When the State Emergency Operations Center (SEOC) opens, it becomes the central, primary point of State-level coordination and communications. In addition to the MJOC and SEOC, a number of physical locations support consequence management operations including:

- Maryland Coordination and Analysis Center - Watch;
- Maryland Department of Transportation State Highway Administration - Statewide Operations Center;
- Maryland Institute for Emergency Medical Services Systems (MIEMSS) - Statewide Communications System;
- Maryland Department of Environment - Accident Assessment Center; and
- Maryland Department of Human Services - Command Center.

During heightened consequence management activities, one or more of these operations centers may open (or enhance operations) to support discipline-specific operations. These centers have a direct connection to the SEOC at all times, and execute policy objectives directed by the SPG through the JOG and SEOC. The figure below summarizes the roles of the primary and supporting consequence management centers in support of operations.

Figure 6: Primary and Support Center Roles
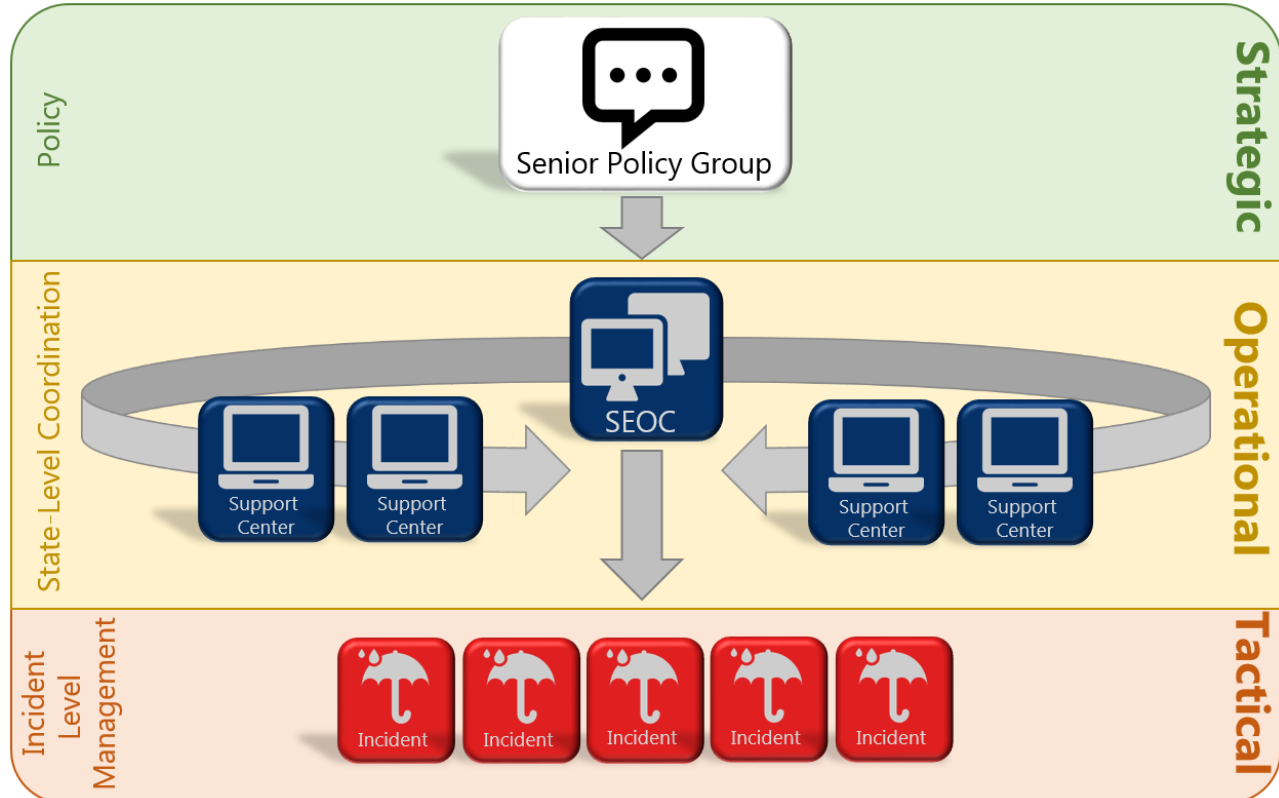
The following section provides an overview of the roles/responsibilities of each primary and support center. As noted, these centers work in concert during significant incidents requiring physical coordination, and virtually through the MJOC during most consequence management activities. The figure below summarizes primary and support centers within Maryland.

Figure 7: Primary and Support Centers

Statewide Communications System	**Maryland Joint Operations Center**	**MDHS Command Center**
Maryland Institute for Emergency Medical Services Systems	Maryland Emergency Management Agency	Maryland Department of Human Services
Provides interoperable communications between ambulances, medevac helicopters, hospitals, & specialty centers.	Coordinates consequence management activities on an ongoing basis through a 24/7 watch.	Coordinates mass care services and facilitates a statewide reunification hotline for use during incidents.

MCAC Watch	**State Emergency Operations Center**	**Accident Assessment Center**
Maryland Coordination & Analysis Center	Maryland Emergency Management Agency	Maryland Department of the Environment
Identifies criminal/terrorist trends and shares actionable information as appropriate.	Central point of all-hazards physical coordination during consequence management incidents.	Coordinates the tactical response to fixed nuclear facility incidents including providing support to local jurisdictions.

Statewide Operations Center	**Security Operations Center**
State Highway Administration	Maryland Department of Information Technology
Coordinates all aspects of the State highway operations including during consequence management incidents.	Monitors Maryland State cyber networks and resolves cyber attacks and intrusions.

E. Primary Centers

Maryland Joint Operations Center

The MJOC serves as the "steady-state" activation arm of both the SEOC and of the Maryland National Guard (MDNG) Joint Force Headquarters (JFHQ). The MJOC is the State of Maryland's primary situational awareness, alert, warning, and notification center. The MJOC supports various State Departments/Agencies/Offices for alert/notification, communications, and information sharing. The MJOC has built in failsafe redundant primary and backup notification and communication systems. These include but are not limited to:

- Land line phones
- Satellite phones
- Redundant radio systems/frequencies

The MJOC shift supervisor is responsible for managing the MJOC during consequence management activities. The MJOC staffs shifts on a rotating basis of 12-24 hour shifts and are able to sustain and provide twenty four hour manning of all necessary communication links. Personnel rosters are kept within the MJOC Operations manual. The MJOC is physically located within the SEOC at:

> 5401 Rue Saint Lo Drive
> Reisterstown, MD

The back-up physical location of the MJOC is at the

> Harford County Emergency Operations Center
> 2220 Ady Road
> Forrest Hill, MD

State Emergency Operations Center

During times of heightened threats/hazards, physical, face-to-face coordination may be needed. The SEOC is the physical location where State Departments/Agencies/Offices support consequence management activities. The SEOC becomes the central point of State coordination during widespread consequence management incidents. The SEOC supports the needs of local jurisdictions through operations across a variety of local, state, federal, private, nonprofit, and voluntary agencies. The figure below illustrates the structure of the SEOC.

Figure 8: SEOC Organizational Structure
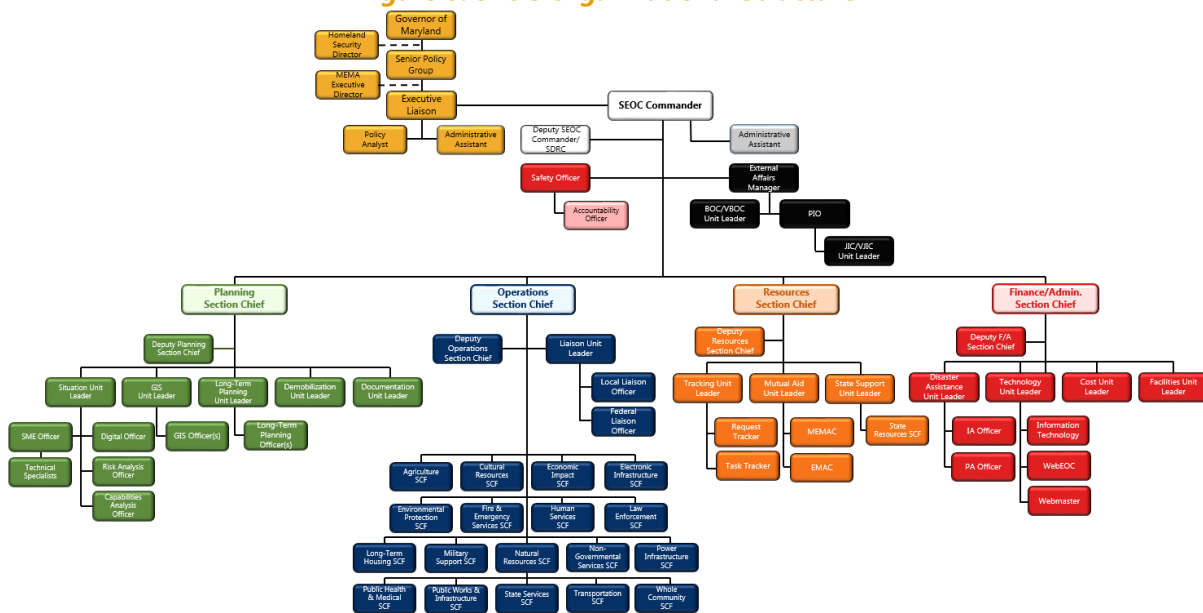
F.   Support Centers

Maryland Coordination and Analysis Center - Watch

The primary function of the Maryland Coordination & Analysis Center (MCAC) is to provide analytical support for all federal, state and local agencies involved in law enforcement, public health and welfare, public safety and homeland security in Maryland. It provides strategic analysis to better focus the investigative activities within the state and to better enable public health and safety agencies to perform their important protective functions.

Maryland Department of Transportation State Highway Administration - Statewide Operations Center

The Maryland Department of Transportation (MDOT), State Highway Administration (SHA) Statewide Operations Center (SOC) serves as the State's state road transportation coordinating point, and is responsible for requesting incident response resources on State roadways.

Maryland Institute for Emergency Medical Services Systems - Statewide Communications System

The Maryland Institute for Emergency Medical Services Systems (MIEMSS) Statewide Communications System is a complex network that provides communications among ambulances, medevac helicopters, dispatch centers, hospital emergency departments, trauma centers, specialty referral centers, health departments, emergency operations centers, and law enforcement. The MIEMSS Statewide Communications System is broken down into two components: Emergency Medical Resource Center (EMRC) and Statewide Communications (SYSCOM).

Maryland Department of the Environment - Accident Assessment Center

The Accident Assessment Center (AAC) supports the response to incidents at Fixed Nuclear Facilities (FNF) affecting Maryland. The Maryland Department of the Environment (MDE) coordinates field-level activities, such as environmental monitoring from the AAC. This is also the location where subject matter experts (SMEs) may meet to discuss long-term environmental recovery.

Maryland Department of Human Services - MDHS Command Center

The Maryland Department of Human Services (MDHS) Command Center supports mass care services and is the point of coordination for response and recovery operations for MDHS. Like other support centers, this center coordinates discipline-specific activities in the context of greater consequence management operations. Some of the processes that take place at the command center include logistics coordination, strategic planning, and reunification/disaster assistance hotline activities.

Maryland Department of Information Technology – Security Operations Center

The Department of Information Technology (DoIT) Security Operations Center (SOC) monitors State networks for cyber intrusions and disturbances. The NOC leads the technical response to cyber incidents, and coordinates directly with the SEOC and/or JOG for significant cyber incidents.

G.   Operation Center Relationships

A distinct relationship exists between operations at the state-level, local-level, and incident command level. The following figure provides a summary of the relationships between State and local consequence management activities.

Figure 9: Entity Focus
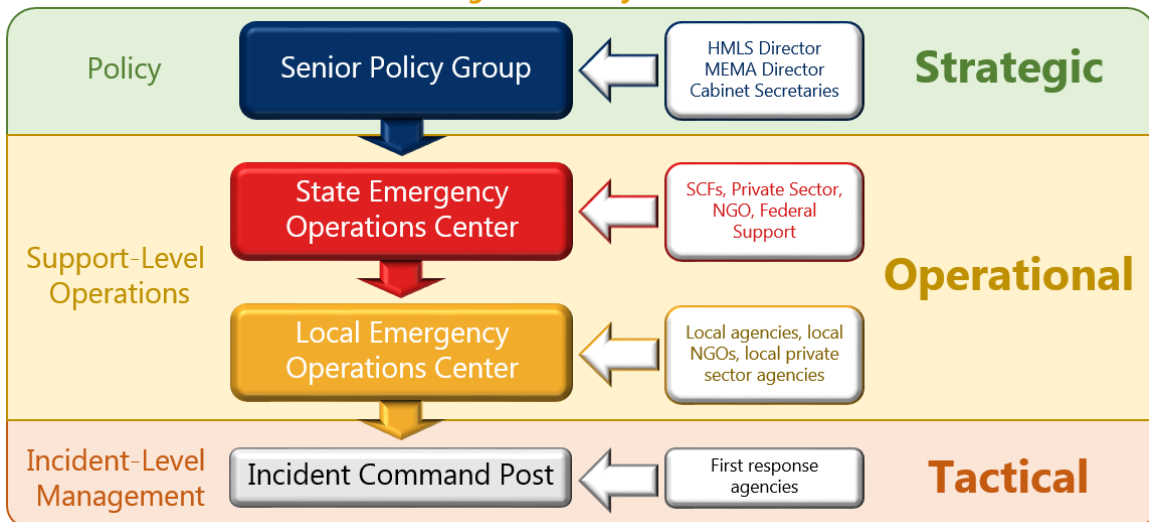
Clearly distinguishing the roles of policy, support-level operations, and incident-level management is critical in a successful operation. The following table provides additional detail on the key aspects of each role.

Table 2: Agency Roles

Policy	Support-Level Operations		Incident-Level Management
Senior Policy Group	**Local EOC**	**SEOC**	**Incident Command Post**
• Sets broad state-level support objectives • Identifies long-range priorities • Implements support mechanisms	• Supports on-scene operations with resources, information, and financial management • Supports long-range planning efforts		• Directs tactical first response agencies to complete incident tasks • Commands mutual aid • Facilitates on-scene incident management

III. Concept of Operations

This section describes the activities, tasks, and responsibilities for consequence management operations in Maryland. As noted, consequence management activities include the Prevention, Response, and Recovery Mission Areas. These Mission Areas serve as the basis for and frame the extent of state-level operations.

A. Mission Areas and Operational Phases

The figure below summarizes the Mission Areas, which are broken into operational phases, and are described in greater detail below.

Figure 10: Consequence Management Operational Phases

Prevention	Response	Recovery
Preempting a consequence management incident	Limiting the extent of and addressing impacts	Returning the community to pre-disaster conditions
Steady-State / Enhanced Threat/Hazard	Partial / Full	Short / Inter-mediate / Long-Term
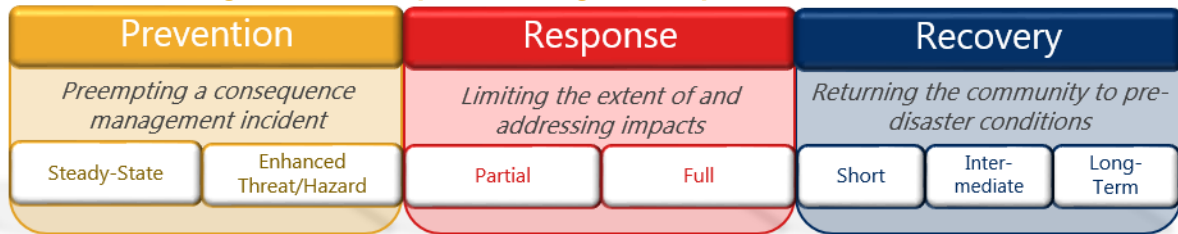
Prevention

Prevention refers to the measures agencies take to stop a consequence management incident from occurring. Prevention activities include daily steady-state activities (e.g., threat monitoring, information sharing), as well as enhanced activities aimed at lessening the impact of a threat (e.g., increasing security presence, moving resources in anticipation of hurricane landfall). The Prevention Mission Area has two phases:

- Prevention – Steady-state (activities occurring in absence of an active threat); and
- Prevention – Enhanced threat/hazard (activities occurring when there is an active threat to communities in Maryland).

Response

Response activities begin when the impact from a threat/hazard is imminent or communities in Maryland are currently being impacted. The Response Mission Area includes measures taken to save lives, limit property damage, and protect the environment. Response operations continue until the threat of imminent danger subsides, immediate unmet needs are filled, and the proper recovery structures are in place. The Response Mission Area has two phases, including:

- Response – Partial (incidents of a limited impact and/or damage); and
- Response – Full (incidents with widespread geographical impact and/or damage).

Recovery

When immediate activities to save lives and limit the impact of a threat/hazard subsides, consequence management activities transition to the Recovery Mission Area. Recovery refers to the actions taken to restore basic community functions, reestablish daily routines, and return a community to pre-disaster condition while, at the same time, improving overall resiliency. Recovery activities begin while response operations are ongoing. The planning for recovery starts early on during response operations, and may continue for months or years. Recovery has three overlapping phases, including:

- Recovery – Short (activities focused on meeting basic human needs);
- Recovery – Intermediate (activities to reestablish essential services); and
- Recovery – Long-Term (the long-term rebuilding of the community).

While most impacts from threats/hazards will require some degree of recovery operations, few will escalate to the level of requiring long-term recovery operations.

B.   State Actions by Mission Area

The table below summarizes the high-levels tasks the State accomplishes in each Mission Area. Detailed tasks for each Mission Area, phase, and State Coordinating Function appear in the Prevention, Response, and Recovery Chapters of this CMOP.

Table 3: State Tasks by Mission Area

Prevention	Response	Recovery
- Monitor for threats/hazards impacting Maryland - Implement safeguards to prevent disasters from occurring - Enhance State activities to prepare for impending consequences - Take actions to lessen impact of disaster	- Leverage State Departments/Agencies/Offices to support local efforts - Address immediate threats to life/safety/environment - Manage public messaging for public safety operations - Declare a state of emergency and facilitates resource assistance	- Reestablish basic services and support normalization of disaster survivors - Support survivors with State programs and services - Prioritize actions to jumpstart recovery and the State's economy

C.   Transition between Phases

The transition from one Mission Area or one phase to another occurs gradually or rapidly. Consequence management activities may begin at full response as a result of a no-notice impact. Specific phases might also be bypassed depending on the nature of the impact. The following figure outlines the process of threat identification to resolution across the Mission Areas and their corresponding phases, and depicts a general surge and decline in the activity level during each phase.

Figure 11: Transition Triggers
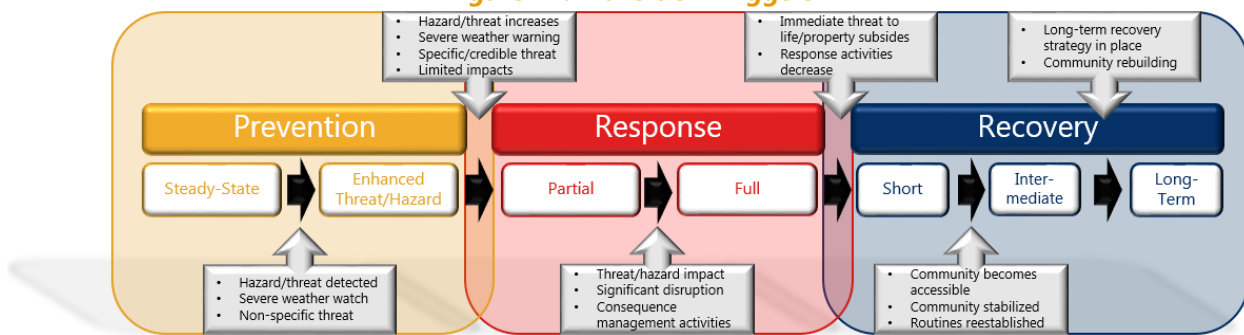
D. Escalation Process

When hazards impact and/or threaten Maryland, key stakeholders take deliberate actions to limit consequences. The figure below summarizes the escalation process, which initiates at one of Maryland's 24/7 operations centers described previously.

Figure 12: Incident Escalation Process

Routine Threat/Hazard Monitoring

On an ongoing basis, the MJOC and the State's other 24/7 watch centers monitor for threats and hazards. The MJOC, as the State's all-hazards 24/7 watch center, initiates the consequence management process when an incident meets pre-established MJOC criterion (included in standard operating protocols). The MJOC coordinates with discipline-specific watch centers, synthesizing and packaging incident information into statewide notifications.

State Duty Officer Notified

When the impacts of a threat/hazard reach a level requiring enhanced coordination, the MJOC notifies the Statewide Duty Officer. From there, the SDO analyzes the incident, and if necessary:

- Notifies senior leadership;
- Initiates a call-down of State consequence management personnel; and
- Initiates conversations with local emergency management agencies to include a Statewide Emergency Management call (if appropriate).

Senior Executive Notifications

After notification of a significant or anticipated impact, the MEMA Director on Call notifies State senior executives, including:

- Homeland Security Director;
- Senior Policy Group; and
- Governor of Maryland (if appropriate).

After notification, MEMA leadership conducts an SPG conference call to discuss the impact and anticipated actions. This conversation also includes a discussion of State actions and measures to limit consequences or prevent cascading impacts of the threat/hazard.

Increase in State Posture

If warranted, the State posture increases (see figure above). Once this occurs, State Departments/Agencies/Offices enhance efforts to resolve the threat and to limit impacts. At this point, MEMA designates a Lead State Agency to provide subject matter expertise and drive the support to local jurisdictions. Upon an increase in the State's posture State Departments/Agencies/Offices initiate enhanced state-level coordination.

Enhanced State-Level Coordination

Once the State posture increases, State Departments/Agencies/Offices begin enhanced operations. Coordination occurs either in the SEOC or through the State virtual coordination process. Enhanced state-level coordination continues throughout all Mission Areas until the issue is resolved or at the point at which the operation transitions to a long-term recovery committee.

E.   State Activation Level

The State Activation Level (SAL) is a reference to the level of activity and the posture assumed by State Departments/Agencies/Offices in coordination of consequence management activities. The SAL is not tied to a specific Mission Area or phase; rather, it is used to communicate the actions the State is taking and the impact of a threat/hazard. The SAL levels with descriptions are below.

