STATE OF MARYLAND

CONSEQUENCE MANAGEMENT

OPERATIONS PLAN

SEPTEMBER 2017

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 Lab
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
CoLT	County Liaison Team
CRT	Cyber Response Team
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 Emergency
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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CONSEQUENCE MANAGEMENT OPERATIONS PLAN

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. 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 take to support local jurisdictions during consequence management incidents. 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 operations in Maryland.

D.   Objectives

The following objectives apply to the CMOP:
- Maintain 24/7 situational awareness of threats/hazards across the State of Maryland, the nation, and around the world;
- Provide actionable information to Maryland emergency management 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 operations in Maryland.
- The Maryland Emergency Management Agency (MEMA) has authority and responsibility for facilitation of the MEMS.
- All State Departments/Agencies have a role in consequence management operations.

Assumptions

- An impact from a threat/hazard may require a multi-agency response at multiple levels of government.
- In a major disaster, 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 operations.
- Assistance from other states may or may not be available to support operations.

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 take 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 response operations during an incident. Local offices of emergency management and homeland security provide direct support to first responders in the field. The role of State Departments/Agencies is to augment local efforts to manage incidents and support communities as they recover from disasters.

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. Within the MEMS, components refer to the two overarching guiding documents for activities within the Protection, Mitigation, Prevention, Response, and Recovery Mission Areas. 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
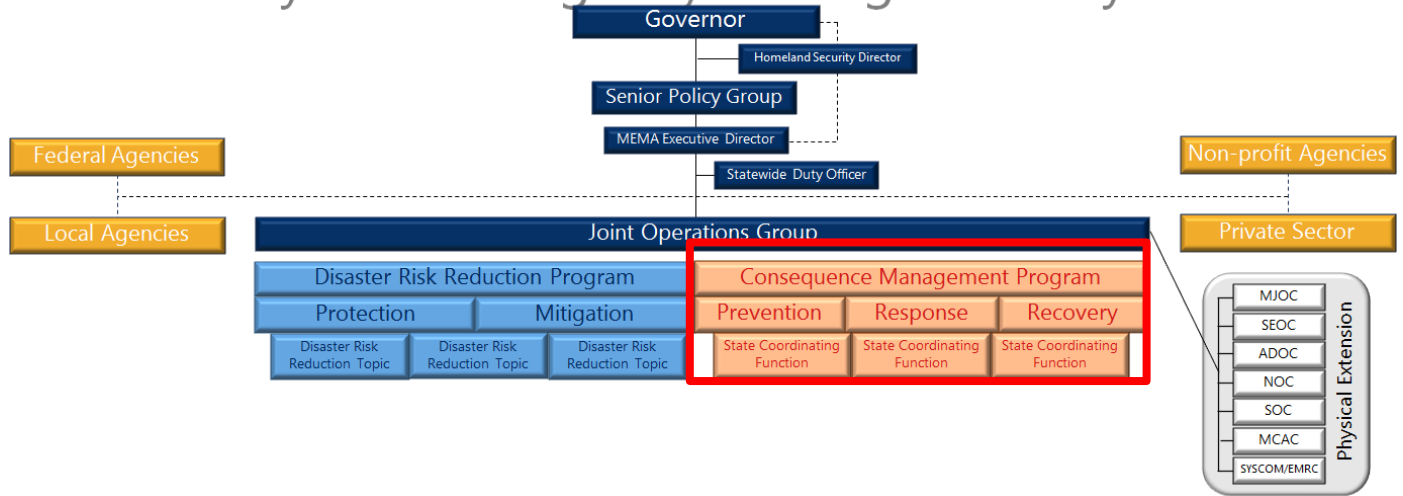
A number of plans, policies, and procedures support the overarching CMOP. These plans vary in scope, focus, and detail. While the majority of planning documents have an all-hazards focus, some threats/hazards require additional consideration and planning. The figure below provides a more detailed view of the CMOP's supporting documents.

Figure 2: Plans Hierarchy
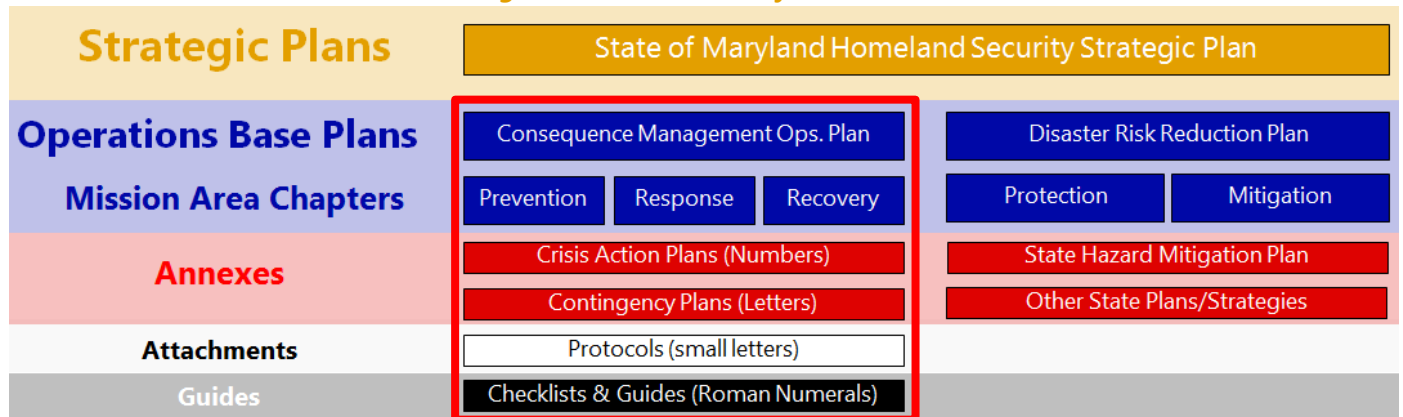
H.   Mission Areas

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

Impact

Prevention
Stopping attacks/disasters from occurring

- Daily information sharing
- Threat/hazard monitoring
- Ongoing preparedness efforts

Response
Addressing immediate threats to life/safety/property

- Local jurisdiction resource support
- Strategic objective setting
- Coordination of local, state, and Federal aid

Recovery
Returning the community to resilient pre-disaster state

- Short, intermediate, long-term operations
- Increasing resilience
- Aid to survivors

II.   Concept of Coordination

State-level coordination of routine and consequence management incidents 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 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 MEMS. The figure below illustrates the relationships between State Departments/Agencies providing state-level coordination. A detailed description of the purpose/scope of each entity follows.

Figure 4: Consequence Management

Maryland Emergency Management System
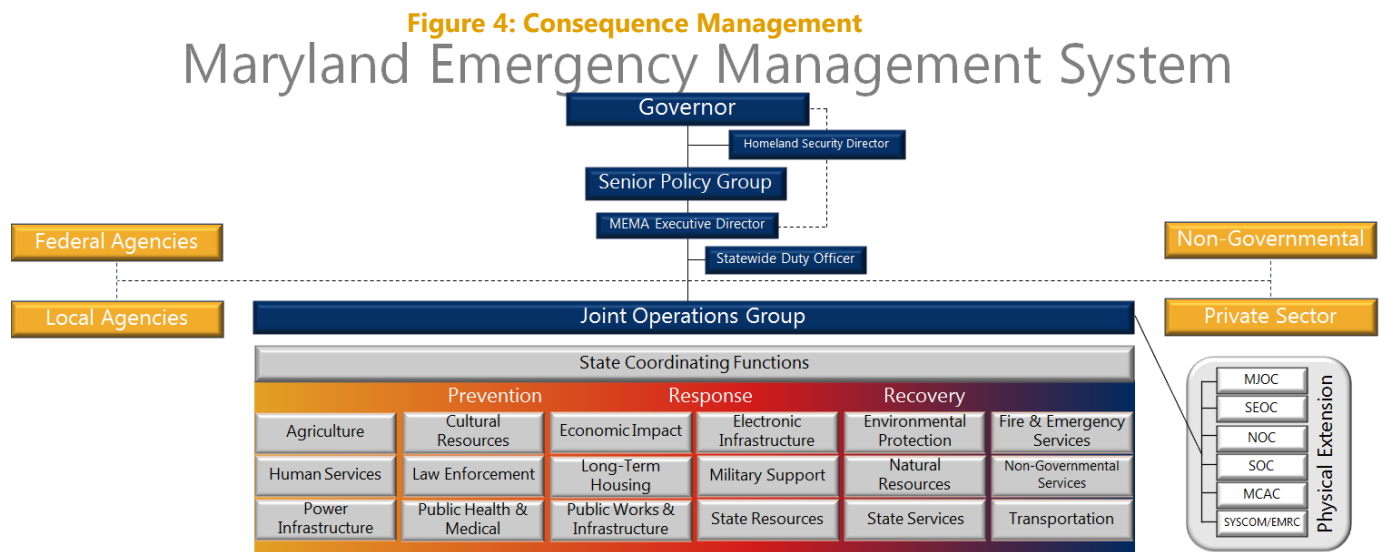
A.   System Components

