Upper Eastern Shore Regional Recovery Plan

May 2016
Letter of Agreement/Signature Page

The Upper Eastern Shore Regional Recovery Plan has been adopted by the five jurisdictions that comprise the Upper Eastern Shore of Maryland, including Caroline County, Cecil County, Kent County, Queen Anne’s County, and Talbot County. The Regional Recovery Plan is an all-hazards plan that establishes a framework for coordinating disaster recovery efforts in the Upper Eastern Shore region to enable the region to recover effectively.

Certifying agreement to this plan represents a commitment by the leadership of Caroline County, Cecil County, Kent County, Queen Anne’s County, and Talbot County. By signing this Letter of Agreement, the five Counties agree to the following, as appropriate:

• Engage in information and resource sharing to support recovery efforts;
• Engage in planning and preparedness activities to support recovery efforts;
• Support relevant training and participate in exercises; and
• At a minimum, every three years this plan is reviewed to ensure it is maintained and can be utilized to support disaster recovery efforts.

___________________________________________________________
Bryan C. Ebling                      Date
Director
Caroline County Department of Emergency Services

___________________________________________________________
Richard K. Brooks, III             Date
Director
Cecil County Department of Emergency Services

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Wayne Darrell                     Date
Director
Kent County Office of Emergency Services

___________________________________________________________
Scott Haas                        Date
Director
Queen Anne's County Department of Emergency Services

___________________________________________________________
Clay B. Stamp                    Date
Assistant County Manager/Director of Emergency Services
Talbot County Department of Emergency Services
**Table of Contents**

94 Table of Contents

95 LETTER OF AGREEMENT/SIGNATURE PAGE .......................................................... II
96 TABLE OF CONTENTS ......................................................................................... IV
97 TABLE OF FIGURES ......................................................................................... V
98 TABLE OF TABLES ............................................................................................. VI
99 RECORD OF CHANGES .................................................................................... VII
100 ACRONYMS AND DEFINITIONS ...................................................................... IX
101 MISSION STATEMENT ........................................................................................ 12
102 I. PURPOSE ....................................................................................................... 12
103 II. SCOPE .......................................................................................................... 12
104 III. GOALS AND OBJECTIVES ........................................................................ 14

105 IV. FACTS AND ASSUMPTIONS ................................................................. 15
106 A. Facts ............................................................................................................. 15
107 B. Assumptions ................................................................................................. 15

112 V. AUTHORITIES AND REFERENCES .................................................... 17
113 A. Federal Government ....................................................................................... 17
114 B. State of Maryland ........................................................................................ 17

115 VI. CONCEPT OF COORDINATION .......................................................... 20
116 A. Local Coordination with Other Local(s) ....................................................... 20
117 B. Local Coordination with the Region ............................................................... 21
118 C. Local/Regional Coordination with the State ............................................... 21
119 D. Local Coordination with the Voluntary, Nonprofit, and Faith-based Organizations 21

120 VII. CONCEPT OF OPERATIONS ................................................................. 22
121 A. Phases of Recovery ....................................................................................... 22
122 1. Transition from Response to Recovery ............................................................ 22
123 2. Short-Term Recovery ..................................................................................... 22
124 3. Intermediate Recovery ................................................................................... 23
125 4. Long-Term Recovery ..................................................................................... 24

126 B. Regional Recovery Organization .................................................................... 25
127 1. Organizational Structure ............................................................................... 26
128 2. Regional Recovery Organization Senior Leadership ....................................... 27
129 3. Office of Recovery OR Community Group/Long Term Recovery Committee 29
VIII. PLAN DEVELOPMENT AND MAINTENANCE ......................................................... 30

ANNEXES ............................................................................................................... A
ANNEX A: REFERENCES ....................................................................................... B
ANNEX B: DISASTER RECOVERY TIMELINES ...................................................... C
ANNEX C: RECOVERY CONSIDERATIONS CHECKLIST ...................................... E
ANNEX D: RECOVERY PARTNER CROSSWALK .................................................... G
ANNEX E: DISASTER RECOVERY CONSIDERATIONS BASED ON BEST PRACTICES AND
LESSONS LEARNED ......................................................................................... I

A. Damage Assessment ....................................................................................... I
B. Sheltering and Feeding .................................................................................... I
C. Debris Cleanup .............................................................................................. B
D. Other Considerations .................................................................................... C

ANNEX F: PRE-SCRIPTED MESSAGES ................................................................. B

A. Donations Management ................................................................................ B
B. Steps to Take by Citizens and Businesses Post-Disaster and Fraud Warnings .......... B
C. Disaster Recovery Centers ........................................................................ C
D. Small Business Administration Disaster Loan Outreach Center ......................... C

ANNEX G: DAMAGE ASSESSMENT PROCESS .................................................... D

ANNEX H: LOAN AND GRANT PROGRAM TABLE ............................................... E

ANNEX I: COUNTY-SPECIFIC ANNEXES ........................................................... F

Table of Figures

Figure 1: Upper Eastern Shore Region ................................................................. 13
Figure 2: TRANSITION FROM RESPONSE TO RECOVERY .................................. 19
Figure 3: Recovery Phases and Leads ................................................................. 22
Figure 4: Short-term Recovery Activities ........................................................... 23
Figure 5: Intermediate Recovery Activities ....................................................... 24
Figure 6: Long-Term Recovery Activities .......................................................... 25
Figure 7: Organizational Structure Overview ..................................................... 26
Figure 8: Regional Recovery Organization ....................................................... 27
Figure 9: Sheltering and Feeding Considerations .......................................... B
Figure 10: Damage Assessment Process .......................................................... D
Figure 11: PDA Process .................................................................................... D
Table of Tables

170  Table 1: Phased Recovery Timeline ................................................................................ C
171  Table 2: Recovery Action Checklist ............................................................................... E
172  Table 3: Local, State, and Federal Recovery Partners .................................................. G
173  Table 4: Loan and Grant Program Options ................................................................. E
Record of Changes

Updates to the Upper Eastern Shore Regional Recovery Plan are documented in the table below.

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## Acronyms and Definitions

The following acronyms and definitions reflect only those acronyms or terms used in this document:

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>AAR</td>
<td>After Action Report</td>
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<tr>
<td>ARC</td>
<td>American Red Cross</td>
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<td>ASPCA</td>
<td>American Society for the Prevention of Cruelty to Animals</td>
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<td>CDBG</td>
<td>Community Development Block Grant</td>
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<td>Community Emergency Response Team</td>
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<td>CISM</td>
<td>Critical Incident Stress Management</td>
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<td>DBED</td>
<td>Maryland Department of Business and Economic Development</td>
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<td>GOCI</td>
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<td>United States Department of Health and Human Services</td>
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<td>HMGP</td>
<td>Hazard Mitigation Grant Program</td>
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<td>HUD</td>
<td>United States Department of Housing and Urban Development</td>
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<td>IA</td>
<td>Individual Assistance</td>
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<tr>
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<td>Improvement Plan</td>
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<td>Maryland Insurance Administration</td>
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<td>National Disaster Recovery Framework</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<td>NPG</td>
<td>National Preparedness Goal</td>
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<td>NRCS</td>
<td>National Resources Conservation Service</td>
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<tr>
<td>NRF</td>
<td>National Response Framework</td>
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<tr>
<td>PA</td>
<td>Public Assistance</td>
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<tr>
<td>PDA</td>
<td>Preliminary Damage Assessment</td>
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<tr>
<td>PIO</td>
<td>Public Information Officer</td>
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</table>
• POD  Point of Distribution
• PPD 8  Presidential Policy Directive 8
• RLO  Regional Liaison Officer
• RPA  Request for Public Assistance
• RRP  Regional Recovery Plan
• SBA  Small Business Administration
• SDROP  State Disaster Recovery Operations Plan
• SEOC  State Emergency Operations Center
• SHA  State Highway Administration
• SNAP  Supplemental Nutrition Assistance Program
• SRIA  Sandy Recovery Improvement Act
• UES  Upper Eastern Shore
• UES RRAC  Upper Eastern Shore Regional Recovery Advisory Council
• USCG  United States Coast Guard
• USACE  United States Army Corps of Engineers
• VOAD  Voluntary Organizations Active in Disaster
Mission Statement