Figure 13: SAL Levels

Full
Incident of such magnitude that it requires or may require response and/or recovery efforts and significant resources. EOC is fully staffed.

Partial
Incident or event requires significant monitoring or resources.
Additional EOC staffing from agencies, functions, and supporting organizations.

Enhanced
Incident or event requires additional monitoring or resources.
Core EOC Staff with potential augmentation from selected agencies, functions, and organizations.

Normal
Routine operation with no incident or event anticipated.
State: 24/7 coordination and situational awareness through MJOC.
Local: 24/7 coordination and situational awareness through local 911 centers.

F.   Relationship between SAL and CMOP Operational Phases

While the operational phases outline the actions of CMOP stakeholders, they are not tied directly to the SAL, which describes the posture and the magnitude of activities. In general, however, the CMOP phase will be similar to the SAL. For instance, during a Full SAL, it is likely that CMOP phase will also be "Response-Full" for an incident with a significant impacts.

G.   Levels of Disaster Declarations

A local jurisdiction or the State may declare a state of emergency when a significant consequence management incident occurs or in anticipation of an impact. A declaration of a state of emergency allows for expedited resource procurement, waivers of regulations, and other mechanisms aimed at resolving the issue as quickly as possible. A state of emergency can also release emergency disaster funding, and may make federal resources available to support the response.

Local State of Emergency

A local jurisdiction declares a local state of emergency when a threat/hazard is/will impact their community. A declared local state of emergency enables jurisdiction-to-jurisdiction resource sharing outside normal mutual aid through the Maryland Emergency Management Assistance Compact (MEMAC) (see the Resource Management Mechanisms section below for details).

State Level State of Emergency

In anticipation of and/or in response to the impact from a threat/hazard, the Governor may declare a state of emergency for a single jurisdiction, several jurisdictions, or for the entire State. This declaration gives the Governor the authority to take necessary action to protect life and property, including acquiring out-of-state resources through the Emergency Management Assistance Compact (EMAC), and authorizing the Governor to deploy the National Guard under the State Active Duty designation. The table below outlines the programs and services which become available once the Governor declares a State-level State of Emergency.

Table 4 - State-Level State of Emergency Programs/Services

State Department/Agency/Office	Program/Service
Maryland Insurance Administration	• Suspend cancellation and/or non-renewal of insurance policies • Waive time restrictions on prescription refills and access to durable medical equipment, supplies and eye glasses • Extend the time for completion of repairs to property
Maryland Department of Health	• Permit medical providers to practices under an out of state license in various capacities • Implement evacuation/social distancing measures • Order isolation, quarantine, and compel medical testing/treatment* • Request supplies from the Strategic National Stockpile* (does not require SOE but conveys severity of situation)
Maryland Department of Housing and Community Development	• Implement the MD Business Recovery Loan Program • Implement the MD Disaster Housing Assistance Program • Implement the MD Disaster Relief Housing Program
Maryland Department of General Services	• Waive the competitive process for procuring architects and engineers • Activate emergency corporate purchasing cards
Maryland Department of Disabilities	• Expedite unsecured financial loans for assistive technology/ accessibility modifications* • Implement case management support* • Standing up a constituent hotline* • Transferring assistive technology and accessibility products*

* Denotes internal process and/or action that does not require a State of Emergency as defined in COMAR

Presidential Disaster Declaration

When the magnitude of an incident exceeds the State's capability to respond and supplemental federal assistance is necessary to support response activities, the Governor may request a Presidential disaster declaration. Additionally, the President may provide federal assistance if it is necessary to save lives or prevent severe damage. Depending on the impacts of an incident, supplemental financial assistance may be available through FEMA to assist state and local governments, and certain private nonprofit organizations with response and recovery efforts.

IV.   Resource Management

At the state level, resource management efforts aim to effectively coordinate resource requests to ensure local jurisdictions and State Departments/Agencies/Offices have the necessary resources to manage incidents at the lowest level possible. As such, the State responsibility for resource management encompasses managing requests from local jurisdictions and State Departments/Agencies/Offices, coordinating state-owned resources for deployment, and making requests for out-of-state and federal resources.

A.   Resource Management Process

The State follows a seven step resource management process for any and all resource requests. The resource management process applies regardless of the SAL. This process is outlined in the subsequent sections and figure below.

Figure 14: Resource Management Process
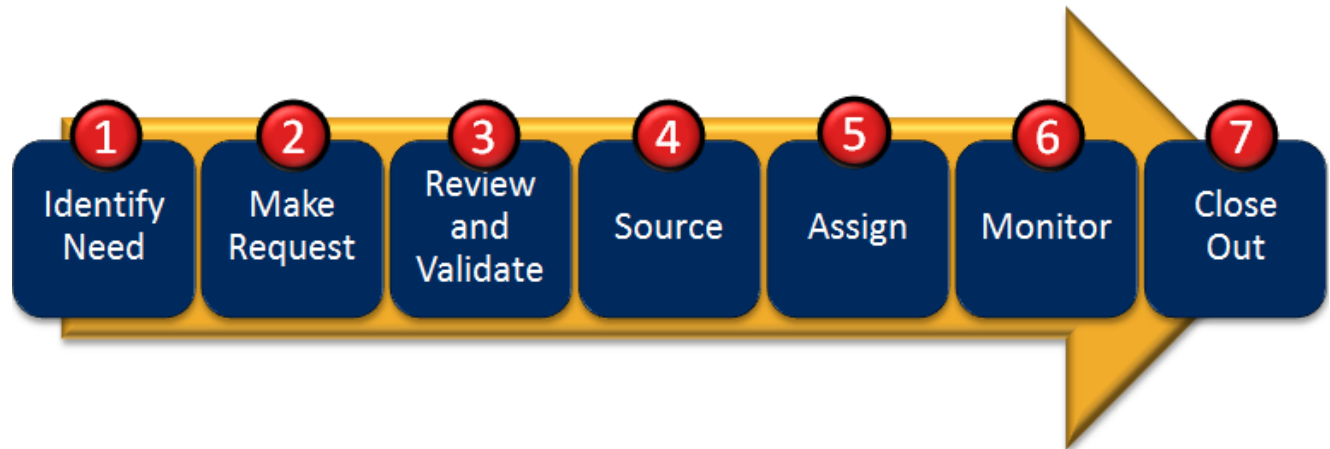
Step 1: Identify Need

Resource requests originate from either local jurisdictions or from State Departments/Agencies/Offices. In either case, resource requests come to the State once internal resources have been or it is anticipated that they will be exhausted (including resources available through existing mutual aid agreements) or when a local jurisdiction or State Department/Agency/Office determines they need a specialized capability that they do not currently possess.

Step 2: Make Request

Resource requests are often initiated through informal communication, such as phone calls, face-to-face conversations or e-mails. For a resource request to be official, it must be entered on the Requests and Tasks Board in WebEOC. Ideally, the requestor of the resource should enter the request; however, the Liaison Officer (LO), Local Liaison, or other MEMA staff member may also assist in entering resource requests.

> **Key Point:** Agencies making requests do so by indicating the mission they wish to accomplish rather than a specific resource.

Step 3: Review and Validate

Once a resource request has been entered, MEMA initiates a review of that request within 15 minutes. This initial review of the resource request is done to verify that all of the necessary information has been included.

Step 4: Source

Once the request has been properly vetted, MEMA works to task that request to the entity that can provide support. There are several options available for sourcing requests, which are detailed in the Resource Management Mechanisms section below.

Step 5: Assign

Once a source for the request has been identified, that resource request is tasked out and assigned in WebEOC to the appropriate entity to be fulfilled. The action of assigning a task serves to document any conversations that happened in Step 4.

Step 6: Monitor

Monitoring a resource request is a shared responsibility among MEMA, the requesting entity, and the resource-providing entity. WebEOC is the primary system used to monitor resource requests and tasks.

Step 7: Close Out

Resource requests and tasks are closed out when the mission has been completed and/or when the resource is no longer needed.

B.   Limited Resource Decision Making

During widespread impacts resources will be spread thin and it is likely that resource allocation will need to be prioritized based on need. In these cases State senior leadership makes final determination of which impacted jurisdictions receive resources. The figure below outlines the process by which officials make limited resources decisions. This internal process is used only the resource management process is taxed and all needed cannot immediately be met.

Figure 15 - Limited Resource Decision Making Process
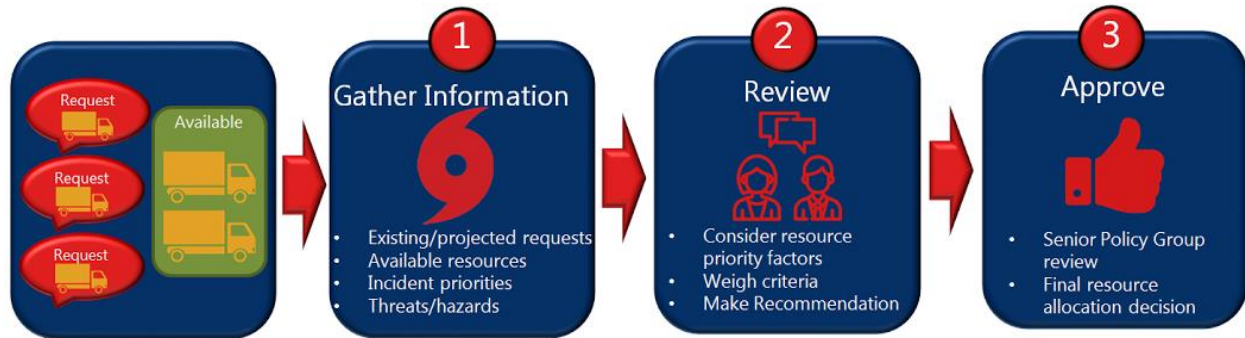
This process begins when there are more requests than available resources. Upon initiating the process SEOC personnel gather information about resource status, incident priorities, and threats/hazards. After gathering information personnel consider resource priority factors such as life safety, resource effectiveness, etc. and make a recommendation to senior leadership. Upon receipt of recommendation the SPG authorizes the final resource allocation decision.

C.   Resource Management Mechanisms

Obtaining resources expediently during a disaster is one of the most important activities within consequence management operations. A significant incident may require resources from outside of the jurisdiction, region, or even the State. The following figure summarizes the characteristics and application of various resource management mechanisms.

Figure 16: Resource Management Mechanisms

Mutual Aid	MEMAC	EMAC
Resource sharing between jurisdictions with existing mutual aid agreements.	Resource assistance between jurisdictions for requests that are beyond pre-existing mutual aid agreements.	Resource assistance between states to assist during major incidents.
State Agency Assistance	**State Contracts**	**State Facilitated Assistance**
Assistance (non-routine) provided to local jurisdictions from State Departments/Agencies/Offices.	Private sector vendors with active state contracts which local jurisdictions can use during significant incidents.	Resource packages assembled by State Departments/Agencies/Offices from a variety of sources.

Non-Governmental Assistance	Federal Assistance
Resources and services provided from non-governmental entities such as voluntary organizations and the private sector	Federal resources provided to assist state or local operations. May be available for Stafford Act or non-Stafford Act incidents.

Mutual Aid

Mutual aid includes the routine sharing of resources between jurisdictions. During incidents, jurisdictions with existing mutual aid agreements in place share resources to support ongoing operations. These agreements are entered into and executed by the local jurisdictions without assistance from the State.

Maryland Emergency Management Assistance Compact (MEMAC)

MEMAC is Maryland's intra-state mutual aid agreement, which allows participating local jurisdictions (identified in the Code of Maryland Regulations) to share resources beyond normal mutual aid. MEMAC is only available once the affected jurisdiction declares a local state of emergency. MEMAC addresses cost reimbursement, liability protections, and issues related to

workers' compensation. MEMA acts as a facilitator between jurisdictions, broadcasts requests, and assists jurisdictions with locating available resources.

Emergency Management Assistance Compact (EMAC)

When the resources needed to support an incident exceed those available within Maryland, MEMA uses EMAC to obtain outside assistance. EMAC is the national inter-state resource sharing system, which allows states and territories to assist one another during disasters. EMAC is only available once the Governor has declared a state of emergency. MEMA, as the signatory to EMAC, makes requests for resources via EMAC on behalf of State Departments/Agencies or local jurisdictions.

State Agency Assistance

When requested, State Departments/Agencies/Offices provide resource support, including specialized resources, to augment local jurisdictions' efforts. This support may be provided with or without the expectation of reimbursement, under conditions agreed upon prior to deploying the requested resources. State Departments/Agencies/Offices providing support to local jurisdictions are not eligible to use MEMAC; however, they may choose to enter into a contract with the requesting organization.

State Contracts

State Departments/Agencies/Offices maintain databases of companies with active State contracts. Local jurisdictions have the ability to draw upon contractors on the State contracts list to support consequence management efforts. Local jurisdictions drawing from the State contracts list enter into their own agreements with resource providers.

State Facilitated Assistance

In certain circumstances State Departments/Agencies/Offices assemble packages of resources to support local jurisdictions. In this capacity the State draws upon a variety of sources (e.g. local, state, non-governmental) to achieve the requested mission.

Non-Governmental Assistance

Agencies outside government structures often provide assistance during consequence management activities. Non-governmental assistance comes from a variety of sources including the private sector, voluntary organizations, and non-profit organizations. Non-governmental assistance is coordinated predominantly through the Non-Governmental SCF.

Federal Assistance

Depending on the scope of the incident, federal assistance, either through the Stafford Act or through regular federal mechanisms may be available. The FEMA Region 3 RRCC coordinates the request for, and deployment of, assets. Available resources include incident management personnel, subject matter experts, or tangible resources (e.g., communications equipment). In

certain circumstances, direct federal aid from agencies outside FEMA may be available (e.g., assets from United State Department of Agriculture during an animal-borne illness outbreak).

V.   Information Management

Effective information management is critical to stakeholders' ability to provide overarching coordination and resolution of an incident. Within the consequence management structure, information drives operational objectives, informs resource management needs, and facilitates the transition between Mission Areas and operational phases. Additionally the public, must be informed throughout the duration of a consequence management incident. This section discusses tools, protocols, and processes of information management.

A.   Internal Information Management

Clear and effective communication during a consequence management incident is critical to effective coordination and management. On an ongoing basis (during Prevention activities), the MJOC leads information management activities. In this capacity, the MJOC monitors a variety of situational awareness tools (described below), and analyzes and distributes information to stakeholders throughout Maryland.

During periods of enhanced threat/hazard and crisis response, State Departments/Agencies/Offices within the Consequence Management Program share information and gain situational awareness using the same processes and tools as during steady-state activities. During consequence management activities, the activity level, including the speed and number of messages, increases dramatically, as does the frequency of information shared and the products supporting operations. The following table summarizes the informational products produced both during steady-state operations and during periods of heightened activity.

Table 5: Informational Products

Daily Products	Enhanced Products
• Daily Executive Briefing	• EM Conference Call Notes • Incident Executive Briefings • SIGNAL

Information Products

An overview of the products produced to support situational awareness is provided below.

Daily Executive Briefing

The MJOC produces a daily summary of issues and incidents affecting Maryland. The Daily Executive Briefing provides a snapshot of ongoing incidents, threats/hazards, and actions that State and local agencies are taking to resolve routine emergencies. The MJOC distributes this summary to MEMS stakeholders.

Emergency Managers Conference Call Notes
In anticipation of or during an impact from a threat/hazard, MEMS stakeholders coordinate activities and share information during Statewide Emergency Management conference calls. MEMA distributes conference call notes to stakeholders across Maryland to better inform their decision making processes.

Incident Executive Briefings
Periodically, throughout the duration of an incident, decision makers require a snapshot of information about activities. As necessary, Incident Executive Briefings are produced to outline critical aspects of the consequence management incident. While not all-inclusive, these briefings highlight key actionable information that decision makers can act on.

Operational Period Briefings
At the conclusion of an operational period SEOC staff produce an operational period briefing that summarizes the key activities, state actions, and outstanding issues of the incident. MEMA distributes the briefing to operational partners and MEMS stakeholders to enhance situational awareness.   SIGNAL

The Situation, Information, General News, and Activity Log (SIGNAL), is the State's real-time, dynamic, situational reporting system. During consequence management activities, SIGNAL is the source for real-time information on emergency management and incident activities. Unlike situation reports, the SIGNAL's information is current and can be used to inform operations.

Situational Awareness Tools
An overview of the situational awareness tools is provided below.

WebEOC
WebEOC is Maryland's comprehensive information and resource management system; it facilitates tracking resource requests, local and State operational status information, and information sharing between local, State, and federal partners. WebEOC is also the primary system the MJOC uses to track daily operations.

OSPREY
The Operational and Situational Preparedness for Responding to an Emergency (OSPREY) tool is a Geographic Information System (GIS) visualization tool that provides a real-time, geographic view of data to assist in decision-making for emergencies, and contains a comprehensive database of facility and resource-related data, as well as real-time or modeled hazard data. A public version of OSPREY is available on MEMA's website.

MView

State and local agencies own and operate different Closed Circuit Television (CCTV) camera networks that use multiple types of cameras and video formats, and Maryland created a single, statewide platform to access these CCTV feeds via MView, which makes various video formats accessible with a single login. This allows State and local first responders to better manage emergency incidents and special events.

RITIS

The Regional Integrated Transportation Information System (RITIS) is a traffic situational awareness tool. This system aggregates multiple sources of traffic information from the region's systems, including data from the Maryland Department of Transportation (MDOT), Virginia Department of Transportation (VDOT), District Department of Transportation (DDOT), and the Washington Metropolitan Area Transit Authority (WMATA).

HURREVAC

HURREVAC is a storm tracking and decision support software tool for government emergency managers. The program tracks hurricanes using the National Weather Service's National Hurricane Center Forecast/Advisory Product, and combines this information with data from the Hurricane Evacuation Studies (HES) to assist emergency managers in decision making.

B.   Public Information

Informing the public during disasters is a core function of agencies within the Consequence Management Program. In Maryland, State Departments/Agencies/Offices participate in a Joint Information System (JIS) which meets the needs of a dynamic environment during consequence management activities. The following section describes the components of the system.

Maryland Joint Information System

On an ongoing basis, Maryland Public Information Officers (PIOs) coordinate in the development of consequence management public information messages through the Maryland JIS. Depending on the complexity and extent of the impact, operators activate various components of the JIS. The goal of the JIS is to present a consistent, unified message to the public during consequence management incidents. The figure below provides an overview of the Joint Information System Concept of Coordination.

Figure 17: Joint Information System Concept of Coordination
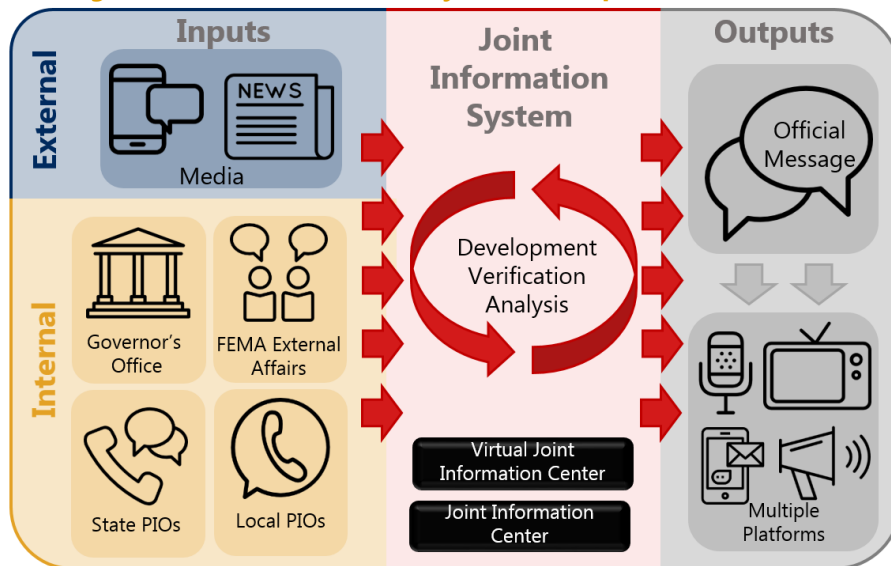
Public information operators receive, process, and distribute information from a variety of sources. They receive, synthesize, and analyze information from internal inputs (shaded yellow) and external inputs (noted in blue). From there, the message is developed and distributed to the public through a variety of platforms.

During periods of heightened activity, a joint information center (JIC) may be needed to coordinate and distribute official public messages. When incident conditions necessitate a greater level of collaboration, a virtual joint information center (VJIC) or physical JIC opens. Regardless of the level of activity or if a JIC or VJIC is established, the process remains constant.

The following section describes the components of the Maryland JIS in greater detail.

Joint Information Center
A JIC is a physical place where PIOs carry out the functions of the JIS. The primary State JIC is located at the SEOC; however, depending on the nature of threat/incident, it may be located at an alternate location. While a physical JIC can be established for any type of incident, it is typically used during response and short-term recovery operations.

Virtual Joint Information Center
More common than a JIC, a VJIC is appropriate for smaller incidents and those with a smaller public messaging component. The VJIC accomplishes the same tasks as a traditional JIC but through a virtual platform. The VJIC allows public information staff to fulfill their obligations at a distance.

Internal Inputs

Governor's Office

The Governor's Office provides input into the official message, which helps PIOs with development. The Governor's Office may relay key citizen concerns or recommend priorities for public messaging during incidents. PIOs use this information in final decision making for messaging to the public.

FEMA External Affairs

State PIOs work in concert and collaborate with public affairs staff from FEMA Region 3. FEMA staff provide information about regional impacts, the actions other states are taking, and the messages coming from the Region and FEMA. Collaboration with FEMA Region 3 is particularly helpful for large, regional incidents.

State Agency PIOs

Most State Departments/Agencies have dedicated public information staff. When developing the message, State Department/Agency PIOs collaborate to include appropriate discipline-specific information within the message. Depending on the nature of the incident, a State Department/Agency other than MEMA (e.g., public health emergency) may be assigned as the lead agency.

Local PIOs

Local PIOs coordinate with the State to present a unified message. MEMA also provides press release templates to local jurisdictions. Like coordination with regional entities, message unity at the local and State levels is critical in developing a sense of confidence with the public.