The MEMS components, as outlined in the figure above, are structured within a hierarchy with the Governor overseeing the State's emergency management efforts. This structure provides the basis for all consequence management operations, and ensures clear lines of authority and unity of effort during incidents. 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 incidents. In this capacity, the Governor sets the overarching goals, liaises with local elected officials, and submits formal requests for federal assistance. Depending on the severity of the incident, the Governor may or may not be present in the SEOC.

Homeland Security Director

As the chief policy advisor to the Governor, the Homeland Security Director advises on incident concerns and potential issues, and recommends courses of action. While the Homeland Security Director has a prominent role in any type of incident, their role is enhanced during non-natural incidents, such as terrorism incidents.

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. The SPG has authority for strategic policy-level consequence management priorities.

MEMA Executive Director

The MEMA Executive Director provides direction to the SPG and Joint Operations Group (JOG) during significant incidents. In this capacity, they facilitate the MEMS and ensure state-level coordination meets the needs of the impacted 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. 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.

Joint Operations Group

During an actual or potential consequence management incident, the JOG implements the policy priorities of the SPG. JOG members include representatives from all State Departments/Agencies who have the authority to commit State Department/Agency resources to support an incident, and can act on behalf of the Secretary when needed. Many JOG members also serve as daily State Department/Agency Emergency Coordinators (EC) or as SEOC representatives when physical coordination is required.

Key Point: All State Departments/Agencies have a role in CMOP.

State Coordinating Functions

The activities stakeholders conduct during consequence management operations are grouped together based on services provided and outcomes. State Coordinating Functions (SCF) feature a lead State Department/Agency 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 during incidents. SCFs transcend all Mission Areas.

- Lead State Agency: Lead State Departments/Agencies coordinate activities within their respective SCF, develop plans, coordinate with State Departments/Agencies, and conduct operations in support of overall incident operations.
- Support State Agency: Support State Departments/Agencies support the SCF within their State Department/Agency's 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

SCF	Lead State Agency
Agriculture	Maryland Department of **Agriculture**
Cultural Resources	Maryland Department of **Planning**
Economic Impact	Maryland Department of **Commerce**
Electronic Infrastructure	Maryland Department of **Information Technology**
Environmental Protection	Maryland Department of the **Environment**
Fire & Emergency Services	Maryland **Emergency Management** Agency
Human Services	Maryland Department of **Human Services**
Law Enforcement	Maryland Department of **State Police**
Long-Term Housing	Maryland Department of **Housing & Community Development**
Military Support	Maryland **Military** Department
Natural Resources	Maryland Department of **Natural Resources**
Non-Governmental Services	Maryland **Emergency Management** Agency
Power Infrastructure	Maryland **Public Service Commission**
Public Health & Medical	Maryland Department of **Health**
Public Works & Infrastructure	Maryland Department of **Labor, Licensing, & Regulation**
State Resources	Maryland Department of **General Services/** Maryland **Emergency Management Agency**
State Services	Maryland Department of **Budget & Management**
Transportation	Maryland Department of **Transportation**

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

Emergency Coordinators (EC)

The Emergency Coordinators serve as the liaison to MEMA. They are usually the SEOC representatives (SEOC Reps) and are the link between their agency/organization and other department/agency from a coordination level. The provide coordination and communication between the SEOC and their respective department/agency and senior leadership. They have the authority to make decisions and commit necessary resources on behalf of their department/agency to support emergency response and recovery but do not make policy based level decisions which are made by the Senior Policy Group Cabinet Members in person or virtually

Planning for People with Disabilities and others with Access and Functional Needs

The Maryland Department of Disabilities (MDOD) in an integral support agency that supports all SCFs. MDOD advises all SCFs on matters related to planning for people with disabilities and others with access and functional needs. In this unique position MDOD ensures that state operations account for the unique access and functional needs individuals and that services provided align with the commitment MEMA and the State has made to ensure inclusiveness. The topics included MDOD programs, whole community emergency preparedness, and the elements of accessible information.

In addition to advising State operations MDOD provides technical assistance and subject matter expertise to local jurisdictions for emergency operations that may impact people with disabilities and others with access and functional needs across the impacted communities. During incidents MDOD representatives physically staff the SEOC.

C.   External Stakeholders

Resolving consequence management incidents requires collaboration from all levels of government and external partners. This section describes the roles of stakeholders outside Maryland State government.

Local

All disasters begin and end locally, and local elected officials have the legal responsibility to facilitate emergency management activities in their communities. 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 and other MEMS stakeholders may   assist to fill the gap.

Federal

Federal agencies provide assistance during large-scale incidents 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 response when requested. Federal agencies also support recovery efforts through grant programs and other specialized assistance.

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 MEMS across all Mission Areas and phases of an incident.

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)[1].

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;

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[1] For more information about PSIP: http://mema.maryland.gov/community/Pages/PSIPWelcome.aspx

- 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 an incident, 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
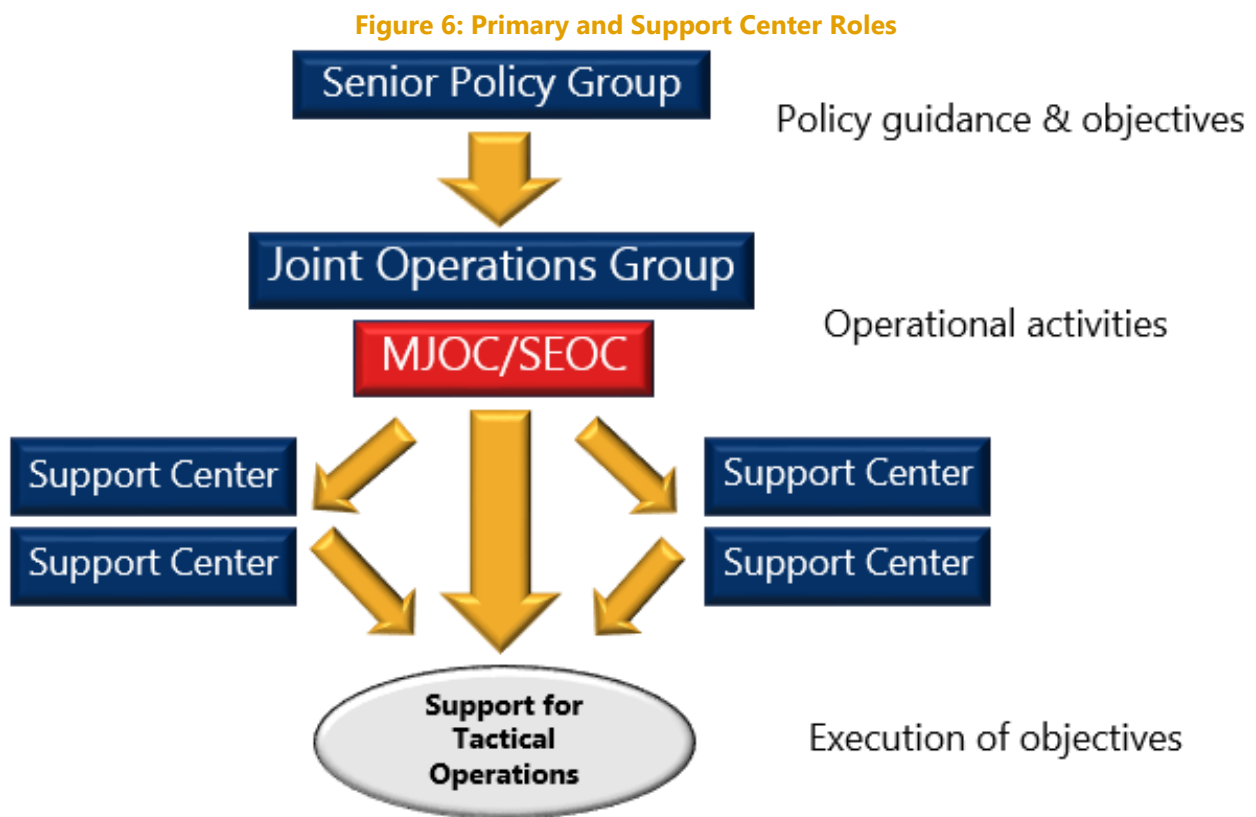
The following section provides an overview of the roles/responsibilities of each primary and support center. As noted, these centers work in concert during significant incidents requiring physical coordination, and virtually through the MJOC during most consequence management incidents. The figure below provides a summary of the primary and support centers within Maryland.