Ensure the ability of the Upper Eastern Shore Counties (Caroline, Cecil, Kent, Queen Anne’s, and Talbot Counties) to recover from catastrophic incidents, which overwhelm the region or any County within the region, by engaging all necessary local, state, federal, private sector, voluntary, nonprofit, and faith-based organizations in order to address the needs of the region’s residents, visitors, and communities.

I. Purpose

The purpose of the Upper Eastern Shore (UES) Regional Recovery Plan (RRP) is to provide a formal mechanism for coordinating regional recovery efforts if it is determined that a coordinated regional effort is needed to help any County within the UES region to recover from the effects of a disaster. The RRP describes the roles and responsibilities of the UES Counties during recovery operations, including engaging in coordination activities, and participating in information and resource sharing. Additionally, individual UES County Annexes to this plan outline the specific roles and responsibilities of the Counties and departments/agencies within the Counties during disaster recovery operations.

This plan complements the Emergency Operations Plans (EOPs) of the five Counties, and is consistent with the State’s Disaster Recovery Operations Plan (SDROP).

II. Scope

The UES Regional Recovery Plan applies to preparedness and recovery operations following disasters that impact any of the Counties in the UES region. This plan applies to all County departments/agencies with roles in recovery operations.

Recovery efforts are locally driven and will be managed in accordance with local plans, procedures, and authorities, and the individual County that is affected by the disaster will set the tone for recovery in their community.

While providing a structure with procedures and guidelines, at no time is the Regional Recovery Plan intended to inhibit the use of experience and common sense by County leadership and staff, County department/agency representatives, or other organizations and businesses, when determining the actions and resources needed to restore, strengthen, and revitalize infrastructure and housing; the economy; government, voluntary, nonprofit, faith-based, and business operations; and the health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic incident in the Upper Eastern Shore region of Maryland. The details described in this plan may or may not apply to specific situations. County employees must use their discretion in each situation to determine the best course of action. Procedures listed in this plan serve as guidance, but are not intended to replace the best judgment of those who are directly handling a specific disaster recovery-related task.
The forms of County Government are as follows:

- **Caroline County**: Caroline County operates under a code home rule form of government with elected Commissioners and an appointed County Administrator.

- **Cecil County**: Cecil County operates under a charter code form of government.

- **Kent County**: Kent County operates under a code home rule charter, which allows for broad local legislative authority, with three commissioners who are elected at large for four-year terms.

- **Queen Anne’s County**: Queen Anne’s County has a Commission form of government. The Commission consists of five elected Commissioners who are elected at large by the general population and each must reside in the district they represent: one of the four Commission districts. The fifth commissioner serves as President the first year. County Code allows for rotation of the President position thereafter.

- **Talbot County**: Talbot County operates under a home rule charter with five elected council members and one council-appointed county manager.

Although various forms of County Government are employed on the Upper Eastern Shore, the Counties are able to work together to support recovery efforts under this plan. More information about each specific County can be found in the County-specific Annexes for each UES County.
III. Goals and Objectives

The goals and objectives to be met through the execution of the Regional Recovery Plan are as follows:

A. Reinforce, Formalize, and Institutionalize a Process for Ongoing Coordination among Regional Partners on the Upper Eastern Shore of Maryland

This plan seeks to establish a coordination mechanism for the UES Counties to share information and resources during disasters. The ability to coordinate will help ensure the UES region is able to recover from a disaster.

B. Support County Disaster Recovery Operations

All emergencies are locally-driven events, and it is the goal of this plan to provide a mechanism to coordinate support to the affected County or Counties within the region and/or to coordinate resource and information sharing.

C. Coordinate Recovery Operations, including at the County, Regional, and State levels

This plan supports a collaborative recovery effort between the Counties, Upper Eastern Shore region, and the State, as well as the federal government. Successful recovery efforts will also require the government to coordinate with private, voluntary, nonprofit, and faith-based organizations, and the community.
IV. Facts and Assumptions

A. Facts

• Nothing in this plan alters or impedes the ability of any County to carry out its specific authorities or perform its responsibilities under all applicable laws, executive orders, and directives.

• This plan does not alter the existing authorities of individual County agencies/departments and does not convey new authorities.

• County-specific Annexes are intended to supplement the plan, and may help resolve any issues, including political issues, that arise during a recovery effort.

• Each County can determine its needs based upon its capabilities, gaps, and strengths.

• The form of County government will potentially impact the way the Counties interact.

B. Assumptions

• A disaster may occur at any time with little or no warning, and recovery needs will exceed the capabilities of the affected County’s government, as well as the private sector and voluntary, nonprofit, and faith-based organizations in the affected area.

• The recovery process may be indicated based on various triggering events, including:
  - In anticipation of the need for a disaster recovery effort (e.g., during a “pre-declaration” phase).
  - When life safety concerns have been resolved, and a need for recovery is indicated.

• Recovery activities may occur both concurrently and at different rates, which will create challenges for meeting resource needs.

• Recovery is a scalable process, which will scale up or down as needs for resources are identified.

• Recovery efforts may require mutual aid, and outside assistance may be needed to help the community recovery.

• Some individuals or groups may be able to recover on their own, and some individuals or groups may need assistance to recover.

• It may be challenging to rebuild the community’s trust following a disaster.

• Debris removal may be critical, and the quantity of debris may likely exceed the County’s normal debris removal and disposal capabilities.

• A disaster may have financial/economic consequences that impact the recovery process.

• Damage to critical infrastructure/key resources caused by a disaster may impact the recovery process.

• Community members may be adversely impacted by a disaster (e.g., loss of income from work, damage to home/rental property, temporary or permanent displacement).

• Considerations will be made for people with disabilities and others with access and functional needs.
• Impacted communities and community members, including individuals, voluntary, nonprofit, and faith-based organizations, and businesses, may guide the recovery process and strategies for recovery.

• Voluntary, nonprofit, and faith-based organizations, as well as private organizations, may be essential to successful recovery operations (e.g., by providing support to the community or helping lead the Long Term Recovery Committee).
V. Authorities and References

A. Federal Government

Some of the federal laws, regulations, policies, and guidance related to recovery are included below:

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended.
- The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.
- National Preparedness Goal (NPG), September 2011.
- National Disaster Recovery Framework (NDRF), September 2011.
- Sandy Recovery Improvement Act (SRIA) of 2013, Public Law 113-2, Section 1101.