External Inputs

Media

The media provides a connection to the public and operates both as an input into the official as well as the messenger to the public. Information is received through a variety of mechanisms (e.g. social media, traditional media), is vetted, and if appropriate becomes a part of the official messaging.

The figure below illustrates the relationship between operational phases and joint information postures.

Figure 18: Joint Information Posture
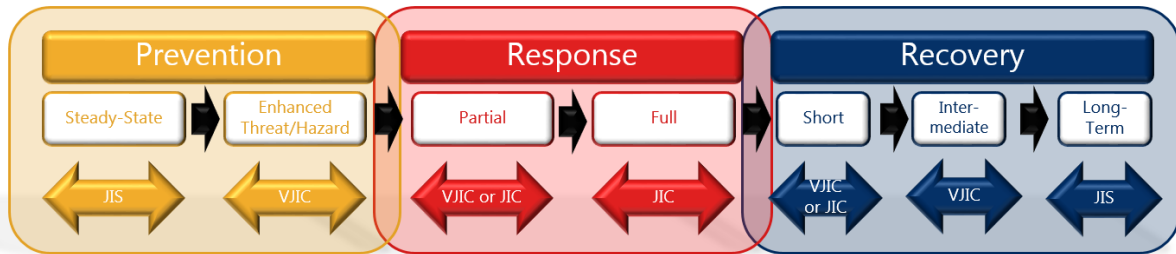
Joint Information System Concept of Operations

Effective public information requires agencies to collaborate in a systematic manner. Regardless of the size or scope of the incident, public information managers follow a standard process. The figure below outlines the JIS concept of operations. A detailed explanation of each step follows.

Figure 19: Joint Information System Concept of Operations
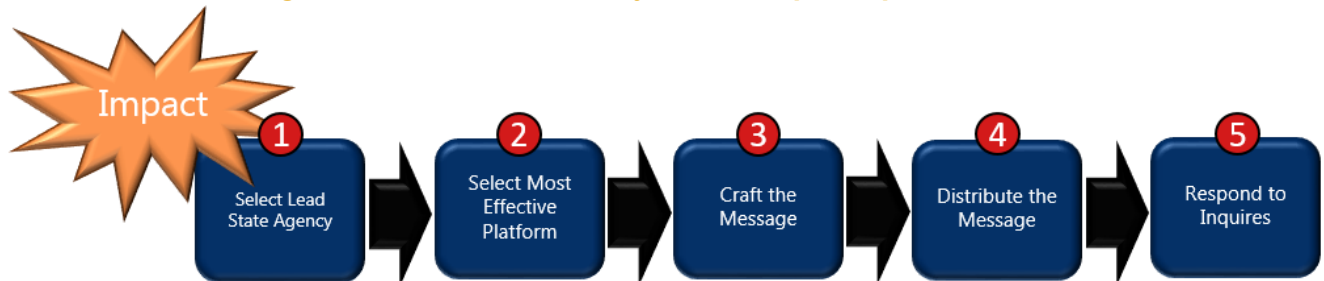
Step 1: Select Lead State Agency

The first step in the process includes selecting the appropriate Lead PIO State Department/Agency/Office to disseminate the public-facing message. For example, public messaging for a transportation incident should be led by MDOT. There are a number of factors to consider, including:

- The type of incident;
- The extent/scale of the incident;
- Implications of public messaging; and
- Historical context.

Regardless of which State Department/Agency/Office leads messaging, MEMA facilitates the coordination of individual State Department/Agency/Office PIOs when crafting the "State message."

Step 2: Select Most Effective Platforms

After the State Departments/Agencies select the Lead PIO, the next step is to select the most effective platforms for the message (e.g., press release, television interview, etc.). A number of factors affect which platforms are appropriate, including:

- The immediacy of the impact;
- What measures the public should take; and
- Regulatory requirements.

Step 3: Craft the Message

The extent and focus of the message depends on the results of Step 2. For example, social media messages tend to be short and focused, whereas formal press releases are longer and more detailed. Once crafted, PIOs comment and revise the message (given ample time).

Step 4: Distribute the Message

Next, the Lead PIO, in conjunction with the JIC Manager, distributes the message to the selected mediums for distribution (e.g., traditional and social media). If appropriate, support PIOs redistribute the message through either formal means or social media.

Step 5: Respond to Inquires

The Lead PIO (see Step 1) responds to questions and requests for additional information after message distribution. This step is important to quell concerns and to reassure the public of the steps the State is taking to address the issue. Supporting agencies should always redirect questions back to the Lead PIO when appropriate.

Public Information Platforms

A variety of public information platforms support consequence management activities. These range from traditional press releases to innovative tools that bring emergent messages to the public in real time. This section summarizes the tools available to PIOs.

Media

Press Release/Statement/Media Advisory

The traditional tool used by PIOs is the press release statement. A press release provides detail on the threat, the actions the public should take, and typically is released in anticipation of an impact. Press release templates are also made available to local jurisdictions impacted by the issue.

Interviews

In anticipation of, or during a threat/hazard impact, PIOs may conduct print, television, or radio interviews. Local media markets remain one of the most effective ways to reach the community with verified information during a crisis. Interviews can also reinforce official messages.

Press Conferences

Formal press conferences often accompany many of the platforms previously discussed. Press conferences allow members of the media the opportunity to ask questions directly to officials. Formal press conferences are typically appropriate for significant incidents with dire impacts, and may be used to reinforce official messages (e.g., evacuation orders).

Maryland Prepares Application

The Maryland Prepares Application is available to Apple and Android devices. The Application has the ability to push threat information directly to users and can warn them of threats.

Social Networking Websites

MEMA and other State Departments/Agencies/Offices actively participate on a number of social media platforms, which allow for direct interaction between the government and the public. These platforms support text and video messages that are delivered straight to the public.

Integrated Public Alert & Warning System

The Integrated Public Alert & Warning System (IPAWS) allows for short messages to be distributed to cell phones within a geographic area prior to/during life threatening situations. The MJOC has the ability to push an IPAWS alert if needed.

Digital Billboards

In times of crisis, MEMA has the ability to leverage digital billboards to communicate emergency messages. Through a partnership with Clear Channel and other digital billboard advertisers, MEMA shares threat information with the public on billboards throughout Maryland.

VI.   Financial/Administrative Management

Maintaining a clear and accurate accounting of funds expended or anticipated to support consequence management operations is vital in driving State operations. Accurate financial management also ensures that agencies can submit for federal reimbursement for incidents meeting a defined threshold.   This section describes the general processes State Departments/Agencies use to support incident management activities.

A.   Cost Tracking

Throughout the lifecycle of Prevention, Response, and Recovery, carefully tracking costs is paramount. During incidents, the Finance/Administration Section has primary responsibility for gathering all disaster-related costs, and if appropriate, submitting for reimbursement.

B.   Maintenance of Records

Effective record management and retention of records is critical in ensuring the State complies with various State and federal regulations. As such, all documents should be maintained for a period of up to seven years in accordance with established State policies.

C.   Disaster Assistance

In the aftermath of a disaster, financial assistance may be available to public safety agencies and individual members of the public. These programs become available when pre-defined damage thresholds are met. While detailed information about the application process exists in the forthcoming disaster assistance section of CMOP, the following provides a high-level overview of process and programs.

Disaster Assistance Programs

A number of State and federal programs are available to disaster survivors. The availability of these programs varies based on disaster size, scope, etc. The following figure provides an overview of primary disaster relief programs. A brief of discussion of each program follows.

Figure 20: Disaster Assistance Programs

Stafford Act	SBA Loan Program	State of Maryland Disaster Assistance
Federal Emergency Management Agency	United States Small Business Administration	Maryland Departments/Agencies/Offices
• Financial assistance for significant disasters • Assistance to governments and individuals	• Low interest loans for disaster survivors • Can be used absent of Stafford Act Declaration	Assistance to survivors impacted by disasters not meeting Federal thresholds

Federal – Robert T. Stafford Disaster Relief and Emergency Assistance Act
The Stafford Act authorizes the President to issue major disaster or emergency declarations in response to catastrophes in the United States that overwhelm state and local governments. Such declarations result in the distribution of a wide range of federal aid to individuals and families, certain private nonprofit organizations, and public agencies.

There are two types of disaster declarations provided for in the Stafford Act: emergency declarations and major disaster declarations. Both declaration types authorize the President to provide supplemental federal disaster assistance; however, the events related to the two different types of declaration and scope and amount of assistance differ.

The table below outlines the characteristics and programs available for each declaration type.

Table 6: Stafford Act Declarations

Emergency Declaration	Major Disaster Declaration
Assistance for smaller emergencies not to exceed $5 million.	Assistance for disasters overwhelming state/local agencies. No monetary limit.
• Public Assistance Program • Individual Assistance Program	• Public Assistance Program • Individual Assistance Program • Hazard Mitigation Assistance

A detailed discussion of eligibility and program requires is located in the Disaster Assistance Appendix.

Federal – United States Small Business Association
The United States Small Business Association (SBA) provides low-interest disaster loans to businesses of all sizes, private nonprofit organizations, homeowners, and renters. SBA disaster loans can be used to repair or replace the following items damaged or destroyed in a declared disaster: real estate, personal property, machinery and equipment, and inventory and business assets. The SBA declaration process, while similar, is independent of Stafford Act programs.

State – Maryland Department/Agency/Office Programs
For incidents not meeting the threshold for Federal disaster assistance, the State of Maryland has programs in place to provide assistance to disaster survivors. These programs support unmet needs such as housing assistance and other assistance aimed at meeting the basic needs of disaster survivors. The availability of and extent to which these programs are available varies based on the scope and extent of the disaster.

Disaster Assistance Process

The process to provide direct financial assistance following a disaster transcends the Response and Recovery Mission Areas. This process involves collecting information on disaster losses, validating information, and formally requesting assistance. The following figure provides an overview of the assistance process for the three primary disaster aid mechanisms in Maryland.

Figure 21: Disaster Assistance Process
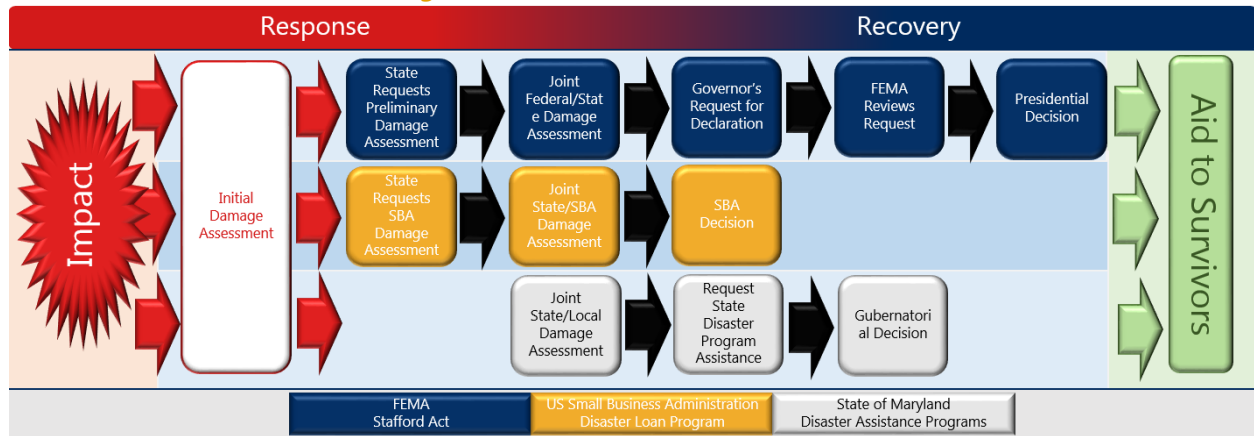
As noted, this process and program eligibility is defined in detail in the Disaster Assistance Appendix.

VII.   Plan Management and Maintenance

A.   Coordination

The CMOP outlines the processes for conducting consequence management operations in support of incidents within and outside of Maryland. The CMOP assumes the Whole of Community approach to integrate all agencies in the MEMS. As such, any supporting document developed must align with the CMOP and other State procedures.

As noted, all State Departments/Agencies/Offices play an important role in consequence management and emergency management in Maryland, and thus, must coordinate with other agencies identified in this plan during all activities.

B.   Plan Updates

In order to ensure the components of the CMOP and all supporting annexes/appendices remain up-to-date, this plan will be reviewed annually and updated biannually. MEMA is responsible for ensuring this plan and supporting components remain up-to-date. MEMA is also responsible for ensuring that all supporting plans, procedures, protocols, etc. align with the principles of this plan and the vision of the MEMS.

In addition to the base plan and supporting chapters, SCF functional plans, included in the overall document, need to be updated at regular intervals. The SCF Lead State Agency is responsible for ensuring their plans remain up to date.

The following table outlines the update interval for the components of CMOP.

Table 7: CMOP Update Schedule

CMOP Component	Review	Update
CMOP Base Plan	Biannual	Odd Years
CMOP Prevention Chapter	Annual	Even Years
CMOP Response Chapter	Annual	Even Years
CMOP Recovery Chapter	Annual	Even Years
SCF Functional Plans	As needed	As needed
Annexes	Annual	As needed
SEOC Attachment	Biannual	Odd Years
Guides	Quarterly	As needed

All updated plans are vetted with appropriate agencies, including those impacted by a change. Changes are made with collaborative input from SCFs, other State Departments/Agencies/Offices, and other stakeholders within the Consequence Management Program.

C.   Plan Testing, Training, and Exercises

Translating plans to action requires an ongoing commitment to training and exercising. Training and exercises conducted in Maryland follow FEMA's Homeland Security Exercise and Evaluation Program (HSEEP) guidance. The table below outlines the CMOP training and exercise schedule.

Table 8: CMOP Training and Exercise Schedule

CMOP Component	Training	Discussion-Based Exercise	Operations-Based Exercise
CMOP Base Plan	Monthly	Biannual	Odd Years
CMOP Prevention Chapter	Biannual	Annual	Even Years
CMOP Response Chapter	Biannual	Annual	Even Years
CMOP Recovery Chapter	Biannual	Annual	Even Years
SCF Functional Plans	As needed	As needed	As needed
Annexes	As needed	As needed	As needed
SEOC Attachment	Monthly	Biannual	Odd Years
Guides	As needed	As needed	As needed

D.   Plan Implementation

The plan is effective upon signature by the Executive Director of MEMA.

E.   Authorities and References

- Presidential Policy Directive 8 (PPD-8)
- Homeland Security Presidential Directive 5 (HSPD-5)
- National Incident Management System (NIMS)
- National Preparedness Goal (NPG)
- National Preparedness System
- National Prevention Framework
- National Protection Framework
- National Mitigation Framework
- National Response Framework
- National Disaster Recovery Framework
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (1998 as amended in 2007)
- Emergency Management Accreditation Program (EMAP)
- 2016 Annotated Code of Maryland; Environment; Title 8 Radiation
- 2016 Annotated Code of Maryland; Public Safety; Title 14 Emergency Management
  - Subtitle 1 Maryland Emergency Management Act §§ 14-101 et seq
  - Subtitle 7 Emergency Management Assistance Compact §§ 14-701 et seq
  - Subtitle 8 Maryland Emergency Management Assistance Compact §§ 14-801 et seq
- Maryland Emergency Preparedness Program

Chapter 1 – Prevention

I.   Prevention Chapter Introduction

The focus of prevention is to provide for a safe and secure State and its jurisdictions. Prevention is a unified effort between the State, its jurisdictions, the private sector, and the public. The Prevention Operations Chapter outlines the overall prevention strategy, the operational and support processes, and the roles and responsibilities of entities within Maryland. Prevention activities focus on ensuring that the State is able to effectively share intelligence and information for situational awareness, and operationalize for initiating direct action to stop threats/hazards from becoming incidents.

MEMA is the lead State agency for State coordination and support to local Maryland jurisdictions prior to an incident. The Maryland Department of State Police (MDSP), as the State law enforcement lead, is the co-lead for coordination and support due to the law enforcement nature of the prevention mission.

> **Key Point:** The Prevention Mission Area in Maryland is an all-hazards construct that addresses natural hazards in addition to terrorism.

A.   Purpose

The Prevention Operations Chapter describes the coordination, operations, and roles and responsibilities of entities within Maryland during prevention operations, while outlining the process and organization for State-level operations and support for pre-incident actions impacting the State and any Maryland jurisdictions.

B.   Mission

Ensure the ability of the State of Maryland and its local jurisdictions to avoid, prevent, or stop a threat and/or hazard from transitioning into an incident through prevention operations by engaging all necessary local, state, federal, and private sector stakeholders and organizations.

C.   Scope

The Prevention Chapter outlines processes followed for all-hazards, State-level pre-incident prevention activities. The identified actions and activities in this chapter are based on existing State Department/Agency or entity statutory authorities, adopted policies and procedures across the local, State, and federal governments, and from lessons learned from past prevention efforts in the Maryland and around the country.

D. Objectives

The objectives met through the execution of this Prevention Chapter are as follows:

- Coordinate the activities of stakeholders in the State of Maryland to conduct prevention activities.
- Leverage the public information and warning system for public alert and prevention activity engagement.
- Conduct crisis action planning following the identification an imminent threat/hazard.

II. Concept of Coordination

The State coordinates prevention operations and operational support to local jurisdictions through the coordination of State resources. MEMA, in cooperation with MDSP and all SCFs, is the State agency designated to lead the coordination of prevention activities between the local jurisdictions and the State Departments/Agencies/Offices at the support level. These activities are based on the SCFs, which also contribute to the delivery of capabilities and resources to support local prevention operations and objectives.

A. State Coordinating Functions Prevention Responsibilities

SCFs address issues across all Mission Areas. Lead State Departments/Agencies are responsible for administering the assigned coordinating function. While the specific roles/responsibilities of each SCF are defined in greater detail under the Concept of Operations section, the following outlines the role of the SCFs in Prevention activities. The figure below summarizes the SCFs and lead State Departments/Agencies/Offices.

Figure 22: State Coordinating Functions
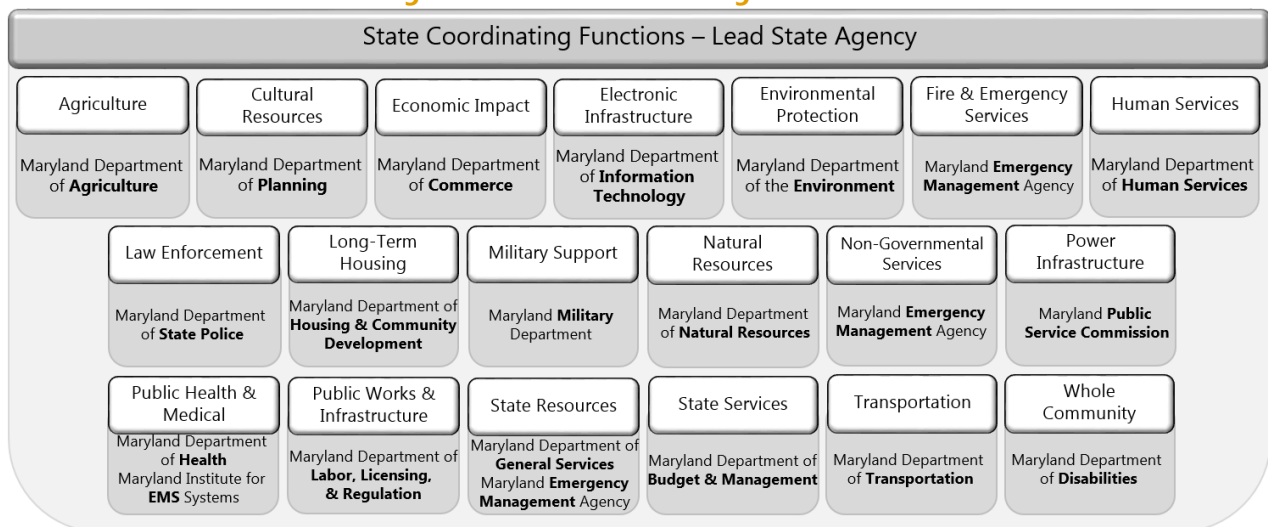
III. Concept of Operations

A. Prevention Phases

Prevention refers to the measures agencies take to prevent, avoid, or stop a consequence management incident from occurring. Prevention activities include both daily steady-state activities (e.g., threat monitoring, intelligence and information sharing, and interdiction operations), as well as enhanced activities aimed at lessening the impact of a threat (e.g., increasing law enforcement presence, moving and/or pre-deploying resources in anticipation of a hurricane landfall). The Prevention Mission Area has two (2) operational phases:

- Prevention – Steady-state; and
- Prevention – Enhanced threat/hazard.

The following figure summarizes the activities in the Prevention Mission Area.

Figure 23: Prevention Phases

Steady-State

- Conduct threat/hazard monitoring and detection on a global and statewide scale;
- Conduct intelligence and information sharing to provide stakeholders with situational awareness;
- Maintain a statewide common operating picture through communication and integration across local, State, Federal and private sector entities;
- Provide public education and awarness to public; and
- Identify and document resources to be utilized in prevention, response, and recovery operatons.

Enhanced Threat/Hazard

- Conduct notifications to appropriate stakeholders and decision makers;
- Conduct crisis action planning;
- Ready resources and State Departments/Agencies for possible response operations
- Engaged in interdiction and disruption operations and other law enforcement activities;
- Enhance monitoring practices for threat/hazard; and
- Provide public information and warning to the whole community.

Steady-State

Steady-state activities are those considered normal that are absent perceived imminent, imminent, or active threat/hazard to the State of Maryland and its local jurisdictions. During the steady-state phase, the Statewide Duty Officer is responsible for monitoring and direction.

During the steady-state operational phase, State Departments/Agencies/Offices and prevention coordinating structures conduct routine prevention operations, including:

- Information sharing;
- Information analysis;
- Threat/hazard trend analysis;
- Contingency planning;
- Public education and awareness; and
- Response status and resource monitoring.

Enhanced Threat/Hazard

The Enhance threat/hazard phase is an escalation from the steady-state phase which occurs when Maryland is faced with a perceived, imminent, or active threat/hazard. During the enhanced threat/hazard phase, State Department/Agencies/Offices conduct enhanced prevention activities, including:

- Enhanced situational awareness;
- Threat information analysis and assessment;
- Interdiction and disruption operations;
- Public information and warning; and
- Crisis action planning.