Figure 7: Primary and Support Centers

Statewide Communications System	Maryland Joint Operations Center	DHS Command Center
Maryland Institute for Emergency Medical Services Systems	Maryland Emergency Management Agency	Maryland Department of Human Services
Maintains communications with the statewide network of ambulances, hospitals, and medical helicopters.	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
Maryland Department of Transportation 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 response-based State Departments/Agencies 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 an incident. 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 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 support consequence management. 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
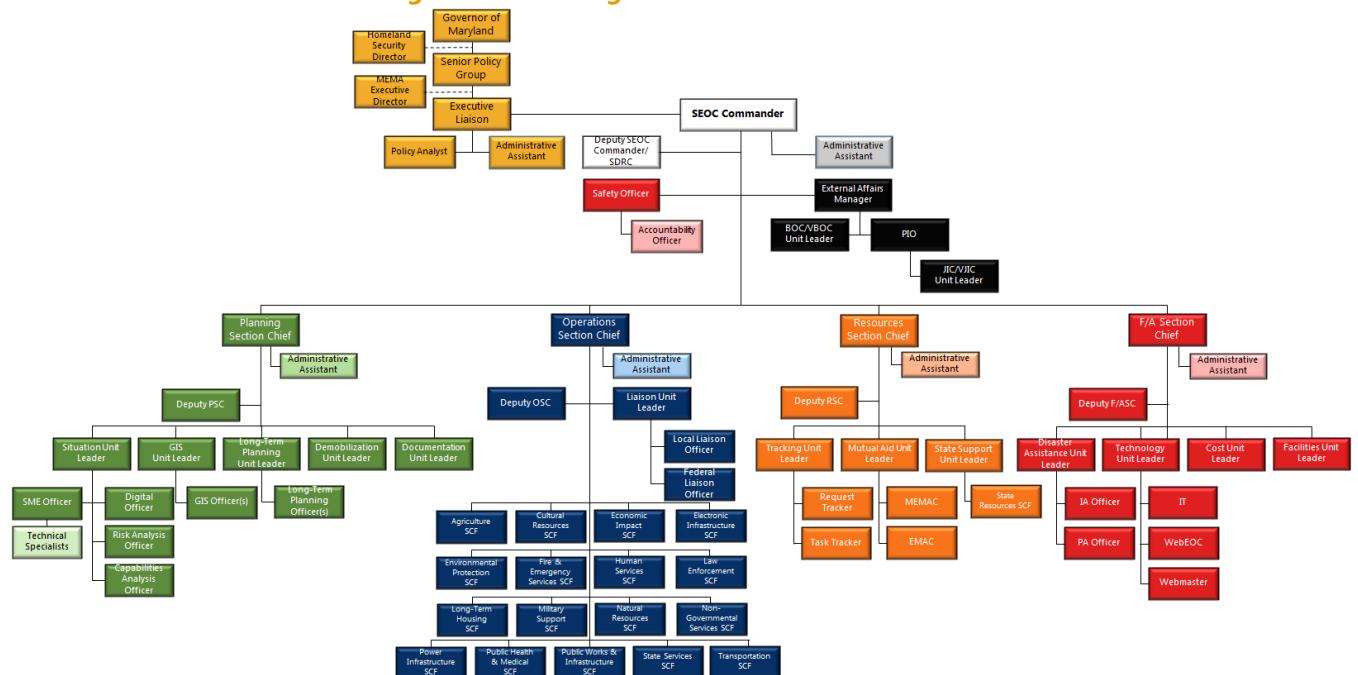
F.   Support Centers

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 is meant to provide strategic analysis to better focus the investigative activities being conducted by law enforcement agencies within the state and to better enable public health and safety agencies to perform their important protective functions. By design, the Center is not an investigative body, but is meant to address a serious analytical deficiency in the state.

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 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 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 - DHS Command Center
The Department of Human Services (DHS) Command Center supports mass care services and is the point of coordination for response and recovery operations for DHS. 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 operations.

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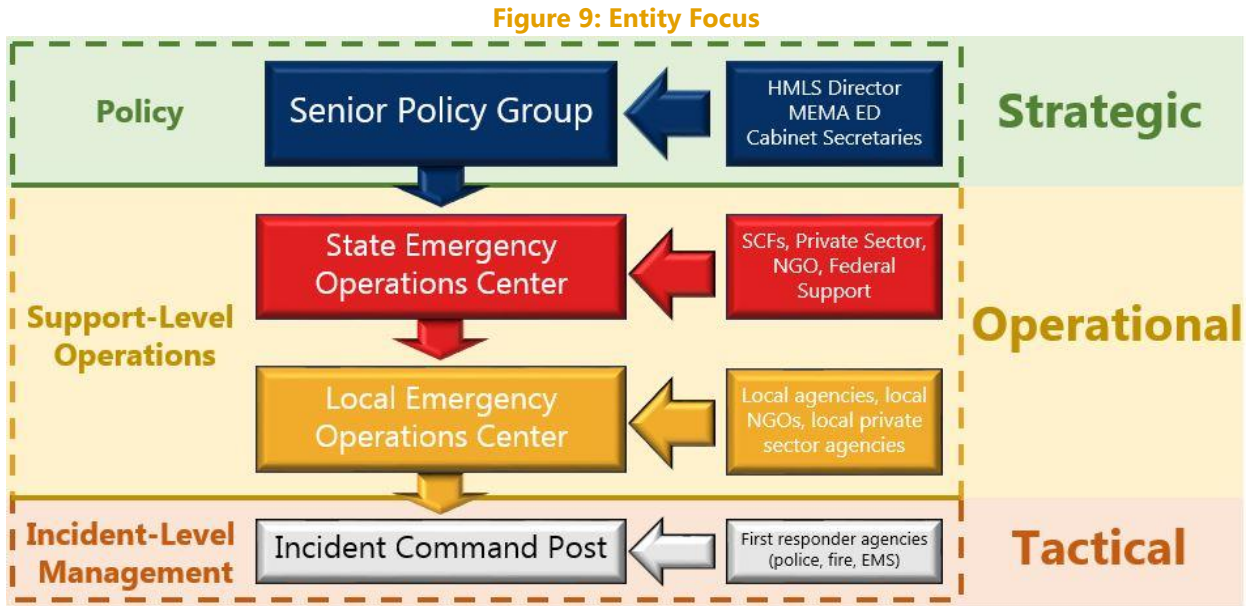
Clearly distinguishing the roles of policy, support-level operations, and incident-level management is critical in a successful operation. The following table provides additional detail on the key aspects of each role.