B. State of Maryland

Some of the State laws and regulations are included below:

- Annotated Code of Maryland, Public Safety Article, Title 14. ¹
- Governor’s Executive Order, Executive Order 01.01.2013.06 (Maryland Emergency Preparedness Program).²
- State of Maryland Disaster Response Operations Plan (SDROP), August 13, 2014.³

The following sections of the Code of Maryland may be relevant, depending on the disaster:

- MD Code, Public Safety, § 14-111: A Local State of Emergency can be declared by, “the principal executive officer of a political subdivision.” Additionally, the declaration of a local state of emergency: “(1) activates the response and recovery aspects of any applicable local state of emergency plan; and (2) authorizes the provision of aid and assistance under the applicable plan.”⁴
- MD Code, Public Safety, § 14-107: Additionally, the Governor shall declare a state of emergency, “[i]f the Governor finds that an emergency has developed or is impending due to any cause.” This can be done by either executive order or proclamation.⁵

A declaration of a state of emergency by the Governor “activates the emergency response and recovery aspects of the State and local emergency plans applicable to the political subdivision or area covered by the declaration. [It also allows for], “the deployment and use of resources to which the State or local plans apply” [and] “the use or distribution of supplies, equipment, materials, and facilities assembled, stockpiled, or arranged to be made available in accordance with this subtitle or any other law that relates to emergencies.”  

The following flowchart depicts the incident response and recovery process.
Note that each UES County will determine whether it wants long-term recovery to be managed by a Long Term Recovery Committee, likely managed by voluntary organizations, or an Office of Recovery that is stood-up by the local government, and this will be outlined in the County-specific Annexes for each UES County. This Regional Recovery Plan acknowledges that some entity will have to manage the long-term recovery, but what that is should be determined by the County.
VI. Concept of Coordination

Recovery is indicated based on various triggering events, which are described in the section on the transition from response to recovery below. Recovery may begin in anticipation of the need for a disaster recovery effort, or when life-safety concerns have been resolved and a need for recovery is indicated, which may occur before response has concluded or concludes.

All disasters are initially managed at the local level. Regional support may be needed, depending on the size of the disaster, and although the Counties on the Upper Eastern Shore have the capability to effectively engage in recovery operations for most disasters without any outside assistance, if a disaster evolves such that resources and/or coordination requirements exceed local capabilities, assistance from the State may be necessary.

After local disaster recovery resources are exhausted or the County does not have the resources it needs, the affected County may request assistance from other Counties through County-to-County mutual aid agreements. The affected County may also request resources through the State via the Maryland Emergency Management Assistance Compact (MEMAC), provided a local declaration of emergency is in place, or the County may request State disaster recovery resources and assistance.

When State resources are exhausted, the State may request resources from other states through the Emergency Management Assistance Compact (EMAC), provided the Governor of Maryland has made a declaration of emergency, or the State may request assistance from the federal government, which will be facilitated through the Federal Emergency Management Agency (FEMA). Additionally, the State may request a Presidential Disaster Declaration, which if approved, makes a wide array of federal programs and resources available to the State.

When regional coordination is needed in support of recovery efforts in the UES region, these efforts will be coordinated and supported by the UES Regional Recovery Advisory Council (UES RRAC). The UES RRAC will be stood up any time an UES County is impacted and requires a recovery effort. When this plan is activated, the UES Directors of the Departments of Emergency Services will provide the primary direction, control, and coordination functions for short-term recovery activities following a disaster. Additionally, the UES RRAC may provide situational awareness and resource support, and the recovery organization (described in the Concept of Operations section) can be expanded, as needed, to meet the needs of the region.

A. Local Coordination with Other Local(s)

The UES Counties coordinate with one another regularly, both day-to-day and during disaster response and recovery, through:

- Routine phone calls;
- WebEOC, including through a chat group in WebEOC;
- Email;
- Text messaging;
- Other messaging services, such as instant messaging; and
- Quarterly Planner Meetings.
B. Local Coordination with the Region

Each of the UES Directors of the Departments of Emergency Services on the Upper Eastern Shore (or their designee) will serve as a representative of their respective County on the UES Regional Recovery Advisory Council to support recovery efforts. The UES RRAC serves two primary proposes: it supports the UES Counties with having their resource needs met by helping to discuss the prioritization of resource needs and resolving conflicting requests for resource support, and supports effective information sharing.

C. Local/Regional Coordination with the State

The role of the State in disaster recovery is to support the local communities. The State Disaster Recovery Operations Plan (SDROP) states that the State of Maryland’s recovery organization will seek to interact with the local recovery organization by:

- Incorporating the local advisory group into the State’s recovery organization to advise on policy related to the disaster recovery efforts impacting their local jurisdiction(s);
- Ensuring information is shared with the local jurisdictions; and
- Coordinating with the locally appointed representative of the jurisdiction.

The roles of the Maryland Emergency Management Agency (MEMA) and the State agencies, with regard to supporting local recovery operations, are outlined in the SDROP. Additionally, the way the State interacts with the federal government to support recovery operations is outlined in the SDROP.

D. Local Coordination with the Voluntary, Nonprofit, and Faith-based Organizations

The UES Counties will coordinate with voluntary, nonprofit, and faith-based organizations as referenced herein.
VII. Concept of Operations

A. Phases of Recovery

The phases of recovery, as identified in this plan, are organized according to the activities and milestones that need to be accomplished during each phase of the recovery operations prior to moving on to the next phase. This information is also presented in the form of a checklist, which is included below.

1. Transition from Response to Recovery

Although the recovery process begins at the onset of a disaster, the need for a regional recovery response is indicated based on the following triggers.

- The impacted UES County coordinates through the MEMA Regional Liaison Officer (RLO) to schedule a call with the other counties to discuss information and resource support needs or requests; or
- The UES Counties are asked to participate in scheduled conference calls with the State and other counties.

Note: this may be assessed through monitoring WebEOC.

The declaration of a local state of emergency may also be a trigger indicating a need for recovery (MD Code, Public Safety, § 14-111), as can a situation when UES County partners in recovery identify recovery-related needs, necessitating a recovery effort.

2. Short-Term Recovery

Depending on the nature of the disaster, short-term recovery may last for days or several weeks. The local government leads the short-term recovery efforts with support from the UES Regional Recovery Advisory Council (and potentially with State or federal support), and...
voluntary, nonprofit, and faith-based organizations, such as the Maryland Voluntary Organizations Active in Disaster (VOAD).

This phase focuses on:

- Assessing and addressing the immediate health and safety needs of residents, such as shelter and food (not including life-safety concerns, which have been resolved);
- Conducting the community needs assessment;
- Assessing the scope of the damage and conducting damage assessments;
- Submitting Public Assistance/Individual Assistance (PA/IA) and Small Business Administration (SBA) requests;
- Cleaning up and clearing debris;
- Restoring critical infrastructure;
- Restoring essential community services; and
- Transitioning people out of the shelter setting.

**Figure 4: Short-Term Recovery Activities**

**3. Intermediate Recovery**

Depending on the nature of the disaster, as recovery progresses, short-term recovery transitions to intermediate recovery, and may last for several months. The local government, with support from the UES Regional Recovery Advisory Council, will help with the transition to intermediate recovery. The opening of the Disaster Recovery Center (not referred to herein as DRC to avoid confusion with the Disaster Recovery Coordinator acronym used throughout this plan) may help mark the beginning of this stage. The Disaster Recovery Center, according to [FEMA’s website](#), is a facility “where survivors may go for information about [FEMA] programs or other disaster assistance programs, and to ask questions related to [their] case,” and it is scaled to meet the community’s unmet needs, such as providing access to cash, fuel, charging stations for electronic devices, etc.