B.   Triggers for Transition between Prevention Phases

The transition from the steady-state phase to the enhanced threat/hazard phase follows two tracks, either a rapid transition or a gradual process over time. The operations and activities of the steady-state phase are continuous as potential threats/hazards always exist; however, as a threat/hazard is detected and/or identified, operations transition to the enhanced threat/hazard phase.

The transition from steady-state to enhanced threat/hazard can be unclear at times, so in order to ensure an appropriate transition can occur, the following actions may occur as enhanced threat/hazard prevention operations begin:

- Identification of an imminent or perceived imminent threat or hazard;
- Detection of an active threat or hazard; and
- Issuance of a severe weather watch or warning.

The graphic below indicates the high-level triggers for transitioning between the phases of prevention. It is noted that these triggers are not definitive for every prevention activity, but serve as guidelines and benchmarks to acknowledge when creating objectives and identifying necessary operations and responsibilities.

Figure 24: Prevention Phase Triggers
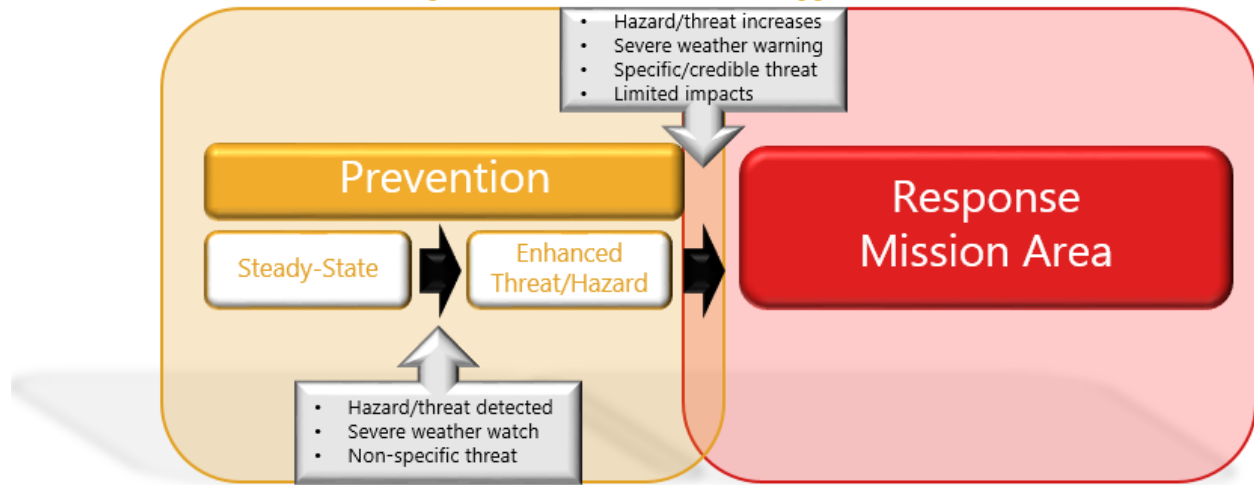
C.   State Department/Agency Tasks by Prevention Phase

The following table details the concept of operations, and general roles and responsibilities of each SCF during prevention activities in Maryland. The tasks, organized by prevention phase, and activities complement and build upon roles, responsibilities, and tasks described in statutory law, the Department/Agency/Office protocols, procedures, and SCF Annexes, and do not supersede the internal responsibilities established by the State Department/Agency/Office.

Table 9: State of Maryland Departments/Agencies Prevention Activities

SCF	Steady-State Daily activities and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Increased activities and enhanced monitoring following the identification of an imminent or active threat/hazard.
Agriculture	• Conducts normal operations • Conducts agricultural industry monitoring for threats to agriculture and animals • Enhances response capabilities through integrated preparedness activities including resource management • Communicates with MJOC and other 24/7 watch centers for agricultural specific threats and hazards awareness • Coordinates with and/or establish relationships with agricultural industry partners throughout the state/region • Participates in efforts to strengthen food safety in the State	• Coordinates with Public Health & Medical SCF for agricultural specific threats and hazards that have an public health nexus • Coordinates with MJOC & SDO for agriculture/zoonotic threats/hazards and recommend courses of action • Provides subject matter expertise for agriculture-specific threats/hazards that may or are impacting the State • Coordinates with local and federal counterparts as appropriate • Takes measures to lessen the likelihood or impact to agriculture due to active threats/hazard
Cultural Resources	• Conducts normal operations • Coordinates with MEMS entities for threat/hazard awareness • Identify key areas in MD with cultural significance • Coordinates with and/or establish relationships with cultural resources sector partners • Monitors for threats to culture resources in MD and the country	• Develops a list of cultural resources which may be impacted • Takes measures to limit the impact on cultural resources • Suggests prioritization of operations which limits impact to cultural resources sites throughout Maryland • Provides subject matter expertise for cultural resources-specific threats/hazards that may or are impacting the state • Coordinates with local and federal counterparts as appropriate

SCF	Steady-State Daily activities and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Increased activities and enhanced monitoring following the identification of an imminent or active threat/hazard.
Economic Impact	• Conducts normal operations • Monitors for threats/hazards with the ability to impact businesses in Maryland and the State's overall economy • Coordinates with MEMS entities for threat/hazard awareness • Coordinates with and/or establish relationships with economic, financial, commerce and business sector partners • Participates in efforts to improve financial cyber security	• Provides subject matter expertise for economic-specific threats/hazards that may or are impacting the state • Prioritizes ways to limit the impact of the threat/hazard on the business community and the State's overall economy • Addresses issues related to continuity of government and services for the business community and advise on impacts to economy • Coordinates with local and federal counterparts as appropriate
Electronic Infrastructure	• Conducts normal operations • Monitors for threats to the State's cyber networks including DoIT enterprise networks as well as threats to Maryland Citizens • Maintains the State's electronic infrastructure while building resilient systems with redundant backup capabilities • Coordinates with MEMS entities for threat/hazard awareness • Coordinates with and/or establish relationships with information technology, communications, radio, and cyber partners • Builds capacity and depth in the Maryland Cyber Response Team • Builds interoperable networks including Maryland 700MHz system	• Coordinates with MJOC for specific threats and hazards that have an cyber and/or electronic or communications infrastructure nexus • Provides subject matter expertise for electronic infrastructure-specific threats/hazards that may or are impacting the state • Activates the Maryland Cyber Response Team if indicated/appropriate • Coordinates with local and federal counterparts as appropriate • Coordinates enhanced threat/hazard operations specific to the electronic infrastructure sector • Takes measures to limit the impact to the State's electronic infrastructure if dictated by actual or anticipated impact

SCF	Steady-State Daily activities and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Increased activities and enhanced monitoring following the identification of an imminent or active threat/hazard.
Environmental Protection	• Coordinates with MEMS entities for threat/hazard awareness • Coordinates with and/or establishes relationships with environmental, hazardous materials, and CBRNE partners • Conducts routine environmental monitoring for threats/hazards • Ensures readiness of response partners for fixed nuclear facility incidents including environmental monitoring capabilities	• Coordinates with the MJOC for specific threats and hazards that have an environmental, hazardous materials, or CBRNE nexus • Provides subject matter expertise for environmental-specific threats/hazards that may or are impacting the state • Coordinates with local and federal counterparts as appropriate • Coordinates prevention operations for environmental sector • Determines the potential environmental impact of the threat/hazard and recommend measures to limit adverse impacts to the State • Determines potential impacts to fixed nuclear facilities
Fire and Emergency Services	• Conducts normal operations • Coordinates with MEMS entities for threat/hazard awareness • Monitors for trends and threats to the State overall fire & emergency services sector • Coordinates with and/or establishes relationships with fire and medical partners	• Provides subject matter expertise for fire & emergency services-specific threats/hazards that may or are impacting the state • Coordinates with local and federal counterparts as appropriate • Takes measures to alert emergency services personnel that an incident may occur and to make proper arrangements to support operations • Considers pre-positioning of emergency services resources to augment anticipated response efforts

SCF	Steady-State Daily activities and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Increased activities and enhanced monitoring following the identification of an imminent or active threat/hazard.
Human Services	• Monitors statewide/regional mass care services status and availability • Ensure readiness of state's mass care infrastructure and work with local jurisdictions to identify & resolve service gaps (including providing training and exercises) • Coordinates with and/or establishes relationships with human and social services partners	• Provides subject matter expertise for mass care-specific threats/hazards that may or are impacting the state • Determines likely threat/hazard impact and if needed place mass care services on standby such as shelters and feeding services • Prepares for possible opening of the reunification hotline • Supports other SCF prevention efforts as needed and requested • Coordinates with local and federal counterparts as appropriate • Coordinates prevention operations specific to human social services
Law Enforcement	• Conducts normal operations • Coordinates with MEMS entities for threat/hazard awareness • Coordinates with and/or establish relationships with allied law enforcement, security and intelligence partners • Disseminates, in a timely manner, threat and hazard awareness Information to law enforcement operators in the field • Provides leadership in the Prevention Mission Area including coordination of preparedness efforts both law enforcement and non-law enforcement centric activities	• Coordinates with MJOC for specific threats to law enforcement or requiring support from law enforcement • Provides subject matter expertise for fire & emergency services-specific threats/hazards that may or are impacting the state • Coordinates with local and federal counterparts as appropriate • Coordinates with local, state, and federal law enforcement agencies to enhance security posture in response to a threat/hazard • Prepares to assist with evacuations, sheltering, and other operations • Balances statewide law enforcement inventory limiting service gaps
Long Term Housing	• Conducts normal operations • Coordinates with and/or establishes relationships with housing partners • Monitors statewide and private sector housing status and availability	• Coordinates with local and federal counterparts as appropriate • Considers potential impacts to housing stock and prepare to request and implement the state's housing program if appropriate

SCF	Steady-State Daily activities and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Increased activities and enhanced monitoring following the identification of an imminent or active threat/hazard.
Military Support	• Conducts normal operations • Coordinates with MEMS entities for threat/hazard awareness • Coordinates with and/or establish relationships with Department of Defense and surrounding jurisdiction National Guard elements. • Monitors and maintain status of available resources to support the State and local jurisdictions • Maintains an active cyber response capability • Conducts trainings and exercises • Conducts integrated planning processes	• Coordinates with MJOC specific threats to or supporting • Provides subject matter expertise for military prevention operations • Coordinates with federal counterparts as appropriate and requested • Coordinates prevention operations specific to military operations • Considers potential threat/hazard impact and begin decision making process to place personnel on active duty status • Assesses potential impact of threat/hazard and determine appropriate military support to operations • Participates with the Maryland Cyber Response Team (CRT) as needed
Natural Resources	• Conducts normal operations • Coordinates with MEMS entities for natural resources, as CIKR, for specific threats and hazards awareness • Identifies key natural resource areas vulnerable to threats/hazards • Coordinates with and/or establish relationships with natural resources sector partners	• Coordinates with Public Health & Medical SCF for natural resources specific threats and hazards that have an public health nexus • Provides subject matter expertise for natural resources • Coordinates with local and federal counterparts as appropriate • Identifies areas of the State likely to be impacted by threat/hazard and determine ways to limit threat/hazard impact • Coordinates with natural resources partners to warn of threat/impact

SCF	Steady-State Daily activities and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Increased activities and enhanced monitoring following the identification of an imminent or active threat/hazard.
Non-Governmental Services	- Conducts normal operations - Coordinates with and/or establish relationships with non-governmental, private sector and surrounding jurisdiction governmental partners - Develops inventories of organizations and resources available to support response operations - Coordinates with MD Volunteer Organizations Active in Disaster (VOAD) on an ongoing basis	- Provides subject matter expertise for governmental and non-governmental operations - Coordinates with local, federal, private sector, and non-governmental counterparts as appropriate and requested - Notifies NGO partners that an incident has the potential to occur and inform the community of ways assistance may be needed/requested - Maintains a list of offers of assistance from NGO organizations and resources which may be available to assist in response operations
Power Infrastructure	- Conducts normal operations - Coordinates with MEMS entities for threat/hazard awareness - Coordinates with and/or establish relationships with power infrastructure partners across electric, nuclear, hydroelectric, and natural gas sectors - Conducts routine network and system monitoring for potential threats and hazards	- Coordinates with MJOC for specific threats and hazards that have an power infrastructure nexus - Provides subject matter expertise for power infrastructure prevention operations - Coordinates with power providers in advance on an incident and take reasonable measures to prevent impacts to power infrastructure - Determines availability of out of region resources

SCF	Steady-State Daily activities and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Increased activities and enhanced monitoring following the identification of an imminent or active threat/hazard.
Public Health and Medical	• Provides subject matter expertise for public health prevention operations • Conducts normal operations • Conducts public health and biological surveillance • Coordinates with the statewide 24/7 watch centers for unified effort • Coordinates with and/or establish relationships with public health and medical systems and partners • Coordinates with MEMS entities for threat/hazard awareness • Disseminates, in a timely manner, threat/hazard information	• Coordinates with all appropriate SCFs based on the imminent, perceived, or active threat or hazard • Enhances bio surveillance procedures in advance of threat impact • Enhances monitoring of hospital bed status • Prepares SCF partners for potential response operations • Coordinates with local and federal counterparts as appropriate • Coordinates operations specific to public health and medical
Public Works and Infrastructure	• Conducts normal operations • Coordinates with MEMS entities for threat/hazard awareness • Coordinates with and/or establish relationships with various sectors and entities of public works and infrastructure • Conducts routine system monitoring for potential threats/hazards • Monitors the status of state regulated facilities etc. and maintain a list of infrastructure vulnerable to threats/hazards	• Provides subject matter expertise for public works and infrastructure operations • Coordinates with local, federal, and private sector counterparts • Prepares SCF partners for a potential impact • Develops a list of key infrastructure likely to be impacted by the threat/hazard and take steps to prevent impacts
State Resources	• Conduct normal operations • Coordinates with MEMS entities for threat/hazard awareness • Monitors and maintain the status and availability of resources • Executes contracts with venders supporting CMOP operations	• Provides subject matter expertise for resource support • Coordinates with local, federal, and private sector counterparts as appropriate and requested • Supports resource needs and prevention efforts through state contracts and other mechanisms • Enhances security posture at DGS and other state-owned facilities

SCF	Steady-State Daily activities and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Increased activities and enhanced monitoring following the identification of an imminent or active threat/hazard.
State Services	• Conducts normal operations • Coordinates with MEMS entities for threat/hazard awareness • Coordinates with and/or establishes relationships with various local, state, federal, and private sector sources for available resources • Monitors and maintains the status of state services and facilities as well as availability of funding and personnel	• Provides subject matter expertise for State services and personnel resources • Coordinates with local, federal, and private sector counterparts as appropriate and requested • Provides support for state entities not engaged in another SCF
Transportation	• Conducts normal operations • Coordinates with MEMS entities for threat/hazard awareness • Coordinates with and/or establish relationships with transportation system partners across ground transportation, commercial ground transportation, maritime, aviation, and rail sectors • Conducts threat/hazard monitoring for potential impacts to the Maryland transportation networks • Disseminates, in a timely manner, threat and hazard awareness information to State 24/7 watch centers	• Coordinates with all appropriate SCFs based on the imminent, perceived, or active threat or hazard • Enhances security posture for transportation networks as appropriate • Provides subject matter expertise for transportation including system, infrastructure and security • Coordinates with local, federal, and private sector counterparts as appropriate and requested • Coordinates prevention operations specific to transportation

Whole Community

- Conducts normal operations
- Coordinates with MEMS entities for threat/hazard awareness
- Conducts threat/hazard monitoring for potential impacts to the Maryland
- Surveys client populations for needs and disseminates to their information regarding assistance programs
- Select, survey, and maintain relationships with suitable public, semi-public, and private partnerships throughout the state to access their products and services in support of an incident
- Conducts emergency preparedness training and participates in exercises with state and local partners.
- Prepares for the enhanced monitoring and staffing of a constituent services hotline for expedited information, referrals, and case management support
- Contributes to Federal and State planning efforts related to the provision of emergency management services and products to people with disabilities and others with access and functional needs (DAFN).
- Evaluate documents and websites for conformance to universal design and accessibility to assistive technology, upon request.
- Prior to occupying a congregate shelter, perform an accessibility evaluation, in collaboration with Human Services SCF.
- Prepare accessibility kits for deployment.

- Coordinates with all appropriate SCFs based on the imminent, perceived, or active threat or hazard
- Prepares to supplement SCF activities in an effort to ensure assistance and services are accessible and inclusive
- Develops a list of available supplies which would be deployed if needed
- Advises all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with DAFN
- Surveys client populations for needs and disseminates to their information regarding assistance programs
- Select, survey, and maintain relationships with suitable public, semi-public, and private partnerships throughout the state to access their products and services in support of an incident
- Conducts emergency preparedness training and participates in exercises with state and local partners
- Contributes to Federal and State planning efforts related to the provision of emergency management services and products to people with DAFN
- Evaluate documents and websites for conformance to universal design and accessibility to assistive technology
- Prior to occupying a congregate shelter, perform an accessibility evaluation, in collaboration with Human Services SCF
- Prepare accessibility kits for deployment.
- Prepares for the enhanced monitoring and staffing of a constituent services hotline for expedited information, referrals, and case management support

Chapter 2 – Response

IV. Response Chapter Introduction

The CMOP Response Chapter provides guidance for State Departments/Agencies/Offices to support to local jurisdictions when impacts form consequence management incidents exceed local capabilities. This chapter defines and illustrates the overall response support processes, and delineates the roles and responsibilities of State Departments/Agencies/Offices and other entities within Maryland.

A. Purpose

The Response Chapter describes the coordination, activities, and roles and responsibilities of entities during incident response activities within Maryland. Response activities focus on ensuring that the State is able to effectively support the response to any threat or hazard, including those with cascading effects, in order to save and sustain lives, protect property and the environment, stabilize the incident, rapidly meet basic human needs, and restore essential community services and functionality.

B. Mission

Ensure the ability of the State of Maryland to coordinate emergency activities in response to incidents of varying size and scope by engaging all necessary local, State, federal, private sector, voluntary, faith-based, and nongovernmental agencies in order to address the needs of Maryland residents, visitors, and communities.

C. Scope

The Response Chapter is a supporting chapter of the Maryland CMOP within the Consequence Management Program. The chapter outlines processes that are to be followed for all-hazards, State-level disaster response efforts. The identified actions and activities in this chapter are based on existing State Department/Agency/Office statutory authorities, adopted policies and procedures across State government, and lessons learned from past response efforts in Maryland and around the country.

D. Objectives

The objectives met through the execution of this chapter are as follows:

- Coordinate the activities of local, State, federal, private sector, voluntary, faith-based, and nongovernmental agencies in support of incident response.
- Facilitate the transition from incident response, under the Response Chapter of the CMOP, to disaster recovery.

V.   Concept of Coordination

All initial response activities begin with local jurisdictions working with local emergency management agencies. Local jurisdictions have the capability to effectively engage in response operations for most emergencies/disasters without any outside assistance. It is only after local incident response resources are exhausted or resources that the jurisdiction does not possess are requested, that local authorities may request State incident response resources and assistance.

A.   State Coordinating Function Response Roles and Responsibilities

SCFs address issues across all Mission Areas. Lead State Agencies are responsible for administering their assigned coordinating function. While the specific roles/responsibilities of each SCF are defined in greater detail under the Concept of Operations section, the following outlines the role of the SCF in response activities. The figure below summarizes the SCFs and Lead State Agencies.

Figure 25: State Coordinating Functions
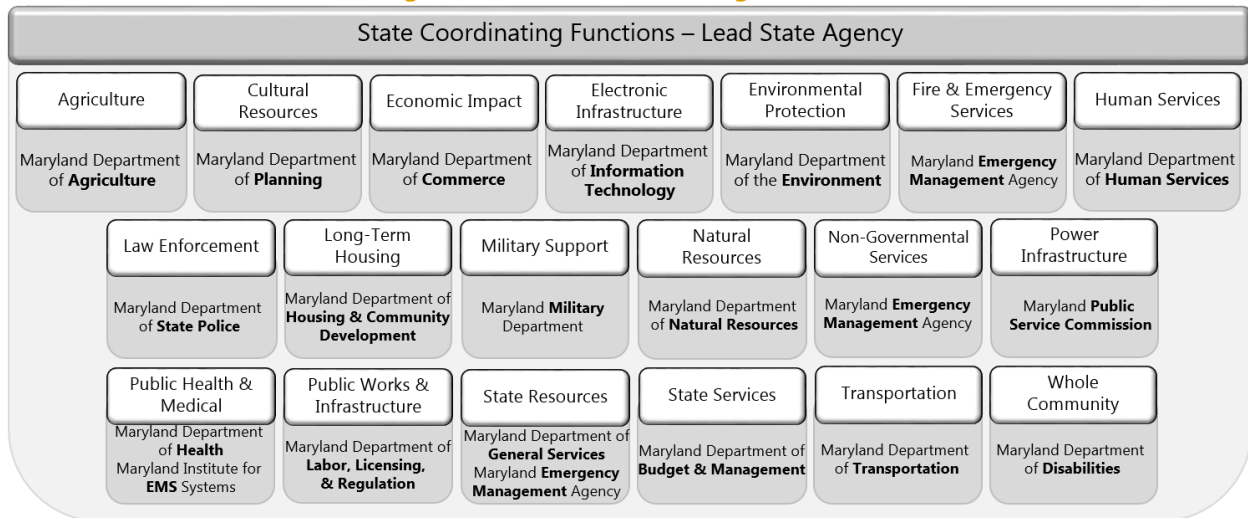
VI.   Concept of Operations
A.   Response Phases

As the threat/hazard changes, so too does the operational phase of the CMOP. While the phase generally begins within the Prevention Mission Area, and transitions to response and then eventually to recovery, incidents may begin in the Response Mission Area, depending on the lead time and notice. The Response Mission Area includes two phases: Response-Partial and Response Full. The following figure summarizes the two phases.