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 incident priorities • Implements incident-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 Operations

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 incidents 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 to support local response to disaster • 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 • Ease State regulations, and 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 can occur 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

- Hazard/threat increases
- Severe weather warning
- Specific/credible threat
- Limited impacts

- Immediate threat to life/property subsides
- Response activities decrease

- Long-term recovery strategy in place
- Community rebuilding

Prevention | Steady-State | Enhanced Threat/Hazard
Response | Partial | Full
Recovery | Short | Intermediate | Long-Term

- Hazard/threat detected
- Severe weather watch
- Non-specific threat

- Threat/hazard impact
- Significant disruption
- Consequence management activities

- Community becomes accessible
- Community stabilized
- Routines reestablished

Certain incidents evolve rapidly without notice. During these situations, several phases are preempted and the activity level increases immediately. Examples include a major attack or an unexpected severe weather impact. The figure below illustrates the spike in activity level in response to a no-notice incident.

Figure 12: Notice Incident Activity Levels

Figure 13: No-Notice Incident Activity Levels
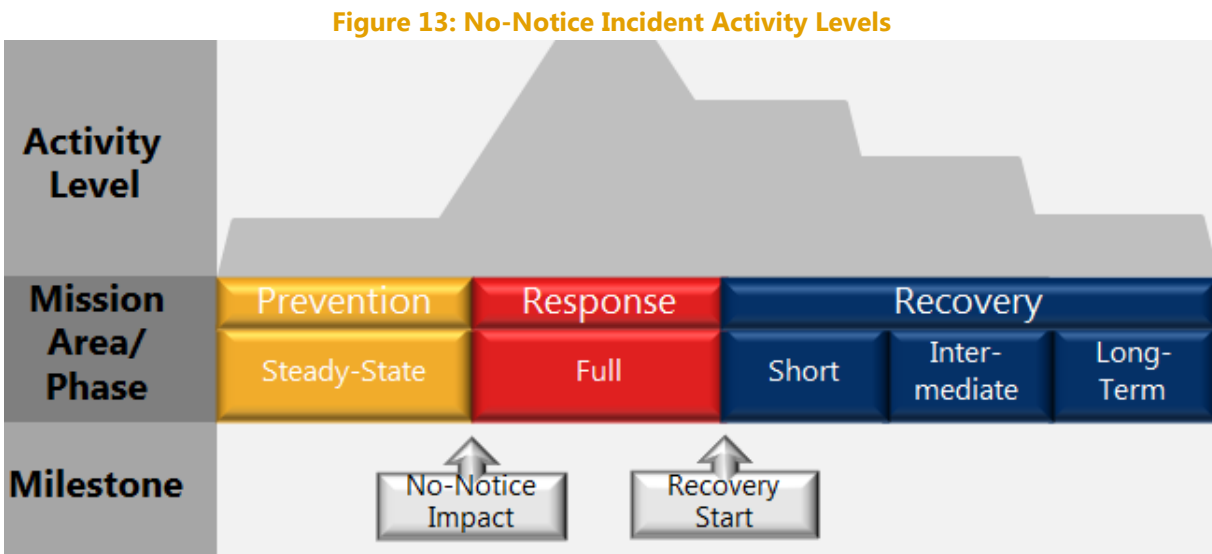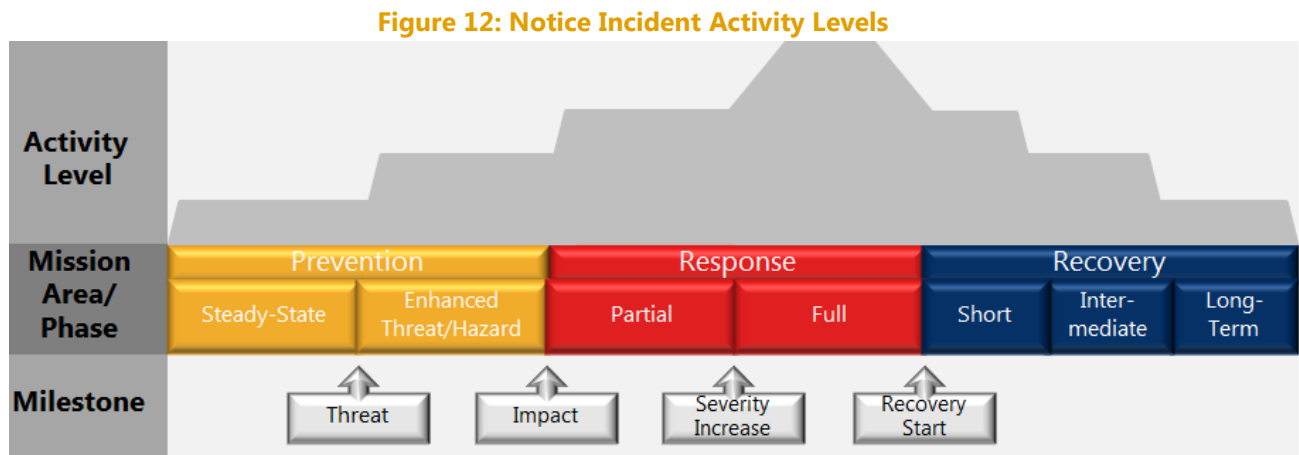
D.   Escalation Process

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 14: Incident Escalation Process
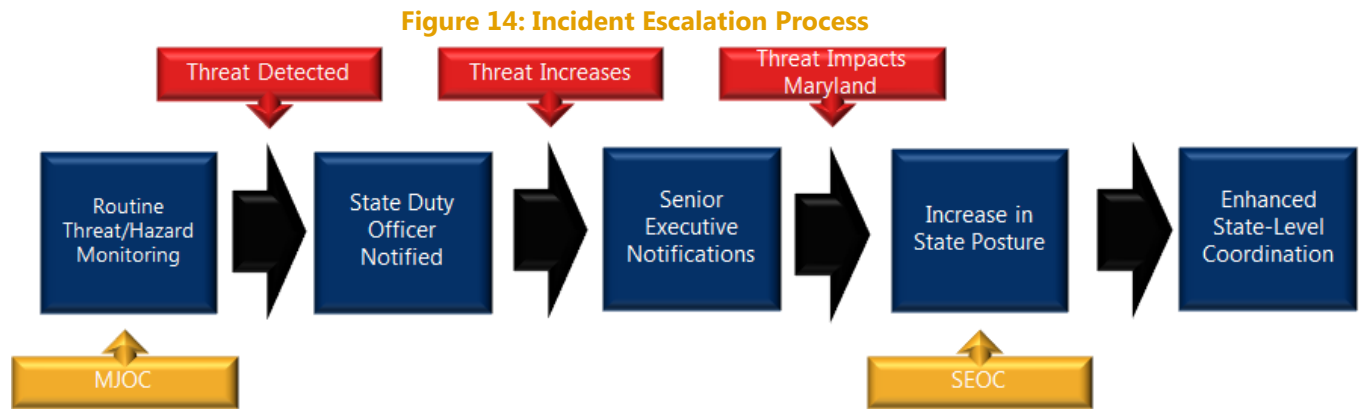
Routine Threat/Hazard Monitoring

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 an incident meets the escalation criterion, 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 managers 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 an incident from occurring.

Increase in State Posture

If warranted, the State posture increases (see figure above). Once this occurs, State Departments/Agencies 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 initiate enhanced state-level coordination.

Enhanced State-Level Coordination

Once the State posture increases, State Departments/Agencies 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 Response Activation Level

The State Response Activation Level (SRAL) is a reference to the level of activity and the posture assumed by State Departments/Agencies in coordinating a consequence management incident. The SRAL 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 SRAL levels with descriptions are below.