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[FEMA’s website](#). Date last accessed, 5/23/16.
This phase focuses on helping return the community, infrastructure, and services to a functional level or a state where permanent restoration can be achieved during long-term recovery.

Intermediate recovery is characterized by a transition back to a community-driven recovery effort with less government involvement, and the Office of Recovery or the Community Group/Long Term Recovery Committee (likely with support from the Maryland VOAD) will begin to lead the recovery efforts. During this time, the government will be returning to its steady-state operations. As part of this transition effort, however, emergency managers will help provide support to the community-led recovery effort.

**Figure 5: Intermediate Recovery Activities**

Housing: • provide interim housing solutions

Debris Removal and Infrastructure Restoration: • clear debris • repair infrastructure

Health Care: • support mental and behavioral health needs • provide ongoing medical care and ensure continuity of care

Mitigation: • identify ways to rebuild to ensure resilience

Businesses: • support the reestablishment of businesses

4. **Long-Term Recovery**

Depending on the nature of the disaster, long-term recovery may last for several years, but long-term recovery efforts should start early in the recovery process. Long-term recovery preparations should begin during the short-term phase by taking action, such as reaching out to the community to begin engagement efforts and to organize the Long Term Recovery Committee (if one will be used to manage long-term recovery efforts).

The focus of this phase is on revitalizing the impacted area through rebuilding and redeveloping the community, restoring infrastructure and services, and helping ensure future community resilience (e.g., through mitigation measures).
During long-term recovery, the community will take control of the recovery effort, and this will likely be led by the Office of Recovery or the Community Group/Long Term Recovery Committee, which may be comprised of community members and the Maryland VOAD. While the Office of Recovery or the Community Group/Long Term Recovery Committee may help manage the long-term effort, the UES emergency planners will continue to provide support to the community-driven effort throughout the long-term recovery effort, and should take part in meetings to help identify additional stakeholders, to help troubleshoot problems, and to support ongoing community engagement. The government should serve as a liaison to the Office of Recovery or Community Group/Long-Term Recovery Committee at the request of the Office of Recovery or Community Group/Long Term Recovery Committee. Therefore, the community is the lead in this situation, and the County can provide technical assistance and facilitation to help the community to achieve the vision it sets for the recovery effort.

**FIGURE 6: LONG-TERM RECOVERY ACTIVITIES**

Long-term recovery may be demobilized when the community has returned to functionality, and upon the conclusion and closing of recovery grant programs. This transition may occur through the Office of Recovery or Community Group/LTRC with support from the County.

**B. Regional Recovery Organization**

This section outlines the roles and responsibilities of the UES Counties during regional recover efforts. Specifically, the Counties are expected to engage in coordination activities, and participate in information and resource sharing in support of recovery.

During short-term recovery the primary activities and functions of local government during this phase will continue to be supported by a declaration of local emergency, which provides the legal basis for necessary emergency operations. A regional recovery organization may also be stood up to support the activities associated with regional recovery operations. The regional recovery organization will be stood up every time there is a disaster that impacts
one or more Counties in the Upper Eastern Shore Region and a recovery effort is needed in order to continue facilitating information- and resource-sharing. The recovery organization will scale in accordance with the incident, as determined by the UES Directors of the Departments of Emergency Services or their designees. As appropriate, representatives from all appropriate levels of government, agencies involved in the recovery process, and private, voluntary, nonprofit, and faith-based partners will be present in the regional recovery organization. The organization and staffing of the regional recovery organization is described in the following sections.

### 1. Organizational Structure

The Upper Eastern Shore Regional Recovery Plan follows the Incident Command System (ICS) structure. Staffing for the recovery organization may come from the organizations with roles in recovery, including the UES Departments of Emergency Services, or other individuals and organizations designated or requested by the UES Directors of the Departments of Emergency Services. The following figure represents the flow of the organizational structure establishment process.

**Figure 7: Organizational Structure Overview**

- Represent the County on the UES RRAC (or designee)
- Provide support to regional recovery efforts through UES RRAC participation

- Council that supports regional recovery efforts
- Coordinate and support information and resource sharing

The following figure represents the organizational structure for the regional recovery organization.
2. **Regional Recovery Organization Senior Leadership**

a) **UES Directors of the Departments of Emergency Services**

In order to support regional recovery efforts, each of the UES Directors of the Departments of Emergency Services will be responsible for meeting with their locally elected officials/administrations/commissioners to ensure coordination of and support for recovery efforts (e.g., including obtaining consensus for goals, objectives, and priorities for their County). The UES Directors of the Departments of Emergency Services should consider the concerns of their locally elected officials/administrations/commissioners, which may include concerns related to community safety, supporting residents who remain in the community throughout the disaster, and ensuring the residents who leave the community return following the disaster. Additionally, it will be critical to consult and coordinate recovery efforts with community groups, including voluntary, nonprofit, and faith-based organizations, as well as the Maryland VOAD.

Each of the UES Directors of the Departments of Emergency Services will also be responsible for serving as a representative of their respective County on the UES RRAC, or designating a person to serve in this role, and providing primary support to recovery activities following a disaster.

The UES Directors of the Departments of Emergency Services have the authority to stand up the UES Regional Recovery Advisory Council to begin supporting local and regional recovery efforts, including consulting with the voluntary, nonprofit, and faith-based organizations.

b) **Regional Recovery Advisory Council**

The UES Regional Recovery Advisory Council is a council that is stood up to support recovery efforts impacting any County or Counties on the Upper Eastern Shore. It includes a
representative from each County’s Department of Emergency Services, and should be the Director of the Department of Emergency Services or their designee.

The chairperson for the UES RRAC will be selected by the five UES Directors of the Departments of Emergency Services. The chair will vary with each incident; generally, the Director of the least impacted County (or their designee) may chair the UES RRAC because they will be in the best position to facilitate coordination as they will have fewer impacts to manage. If the Counties are equally impacted, or as appropriate, the UES Directors may select an external party to facilitate the UES RRAC. For example, the UES Directors of the Departments of Emergency Services may request that MEMA provide a person to facilitate the UES RRAC. In which case, an appropriate MEMA staff member to serve in this role is the Director of Strategy, Policy, and Outreach Mission, who is also responsible for the MEMA RLO Program. The MEMA RLO assigned to the UES region (or an RLO assigned to support an incident on the UES) will also provide support to the UES RRAC.

- The UES RRAC may coordinate, as needed, with the following:
  - Locally Elected Officials/Administrators/Commissioners
  - County Recovery Support Functions Lead/Supporting Agencies
  - Economic Recovery Officer/Group(s)
  - Community Leaders and Groups
  - Private Organizations, and Voluntary, Nonprofit, and Faith-based Organizations
- Qualifications:
  - Authority to represent the County in meetings
  - Authority to commit the County to providing resource support
  - Authority to approve plans for recovery
- Responsibilities/Authorities:
  - The primary responsibility of the UES RRAC is to coordinate recovery and provide accountability for the recovery effort, and to ensure coordination amongst the UES Counties.
  - Meet with locally elected officials/administrations/commissioners to ensure coordination of and support for recovery efforts (e.g., obtaining consensus for goals, objectives, and priorities for the County).
  - Inform County senior leadership, including locally elected officials/administrators/commissioners, about the ongoing situation, and any potential impacts on the community, decisions being made to support the community, etc.
  - Support other Counties through mutual aid agreements (e.g., MEMAC).
  - Meet to discuss resource and information sharing and coordination.
  - Support the recovery effort.