Figure 26: Response Phases

Response-Partial
- Support to one or a few jurisdictions
- Limited impact of damage
- Increase of situational awareness and monitoring
- Increase communication between State EM and Local EM

Response-Full
- Significant impact
- Hazard affects multiple jurisdictions
- Widespread geographic extent
- Numerous State resources deployed
- Potential engagement with federal partners

Response-Partial

The response-partial phase involves an increase in statewide situational awareness of potential or limited impact/damage from incidents. These actions typically support one or a few jurisdictions, and mobilization of resources for a potential or imminent threat.

Other focus areas include:

- Identifying and deploying resources to support a limited number of jurisdictions or communities affected by disaster
- Increased coordination between local and State Departments/Agencies/Offices
- Increase SEOC staffing with SCFs from State Departments/Agencies/Offices, functions, and supporting organizations.

Response-Full

The full response phase is signified by incident that has or may have a significant impact to one or many jurisdictions. The impacts for a full response may include widespread damage and disruption to communities. This operational phase requires the coordination and support of many State (and likely federal) resources to support many local jurisdictions. Characteristics of the full response phase include:

- Close coordination between Senior Policy Officials, SEOC; and SCFs
- Coordination and communication with federal and NGO partners
- Identification of objectives for the transition to short-term recovery

B. Triggers for Transition between Response Phases

The triggers between Partial and Full Response do not typically have definitive timelines or benchmarks. The transition between phases of response generally occurs as the impact increases and the need for resources to support local jurisdictions changes. As requests for resources increase the coordination for the mobilization of capabilities, those resources will also increase the response operational phase to a Full Response. The graphic below indicates the triggers for transitioning between the response phases.

Note: these are not definitive for every response, but serve as guidelines and benchmarks to acknowledge when creating objectives and identifying necessary operations and responsibilities within the response operation.

Figure 27: Response Phase Triggers
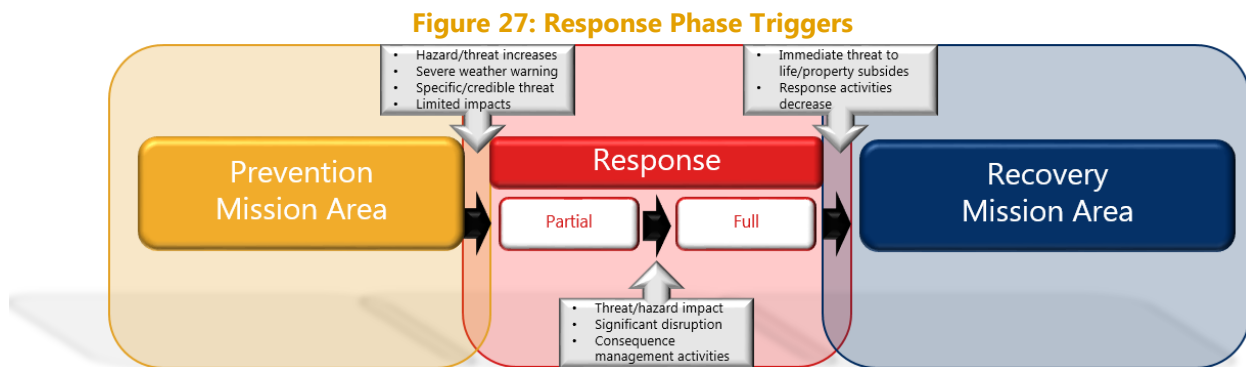
C. State Department/Agency Tasks by Response Phase

The following table details the concept of operations, and general roles and responsibilities of each SCF during response activities. The tasks, organized by prevention phase, and activities complement and build upon roles, responsibilities, and tasks described in statutory law, the Department/Agency/Office protocols, procedures, and SCF Annexes, and do not supersede the internal responsibilities established and by the State Department/Agency/Office.

Table 10: State of Maryland Departments/Agencies Response Activities

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.

Agriculture	• Coordinates with local and federal counterparts as appropriate
	• Provides coordination for animal management
	• Coordinates for the sheltering of pets with Human Services
	• Coordinates for sheltering of service animals with their companions
	• Assists in sampling and analysis with local agencies and Farm Service Agencies for an emerging or suspected zoonotic disease
	   o Submits samples to United States Department of Agriculture (USDA) if needed
	• Removes and decontaminates deceased animals
	• Monitors and performs surveillance and threat analysis as needed for farms, possible outbreaks, or contamination
	   o Tracks outbreaks within and out of the State
	   o Provides mapping for affected farms
	• Provides laboratory analysis for biological, chemical and radiological agents and plant diagnosis
	• Provides available personnel, equipment or other resource support including subject matter experts, as requested
		• Coordinates with local and federal counter parts as appropriate
		• Provides coordination for animal management
		• Coordinates for the sheltering of pets with Human Services
		• Coordinates for sheltering of service animals with their companions
		• Assists in sampling and analysis with local agencies and Farm Service Agencies for an emerging or suspected zoonotic disease
		   o Submits samples to USDA if needed
		• Removes and decontaminates deceased animals
		• Monitors and performs surveillance and threat analysis as needed for farms, possible outbreaks, or contamination
		   o Tracks outbreaks within and out of the State
		   o Provides mapping for affected farms
		• Provides laboratory analysis for biological, chemical and radiological agents and plant diagnosis
		• Coordinates with press briefings with the JIC or Virtual JIC or JIS
		• Assists with food sampling for incidents affecting the food supply
		• Coordinates with other SCFs as needed

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Cultural Resources	• Supports local historical agencies in protecting and mitigating damage to historical properties • Provides available personnel, equipment or other resource support including subject matter experts • Monitors for potential impacts to cultural and historical properties • Coordinates with the local departments of planning and zoning and Maryland Historical Trust • Provides available personnel, equipment or other resource support as requested by the SEOC	• Supports local historical agencies in protecting and mitigating damage to historical properties • Provides available personnel, equipment or other resource support including subject matter experts, as requested • Monitors for potential impacts to cultural and historical properties • Coordinates with the local departments of planning and zoning and Maryland Historical Trust
Economic Impact	• Coordinate with local and federal counterparts as appropriate • Anticipates the potential or realized economic impact on Maryland • Coordinate with business to provide preparedness information • Communicates with the private sector on potential impacts to business • Monitor for potential economic impacts to business • Coordinate with local tourism, parks, chambers of commerce • Provide available personnel, equipment or other resource support including subject matter experts	• Coordinate with local and federal counterparts as appropriate • Coordinate with business to provide emergency preparedness information • Provide information on road closures that could impact businesses • Monitor for potential economic impacts to infrastructure and business • Coordinate with local tourism, parks, chambers of commerce • Develops ways to limit economic impact of ongoing response operations to the State and the private sector • Waives regulations etc. in an effort to ensure economy will remain strong • Prepares to support recovery operations in an effort to reestablish economy

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Electronic Infrastructure	• Coordinate with local and federal counterparts as appropriate • Develop and update assessments of the communications service situation and status in the impact area. • Coordinate requests for communications and emergency portable communications equipment resources • Coordinate for the restoration of the communications • Maintain critical State information technology services and systems • Provides a coordinated use of the State's communication and cyber security resources by facilitating the procurement of communication and protection technology related goods and services • Activates the Maryland Cyber Response Team as needed/appropriate • Determines extent of cyber impact, recommends/executes remediation efforts, & prepares for recovery operations as needed • Monitor for threats to the State's cyber infrastructure through the State Network Operations Center • Provide available personnel, equipment or other resource support including subject matter experts	• Coordinate with local and federal counterparts as appropriate • Develop and update assessments of the communications service situation and status in the impact area. • Coordinate requests for communications and emergency portable communications equipment resources • Coordinate for the restoration of the communications • Maintain critical State information technology services and systems • Provides a coordinated use of the State's communication and cyber security resources by facilitating the procurement of communication and protection technology related goods and services • Activates the Maryland Cyber Response Team as needed/appropriate • Determines extent of cyber impact, recommends/executes remediation efforts, & prepares for recovery operations as needed • Provides personnel and technology to systems involved in or threatened by cybersecurity acts of terrorism • Monitor for threats to the State's cyber infrastructure through the State Network Operations Center • Prepare for a transition to recovery efforts including supporting damage assessment of the State's electronic infrastructure

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Environmental Protection	- Leads the technical response to Fixed Nuclear Facility (FNF) incidents - Coordinates with local and federal counterparts as appropriate - Assists SCF Transportation, Law Enforcement, and local jurisdictions with hazardous materials disposal and mitigation - Coordinates with SCF Public Health and Medical and other State and local departments/agencies for decontamination operations of chemical, biological and radiological materials - Maintains awareness of local and state hazmat resources - Assists in the decision to evacuate and decontaminate populations - Assists in determining the scope of an environmental health or safety hazard incident. Identify the foot print of the incident. - Assists local efforts to protect the health and welfare of the affected population, responders, and other individuals. - Coordinates with local jurisdictions on the decision to allow for re-entry	- Leads the technical response to Fixed Nuclear Facility (FNF) incidents - Coordinates with local and federal counterparts as appropriate - Assists SCF Transportation, Law Enforcement, and local jurisdictions with hazardous materials disposal and mitigation - Waives fees for of state dumps for debris removal as needed - Coordinates with SCF Public Health and Medical and other State and local departments/agencies for decontamination operations of chemical, biological and radiological materials - Maintains awareness of local and state hazmat resources - Assists in the decision to evacuate and decontaminate populations - Assists in determining the scope of an environmental health or safety hazard incident. - Identifies the footprint of an FNF incident. - Assists local efforts to protect the health and welfare of the affected population
Fire and Emergency Services	- Coordinates with local and federal counter parts as appropriate - Coordinate non-mutual aid, non MEMAC fire and emergency services resources to impacted areas - Supports the tracking of patients from disaster areas to hospitals - Supports the coordination with hospitals regarding relevant patient data & incident information - Provides available personnel, equipment or other resource support including subject matter experts	- Coordinate with local and federal counter parts as appropriate - Coordinate non-mutual aid, non MEMAC fire and emergency services resources to impacted areas for recovery operations - Support the tracking of patients from disaster recovery areas to hospitals - Support the coordination with hospitals regarding relevant patient data, incident information and projections - Coordinate with other SCFs as needed

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Human Services	- Coordinates with local and federal counterparts as appropriate - Coordinate providing mental health assistance to affected citizens and response personnel - Supports people with disabilities and others with access and functional needs with assistive technology support and rented equipment - Coordinates mass feeding services to displaced residents and evacuees - Provides case workers to impacted residents - Coordinates with VOADs to determine availability of resources - Activates a reunification/referral hotline number on standby - Pre-stages shelter supplies in anticipation of shelter opening - Coordinates with partners to deploy volunteers to open shelters and other mass care facilities - Supports the local and/or DHR Family Assistance Center and other type of Mass Care Centers - Designates facilities capable of sheltering animals - Provides available personnel, equipment or other resource support including subject matter experts, as requested by the SEOC Commander or local jurisdiction	- Coordinates with local and federal counter parts as appropriate - Coordinate providing mental health assistance to affected citizens and response personnel - Supports people with disabilities and others with access and functional needs with assistive technology support and rented equipment - Coordinates mass feeding services to displaced residents and evacuees - Provides case workers to impacted residents - Coordinates with VOADs for response resources - Activates the family reunification/referral hotline - Opens pre-staged shelters - Coordinates providing medical support to local/state shelters - Coordinates with partners to deploy volunteers to open shelters and other mass care facilities - Supports the local and/or DHR Family Assistance Center and other type of Mass Care Centers - Deploys volunteers to open shelters and/or family assistance centers - Designates facilities capable of sheltering animals

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Law Enforcement	• Supports local law enforcement efforts including investigation of law enforcement activities • Assists with scene security and ensuring safety of personnel deployed to incident scene • Coordinates with other law enforcement agencies for land, air, and maritime security and law enforcement response operations • Executes a SLECC agreement to assist with law enforcement activities • Provides available personnel, equipment or other resource support including subject matter experts, as requested by the SEOC Commander or local jurisdiction. • Gathers intelligence regarding potential threats and/or hazards and suspicious activity • Tracks and processes law enforcement sensitive response information ensuring distribution to appropriate partners	• Provides available personnel, equipment or other resource support including subject matter experts, as requested by the SEOC Commander or local jurisdiction. • Gathers intelligence regarding potential threats and/or hazards and suspicious activity • Coordinates the provision of security and traffic control at staging, areas, reception centers, mass care shelters and other critical facilities • Enhances posture, communication, and protection of other critical infrastructure and key resources as needed • Provides traffic management and access control • Coordinates with other local, State, and regional law enforcement entities • Adjusts and mobilizes additional resources in the event of an influx of people entering other local jurisdictions or the State • Implements and manages evacuations as required by the situation. • Coordinates with higher levels of government for law enforcement support during emergency response activities. • Prepares for the transition to recovery operations

| SCF | Response-Partial Phase

Incident or event requires significant monitoring or resources. | Response-Full Phase

Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources. |
|---|---|---|
| **Long Term Housing** | • Coordinates with local and federal counterparts as appropriate
• Coordinates with The Human Services SCF to identify potential housing units that can be used for long term sheltering
• Provides emergency vouchers for housing under the Maryland Disaster Housing Assistance Program
• Provides available personnel, equipment or other resource support including subject matter experts | • Coordinates with local and federal counterparts as appropriate
• Coordinates with The Human Services SCF to identify potential housing units that can be used for long term sheltering
• Provides emergency vouchers for housing under the Maryland Disaster Housing Assistance Program
• Provides available personnel, equipment or other resource support including subject matter experts
• Prepares for the transition to recovery operations |
| **Military Support** | • Coordinates with local and federal counterparts as appropriate
• Coordinates and utilize and County Liaison Teams (CoLT) to support disaster response operations as necessary
• Prepares to deploy MMD resources if indicated through State Active Duty Status
• Places staff on "alert" status in advance of Gubernatorial Executive Order
• Once deployed coordinates Maryland MMD resources
• Communicates situational awareness to joint staff and MMD assets
• Provide available personnel, equipment or other resource support including subject matter experts | • Activates the Maryland National Guard
• Coordinates with local and federal counter parts as appropriate
• Coordinates and utilize and County Liaison Teams (CoLT) to support disaster response operations in local EOCs
• Coordinates Maryland MMD resources and assets deployed
• Supports ongoing acceptable missions as dictated by the threat/hazard, executive order, and upon order of TAG
• Communicates situational awareness to joint staff and MMD assets
• Support other SCFs with activities such as logistics, security, and emergency services
• Tracks deployed resources ensuring mission fulfillment and anticipating long-term deployment issues
• Prepares for recovery operations, determining resource commitment beyond response operations |

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Natural Resources	• Coordinates with local and federal counterparts as appropriate • Coordinates in the closure, evacuation, mitigation of local and state parks, the Chesapeake Bay rivers and streams • Acts as the lead administrative and operational agency for wildfire fighting, protection for natural resources maritime and environmental properties • Takes measures to warn natural resource provides of potential threats to resources • Provides available personnel, equipment or other resource support including subject matter experts	• Coordinates with local and federal counterparts as appropriate • Coordinates in the closure, evacuation, mitigation of local and state parks, the Chesapeake Bay rivers and streams • Acts as the lead administrative and operational agency for wildfire fighting, protection for natural resources maritime and environmental properties • Provides available personnel, equipment or other resource support including subject matter experts • Take measures to limit the impact of threat/hazards to natural resources • Assists with damage assessment as appropriate to determine impacts • Prepares to transition to recovery operations
Non-Governmental Assistance (MEMA)	• Coordinates with local and federal counter parts as appropriate • Notifies non-governmental partners that response operations are ongoing • Coordinates participation of VOADs in acquiring resources • Coordinates with the private sector for resources to support operations • Tracks offers of assistance for personnel and resources • Liaises with other non-governmental partners as required/necessary • Provides available personnel, equipment or other resource support including subject matter experts	• Coordinate with local and federal counter parts as appropriate • Notifies non-governmental partners that response operations are ongoing • Coordinates participation of VOADs in acquiring resources • Coordinates with the private sector for resources to support the operation • Track offers of assistance for personnel and resources • Liaises with other non-governmental partners as required/necessary • Identifies missions for NGOs to fulfill based on outstanding local needs • Provides available personnel, equipment or other resource support

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Power Infrastructure	• Coordinates with local and federal counterparts as appropriate • Coordinates with the energy/utilities to ensure that any utilities that may have been impacted by an incident are being mitigated to restore critical infrastructure. • Continuously communicates with utility critical infrastructures and provide timely updates on power outages and energy demands to State partners to assist local and state governments with decision-making and recovery objectives and operations. • Provides available personnel, equipment or other resource support including subject matter experts	• Coordinates with local and federal counterparts as appropriate • Coordinates with the energy/utilities to ensure that any utilities that may have been impacted by an incident are being mitigated to restore critical infrastructure. • Continuously communicates with utility critical infrastructures and provide timely updates on power outages and energy demands to State partners to assist local and state governments with decision-making and recovery objectives and operations. • Provide available personnel, equipment or other resource support including subject matter experts • Assist with locating out of state resources available to assist in the immediate short-term and long-term recovery phases

Public Health and Medical

- Coordinates with local and federal counterparts as appropriate
- Assists in coordination of patient flow among Maryland hospitals
- Assists local jurisdictions and health care facilities with coordinating resources to ensure continuation of care for their patients
- Inspects food facilities and conduct food safety food sample collections and test when appropriate
- Considers deploying Maryland Responds volunteers to assist with public health, and medical response, including medical aid stations at shelters and/or family assistance centers
- Coordinates with Maryland Insurance Administration (MIA) to waive prescriptions refill time restrictions as appropriate for affected citizens
- Coordinates behavioral health assistance to affected citizens and response personnel
- Supports radiological emergency response for the ingestion of Potassium Iodide to emergency workers and citizens
- Coordinates with SCF Environmental Protection for monitoring and decontamination efforts and health issues related to radiological releases and contamination
- Monitors ESSENCE and other biosurveillance tools for trends and report relevant data as appropriate.
- Coordinates between EMS, hospitals and health department with the State Medical Examiner's Office for mass fatality response

- Provides event information to hospitals and collect bed availability on a regular schedule

- Coordinates with local and federal counterparts as appropriate
- Assists in coordination of patient flow among Maryland hospitals
- Assists local jurisdictions and health care facilities with coordinating resources to ensure continuation of care for their patients
- Inspects food facilities and conduct food safety food sample collections and test when appropriate
- Consider deploying Maryland Responds volunteers to assist with public health, and medical response, including medical aid stations at shelters and/or family assistance centers
- Coordinates with Maryland Insurance Administration (MIA) to waive prescriptions refill time restrictions as appropriate for affected citizens
- Coordinates behavioral health assistance to affected citizens and response personnel
- Supports radiological emergency response for the ingestion of Potassium Iodide to emergency workers and citizens
- Coordinates with SCF Environmental Protection for monitoring and decontamination efforts and health issues related to radiological releases and contamination
- Monitors ESSENCE and other biosurveillance tools for trends and report relevant data as appropriate
- Increases dissemination of biosurveillance reports to local health departments and other stakeholders as appropriate
- Coordinates between EMS, hospitals and health department with the State Medical Examiner's Office for mass fatality response
- Provides event information to hospitals and collect bed availability on a regular schedule

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
	- Coordinates with ambulance and EMS services for mutual aid response - Provides available personnel, equipment or other resource support including subject matter experts - Prepares to transition to recovery operations including restoration of public health critical	- Coordinates with ambulance and EMS services for mutual aid response - Provide available personnel, equipment or other resource support including subject matter experts - Prepares to transition to recovery operations including restoration of public health critical functions
Public Works and Infrastructure	- Coordinates with local and federal counterparts as appropriate - Assesses damage to public infrastructure and the transportation network in the affected area. - Waives fees and regulations for rapid restoration of critically damaged buildings if appropriate - Provides available personnel, equipment or other resource support including subject matter experts	- Coordinates with local and federal counterparts as appropriate - Coordinates with SCF Transportation and Law Enforcement for first push debris clearance and repairs, and other emergency construction of transportation infrastructure or assets as needed in conjunction with SCF Transportation - Assesses damage to public infrastructure and the transportation network in the affected area. - Waives fees and regulations for rapid restoration of critically damaged buildings - Provides available personnel, equipment or other resource support including subject matter experts, as requested by the SEOC Commander or local jurisdiction. - Coordinates with other SCFs as needed - Considers the transition to recovery and prepare to support operations

SCF	**Response-Partial Phase** Incident or event requires significant monitoring or resources.	**Response-Full Phase** Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
State Resources	• Coordinates with local and federal counter parts as appropriate • Supports local jurisdictions with contract support for operations • Notifies vendors that resource support may be needed • Prepares DGS facilities for potential impact from the threat/hazard • Coordinates with State fuel vendor to oversee fuel management for the State • Provides available personnel, equipment or other resource support including subject matter experts, as requested by the SEOC Commander or local jurisdiction. • Coordinates with other SCFs as needed	• Coordinates with local and federal counter parts as appropriate • Supports local jurisdictions with contract support for response operations • Notifies vendors of the incident and that resource support may be needed • Takes actions limiting impacts of threats/hazards on DGS facilities • Coordinates with transportation SCF to ensure state vehicles readiness or other vehicle/fueling requests may be fulfilled • Coordinates with Federal and State agencies to fulfill requests • Provides available personnel, equipment or other resource support including subject matter experts, as requested by the SEOC Commander or local jurisdiction. • Considers the transition to recovery operations and support SCF provides
State Services	• Coordinates with local and federal counter parts as appropriate • Provides available personnel, equipment or other resource support including subject matter experts • Provides support from State Departments/Agencies ensuring continuity of government and services for Maryland citizens • Considers waivers and legal actions to facilitate response operations	• Coordinates with local and federal counter parts as appropriate • Provides available personnel, equipment or other resource support including subject matter experts • Provides support from State Departments/Agencies ensuring continuity of government and services for Maryland citizens • Considers waivers and legal actions to facilitate response operations

SCF	Response-Partial Phase Incident or event requires significant monitoring or resources.	Response-Full Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Transportation	• Coordinates with local and federal counterparts as appropriate • Restores and maintain operating conditions of state owned air, highway, maritime and transit systems • Assesses the State transportation network to determine the status of air, rail, maritime and road travel conditions • Processes and coordinate requests for transportation and infrastructure support • Coordinates alternate transportation services as available • Reports damage and service effects to transportation infrastructure as a result of the incident • Restores and maintain operating conditions at state owned air, highway, port, and highway systems. • Coordinates and maintain evacuation routes with local jurisdictions and alternate transportation routes if needed. • Issues or suspend transportation rules and regulations. • Acts as the lead agency providing law enforcement services at state owned transportation facilities • Coordinates the use of transportation resources and services necessary to support emergency operations or disaster assistance	• Coordinates with local and federal counterparts as appropriate • Restores and maintain operating conditions of state owned air, highway, maritime and transit systems • Assesses the State transportation network to determine the status of air, rail, maritime and road travel conditions • Processes and coordinate requests for transportation and infrastructure support • Coordinates alternate transportation services as available • Reports damage and service effects to transportation infrastructure as a result of the incident • Restores and maintains operating conditions at state owned air, highway, port, and highway systems. • Coordinates and maintain evacuation routes with local jurisdictions and alternate transportation routes if needed. • Issues or suspend transportation rules and regulations. • Diverts traffic out of incident locations to ease evacuation congestion • Acts as the lead agency providing law enforcement services at state owned transportation facilities (through Law Enforcement SCF). • Coordinate the use of transportation resources and services necessary to support emergency operations • Supports damage assessment efforts • Prepares for the transition to recovery including restoration of transportation

Whole Community

- Notifies whole community partners that a threat/hazard is or may impact the community.
- Leverages whole community networks to assess potential needs and develops strategies to ensure inclusiveness
- Assesses resource inventory and prepares to deploy whole community resources to support consequence management activities
- Advises all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with DAFN.
- Perform on-site accessibility Quality Assurance reviews at shelters and congregate care facilities
- Deploy accessibility kits to shelters, service centers, repatriation operations, reunification centers, etc.
- Construct a disability-focused demographic profile of the population in the affected area, when possible.
- Provide enhanced monitoring and staffing of a constituent services hotline for expedited information, referrals, and case management
- Obtain timely field information regarding the status of affected individuals with DAFN and measures being taken to address their unmet accessibility requirements.
- Coordinates to ensure inclusiveness of services for the whole community including people with DAFN are considered when implementing sheltering and evacuation procedures
- Advises on the needs of people with DAFN, who are displaced by a disaster, and provides information on specialty programs available.