Figure 15: SRAL 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 SRAL and CMOP Operational Phases

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

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 an incident/event 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

When a threat may occur or an incident occurs, the Governor may declare a state of emergency for a single jurisdiction, several jurisdictions, or for the entire State of Maryland. A state of emergency declaration gives the Governor the authority to take necessary action to protect life and property, including allowing MEMA to acquire out-of-state resources through the Emergency Management Assistance Compact (EMAC) when additional support is needed but is unavailable within Maryland (see the Resource Procurement Vehicles section below for details), and authorizing the Governor to deploy the National Guard under the State Active Duty designation.

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, in the absence of a specific request, 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 through Public Assistance (PA), and Individual Assistance (IA) may be available to support disaster survivors[2].

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[2] For more information on the PA and IA programs, visit
http://mema.maryland.gov/community/Pages/PublicAssistanceProgram.aspx

IV. Resource Management

At the state level, resource management efforts aim to effectively coordinate resource requests to ensure local jurisdictions and State Departments/Agencies 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, 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 SRAL. This process is outlined in the subsequent sections and figure below.

Figure 16: Resource Management Process
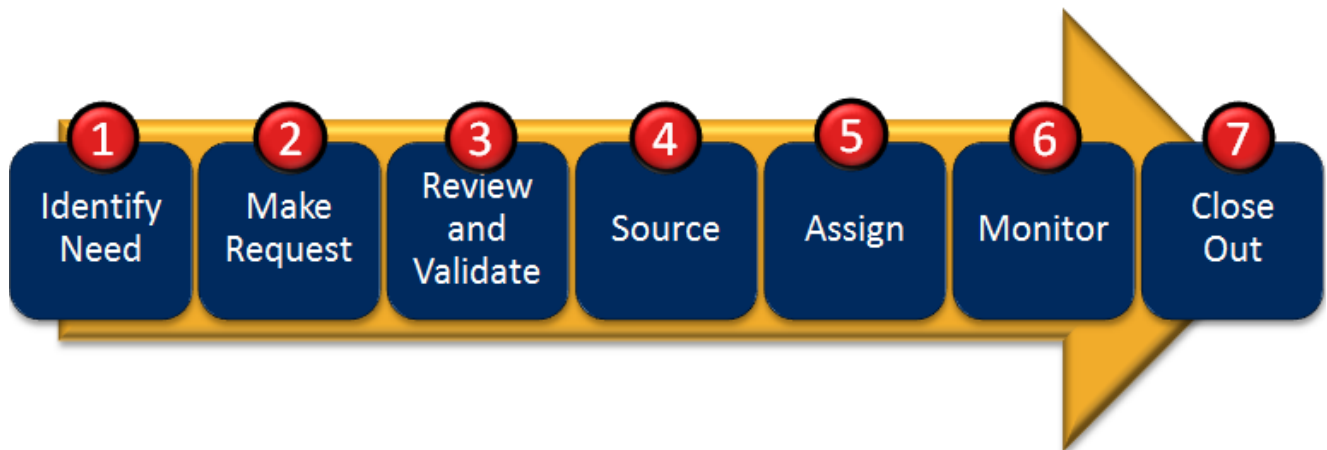
Step 1: Identify Need

Resource requests originate from either local jurisdictions or from State Departments/Agencies. 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 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 Regional Liaison Officer (RLO), Local Liaison, or other MEMA staff member may also assist in entering resource requests. Note: 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. Necessary information includes, but is not limited to:

- Mission/task/function the resource will be used for;
- Phone number for the point of contact who can answer questions about the request;
- Delivery date and time needed for the resource;
- Quantity of the resource needed; and
- Expected duration of the resource request.

Step 4: Source

Once the request has been properly vetted, MEMA works to task that request to the agency (ies) 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 will be 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 get 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. Figure 17 outlines the process by which officials make limited resources decisions during disaster. This internal process is used only the resource management process is taxed and all needed cannot immediately be met.

Figure 17 - Limited Resource Decision Making Process

This process begins when there are more requests than available resources during a particular incident. Upon initiating the process SEOC personnel gather information about resource status, incident priorities, and threats and 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 18: 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**	**Federal Assistance**
Assistance (non-routine) provided to local jurisdictions from State Agencies & Departments during significant incidents.	Private sector vendors with active state contracts which local jurisdictions can use during significant incidents.	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. Resources deployed under normal mutual aid do not require additional contracts or agreements; rather, they are able to execute missions freely.

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 EMAC 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 can use 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 for a single jurisdiction, several jurisdictions, or for the entire State of Maryland. MEMA must make requests for resources via EMAC on behalf of State Departments/Agencies or local jurisdictions.

State Agency Assistance

When requested, State Departments/Agencies may provide resource support, including specialized resources, to augment local jurisdictions' efforts. This support may be provided with or without the expectation of reimbursement, but this should be agreed upon prior to deploying the requested resources. State Departments/Agencies 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

Several State Departments/Agencies 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.

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, as the State's primary customer, the public must be informed throughout the duration of a consequence management incident. This section discusses key tools, protocols, and processes for 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 within MEMS share information and gain situational awareness using the same processes and tools as during steady-state activities. During consequence management operations, 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 4: 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 a consequence management incident, MEMS stakeholders coordinate activities and share information during statewide emergency managers conference calls. MEMA distributes conference call notes to stakeholders across Maryland to better inform their decision making processes.

Operational Period 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.

SIGNAL

The Situation, Information, General News, and Activity Log, or the SIGNAL, is the State's real-time, dynamic, situational reporting system. During consequence management incidents, the SIGNAL is the source for real-time information on emergency management and incident activities. Unlike traditional 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, and WebEOC supports a more robust version of the tool.

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 that is provided by the University of Maryland Center for Advanced Transportation Technology (CATT) Lab. 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 various state Hurricane Evacuation Studies (HES) to assist emergency managers in decision making.

HSIN

The Homeland Security Information Network (HSIN) is a national web-based portal that provides secure, real-time collaboration tools, including a virtual meeting space, instant messaging, and document sharing. It can be accessed by local, State, federal, and nonprofit and private-sector partners to collaborate during incidents, and has been used to support special events.

B. Public Information

Informing the public during disasters is a core function of agencies within the MEMS. The nature of public information management and the tools available to Public Information Officers (PIOs) has changed dramatically; information is more accessible today than ever before. Emergency managers need a dynamic information management system to address this new reality. In Maryland, State Departments/Agencies participate in a Joint Information System (JIS). The following section describes the components of the system.

Maryland Joint Information System

On an ongoing basis, Maryland 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 19: Joint Information System Concept of Coordination
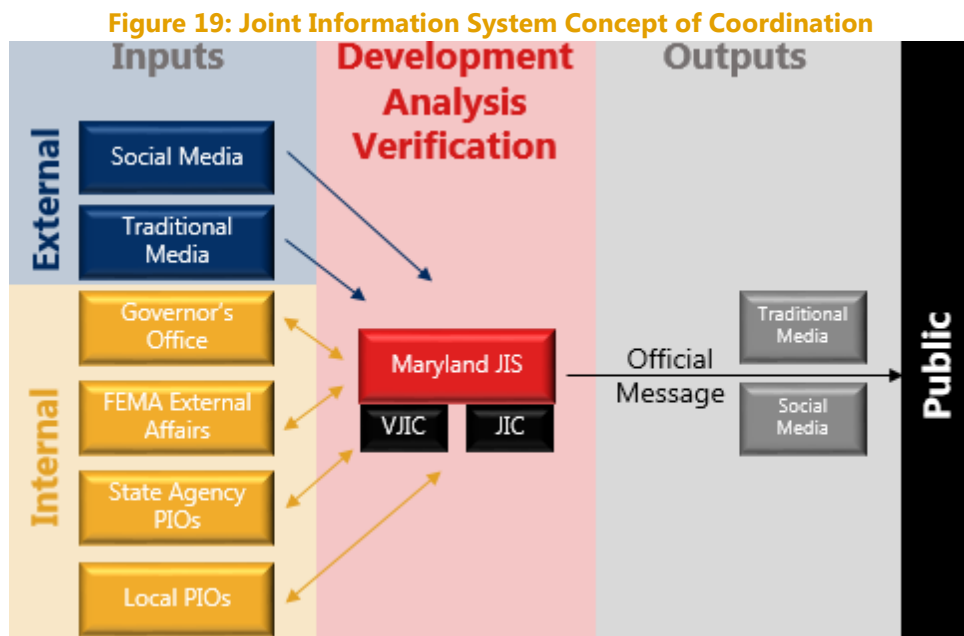
Public information operators receive, process, and distribute information from a variety of sources. They receive, synthesize, and analyze information from internal inputs (shaded yellow) and external inputs (noted in blue). From there, the message is developed and distributed to the public through a 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