Each County will also have a Disaster Recovery Advisory Group (DRAG) to help support the UES RRAC by providing information and supporting resource sharing. The DRAG will meet annually to ensure the County’s ability to coordinate internally with its recovery partners. (Note: the DRAG concept is described in more detail in each UES County Annex).
3. **Office of Recovery OR Community Group/Long Term Recovery Committee**

The role of the Office of Recovery OR Community Group/Long Term Recovery Committee is to manage the intermediate to long-term recovery effort after the local government has transitioned the leadership of the recovery effort. The organization used to manage the intermediate to long-term recovery effort will be established by each individual County, and is described in more detail in each UES County Annex.

4. **County Recovery Organization**

The County recovery organizations will be structured based on the needs of each UES County, and is described in more detail in each UES County Annex.

5. **MEMA Regional Liaison Officer**

The MEMA RLO is a MEMA staff member assigned to the region to provide state-support to local incidents. Their responsibilities to the UES Counties, and to the region, during recovery efforts include:

- Coordinating the UES regional recovery calls;
- Supporting the resource request process;
- Maintain situational awareness to MEMA of local response and recovery efforts, including coordinating with the State Recovery Lead (MEMA) to identify potential available State support;
- Participate in DRAG meetings; and
- Participate in UES RRAC meetings.

6. **Public Information Officer/Joint Information Center**

As appropriate to the situation, a Public Information Officer (PIO)/Joint Information Center (JIC) – or possibly a virtual JIC – will be established to support regional recovery efforts. This may be facilitated by MEMA at the request of the UES Counties.
VIII. Plan Development and Maintenance

The plan will be updated by the planners from the Upper Eastern Shore Counties every three (3) years, unless the UES RRP is utilized to respond to a real-world event or exercise, resulting in the identification of needed updates to the plan. Each County should review the plan as needed and in accordance with their plan review cycle. Each County can also call the UES planners together through the MEMA RLO to facilitate a meeting to update the plan.

Refer to the Emergency Operations Plan for each individual County for additional plan development and maintenance requirements.

Additionally, After Action Reports (AARs) and Improvement Plans (IPs) from exercises or real-world disasters may identify the need for incremental updates to the plan and associated annexes.
Annexes

• Annex A: References
• Annex B: Disaster Recovery Timelines
• Annex C: Recovery Considerations Checklist
• Annex D: Recovery Partner Crosswalk
• Annex E: Disaster Recovery Considerations Based on Best Practices and Lessons Learned
• Annex F: Pre-scripted Messages
• Annex G: Damage Assessment Process
• Annex H: Loan and Grant Program Table
• Annex I: County-specific Annexes
Annex A: References

The following references are included in the UES RRP:


- List of State Agency programs available at, Maryland Department of Planning Redbook Online. Date last accessed, 5/23/2016.

- Maryland VOAD Homepage, available at MD VOAD Website (last visited May 20, 2016).


Annex B: Disaster Recovery Timelines

The disaster recovery process, as outlined in this plan, occurs in phases. There are, however, several deadlines to keep in mind when managing a recovery effort. These deadlines can impact the receipt of things like disaster funding and are outlined in the following timelines.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preparedness</strong></td>
<td></td>
</tr>
<tr>
<td>Pre-disaster</td>
<td>Review and adopt recovery plans.</td>
</tr>
<tr>
<td>Pre-disaster</td>
<td>Review and adopt debris removal plans.</td>
</tr>
<tr>
<td>Pre-disaster</td>
<td>Review and adopt damage assessment plans.</td>
</tr>
<tr>
<td>Pre-disaster</td>
<td>Conduct exercises and training.</td>
</tr>
<tr>
<td>Immediately following the disaster</td>
<td>Maintain communications with the community and maintain a common message.</td>
</tr>
<tr>
<td>Within 30 days of the incident date (as determined by FEMA)</td>
<td>The State will prepare the Disaster Declaration Request Letter for the President; the Locals must submit a damage assessment and impact statement (this allows the State to determine if the threshold for PDAs has been met, and this information is incorporated in the Request Letter).</td>
</tr>
<tr>
<td>As quickly as possible following the disaster</td>
<td>Establish and maintain a method of tracking requests for support and the entities fulfilling such requests.</td>
</tr>
<tr>
<td>As quickly as possible following the disaster</td>
<td>Establish a method of debris collection and removal, if needed; identify a capability for handling debris.</td>
</tr>
<tr>
<td><strong>Short-term Recovery (days to weeks)</strong></td>
<td></td>
</tr>
<tr>
<td>Disaster Declaration Request</td>
<td>If Approved: Locals should coordinate the scheduling of Applicant Briefings with MEMA, which are 1-hour meetings with potential sub-grantees (may take approx. 2 weeks+ to complete Applicant Briefings, depending on the size of the disaster and the number of impacted jurisdictions).</td>
</tr>
<tr>
<td>OR</td>
<td>If Denied: Within 30 days of receiving FEMA’s decision on the Disaster Decision Request, the State will prepare an Appeal with Local assistance (e.g., may need to validate impacts or costs).</td>
</tr>
<tr>
<td><strong>Intermediate Recovery (months)</strong></td>
<td></td>
</tr>
<tr>
<td>Period</td>
<td>Action</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>As quickly as possible following the</td>
<td>Conduct insurance workshops (related to IA), likely part of what is done in the DRC, which will be established by the State with Local support.</td>
</tr>
<tr>
<td>disaster</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Continue to maintain communications with the community and maintain a common message.</td>
</tr>
<tr>
<td>As quickly as possible following the</td>
<td>Set community recovery expectations.</td>
</tr>
<tr>
<td>disaster</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Work to identify land use issues (e.g., ensure building permit issues can be quickly resolved).</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Continue to maintain a method of tracking requests for support and the entities fulfilling such requests.</td>
</tr>
<tr>
<td>30-days from the Date of Declaration</td>
<td>Submit Request for Public Assistance (RPA) by locals and State agencies, and qualifying non-profit organizations.</td>
</tr>
<tr>
<td>90-days following Approval of the</td>
<td>Collect documentation on the costs from the sub-grantees.</td>
</tr>
<tr>
<td>Disaster Decision</td>
<td>Ongoing until demobilization of recovery</td>
</tr>
<tr>
<td></td>
<td>Coordinate with all levels of government to support federal programs like Hazard Mitigation Grant Program (HMGP) and Community Development Block Grant (CDBG) grants, housing assistance grants, etc.</td>
</tr>
</tbody>
</table>

Long-term Recovery (months to years)

<table>
<thead>
<tr>
<th>Period</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 months following the disaster</td>
<td>Emergency B work must be completed (related to PA).</td>
</tr>
<tr>
<td>18 months following the disaster</td>
<td>Permanent work must be completed (related to PA).</td>
</tr>
</tbody>
</table>
**Annex C: Recovery Considerations Checklist**

The following list includes considerations for recovery based on information provided by FEMA. This is not intended to be an inclusive list of recovery considerations, and these considerations may vary depending on the nature and scope of the disaster.