- Maintains lines of communication with whole community partners and networks
- Assess resource needs and status, minimizing service gaps
- Provides resources as needed/appropriate and coordinates the delivery of inclusive supplies to impacted community members
- Advises all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with DAFN
- Provide enhanced monitoring and staffing of a constituent services hotline for expedited information, referrals, and case management support
- Deploy accessibility kits to shelters, service centers, repatriation operations, reunification centers, etc.
- Construct a disability-focused demographic profile of the population in the affected area, when possible
- Provide available personnel, equipment, or other resource support, including SME's, as requested
- Obtain timely field information regarding the status of affected individuals with DAFN and measures being taken to address their unmet accessibility requirements
- Coordinates to ensure inclusiveness of services for the whole community including people with DAFN are considered when implementing sheltering and evacuation procedures.
- Advises on the needs of people with DAFN who are displaced by a disaster, and provides information on specialty programs available.

Chapter 3 – Recovery

VII.   Recovery Chapter Introduction

The State provides disaster recovery support to local jurisdictions following a disaster through a coordinated information sharing, resource management, and operational support process. The Disaster Recovery Chapter outlines and describes the overall recovery support process, and roles and responsibilities of entities within Maryland. Disaster recovery activities focus on ensuring that the State is able to effectuate the timely restoration, strengthening, and revitalization of impacted disciplines and functional components of Maryland communities.

A.   Purpose

The Disaster Recovery Chapter describes the coordination, operations, and roles and responsibilities of entities within Maryland during disaster recovery activities, while outlining the process and organization for state-level support.

B.   Mission

Ensure the ability of the State of Maryland to support local jurisdictions during recovery from any incident by engaging all necessary local, State, federal, private sector, voluntary, faith-based, and NGO partners in order to address the needs of Maryland residents, visitors, and communities.

C.   Scope

The Disaster Recovery Chapter outlines processes that are to be followed for all-hazards, state-level disaster recovery efforts. The identified actions and activities in this chapter are based on existing State Department/Agency/Office statutory authorities, adopted policies and procedures across State government, and lessons learned from past recovery efforts in Maryland and around the country.

D.   Objectives

The objectives to be met through the execution of the Disaster Recovery Chapter are as follows:

- Support local Maryland jurisdiction disaster recovery activities
- Facilitate the transition from incident response to disaster recovery
- Coordinate the activities of State Departments/Agencies/Offices to support local recovery efforts and liaise with federal agencies, nonprofit organizations, and private-sector partners in support of disaster recovery activities

VIII. Concept of Coordination

Disaster recovery begins at the onset of a disaster as life-safety issues of response come to a close, and operational control of the disaster is transferred to the State Recovery Organization (SRO) from the SEOC. Although local jurisdictions have the capability to effectively engage in recovery activities for most disasters without any State or federal assistance, if resources and/or coordination requirements exceed local capabilities, assistance may be necessary.

The State coordinates recovery support to assist local disaster recovery. This includes the coordination of State resources, as well as obtaining federal support. MEMA is the State agency designated to lead the coordination of recovery activities between the local jurisdictions and State Departments/Agencies/Offices at the support level.

A. State Recovery Coordination Structure

The State Recovery Organization adheres to Consequence Management Program principles such that the location can be physical or virtual to support one or multiple impacted jurisdictions. The State Recovery Organization also has the ability to co-locate with a FEMA Joint Field Office (JFO) during large scale disaster recovery efforts. MEMA's Executive Director has overall responsibility for the State's recovery operations and appoints the State Disaster Recovery Coordinator (SDRC) who builds out the State Recovery Organization. The figure below represents the Maryland Recovery Framework.

**Figure 28: Maryland Recovery Framework**
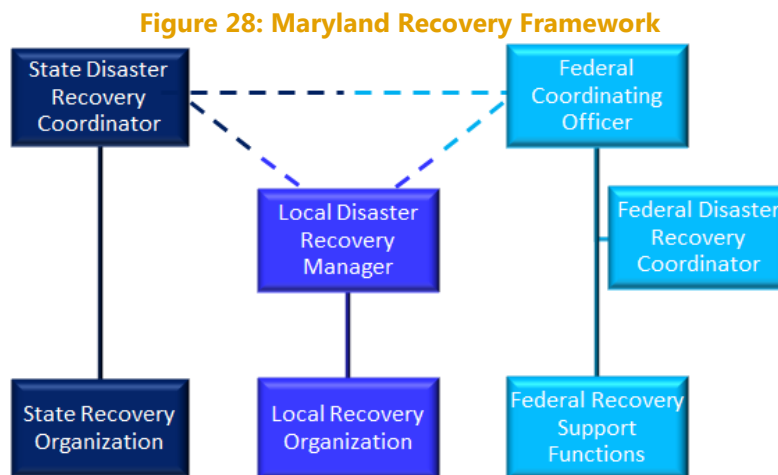
The local disaster recovery manager works with the SDRC and State Recovery Organization. When granted a Presidential Disaster Declaration, the Federal Coordination Officer (FCO) supports the local and state recovery organizations. The FCO coordinates federal assistance and is often supported by a federal Disaster Recovery Coordinator (FDRC). It should be noted that the federal government can be engaged during local and state recovery efforts prior to a Presidential Disaster Declaration.

B. State Coordinating Function Recovery Roles and Responsibilities

SCFs address issues across all Mission Areas, including recovery. Lead State Agencies are responsible for administering the assigned coordinating function. The specific roles and responsibilities of each SCF are defined in greater detail in the Concept of Operations and in the individual SCF Annexes.

Figure 29: State Coordinating Functions
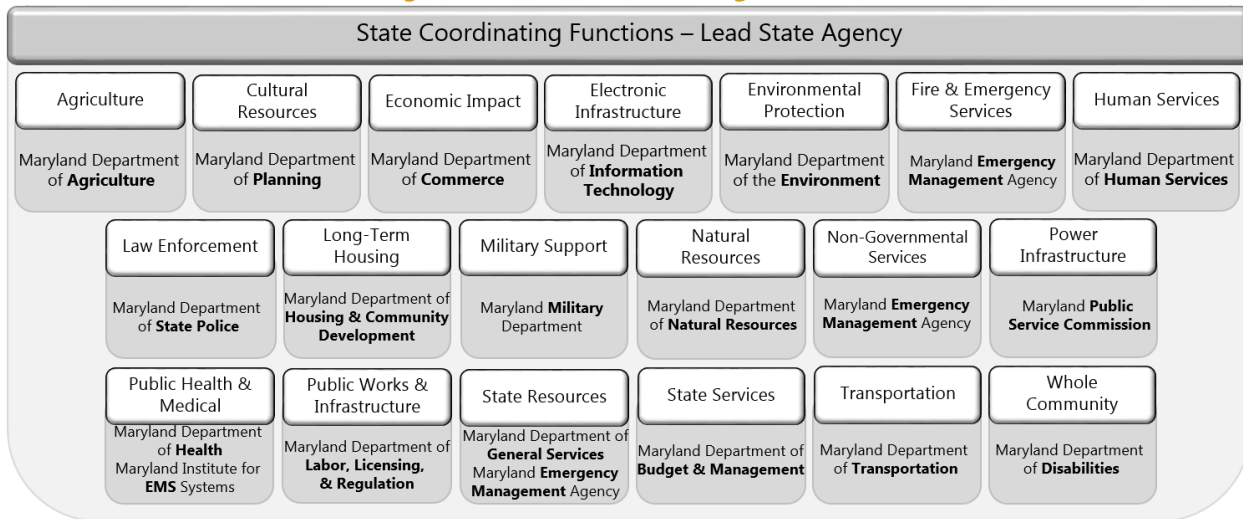
IX. Concept of Operations

A. Recovery Operational Phases

The transition from response operations to recovery is a gradual process, the pace and timing of which depends upon the circumstances of the disaster. As response activities diminish, disaster recovery activities naturally begin. During this time period, direction and control of the State's response operations are transferred to the SDRC.

The transition from response to recovery can be unclear at times during enhanced activities, so in order to ensure an appropriate transition can occur, the following steps may occur as recovery operations begin:

- Completed life safety activities
- Property conservation needs have been identified and met
- Preliminary Damage Assessments (PDAs) begin locally and federal PDAs are requested

The following figure outlines the indicators and characteristics or each recovery phase.

Figure 30: Focus Areas of Recovery Phases

Short Term
- Support sheltering and feeding efforts of displaced citizens and visitors
- Begin tansition shelter occupants out of shelters
- Clear debris from transportation routes
- Support mental and behavioral health needs
- Provide emergency and temporary medical care, and basic medical services
- Conduct an economic impact analysis for affected area(s)
- Continue damage assessment process and track costs for potential federal reimbursement

Intermediate
- Provide interm housing solutions if necessary to those residents who cannot return home
- Repair affected infrastructure systems and transporation networks
- Provide ongoing medical care and ensure continuity of care
- Identify projects and ways to rebuild community and ensure resilience from future disasters
- Support the restablishment reopening of businesses
- Begin transitioning recovery operations to the Office of Recovery or Long Term Recovery Group/Committee

Long Term
- Return all displaced evacuues to homes and/or develop permanent housing solutions if necessary
- Establish the Office of Recovery and/or Long Term Recovery Group/Committee
- Rebuild and create resilient infrastructure based on identified community needs
- Reestablish and ensure resilient health care facilities
- Implement approved mitigation projects and community planning stratgegies
- Implement economic reviltailization strategies including rebuliding and retuning businesses

Short-Term Recovery

Short-term disaster recovery activities may overlap with response, and generally span the first days or weeks after a disaster; however, there is no pre-determined timeline for short-term disaster recovery. Short-term recovery operations continue to address the health and safety needs of disaster survivors that persist through the end of response actions.

Additionally, activities in this phase are characterized by, but not limited to, activities such as restoring basic infrastructure and essential community services. Other focus areas of the short-term recovery phase include:

- Assessing damage, and conducting damage assessments and economic impact analyses;
- Cleaning up and clearing debris from affected communities
- Restoring critical infrastructure, including transportation networks
- Restoring essential community services, such as basic medical services

Intermediate Recovery

Intermediate disaster recovery occurs when vital services have been restored, and generally span the initial weeks and months after a disaster. Like short-term recovery, there is no pre-determined timeline for this phase. Intermediate recovery activities involve, but are not limited to, returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Additionally, intermediate disaster recovery is characterized by activities, such as strategic planning to achieve permanent recovery measures. This phase also includes the beginning of a transition back to a community-driven recovery effort, such as a long-term recovery committee or group-supported community agencies and involves less emergency management direction. Other focus areas of the intermediate recovery phase include, but are not limited to:

- Providing interim housing to displaced evacuees leaving shelters
- Repairing other damaged infrastructure systems
- Providing ongoing medical care, including continuity of care
- Coordinating with federal partners
- Identifying mitigation opportunities and community resilience strategies
- Supporting the return of businesses
- Identifying/establishing an office of recovery or long-term recovery group/committee

Long-Term Recovery

Long-term disaster recovery involves ongoing recovery projects moving towards self-sufficiency, sustainability, and resilience. These operations generally span months and potentially years.

Activities in this phase may involve the completion of a redevelopment and revitalization strategy, and scope of work for the impacted communities. It is likely that, in this phase, the established office of recovery or the community group/long-term recovery committee will take control of the recovery effort and emergency management will return to normal consequence management activities, serving as a partner and liaison throughout the long-term recovery.

Additionally, long-term disaster recovery operations may involve activities, such as rebuilding or relocating damaged or destroyed resources and helping ensure future community resilience (e.g., through mitigation projects, community development strategies, etc.). Other focus areas of the long-term recovery phase are:

- Developing permanent housing solutions for displaced residents
- Reestablishing and creating resilient health care facilities
- Implementing mitigation projects, strategies, and funding
- Coordinating with VOAD and other NGOs to support community needs
- Implementing economic revitalization strategies and rebuilding businesses

B.   Triggers for Transition between Recovery Phases

The transition between recovery phases does not typically have definitive timelines or benchmarks. The transition between phases of disaster recovery generally occur once certain triggers are met or initial objectives are completed, and new objectives begin based on the incident and progress of recovery operations. The graphic below indicates recovery triggers.

Figure 31: Recovery Operational Phase Triggers
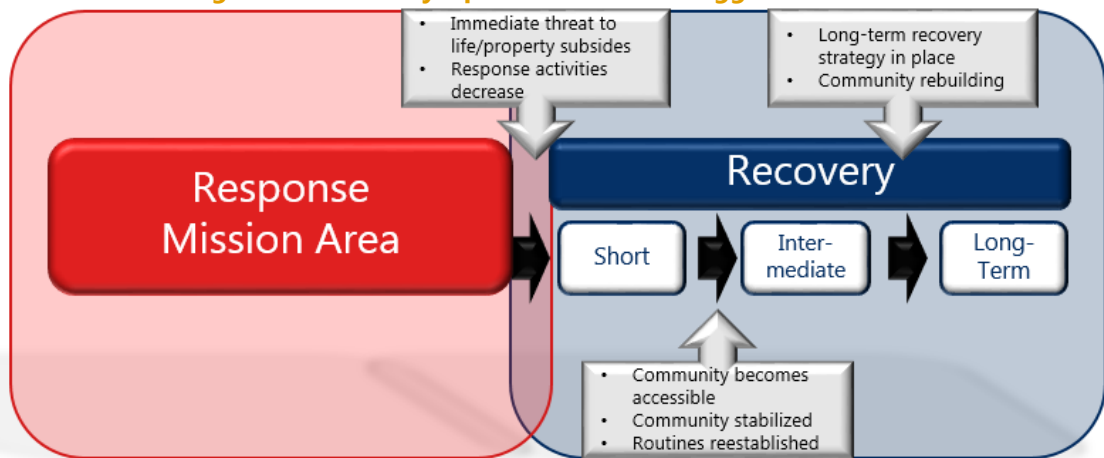
The transition from response to short-term recovery begins as response activities decrease and the immediate threat to life and property begins to subside. Short-term recovery actions and objectives focus on assessing the scope of the damage, conducting damage assessments, and ensuring essential community services continue and/or rebuild.

To move from short-term recovery (approximately 1-4 weeks) into intermediate recovery (approximately 1-3 months), the community should be accessible to emergency repair personnel, and essential services should be reestablished. Intermediate recovery focuses on returning displaced residents to homes and/or providing interim housing solutions, repairing other damaged infrastructure, and identifying potential mitigation and community resilience strategies. In tandem with future mitigation strategies, a community-driven long-term recovery group should be in place to allow for emergency management to begin to devolve recovery operations to the community and return to normal operations of emergency preparedness.

Once a long-term recovery structure is in place, the long-term recovery phase (approximately three months after a disaster) can begin. The long-term recovery phase focuses on creating new opportunities to create a resilient community and returning the community's identity to a "new normal." This phase can continue for years as community development strategies are finalized and implemented.

C. State Department/Agency Tasks by Recovery Phase

The following table details the concept of operations, and general roles and responsibilities of each SCF during recovery operations in the State of Maryland. The tasks, organized by recovery phase, and activities complement and build upon roles, responsibilities, and tasks described in statutory law, the Department/Agency/Office protocols, procedures, and SCF Annexes, and do not supersede the internal responsibilities established and by the State Department/Agency/Office.

Table 11: State of Maryland Departments/Agencies Recovery Activities

SCF	Short Term Recovery *Immediately following a disaster*	Intermediate Recovery *1-3 months following a disaster*	Long Term Recovery *3 months – years following a disaster*
Agriculture	• Clears and decontaminates deceased animals and crops • Coordinates with Human Services SCF for return of animals from shelters • Coordinates with local and federal counterparts as appropriate and requested • Coordinates agricultural damage and economic loss assessments	• Coordinates with agriculture businesses to repair and restore agricultural centers and support damage assessments • Coordinates with local and federal counterparts as appropriate and requested • Utilizes agricultural damage and economic loss assessments to drive long term recovery and mitigation strategies	• Identifies and support mitigation opportunities for agricultural centers and/or businesses • Coordinates with local and federal counterparts as appropriate and requested
Cultural Resources	• Assesses damage to cultural centers • Coordinates with community leaders to support cultural center restoration and repair • Coordinates with local and federal counterparts as appropriate and requested	• Supports restoration and repair of damaged cultural resources and cultural centers • Coordinates with local and federal counterparts as appropriate and requested	• Identifies and support mitigation opportunities for cultural centers as appropriate • Coordinates with local and federal counterparts • Supports long term recovery committee with community restoration and cultural resource preservation opportunities

SCF	Short Term Recovery *Immediately following a disaster*	Intermediate Recovery *1-3 months following a disaster*	Long Term Recovery *3 months – years following a disaster*
Economic Impact	• Begins economic impact analysis data collection • Communicates emergency operations and recovery information to affected businesses. • Coordinates with local and federal counterparts as appropriate and requested	• Utilizes economic impact analysis to drive business restoration and retention strategy for community • Coordinates with local and federal counterparts as appropriate and requested	• Supports long term recovery committee and local chamber of commerce to identify new business opportunities and retention/return strategies • Coordinates with local and federal counterparts as appropriate and requested
Electronic Infrastructure	• Restores essential electronic infrastructure services to ensure continuity of service and protection from malicious sources • Coordinates with vendors to support infrastructure repairs	• Ensures continuity of electronic infrastructure services to stakeholders • Coordinates with external vendors to identify areas for disaster risk reduction strategies in electronic infrastructure	• Identifies other mitigation opportunities for electronic infrastructure as appropriate
Environmental Protection	• Assists Transportation and Law Enforcement SCFs with hazardous materials disposal and mitigation • Waives fees of State dumps for debris removal • Coordinates for decontamination and disposal of radiological or hazardous materials • Supports Natural Resources SCF with identification and restoration of natural resources	• Coordinates with SCF Public Health and Medical for decontamination and disposal of radiological or hazardous materials • Supports Natural Resources SCF with identification and restoration of natural resources if affected by hazardous materials • Assesses long-term environmental impacts and include guidance on remediation efforts	• Identifies mitigation opportunities for environmental protection and hazardous materials safety • Coordinates with local and federal counterparts

SCF	Short Term Recovery *Immediately following a disaster*	Intermediate Recovery *1-3 months following a disaster*	Long Term Recovery *3 months – years following a disaster*
Fire and Emergency Services	• Coordinates non-mutual aid, non MEMAC fire and emergency services resources • Supports the tracking of patients from disaster recovery areas to hospitals	• Staffs a liaison to the State Recovery Organization if applicable and requested	• Staffs a liaison to the State Recovery Organization if applicable and requested
Human Services	• Coordinates and support shelter operations of local jurisdiction shelters and State shelters • Supports with assistive technology support and rented equipment • Coordinates mass feeding services to displaced residents and evacuees • Coordinates with disaster programs to provide case workers to impacted residents • Coordinates with VOADs for recovery	• Coordinates the return of shelter occupants to residences or interim housing solutions • Ensures people with disabilities and others with access and functional needs can safely and adequately return home. • Coordinate with partner agencies for the provision of continued case management support for affected residents	• Coordinate with partner agencies for the provision of continued case management support for affected residents • Participates and support State and/or local long term recovery organization for unmet needs and coordination with VOADs
Law Enforcement	• Works with partner agencies through established MOUs • Gathers intelligence regarding potential threats and/or hazards and suspicious activity	• Coordinates and responds to requested Transportation SCF activities and support transportation impacts to NSSE event area as appropriate • Coordinates the provision of security and traffic control at staging, areas, reception centers, mass care shelters and other critical facilities	• Responds and coordinate all emergency response State law enforcement activities in support of local jurisdictions