Social Media

Social media provides a direct connection between the community and PIOs. Through these tools, PIOs and other MEMS stakeholders receive a real-time snapshot of ground-level conditions and concerns of the public. Social media helps to identify problem areas and allows MEMS stakeholders to interact directly with citizens.

Traditional Media

Television, print, and radio are considered traditional news sources. These sources provide important contextual information and situational awareness to incident activities. These, combined with social media and internal inputs, help PIOs to prioritize information in hopes of crafting the most appropriate message possible.

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

Figure 20: Joint Information Posture

Prevention		Response		Recovery		
Steady-State	Enhanced Threat/Hazard	Partial	Full	Short	Inter-mediate	Long-Term
JIS	VJIC	VJIC or JIC	JIC	VJIC or JIC	VJIC	JIS

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 21: Joint Information System Concept of Operations

Anticipated or Actual Impact	1 Select Lead State Agency	2 Select Most Effective Platform	3 Craft the Message	4 Distribute the Message	5 Respond to Inquiries

Step 1: Select Lead State Agency

The first step in the process includes selecting the appropriate Lead PIO State Department/Agency 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 is selected as the Lead PIO, MEMA facilitates the coordination of individual State Department/Agency 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 operations. 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 to communicate risk information.

Traditional Media

Press Release/Statement/Media Advisory
The traditional tool used by PIOs is the press release statement. A press release provides extensive 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 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 (e.g., evacuation orders).

Press Conferences
Formal press conferences involving senior elected officials 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).

Social Media

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 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 22: Disaster Assistance Programs

Stafford Act	SBA Loan Program	Maryland Other Needs Assistance Program
Federal Emergency Management Agency	United States Small Business Administration	Maryland Department of Human Resources
• Financial assistance for significant disasters • Assistance to governments, individuals, and eligible non-profit organizations	• 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 5: 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 Disaster Housing Assistance Program (MDHAP)

This program is a resource for short-term, emergency rental assistance for families or individuals displaced by a disaster while the voucher recipient arranges for long-term housing or awaits permanent housing assistance. The program pays the owner the advertised rent or 100% of the fair market, whichever is less. The term of the voucher is 90 days, extensions will be considered if the home is not ready for occupancy at the end of 90 days. This program is administered by the Maryland Department of Housing and Community Development (DHCD). DHCD also administers other disaster assistance programs, such as the Disaster Relief Housing and Maryland Housing Rehabilitation programs, which provide low- or no-interest financing to homeowners whose primary residence has been damaged or destroyed, and the Neighborhood BusinessWorks Business Recovery Program, which can provide short-term or long-term financing to help businesses re-stock inventory, reimburse for lost revenues, provide working capital, etc.

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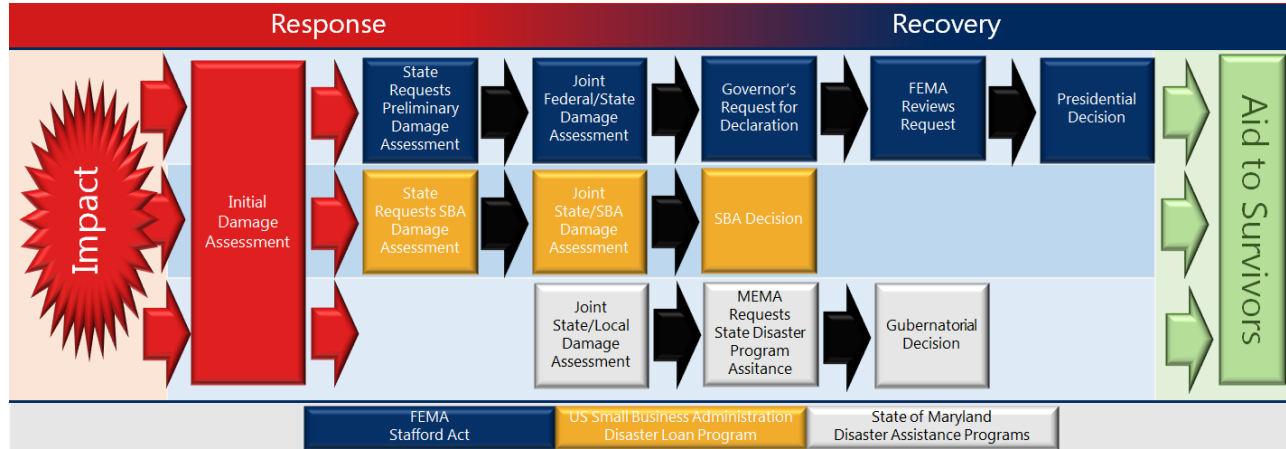
As noted, this process and program eligibility is defined in detail in the Disaster Assistance Appendix.

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 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, as the lead for the Maryland Emergency Management System, 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 6: 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, and other stakeholders within the MEMS.

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 7: 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
- 2013 National Preparedness Report
- National Prevention Framework
- National Protection Framework
- National Mitigation Framework
- National Response Framework
- National Disaster Recovery Framework
- Mitigation Federal Interagency Operational Plan
- Response Federal Interagency Operational Plan
- Recovery Federal Interagency Operational Plan
- Protection Federal Interagency Operational Plan
- 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 Executive Order 01.01.2013.6

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 operations 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.

Note: While the National Prevention Framework focuses primarily on preventing terrorism, the Prevention Mission Area in Maryland is an all-hazards construct that also addresses natural hazards.

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. The State of Maryland and its jurisdictions need to ensure the ability to prevent imminent follow-on threats or hazards after an initial incident.

C.   Scope

The Prevention Operations Chapter outlines processes followed for all-hazards, State-level pre-incident prevention operations efforts. 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 Operations Chapter are as follows:

- Coordinate the activities of stakeholders in the State of Maryland to conduct prevention operations.
- 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 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 Operations

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 Response Operations. The figure below summarizes the SCFs and lead State Departments/Agencies.