**TABLE 2: RECOVERY ACTION CHECKLIST**

<table>
<thead>
<tr>
<th>Recovery Phase</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preparedness</strong></td>
<td>☐ Prepare to conduct Damage Assessments by establishing a Damage Assessment Team, training members of the team, and participating in exercises.</td>
</tr>
</tbody>
</table>
### Immediate (months)

- Help build an awareness of the potential for fraud, waste and abuse, and ways to deter such activity, such as developing Public Service Announcements and publicizing ways to report allegations of waste, fraud and abuse.
- Support the assessment of natural and cultural resources.

### Intermediate (months)

- Support ongoing provision of individual, family-centered, and culturally appropriate case management.
- Support providing accessible interim housing (in or outside the affected area depending on suitability) and planning for long-term housing solutions.
- Support the return of displaced populations and businesses.
- Support reconnecting displaced persons with essential health and social services.
- Support the provision of supportive behavioral health education, intervention, including continuing to provide crisis, grief, and group counseling and support.
- Support providing access and functional needs assistance to preserve independence and health.
- Update hazard and risk analyses to inform recovery activities.
- Establish a post-disaster recovery prioritization and planning process.
- Develop an initial hazard mitigation strategy responsive to needs created by the disaster.
- Work to ensure that national and local critical infrastructure priorities are identified and incorporated into recovery planning.
- Support the development of culturally and linguistically appropriate public education campaigns to promote rebuilding to increase resilience and reduce disaster losses.
- Support the completion of assessments of natural and cultural resources and develop plans for long-term environmental and cultural resource recovery.

### Long-term (years)

- Help to identify risks that affect long-term community sustainment and vitality.
- Develop and implement disaster recovery processes and plans, such as a long term recovery plan that reflects recovery planning and mitigation measures in the community’s land use planning and management, comprehensive plans, master plans, and zoning regulations, etc.
- Support efforts to rebuild to appropriate resilience standards that recognize hazards and threats.
- Support efforts that help to address recovery needs across all sectors of the economy and community, and address individual and family recovery activities and unmet needs.
- Support efforts to rebuild educational, social, and other human services and facilities according to standards for accessible design.
- Support efforts to reestablish medical, public health, behavioral health, and human services systems.
- Support efforts to reconfigure elements of the community in light of changed needs and opportunities for “smart planning” to increase energy efficiency, enhance business and job diversity, and promote the preservation of natural resources.
- Implement mitigation strategies, plans, and projects.
- Support the implementation of permanent housing strategies.
- Support the reconstruction of and/or relocation and consolidation of permanent facilities.
- Support efforts to implement economic and business revitalization strategies.
- Implement recovery strategies that integrate holistic community needs.
- Support planning to address long-term environmental and cultural resource recovery.
- Ensure there is an ongoing and coordinated effort among local, state, and federal entities to deter and detect waste, fraud, and abuse.
- Identify milestones for the conclusion of recovery for some or all non-local entities.
Annex D: Recovery Partner Crosswalk

The following table depicts some of the potential local, state, and federal recovery partners.

<table>
<thead>
<tr>
<th>TABLE 3: LOCAL, STATE, AND FEDERAL RECOVERY PARTNERS</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Local, State, Federal Recovery Partners</th>
<th>Economic RSF</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Local Chamber of Commerce</td>
</tr>
<tr>
<td></td>
<td>• Local Tourism Board</td>
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<tr>
<td></td>
<td>• Local Economic Development</td>
</tr>
<tr>
<td></td>
<td>• Department Commerce</td>
</tr>
<tr>
<td></td>
<td>• Maryland Insurance Administration (MIA)</td>
</tr>
<tr>
<td></td>
<td>• Department of Housing and Community Development (DHCD)</td>
</tr>
<tr>
<td></td>
<td>• United States Department of Commerce</td>
</tr>
<tr>
<td></td>
<td>• Small Business Administration (SBA)</td>
</tr>
</tbody>
</table>

| Infrastructure Systems RSF | • Local Public Works                                                         |
|                           | • Department of General Services (DGS)                                       |
|                           | • Maryland Department of Transportation (MDOT)                               |
|                           | • United States Army Corps of Engineers (USACE)                             |

| Housing RSF | • Local Department of Social Services (LDSS)                                |
|            | • Department of Housing and Community Development (DHCD)                    |
|            | • Department of Human Resources (DHR)                                      |
|            | • United States Department of Housing and Urban Development (HUD)          |

| Health Services RSF | • Local Health Departments                                                  |
|                     | • Local Commission on Aging                                                  |
|                     | • Local Department of Disabilities                                            |
|                     | • Paratransit service providers                                               |
|                     | • Nonprofit and faith-based organizations                                     |
|                     | • Department of Health and Mental Hygiene (DHMH)                             |
|                     | • Department of Human Resources (DHR)                                       |
|                     | • United States Department of Health and Human Services (HHS)               |

<p>| Social Services RSF | • Local Department of Social Services (LDSS)                                |
|                     | • Animal Control                                                             |
|                     | • American Society for the Prevention of Cruelty to Animals (ASPCA)          |
|                     | • Local Board of Education                                                    |
|                     | • Local Commission on Aging                                                   |
|                     | • Local Department of Disabilities                                            |
|                     | • Paratransit service providers                                               |
|                     | • Nonprofit and faith-based organizations                                     |
|                     | • Department of Health and Mental Hygiene (DHMH)                             |
|                     | • Department of Human Resources (DHR)                                       |
|                     | • Department of Disabilities                                                  |
|                     | • United States Department of Health and Human Services (HHS)               |</p>
<table>
<thead>
<tr>
<th></th>
<th>Organizations</th>
<th>Debris Management</th>
<th>Natural and Cultural Resources RSF</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Big box stores and retailers</td>
<td>• Department of Public Works</td>
<td>• Agriculture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Debris Management Contractor Support</td>
<td>• Department of Natural Resources (DNR)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Natural Resources Police</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>• United States Department of the Interior</td>
</tr>
<tr>
<td>Volunteer and</td>
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<tr>
<td>Donations</td>
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<tr>
<td>Management RSF</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>• Local nonprofit and faith-based organizations</td>
<td></td>
<td>• Local nonprofit and faith-based organizations</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Governor’s Office of Community Initiatives (GOCI)</td>
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<td></td>
<td></td>
<td></td>
<td>• Maryland VOAD</td>
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<tr>
<td>Community Planning</td>
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<tr>
<td>and Capacity</td>
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<tr>
<td>Building RSF</td>
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<tr>
<td></td>
<td>• Local Departments of Planning and Zoning</td>
<td></td>
<td>• Local Departments of Planning and Zoning</td>
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<tr>
<td></td>
<td>• Town and City Building Inspectors</td>
<td></td>
<td>• Maryland VOAD</td>
</tr>
<tr>
<td></td>
<td>• Local Roads Departments</td>
<td></td>
<td>• Federal Emergency Management Agency (FEMA)</td>
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<tr>
<td>Support to All</td>
<td></td>
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<tr>
<td>RSFs</td>
<td>• Local Departments of Emergency Services (DES)</td>
<td></td>
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<tr>
<td></td>
<td>• Local Law Enforcement, Fire, and EMS</td>
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<td></td>
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<tr>
<td></td>
<td>• Local nonprofit and faith-based organizations</td>
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<tr>
<td></td>
<td>• Local Media</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Local Board of Education</td>
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<td></td>
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<tr>
<td></td>
<td>• Local Schools and Universities</td>
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</tbody>
</table>
Annex E: Disaster Recovery Considerations Based on Best Practices and Lessons Learned

The following considerations may be used to help guide planning for and supporting disaster recovery operations, and are based on jurisdictions that have been through a recovery process, most recently, Somerset County, Maryland following the aftermath of Hurricane Sandy in 2012.