SCF	Short Term Recovery *Immediately following a disaster*	Intermediate Recovery *1-3 months following a disaster*	Long Term Recovery *3 months – years following a disaster*
Long Term Housing	• Coordinates and supports SCF Human Services with interim housing for displaced residents • Provides business impact information to Economic Impact SCF	• Provides loans to residents and businesses for repairs and restoration to property • Coordinates with Human Services SCF to transition evacuees from shelters to interim housing solutions	• Provides long term housing solutions to displaced residents affected by disaster • Continues to distribute loans to residents and businesses for repairs and restoration to property • Identifies mitigation opportunities for residents and businesses
Military Support	• Coordinates and utilize and County Liaison Teams (CoLT) to support disaster recovery operations as necessary • Coordinates MMD resources and assets as deployed	• Coordinates and utilize and County Liaison Teams (CoLT) to support operations and communication as necessary • Communicates situational awareness to joint staff and MMD assets	• Staffs a liaison to the State Recovery Organization if applicable and requested
Natural Resources	• Staffs a liaison to the State Recovery Organization if applicable and requested • Assesses the extent of impact on the natural environment and state parks following disaster	• Staffs a liaison to the SRO if applicable • Coordinates debris management of natural resources • Determines the long-term impact to Maryland parks and natural resources and propose solutions	• Staffs a liaison to the SRO if applicable • Reopens State Parks • Invests in mitigation projects for natural resource cleanup
Non-Governmental Services	• Coordinates participation of VOADs in short term recovery operations and donations and volunteer management	• Coordinates participation of donations and volunteer management in recovery operations to support local jurisdiction unmet needs	• Coordinates participation of VOADs in long term recovery organization • Coordinates distribution of donations to affected communities if appropriate or by appropriate VOAD

SCF	Short Term Recovery *Immediately following a disaster*	Intermediate Recovery *1-3 months following a disaster*	Long Term Recovery *3 months – years following a disaster*
Power Infrastru	• Coordinates with utility companies for status of electrical grid and infrastructure restoration	• Coordinates with utility companies for status of electrical grid and infrastructure restoration	• Supports the identification and completion of appropriate hazard mitigation projects to electrical infrastructure
Public Health and Medical	• Assists in coordination of patient flow among Maryland hospitals • Ensures impacted residents have access to healthcare services • Assists local jurisdictions and health care facilities with coordinating resources to return patients to appropriate facilities • Inspects food facilities and conduct food safety food sample collections and test when appropriate • Deploys Maryland Responds volunteers to assist with public health and medical response, including medical aid stations at shelters and/or family assistance centers • Coordinates with MIA to waive prescriptions refill time restrictions • Coordinates behavioral health assistance to affected citizens and response personnel • Assist local jurisdictions with conducting a public health impact assessment	• Monitors and inspects food facilities related to areas to mitigate food-borne illnesses • Communicates with hospitals continuity of care • Assists to return patients to appropriate facilities • Coordinates behavioral health assistance to citizens and personnel • Supports health issues related to radiological releases and decontamination • Conducts laboratory sampling of food establishments, critical facilities debris and/or affected materials • Provides guidance on facility decontamination, detaining potentially adulterated foods for testing, organizing the laboratory testing • Provides guidance to retail establishments and retail food industry organizations and to food processors.	• Coordinate long term behavioral health assistance to affected citizens and response personnel

SCF	Short Term Recovery *Immediately following a disaster*	Intermediate Recovery *1-3 months following a disaster*	Long Term Recovery *3 months – years following a disaster*
Public Works and Infrastructure	• Participates in recovery coordination calls with partners • Coordinates with SCF Transportation and Law Enforcement for first push debris clearance and repairs, and other emergency construction of transportation infrastructure or assets • Assesses damage to public infrastructure and the transportation network in the affected area. • Waives fees and regulations for rapid restoration of critically damaged buildings	• Participates in recovery coordination calls with partners • Coordinates with SCF Transportation and Law Enforcement for debris management and infrastructure repair	• Supports the identification of mitigation opportunities to infrastructure
State Resources	• Supports local jurisdictions with contract support for recovery operations such as debris management and infrastructure repair • Participates in recovery coordination calls with partners • Conducts damage assessments to State-owned facilities	• Supports local jurisdictions with contract support for recovery operations such as debris management and infrastructure repair • Participates in recovery coordination calls with partners	• Supports the long term recovery committee with identification of future state contract support • Identifies projects and strategies for mitigation opportunities to State-owned facilities
State Services	• Participates in recovery coordination calls with local, state, and federal partners • Supports the damage assessment process and impact analysis to other State services as applicable and requested	• Supports the identification and completion of unmet needs through coordination with other State services	• Supports the identification and completion of mitigation opportunities for State services and local jurisdictions

SCF	Short Term Recovery *Immediately following a disaster*	Intermediate Recovery *1-3 months following a disaster*	Long Term Recovery *3 months – years following a disaster*
Transportation	• Participates in recovery coordination calls with partners • Maintains Statewide situational awareness of transportation networks • Processes and coordinate requests for transportation and infrastructure recovery support • Coordinates alternate transportation services as available • Provides resource support if available as requested to State/local departments/agencies • Reports damage and service effects to transportation infrastructure as a result of the incident	• Maintains public transportation services and increase services as necessary • Collects, analyzes, and distributes information on the status of the State's accessible transportation systems, resources and infrastructure • Provides liaison with WMATA, local Maryland EOC's, and other regional transportation organizations as appropriate and requested • Coordinates mutual aid requests for transportation services and resources • Communicates relevant information to transportation infrastructure stakeholders at the local level	• Collects, analyzes and distributes information on the status of the State's transportation systems • Identifies projects and strategies for mitigation opportunities to transportation infrastructure

SCF	Short Term Recovery *Immediately following a disaster*	Intermediate Recovery *1-3 months following a disaster*	Long Term Recovery *3 months – years following a disaster*
Whole Community	• Identified immediate whole community needs and works to ensure inclusiveness • Forecasts needs within the recovery mission area • Advises all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with disabilities and others with access and functional needs • Facilitate equipment loans of assistive technology, portable ramps, and durable medical equipment (per availability) for survivors to return home or to the workplace • Support case management involving individuals and families with disabilities who have complex circumstances and unmet needs. • Provide Maryland Department of Disabilities representation to the FEMA Joint Field Office (JFO), upon request. • Administer specialty loan programs, when available • Participates in recovery coordination calls with partners	• Supports the ongoing recovery needs of the whole community • Advises all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with disabilities and others with access and functional needs • Facilitate equipment loans of assistive technology, portable ramps, and durable medical equipment (per availability) for survivors to return home or to the workplace • Support case management involving individuals and families with disabilities who have complex circumstances and unmet needs. • Provide Maryland Department of Disabilities representation to the FEMA Joint Field Office (JFO), upon request. • Administer specialty loan programs, when available.	• Supports the ongoing recovery needs of the whole community • Advises all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with disabilities and others with access and functional needs. • Support case management involving individuals and families with disabilities who have complex circumstances and unmet needs. • Provide Maryland Department of Disabilities representation to the FEMA Joint Field Office (JFO), upon request. • Administer specialty loan programs, when available

Appendix I – State Emergency Operations Center

I.   State Emergency Operations Center Introduction

The State Emergency Operations Center (SEOC) is the physical location where State Departments/Agencies/Offices come together to support consequence management activities. As the primary entity for state-level coordination of response activities, the SEOC focuses on the operational level with two primary goals:

- Develop objectives to support policy decisions and priorities; and
- Coordinate information sharing and resource support.

The SEOC is designed to accommodate the large number of emergency management partners present during a consequence management incident. The SEOC layout provides designated seating for partners, and is organized in pods based on functional areas of activity, allowing for maximum collaboration. The SEOC also provides specialized equipment and communications capabilities, along with other logistical support.
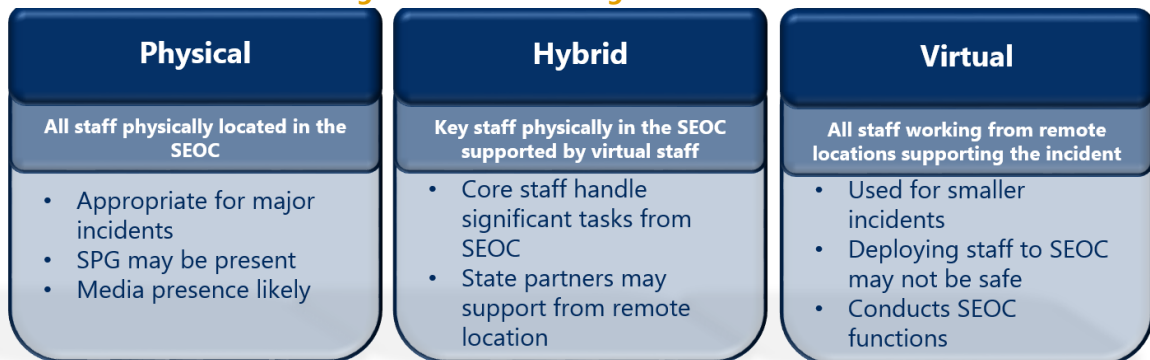
A.   Physical Coordination vs. Virtual Coordination

While the SEOC is the physical extension of MEMS, emergency management partners have the ability to conduct consequence management activities outside of the physical construct of the SEOC. The processes, protocols, and procedures stakeholders conduct in the physical room may also be facilitated virtually or in a hybrid format. Virtually coordination has benefits, including:

- Limiting safety hazards by keeping staff in safe locations;
- Minimizing staff burnout by preventing unnecessary travel, etc. between shifts; and
- Faster mobilization of the SEOC in no-notice incidents.

The figure below summarizes the characteristics of physical, hybrid, and virtual SEOC configurations.

Figure 32: SEOC Configurations

| Physical	Hybrid	Virtual
All staff physically located in the SEOC	Key staff physically in the SEOC supported by virtual staff	All staff working from remote locations supporting the incident
• Appropriate for major incidents • SPG may be present • Media presence likely	• Core staff handle significant tasks from SEOC • State partners may support from remote location	• Used for smaller incidents • Deploying staff to SEOC may not be safe • Conducts SEOC functions

II.   Concept of Coordination

The SEOC structure provides and coordinates support to local jurisdictions, and to receives and coordinates resource support from the federal government, other states, and nonprofit and private sector partners. This structure is similar to the Incident Command System (ICS) which is used for both emergency operations center and

The following figure illustrates the SEOC structure. A brief discussion of each component of the SEOC structure follows. Additional details about the specific roles and responsibilities of the SEOC positions are included in SEOC Playbooks.

Figure 33: SEOC Structure
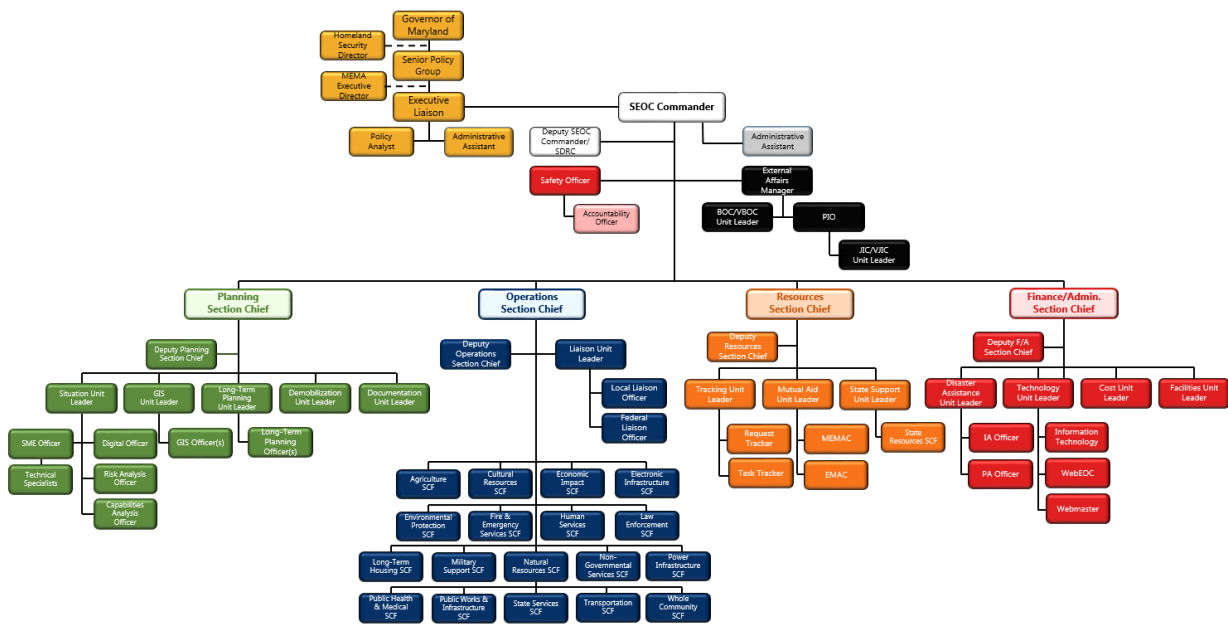
A.   Executive Staff

The Executive Staff are responsible for strategic and policy-level decision making during consequence management incidents. The Governor of Maryland has ultimate decision-making authority for consequence management activities described in the CMOP. The Governor leads a team of senior-level executives from Maryland Departments/Agencies/Office supporting consequence management activities. See the figure and table below for further information.
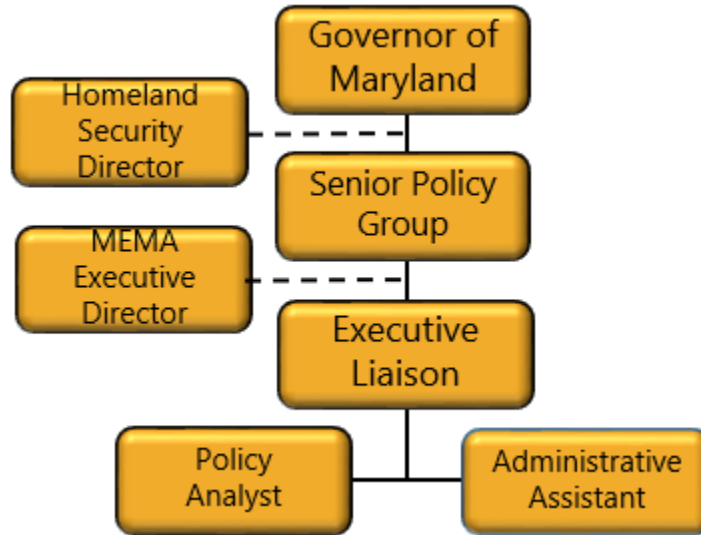
Figure 34: Executive Staff

Table 12: Executive Staff Responsibilities

Position	Responsibilities
Governor of Maryland	Responsible for consequence management decisions in Maryland and is authorized to request federal assistance to impacted communities.
Homeland Security Director	Serves as the Governor's chief policy adviser for homeland security issues.
Senior Policy Group	Directs State Departments/Agencies/Offices to participate in CMOP activities and sets policy priorities.
MEMA Executive Director	Serves as the Governor's chief policy adviser for the MEMS ensuring State actions meet the needs of local jurisdictions.
Executive Liaison	Advocates courses of action based on threats/hazard and incident needs and serves as a liaison to the SEOC and local emergency management director.
Policy Analyst	Supports the executive liaison as needed/appropriate and analyzes impacts and outcomes for proposed/selected courses of action.
Administrative Assistant	Conducts administrative functions as needed/directed.

B.   Command Staff

Within the SEOC, the Command Staff provide leadership and oversight of consequence management activities. Led by the SEOC Commander, the Command Staff are responsible for key functions, such as command, public information, and safety within the SEOC and MEMS. See the figure and table below for further information.
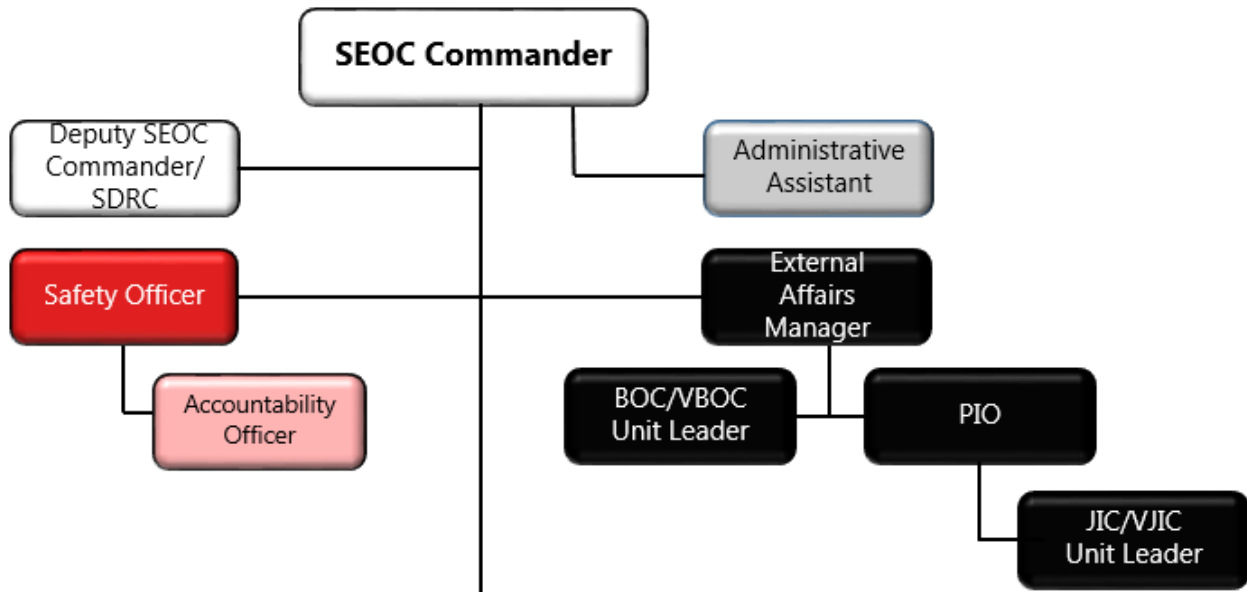
Figure 35: Command Staff

Table 13: Command Staff Responsibilities

Position	Responsibilities
SEOC Commander/Deputy	Commands the SEOC and supervises Command Staff/General Staff ensuring SEOC objectives are met and local jurisdictions are supported.
State Disaster Recovery Coordinator	Oversees the State recovery operations and spearheads the transition from response to recovery operations.
Administrative Assistant	Conducts administrative functions as needed/directed.
Safety Officer	Ensures the SEOC, staff, and MEMA facilities are safe and verifies accountability of SEOC staff.
External Affairs Manager	Supervises the Maryland Joint Information System, ensuring the appropriate information management constructs are in place.
PIO	Gathers and verifies information from State Department/Agencies/Offices and represents MEMA and State response operations in media interviews.
JIC/VJIC Unit Leader	Assigns duties for and manages the JIC/VJIC staff as necessary and produces talking points as needed for Governor, Senior State Officials, etc.
BOC/VBOC Unit Leader	Facilitates communication, situational awareness, and information sharing with private sector businesses and provides periodic incident reports to the private sector

C.   Planning Section

The Planning Section is responsible for the collection, analysis, evaluation, and dissemination of information regarding the status of consequence management activities. The section also develops operational plans, crisis action plans, and the State Support Plan. See the figure and table below for further information.

Figure 36: Planning Section

Table 14: Planning Section Responsibilities

Position	Responsibilities
Planning Section Chief/ Deputy	Establishes SEOC operational tempo and facilitates designated meetings and oversee the development of the State Support Plan
Administrative Assistant	Conducts administrative functions as needed/directed
Situation Unit Leader	Gathers and analyzes information from all relevant data sources (e.g., WebEOC, external sites) for inclusion in SIGNAL and other informational products
SME Officer	Coordinates with subject matter experts and supports the Situation Unit Leader with information and analysis
Technical Specialists	Provides technical expertise and an enhanced level of expertise and analysis to support operations and information products
Digital Officer	Leads development and maintenance of SIGNAL ensuring information is accurate and updated on an ongoing basis
Risk Analysis Officer	Analyzes, synthesizes, and processes incident-related information and inputs data into SIGNAL while providing context and analysis.
Capabilities Analysis Officer	Determines if current activities and support are meeting incident needs and forecasts capability gaps.