Figure 24: State Coordinating Functions
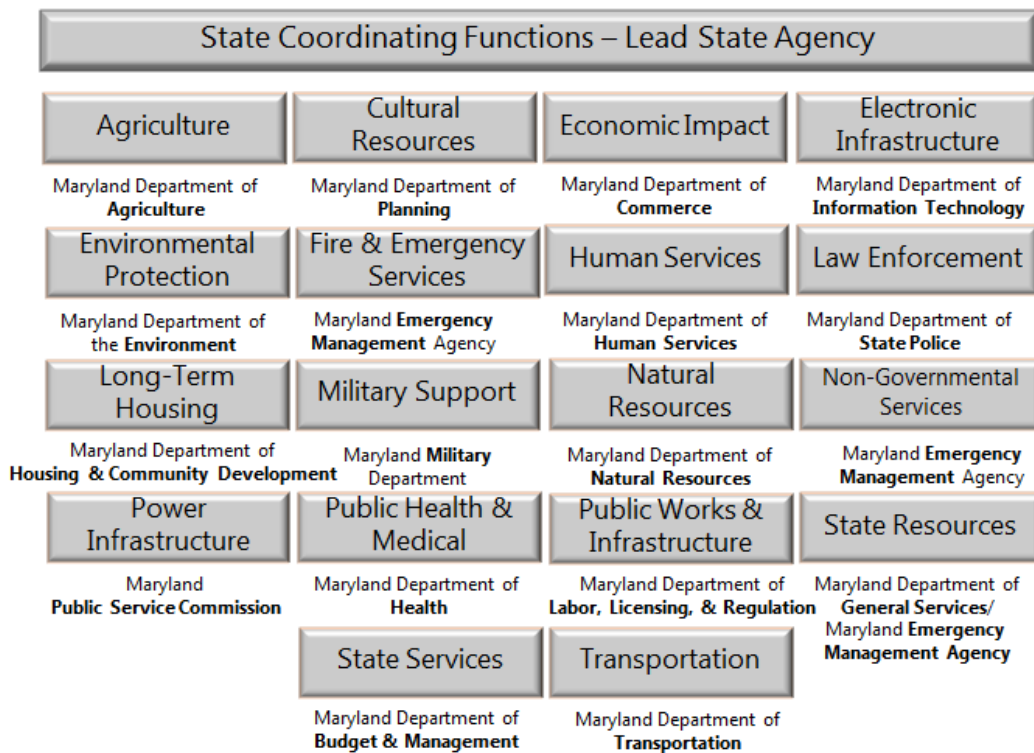
III.   Concept of Operations

A.   Prevention Operational 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 25: Prevention Operational 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 operations 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 operational phase, the SDO is responsible for the direction and control of the MEMS.

During the steady-state operational phase, State Departments/Agencies and prevention coordinating structures conduct routine prevention operations, including:
- Information sharing;
- Information analysis;
- Global threat/hazard monitoring;
- Threat/hazard trend analysis;
- Contingency planning;
- Public education and awareness; and
- Response status and resource monitoring.

Enhanced Threat/Hazard

The Enhance threat/hazard operational phase is an escalation from the steady-state phase and occurs when Maryland is faced with a perceived, imminent, or active threat/hazard. During the enhanced threat/hazard operational phase, State Department/Agencies conduct enhanced prevention operations, including:
- Enhanced situational awareness;
- Threat information analysis and assessment;
- Interdiction and disruption operations;
- Screening, searching, and detection;
- Forensics and attribution;
- Public information and warning; and
- Crisis action planning.

B.   Triggers for Transition between Prevention Phases

The transition from the steady-state operational phase to the enhanced threat/hazard operational phase follows two (2) tracks, either a rapid transition or a gradual process over time, depending on the threat or hazard, and based on the time frame for detection and identification. The operations and activities of the steady-state operational 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 operation, but serve as guidelines and benchmarks to acknowledge when creating objectives and identifying necessary operations and responsibilities.

Figure 26: Prevention Operational Phase Triggers
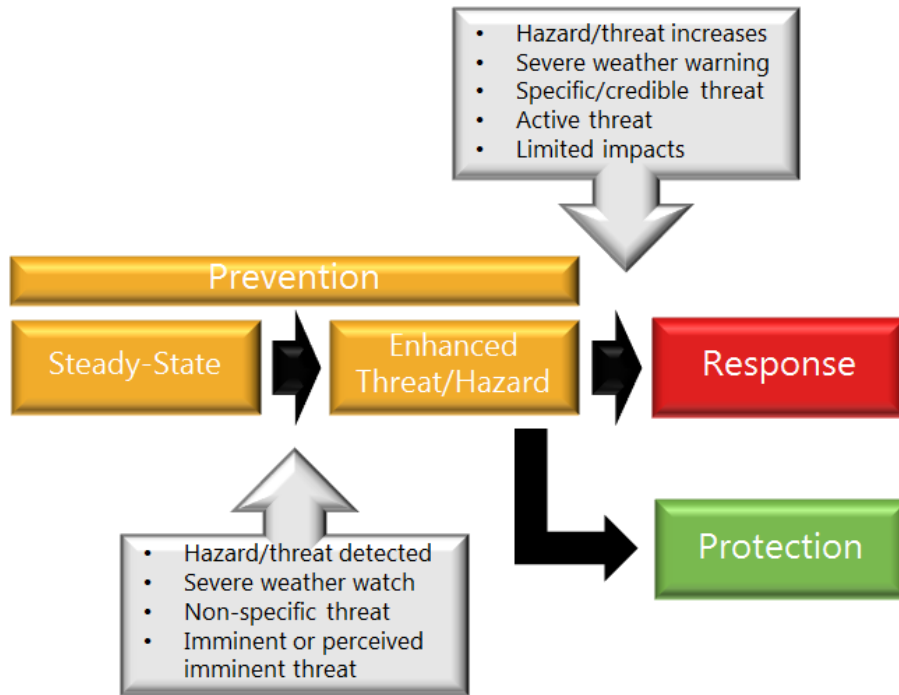
When the prevention mission transitions from steady-state to the enhanced threat/hazard operational phase, that escalation also triggers the incorporation of the protection mission which falls under the Disaster Risk Reduction (DRR) Plan.

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

Table 8: State of Maryland Departments/Agencies Prevention Operations

SCF	Steady-State Operations Daily operations and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Operations Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
Agriculture (MDA)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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/hazards • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Cultural Resources (MDP)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Steady-State Operations Daily operations and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Operations Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
Economic Impact (MDC)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Electronic Infrastructure (DoIT)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinate with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Steady-State Operations	Enhanced Threat/Hazard Operations
	Daily operations and routine monitoring for threats/hazards that might impact the State.	Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
Environmental Protection (MDE)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Fire and Emergency Services (MEMA)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Steady-State Operations Daily operations and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Operations Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
Human Services (DHS)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Law Enforcement (MDSP)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Steady-State Operations	Enhanced Threat/Hazard Operations
	Daily operations and routine monitoring for threats/hazards that might impact the State.	Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
Long Term Housing (DHCD)	• Conducts normal operations • Coordinates with and/or establishes relationships with housing partners • Monitors statewide and private sector housing status and availability • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Military Support (MMD)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Steady-State Operations Daily operations and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Operations Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
Natural Resources (DNR)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Non-Governmental Assistance (MEMA)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Steady-State Operations Daily operations and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Operations Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
Power Infrastructure (PSC)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Public Health and Medical (MDH)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Steady-State Operations	Enhanced Threat/Hazard Operations
	Daily operations and routine monitoring for threats/hazards that might impact the State.	Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
Public Works and Infrastructure (DLLR)	- 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 - Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	- 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 - Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
State Resources (DGS & MEMA)	- 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 - Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	- 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 - Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Steady-State Operations Daily operations and routine monitoring for threats/hazards that might impact the State.	Enhanced Threat/Hazard Operations Increased operations and enhanced monitoring following the identification of an imminent or active threat/hazard.
State Services (DBM)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Transportation (MDOT)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

CHAPTER 2 – RESPONSE

I.   Response Chapter Introduction

The CMOP Response Chapter provides guidance for State Department/Agency 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 and other entities within Maryland during disasters/incidents.