A. Damage Assessment

The damage assessment process will begin with the transition to recovery when life-safety concerns have been resolved.

Considerations: To have a successful damage assessment process, each UES County should work to establish Damage Assessment Teams that are trained and regularly participate in exercises.

Participants may include:

- Police, Fire, and EMS
- Natural Resources Police
- Planning and Zoning
- Town and City Building Inspectors
- Roads Departments
- Public Works
- Information/Technology (IT)
- Tax Assessment
- Red Cross
- Mutual Aid Partners
- MEMA
- FEMA
- SBA
- HUD
- United States Coast Guard (USCG)
- Media
- Schools

B. Sheltering and Feeding

The immediate needs of citizens will also be important to address throughout response, the transition to recovery, and during short-term recovery. Shelters are a resource for residents that have been displaced and do not have somewhere else to stay.

Considerations:

- The County can work with their LDSS and the State Department of Human Resource (DHR) to identify and address the housing needs of displaced residents.
- The County may need to support residents in identifying whether or not their residences are habitable.
- In addition to residents, it may be necessary to feed and shelter pets. Counties should identify where pets can be sheltered, and how residents can be supported in staying with or visiting their pets while they are staying in the shelter.
- Agency/organization partners may include Animal Control and the American Society for the Prevention of Cruelty to Animals (ASPCA), as well as the Humane Society.
- The County will also have to identify ways to support feeding people. Displaced residents, and even residents who are able to remain in their homes, may not have
the ability to prepare food, food providers may be difficult to access, and residents may not have access to the money to pay for food. To that end, it may be important for the County to coordinate with the State to ensure the issuance of Supplemental Nutrition Assistance Program (SNAP) cards to residents, providing transportation to food providers, or by partnering with other agencies/organizations that can prepare/provide food. Agency/organization partners may include local faith-based organizations and the Maryland VOAD.

- To support residents, it may be important to provide for clothing, personal needs (e.g., hygiene), and mental health support.
  - Clothing: it may be useful to provide washers and dryers in the shelter, or clothing procured through donations.
    - Note: it is important to identify what resources are needed, and it may be useful to request that people donate money as opposed to tangible goods that will need to be sorted and distributed. Additionally, the County may want to coordinate with big box stores to request needed items, such as clothing.
  - Personal Needs: providing people with personal hygiene products and a way to replace medication will be important.
  - Mental Health Support: residents and first responders may need access to crisis counseling or other mental health support following a disaster.

- It may be necessary to take residents on a tour of the community to help them observe the damage to their home and community, and potentially, to retrieve critical items that they did not evacuate with (e.g., medications). Partnerships with agencies/organizations that have access to vehicles (e.g., buses and paratransit services) may be important to establish in support of such efforts. Agency/organization partners may include the Board of Education, Commission on Aging, the Department of Disabilities, and paratransit service providers.

<table>
<thead>
<tr>
<th>Participants:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Services</td>
<td>927</td>
<td>Pharmacies</td>
</tr>
<tr>
<td>DHR and LDSS</td>
<td>928</td>
<td>Tax Assessor</td>
</tr>
<tr>
<td>Commission on Aging</td>
<td>929</td>
<td>MEMA</td>
</tr>
<tr>
<td>Department of Disabilities</td>
<td>930</td>
<td>DHMH</td>
</tr>
<tr>
<td>Red Cross</td>
<td>931</td>
<td>HUD</td>
</tr>
<tr>
<td>Catholic Charities</td>
<td>932</td>
<td>Planning and Zoning</td>
</tr>
<tr>
<td>Churches</td>
<td>933</td>
<td>Civic Organizations</td>
</tr>
<tr>
<td>Hotels</td>
<td>934</td>
<td>Community Emergency</td>
</tr>
<tr>
<td>Realtors and Landlords</td>
<td>935</td>
<td>Response Team (CERT)</td>
</tr>
<tr>
<td>Animal Control</td>
<td>936</td>
<td>Board of Education</td>
</tr>
<tr>
<td>ASPCA</td>
<td>937</td>
<td>Big Box Retailers and Food Providers</td>
</tr>
<tr>
<td>Humane Society</td>
<td>938</td>
<td></td>
</tr>
<tr>
<td>Mental Health Services</td>
<td>939</td>
<td>Mutual Aid Partners</td>
</tr>
</tbody>
</table>
**C. Debris Cleanup**

It will be important to begin clearing debris during short-term recovery.

Considerations:
- Debris may come in many forms, requiring a variety of cleanup solutions:
  - For an event that involves flooding, considerations may include cleaning up:
    - Oil tanks, the cleaned up for which may require County coordination with the Maryland Department of the Environment (MDE).
Solid waste, which may require identifying a staging area in advance of an event/as early as possible.

Vehicle removal and replacement, which may require partnering with groups like the local car dealerships and towing companies to manage the totaling, insurance, and replacement.

Cleaning up debris from homes (e.g., damaged appliances and wallboard) and property (e.g., tree limbs), which can be supported by various groups, such as an organization that cleans up appliances or volunteer organizations, respectively.

- Note: the County may want to support these efforts by encouraging residents to capture pictures and log damage to their homes and property (e.g., consider setting up a website to log damage).

- Other debris management considerations include working with the landfill to get a blanket exception for dumping.

Participants:
- County Roads
- Public Works
- Solid Waste
- Tow Trucks and Insurance Companies, and Car Dealers
- MDE
- Sanitary District and Waste Water
- Utilities
- Health Department
- State Highway Administration (SHA)
- Mutual Aid Partners
- Natural Resources Police
- Undertaker
- Community Members/Groups

D. Other Considerations

- To help with recovery efforts, the County may also want to open a bank account for the Long Term Recovery Committee or organization managing long-term recovery efforts.

- Counties should consider bringing in crisis counseling and/or a Critical Incident Stress Management (CISM) Team to help manage the effects of the incident on the mental health and wellbeing of impacted residents, first responders, and emergency managers.

- The State can provide a debris management fact sheet at the request of the County.

- It is recommended that all Counties have an accepted debris management plan that is submitted to and accepted by FEMA. This may make Counties eligible for debris management support. The required elements for an approved debris management plan are available on FEMA’s website.
Annex F: Pre-scripted Messages

To ensure unified messaging, the following information may be modified and disseminated to the public in coordination with the other affected counties/jurisdictions and/or the State (through MEMA and the MEMA Public Information Officer, which can be coordinated through the RLO).

A. Donations Management

It may be useful to send out public messages related to donations management. Messages may include requests to send cash in lieu of donated items, or messages may include information on the organizations that are managing donations efforts (e.g., faith-based organizations that are collecting, sorting, and distributing donated items).

B. Steps to Take by Citizens and Businesses Post-Disaster and Fraud Warnings

Some recent disasters have necessitated disseminating fraud warnings to residents and business owners. These messages may include:

- Indications of potential fraud (e.g., “traveling salesmen” who arrive following a disaster and utilize high-pressure sales tactics, demands for up-front payments and an immediate decision, advance-fee loans that "guarantee" a loan to rebuild a person’s home or business, as well as requests for personal information, such as Social Security or bank account numbers).