Position	Responsibilities
GIS Unit Leader	Develops visual displays of data (including maps) and conducts enhanced data analysis including trend and incident analysis.
GIS Officer(s)	Support the duties of the GIS Unit Leader with activities as required/needed
Long Term Planning Unit Leader	Develops long-term strategies for incidents projected to last beyond 4-5 operational periods, including long-term staffing strategies.
Long Term Planning Officers	Support the duties of the Long Term Planning Unit Leader as required/needed
Demobilization Unit Leader	Develop and implement the demobilization plan, including reducing staffing, virtual operations, and document-retention policies.
Documentation Unit Leader	Attend all SEOC meetings and conference calls to take comprehensive and thorough notes, and creates and distributes meeting minutes

D.   Operations Section

The Operations Section coordinates State Department/Agency/Office actions in response to a consequence management incident. The Operations Section also coordinates directly with State, local, federal, non-profit, and non-governmental organizations to ensure activities to support incidents are aligned and appropriate based on incident and capability needs. See the figure and table below for further information.
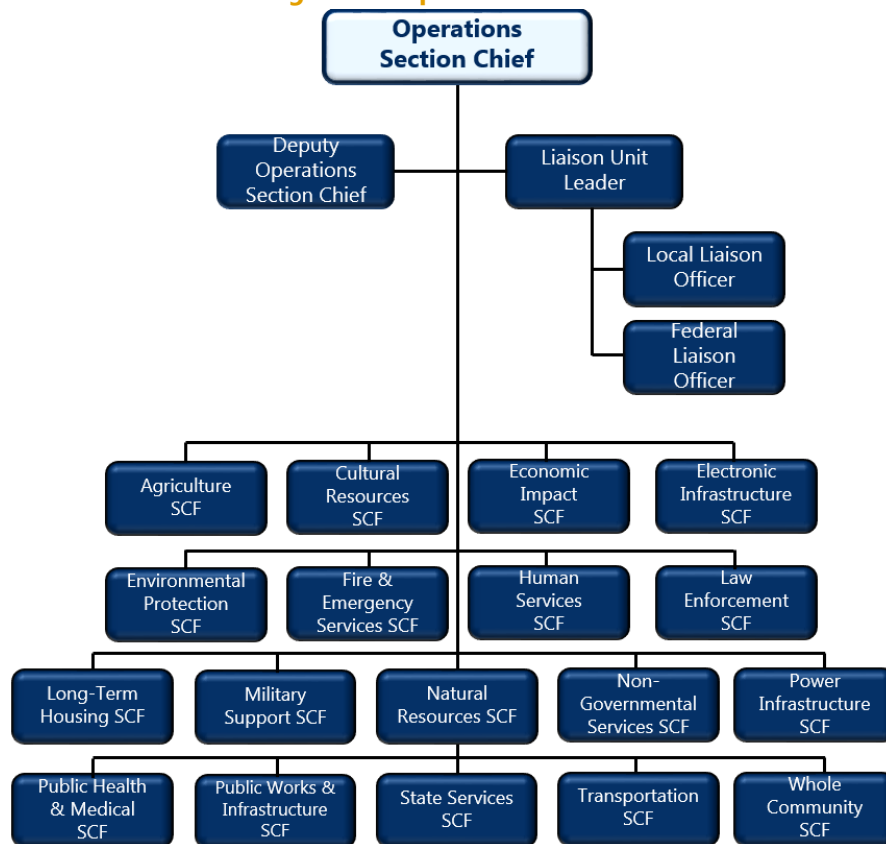
Figure 37: Operations Section

Table 15: Operations Section Responsibilities

Position	Responsibilities
Operations Section Chief/ Deputy	Leads the Operation Section, including coordinating with State Department/Agency/Office and external partners
Administrative Assistant	Conducts administrative functions as needed/directed
Liaison Unit Leader	Provides oversight and supervision of liaison officers and ensures a unified reporting/information flow is established.
Local Liaison Officer	Coordinate with MEMA RLO to gather information from local jurisdictions throughout incident lifecycle
Federal Liaison Officer	Liaises with federal entities supporting incident operations
State Coordinating Functions	Supports the needs of local jurisdictions and State Departments/Agencies as needed and serves as agency/discipline subject matter experts

E.   Resources Section

The Resources Section facilitates the resource management process as outlined in Section IV of the base plan in order to support consequence management activities. The Section carefully tracks and manages all resource requests from local jurisdictions and state agency partners. See the figure and table below for further information.
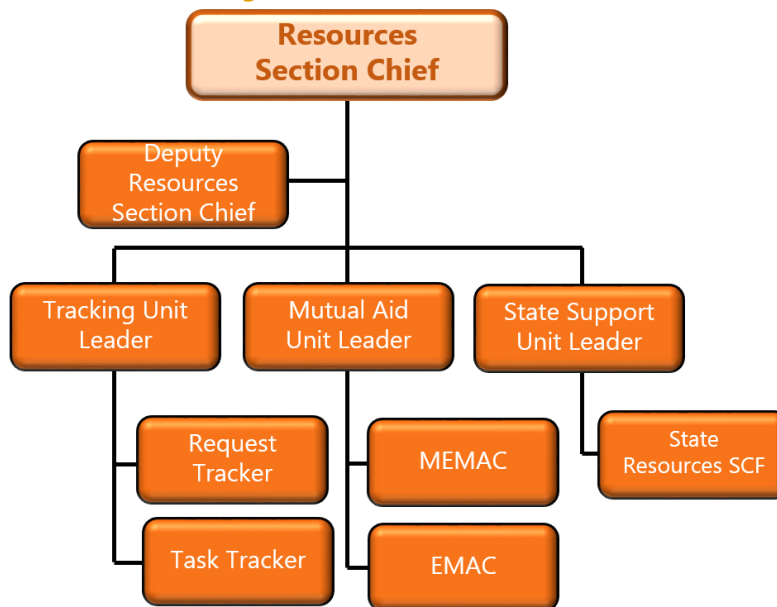
Figure 38: Resources Section

Table 16: Resources Section Responsibilities

Position	Responsibilities
Resources Section Chief/Deputy	Facilitates the resource management process and supervises the resource section while forecasting projected resource needs.
Administrative Assistant	Conducts administrative functions as needed/directed.
Tracking Unit Leader	Oversees the resource deployment process including the tasking/tracking of resources.
Request Tracker	Reviews, validates, de-conflicts, and prioritizes request.
Task Tracker	Follows up with SCFs/assignees to ensure tasks are updated and creates additional tasks as needed in coordination with the Request Tracker.
Mutual Aid Unit Leader	Implements and administers overall inter/intra state and federal mutual aid programs while ensures all federal aid and mutual aid requests are processed & tracked.
EMAC	Broadcasts approved EMAC requests in EMAC EOS and monitors EOS for offers of support and presents to SEOC Commander as directed by the Resource Section Chief
MEMAC	Coordinates with MJOC to send out MEMAC requests and reviews offers of support for completeness and provides to requesting jurisdiction.
State Support Unit Leader	Makes requests to FEMA or other federal agencies for resource support as directed by the Section Chief and/or the SEOC Commander and coordinates with POCs for incoming federal resources to determine any logistical needs.
State Resources SCF	Assists with state resource procurement through emergency contracts, agreements, etc. as needed for incident.

F.   Finance/Administration Section

The Finance/Administration Section oversees the financial and administrative impact of consequence management incidents. This section is also responsible for initiating the disaster assistance and relief processes which opens up State and federal programs to assist survivors. See the figure and table below for further information.

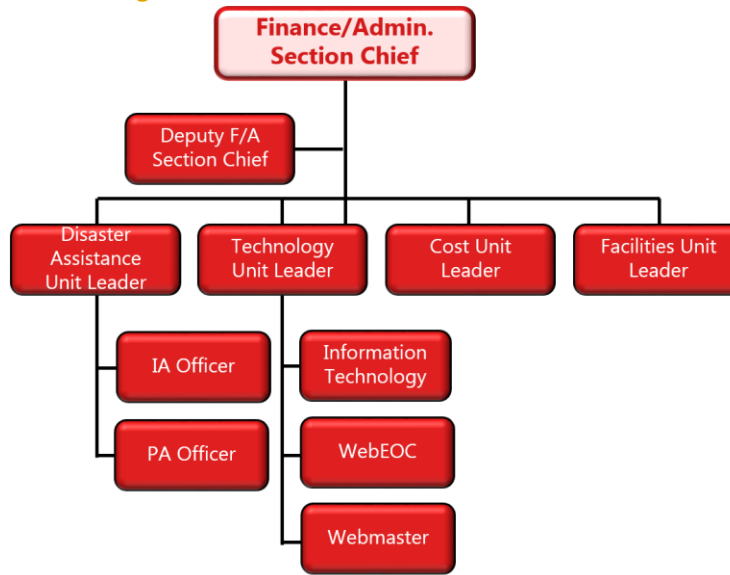**Figure 39: Finance/Administration Section**

**Table 17: Finance/Administration Section Responsibilities**

Position	Responsibilities
Finance/Admin Section Chief/Deputy	Ensures costs and personnel time are tracked and that the proper facility structure is in place to support operations and coordinates with SEOC Commander to prepare a letter of support for Federal Disaster Declaration as appropriate.
Administrative Assistant	Conducts administrative functions as needed/directed
Disaster Assistance Unit Leader	Coordinates the damages assessment processes related to specific designation of the State and localities eligible for disaster assistance and oversees the IA and PA processes.
Individual Assistance Officer	Serves as the SME for the FEMA IA Program and the SBA Disaster Assistance Program regarding eligibility of damages and other community impacts.
Public Assistance Officer	Facilitates the collection and verification of initial/Local Damage Assessment costs from State Departments/Agencies and local offices of emergency management
Technology Unit Leader	Supervises the Technology Unit ensuring SEOC technology is operating and available to support operations
IT	Maintains and restores IT infrastructure as needed.
WebEOC	Maintains and supports WebEOC including accessibility and functionality
Webmaster	Works with GIS to ensure that appropriate public-facing OSPREY maps are available from the MEMA website.
Cost Unit Leader	Analyzes incident costs, burn rates, and other financial information.
Facilities Unit Leader	Monitors building systems and facility supplies and cleanliness and coordinates with the Safety Officer to ensure the facility is hazard free.

III.   Concept of Operations

This section describes the process for routine monitoring, mobilization, and the execution of SEOC operations. As noted previously, the SEOC functions in various formats (e.g., physical or virtual) and the processes described in this section apply to any threat/hazard across all Mission Areas and operational phases. The following figure provides an overview of the three phases (normal operations, mobilization, SEOC operations) and associated tasks required to effectively resolve consequence management incidents. A detailed description of each phase follows.

Figure 40: SEOC Concept of Operations
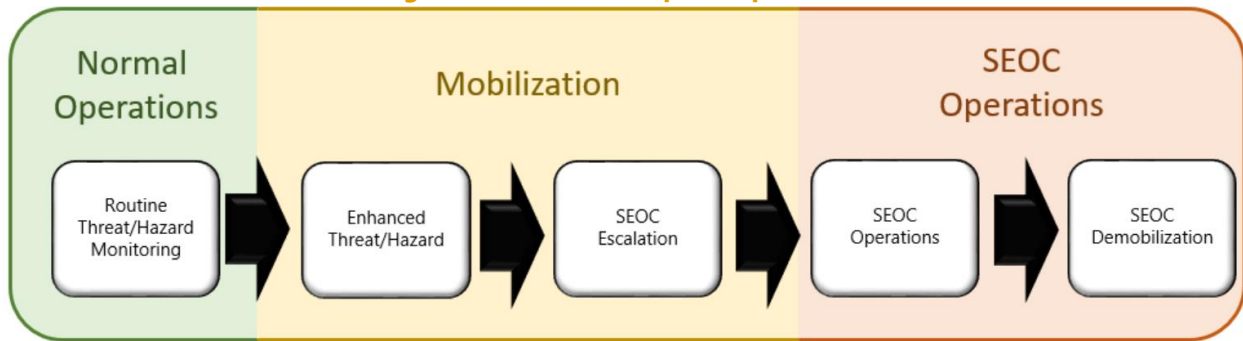

A.   Normal Operations

Normal operations occur on an ongoing basis and provide the foundation for both MEMS and SEOC operations.

Routine Threat/Hazard Monitoring

Normal operations are facilitated through routine threat/hazard monitoring through the MJOC and the other 24/7 watch centers discussed in the CMOP base plan. The MJOC and Statewide Duty Officer are the first link in mobilizing the SEOC. The following figure describes the roles/responsibilities within this phase.

Figure 41: Routine Threat/Hazard Monitoring
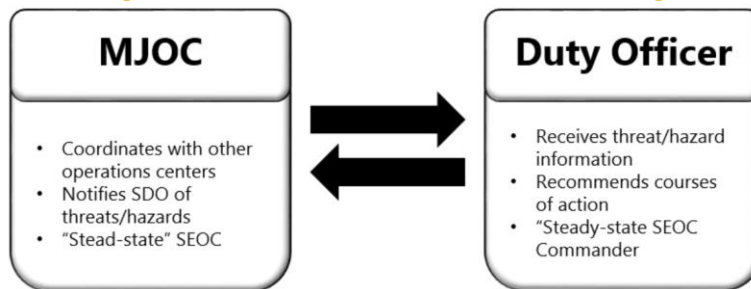
MJOC

The MJOC serves as the SEOC when the physical or virtual SEOC is not activated. The MJOC is the initial warning and notification point for any threat/hazard affecting the State. Upon receipt of a

threat meeting pre-determined criteria, the MJOC notifies the Statewide Duty Officer, who in turn, may decide to notify State senior leadership and escalate the SEOC operation.

Statewide Duty Officer
The Statewide Duty Officer (SDO) provides an extra layer of monitoring during normal operations. The SDO also serves as the daily SEOC Commander when the SEOC is not activated. This person is the first escalation point when the MJOC or other stakeholders identify an active threat/hazard.

B.   Mobilization
The Mobilization phase occurs once an active threat/hazard is detected.

Enhanced Threat/Hazard
The Statewide Duty Officer initiates the transition from normal operations to mobilization. Upon recognition that the incident requires a higher level of intervention, the SDO:

- Notifies senior staff;
- Recommends and facilitates Statewide Emergency Manager Conference Calls;
- Considers activating an Advance Team to prepare stakeholders for a State Activation Level (SAL) increase and SEOC configuration; and
- Considers notifying local and state stakeholders.

SEOC Escalation
If the threat/hazard is such that it requires an increase in the SAL, the SEOC escalation process begins. The figure below illustrates the components of an SEOC Escalation.

Figure 42: SEOC Escalation
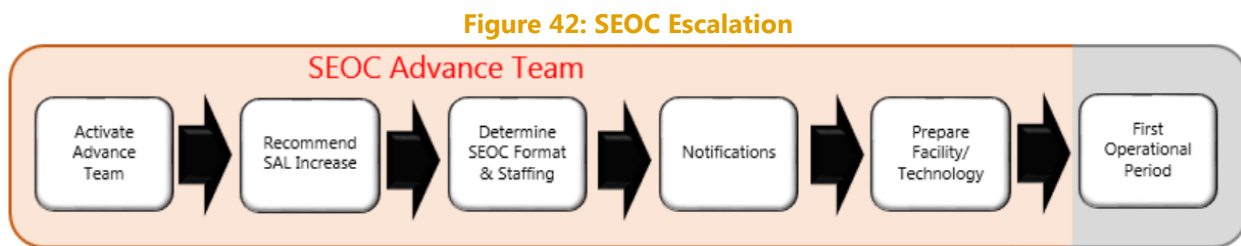
Activate Advance Team
The purpose of the Advance Team is to assist with SEOC preparations. The Advance Team conducts briefings, makes notification, assembles staffing rosters, and all other activities needed to prepare for the opening of the SEOC. While all activities within the mobilization phase are the responsibility of the SDO, they may delegate certain tasks to the Advance Team and MEMA's SEOC Manager. In the case of a no-notice event where the SAL needs to be immediately increased, the SDO may opt to skip activating an Advance Team and move right into recommending SAL increase.

Recommended SAL Increase

When an impact to Maryland is likely, the SDO recommends increasing the SAL. This decision is a joint discussion between the SDO, senior leadership, and SMEs. Jointly, MEMA leadership determines the Mission Area and phase to begin the operation (e.g., Response, Full) to inform agency activities.

Determine SEOC Format & Staffing

Next, depending on the nature and severity of the threat/hazard, the SDO recommends the SEOC configuration. Possible configurations include either physical, virtual, or hybrid physical/virtual. It is also during this step that officials determine the length of, and start time of, the operational periods. A staffing schedule is a product of this step.

Make Notifications

After the SAL, SEOC format, and staffing are determined, the MJOC notifies activated staff and agencies. Depending on the lead time for the incident (e.g., notice vs. no-notice) the MJOC can page individual staff, all staff, or all SEOC partners to report via phone calls, texts and emails.

Prepare Facility/Technology

As part of ongoing mobilization efforts, the SDO and SEOC Manager prepare the facility for the activation. This includes any systems needed to support the operation.

Begin First Operational Period

The last component of the mobilization phase is the start of the first operational period. Prior to the start of the operational period, the SDO, Advance Team, and senior leadership facilitate a transfer briefing for the oncoming staff. At this point the SDO transfers command to the SEOC Commander. The SEOC is now declared operational.

C.   SEOC Operations

The SEOC Operations phase features two components depicted in the following figure.

Figure 43: SEOC Operations
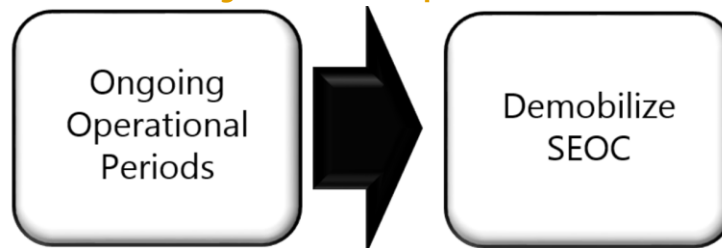
Ongoing Operational Periods

Ongoing operational periods continue until the threat/hazard passes or personnel are able to resolve the issue. The general operational tempo of the SEOC remains the same.

Operational Tempo

The following figure illustrates the basic operational tempo within the SEOC construct. The table below provides a summary of the purpose and scope of each meeting.
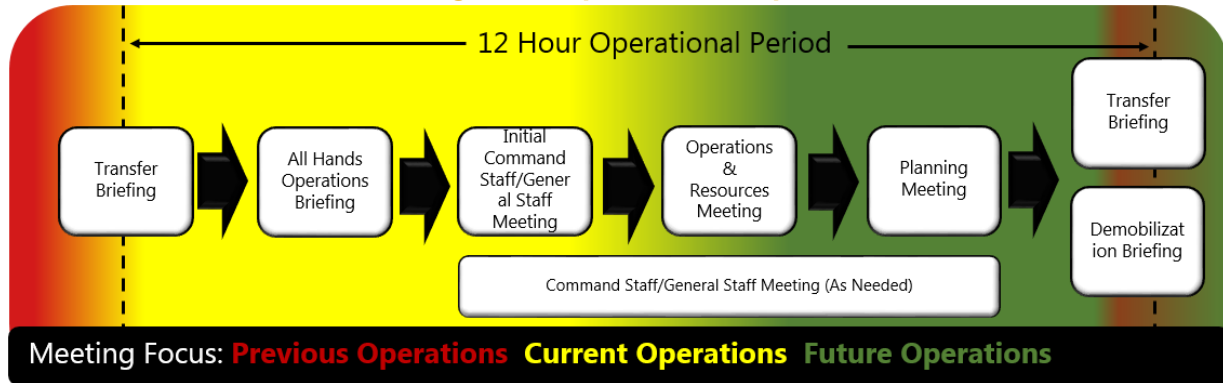
Figure 44: Operational Tempo

Table 18: Operational Tempo Meetings

Meeting	Purpose	Facilitator	Attendees
Transfer Briefing	Prepares the upcoming SEOC staff for operations	Duty Officer or SEOC Commander	Command Staff/General Staff
All Hands Operations Briefing	Provides a comprehensive overview of the upcoming operational period	Planning Section Chief	All SEOC Staff
Initial Command Staff/General Staff Meeting	To discuss the operation and ensure section chiefs are aware of key issues	Planning Section Chief	Command Staff/General Staff
Command Staff/General Staff Meeting	To discuss the ongoing operations as needed throughout the ops period	Planning Section Chief	Command Staff/General Staff
Operations & Resources Meeting	To discuss current and future operations and resources assigned to support	Operations Section Chief	Operations Section and Resources Section as needed
Planning Meeting	To review and approve the State Support Plan for the upcoming ops period	Planning Section Chief	Command State/General Staff
Demobilization Briefing	To discuss demobilization protocols	Planning Section Chief	All SEOC Staff

D. Demobilization

When the threat/hazard subsides, the SEOC demobilizes. Although demobilization occurs, it does not necessarily signify the end of the operation; rather, demobilization outcomes may be:

- A return to Normal Operations; or
- Transfer to a long-term recovery construct.

IV. SEOC Technical Capabilities

A. Technology

The SEOC features systems to provide the staff with situational awareness and a common operating picture to coordinate with stakeholders during consequence management activities. The table below outlines technology within the SEOC.

Table 19: SEOC Technology

Technology	Description
Advanced Auto Visual Displays	Allows for multiple displays of many different inputs and information platforms to maintain situational awareness.
Video Teleconferencing Capabilities (VTC)	Maintains conference capabilities with local jurisdictions organizations/agencies and Federal partners.
Satellite hone capabilities	Satellite phones available in case of failure. In addition Peach Bottom and Calvert Cliffs satellite phones (with battery backup) stored in SEOC.
Phone Systems	Hybrid Voice over Internet protocol and digital phone systems available with cellular repeaters for ATT, Spring, and Verizon.
Telephone Service Priority	Government Emergency Telephonic System (GETS) available on site (assigned to Duty Officers and Directors) to allow a priority calling.
Electro Magnetic Pulse (EMP) failure room	High Frequency radio back up capabilities in case of EMP failure is in place. Additionally computer equipment is protected from EMP.
Direct ring down lines	Direct ring down lines in place for Peach Bottom Atomic Plant, Calvert Cliffs Nuclear Power Plant and Exelon/BGE Operations Center.
Files and computer systems backed up	SEOC backup files are located out of the State to prevent a single point of failure
National Warning System (NAWAS)	Four wire digital telephone system used nationwide for access to State Warning Points and other critical entities.
Federal National Radio System (FNARS)	FNARS is a FEMA high frequency (HF) radio network to provide a minimum essential emergency communications capability among governments.
MDFirst Radio System	Statewide 700 MHz public safety two-way radio system are maintained in the SEOC and MJOC and managed through MEMA.
EMnet	More than 650 Federal, state, local, tribal, and territorial governments currently use EMnet to construct and distribute alerts.
National Public Safety Advisory Radio	National 700 & 800 MHz interoperability radio systems available on site.
Calvert Cliffs NPP Radio System	VHF System patched into the MJOC, MDE, and 10 mile EPZ counties.

B.   Safety

General Safety Practices

MEMA has policies, procedures and systems in place along with a designated full time Safety Officer to keep the workforce safe while operating within the SEOC. These procedures are contained in the Emergency Evacuation Plan and include procedures for fire, medical emergencies, active shooter incidents, threatening phone calls, suspicious packages and or any incident requiring an emergency response.

The SEOC has built in safety systems within the building to protect staff and visitors. The following fire protection and emergency medical systems are in place for personnel within in the SEOC.

Table 20: SEOC Safety Systems

Fire Protection	Medical Emergencies
• Pull stations • Smoke detectors • Heat detectors • Sprinkler systems • Fire Doors • Fires extinguishers • All alarms go to the National Guard and the Baltimore County Fire Department • Mandatory building evacuation policy	• First aid station in the MJOC • Trained Licensed Maryland EMT-B's who are managed by a MEMA Emergency Medical Services Coordinator • Basic Life Support equipment and medication in the MJOC • Automatic Emergency Defibrillator • First aid kit (includes ;Band-Aids, Tylenol, tape) is in the cabinet within the finance office

Evacuation

The SEOC has pre-designated evacuation and assembly areas where staff go to that are safe distances away from the building to meet during an emergency.

Area 1: **(Primary)** Lower parking lot, located immediately across from the Maryland Air National Guard (MDANG) building entrance. All staff and visitors occupying the main portion of the MEMA building, including all front offices, the SEOC and Room 107 on the Military side.

Area 2: **(Secondary)** Upper parking lot, located east of the MEMA building. All staff and visitors occupying the main portion of the MEMA building, including all front offices, the SEOC and Room 107 on the Military side. *To be used ONLY as a backup to the primary location, at the direction of the Safety Officer.*