- Ways to report suspected fraud.

- Ways to research whether a person is a licensed contractor, and steps to take to protect oneself. Sample tips may include the following (note: this information should be reviewed, vetted, and updated prior to disseminating):
  - Check to see if a home improvement contractor is licensed by the Maryland Home Improvement Commission and to inquire about the contractor’s complaint history, call toll-free at 888-218-5925 or 410-230-6309 or visit the website at Maryland Home Improvement Commission. You also may e-mail complaints to Maryland Home Improvement Commission Email Address.
  - Check to see if a tree expert is licensed with the Maryland Department of Natural Resources by visiting: Maryland Department of Natural Resources Tree Expert Website.
  - Deal only with contractors who have an established Maryland business.
  - Obtain at least three bids for major repair work and check references. Be cautious if one of the bids is much lower than the others.
  - Make certain that all important details concerning the work are written into the bid and contract, including: all of the work that the contractor has agreed to perform, the dates the work will begin and is expected to be completed, the total cost of the work, the type and quality of materials to be used, how and when payments will be made, and the provisions of warranties on the materials and labor.
  - Once the contract is signed, pay no more than one-third of the contract price as a deposit.
  - If a building permit is required, make sure the contractor shows you the permit before work is started.
  - Be sure to get a copy of the contractor’s current liability insurance certificate.
Contacts to check on specialized contracting areas include plumbing (410-230-6231 or Maryland Labor, Licensing, and Regulation Specialized Plumbing Information Email Address), heating, ventilation, air conditioning and refrigeration (410-230-6231 or Maryland Labor, Licensing, and Regulation Air Conditioning and Cooling Information Email Address), and electrical (410-230-6231 or Maryland Labor, Licensing, and Regulation Electrical Information Email Address, or by contacting your county electric board).

For complaints about contractors in areas other than home improvement, call the Maryland Attorney General’s Consumer Protection Hotline at 410-528-8662 (TTD 410-576-6372 between 9 a.m. and 3 p.m. during business days).

For concerns about fraud related to use of federal funds, contact the Federal Disaster Fraud Hotline at 866-720-5271 or Federal Disaster Hotline Email Address. Operators are available from 6 a.m. to 7 p.m. business days and voicemails may be left after hours. Complaints also can be faxed to 225-334-4707.

C. Disaster Recovery Centers

The following information should be included in outreach materials related to Disaster Recovery Centers:

- Dates and times (i.e., hours of operation) when services are available.
- The location of the Disaster Recovery Centers.
- Information about the services that the Disaster Recovery Centers can provide, including:
  - Staff available to answer questions about disaster assistance programs
  - The deadline to apply for assistance
  - The ways to begin the application process
- Information and a helpline number for people who have registered with FEMA, but have questions.

Following the closure of the Disaster Recovery Centers, it may be helpful to send out information announcing the Disaster Recovery Centers have closed, and how to receive assistance if needed (e.g., website or toll-free number).

D. Small Business Administration Disaster Loan Outreach Center

The following information should be included in outreach materials related to SBA Disaster Loan Outreach Centers:

- Dates and times (i.e., hours of operation) when services are available.
- The location of the Disaster Recovery Centers.
- Information about the services that the Disaster Recovery Centers can provide, including:
  - Staff available to answer questions about the SBA’s disaster loan program
  - An overview of the application process and how/where to file an application
- An overview of what SBA loans are and can support.
Annex G: Damage Assessment Process

The Damage Assessment Process flows as follows:

1. Local Departments of Emergency Services and State agencies coordinate the rapid needs assessment and initial damage assessment following a disaster. The information collected is intended to determine:
   - Rapid Needs Assessment: life-saving and immediate needs of disaster victims and survivors; and
   - Initial Damage Assessment: overall impact, resources needed, costs of damage/work; it is intended to determine if declaration thresholds may be met.

The Joint Preliminary Damage Assessment (PDA) is conducted by federal agencies, such as FEMA and the SBA, MEMA, and the Local Departments of Emergency Services and/or State agency representative. They develop listings/maps of the damaged areas/sites, including the most and least affected locations, verify that the initial assessments are accurate and that the declaration thresholds are met or exceeded, and include the findings from the PDA in the Declaration Request. This process is as follows:

MEMA Executive Director requests Joint PDA

Joint PDA is conducted

MEMA prepares Governor’s Request for Declaration

Declaration is authorized

MEMA facilitates Declaration Assistance Program

Declarations make various federal programs available; however, there are some recovery programs, including loan and grant programs, that may be available without the receipt of a declaration.

MEMA’s State Public Assistance Officer and State Individual Assistance Officer are available to provide additional information and support at the request of the Counties.
Annex H: Loan and Grant Program Table

The following table provides a sampling of grants and/or loans that may be available to aid in recovery. The Maryland Department of Planning maintains a catalog, called the Redbook, which contains a listing of State assistance programs. The Maryland Department of Planning’s Redbook is located at: [Maryland Department of Planning Redbook Online](#).

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Agency</th>
<th>Assistance Provided</th>
<th>Eligibility</th>
<th>Cost-Sharing Requirements</th>
<th>Timing</th>
<th>Declaration Required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Assistance Program</strong> <a href="#">FEMA Public Assistance Website</a></td>
<td>Maryland Emergency Management Agency</td>
<td>Reimbursement for disaster-related work (debris removal, emergency protective measures, and permanent repair/replacement of infrastructure)</td>
<td>Eligible applicants: State and County/Local Governments and Certain Private Non-Profit Organizations</td>
<td>75% FEMA/25% Applicant</td>
<td>Request must be submitted within 30 days of a disaster/event</td>
<td>Presidential Disaster Declaration required. Per Capita Indicators &amp; Overall Impact.</td>
</tr>
<tr>
<td><strong>Individual Assistance Program</strong> <a href="#">FEMA Individual Assistance Website</a></td>
<td>Maryland Emergency Management Agency</td>
<td>Individual and Households Program; Disaster Unemployment Assistance; Crisis Counseling Program; Disaster Legal Services; Disaster Case Management</td>
<td>Homeowners and Individuals</td>
<td></td>
<td>Request must be submitted within 30 days of a disaster/event</td>
<td>Presidential Disaster Declaration required. # of Primary Residents (Destroyed and/or Major Damage) &amp; Overall Impact</td>
</tr>
<tr>
<td><strong>Home and Business Disaster Assistance Loans</strong></td>
<td>U.S. Small Business Administration</td>
<td>Home Disaster Loans; Business Physical Disaster Loans; Economic Injury Disaster Loans</td>
<td>Individuals and Business Owners</td>
<td>Loan interest and terms dependent upon credit availability.</td>
<td></td>
<td>U.S. Small Business Administration</td>
</tr>
</tbody>
</table>
Annex I: County-specific Annexes

The County-specific Annexes for each UES County are intended to support this regional coordination plan. Each County is responsible for the maintenance of its Annex, referred to as the following:

- Caroline County Recovery Plan;
- Cecil County Recovery Plan;
- Kent County Recovery Plan;
- Queen Anne’s County Recovery Plan; and
- Talbot County Recovery Plan.

These plans and their supporting documentation are referred to herein as the “County-specific Annexes.”