A.   Purpose

The Response Operations Chapter describes the coordination, operations, and roles and responsibilities of entities during incident response operations within Maryland. Response operations 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 operations 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 Operations Chapter serves as the Response Mission Area operations plan and a supporting chapter of the Maryland CMOP within the overarching MEMS construct. 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 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.
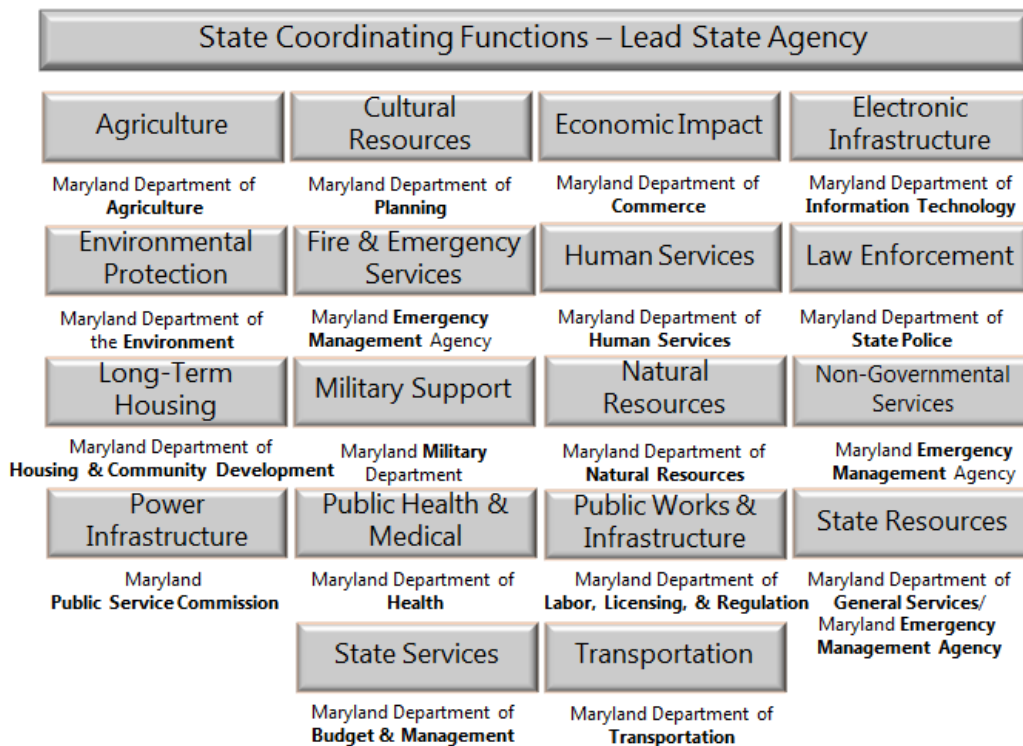
II.   Concept of Coordination

All initial response operations 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 Operations. The figure below summarizes the SCFs and Lead State Agencies.

Figure 27: State Coordinating Functions

State Coordinating Functions – Lead State Agency

Agriculture Maryland Department of **Agriculture**	**Cultural Resources** Maryland Department of **Planning**	**Economic Impact** Maryland Department of **Commerce**	**Electronic Infrastructure** Maryland Department of **Information Technology**
Environmental Protection Maryland Department of the **Environment**	**Fire & Emergency Services** Maryland **Emergency Management** Agency	**Human Services** Maryland Department of **Human Services**	**Law Enforcement** Maryland Department of **State Police**
Long-Term Housing Maryland Department of **Housing & Community Development**	**Military Support** Maryland **Military** Department	**Natural Resources** Maryland Department of **Natural Resources**	**Non-Governmental Services** Maryland **Emergency Management** Agency
Power Infrastructure Maryland **Public Service Commission**	**Public Health & Medical** Maryland Department of **Health**	**Public Works & Infrastructure** Maryland Department of **Labor, Licensing, & Regulation**	**State Resources** Maryland Department of **General Services/** Maryland **Emergency Management** Agency
	State Services Maryland Department of **Budget & Management**	**Transportation** Maryland Department of **Transportation**	

III.   Concept of Operations

A.   Response Operational Phases

As the threat/hazard changes, so too does the operational phase of the CMOP. While the operational 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 28: Response Operational 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 partial response operational phase involves an increase in statewide situational awareness of potential or limited impact/damage from incidents. Partial response operations 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
- Increase SEOC staffing with SCFs from State Departments/Agencies, functions, and supporting organizations.

Response-Full

The full response operational 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 operational 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 29: Response Operational Phase Triggers
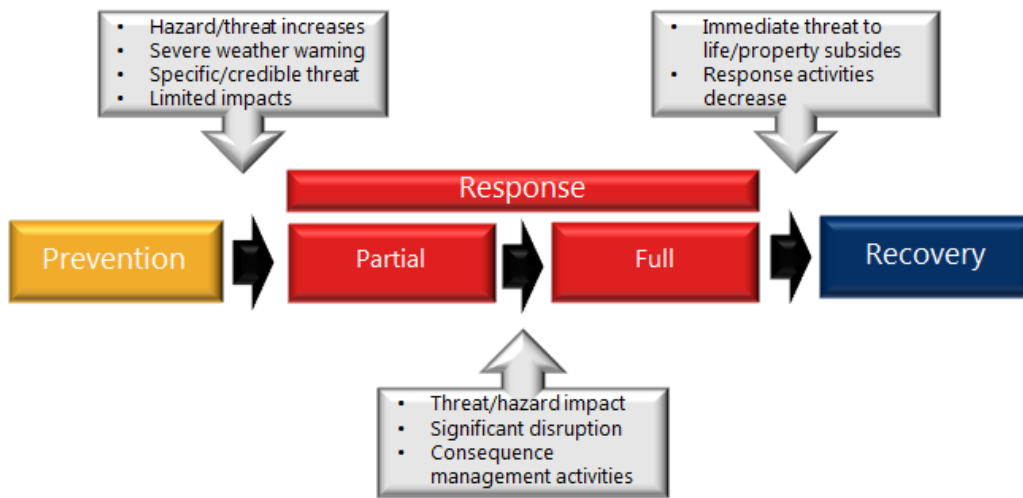
C. State Department/Agency Tasks by Response Phase

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

Table 9: State of Maryland Departments/Agencies Response Operations

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

Agriculture (MDA)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
		• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
		• Coordinates with other SCFs as needed

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Cultural Resources (MDP)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Economic Impact (MDC)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Electronic Infrastructure (DoIT)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Environmental Protection (MDE)	• 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 into a contaminated area • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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, responders, and other individuals. • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Fire and Emergency Services (MEMA)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Human Services (DHS)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Law Enforcement (MDSP)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Long Term Housing (DHCD)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Military Support (MMD)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Natural Resources (DNR)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Power Infrastructure (PSC)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Public Health and Medical (MDH)	• 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	• 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

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Public Health and Medical (MDH)	• Provides event information to hospitals and collect bed availability on a regular schedule • 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Provides event information to hospitals and collect bed availability on a regular schedule • 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Public Works and Infrastructure (DLLR)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
State Resources (DGS & MEMA)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered • 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
State Services (DBM)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Response-Partial Operational Phase Incident or event requires significant monitoring or resources.	Response-Full Operational Phase Incident of such magnitude that it requires or may require extensive response and/or recovery efforts and significant resources.
Transportation (MDOT)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

CHAPTER 3 – RECOVERY

I. Recovery Chapter Introduction

The State of Maryland provides disaster recovery support to local jurisdictions and impacted areas of the State following a disaster through a coordinated information sharing, resource management, and operational support process that is outlined in this Disaster Recovery Operations Chapter of the CMOP. The Disaster Recovery Operations Chapter outlines and describes the overall recovery support process, and roles and responsibilities of entities within Maryland during disaster recovery operations. Disaster recovery operations 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 Operations Chapter describes the coordination, operations, and roles and responsibilities of entities within Maryland during disaster recovery operations, while outlining the process and organization for state-level support to disasters impacting any Maryland jurisdiction.

B. Mission

Ensure the ability of the State of Maryland to support local jurisdictions during the recovery operations 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 Operations 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 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 Operations Chapter are as follows:

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

II.   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 operations for most disasters without any State or federal assistance, if a disaster evolves such that resources and/or coordination requirements exceed local capabilities, assistance may be necessary.

The State coordinates recovery support operations that assist with local disaster recovery, and include the coordination of State resources, as well as obtaining resources from the federal government. MEMA is the State agency designated to lead the coordination of recovery activities between the local jurisdictions and State Departments/Agencies at the support level.

A.   State Recovery Coordination Structure

The State Recovery Organization adheres to MEMS 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 30: Maryland Recovery Framework
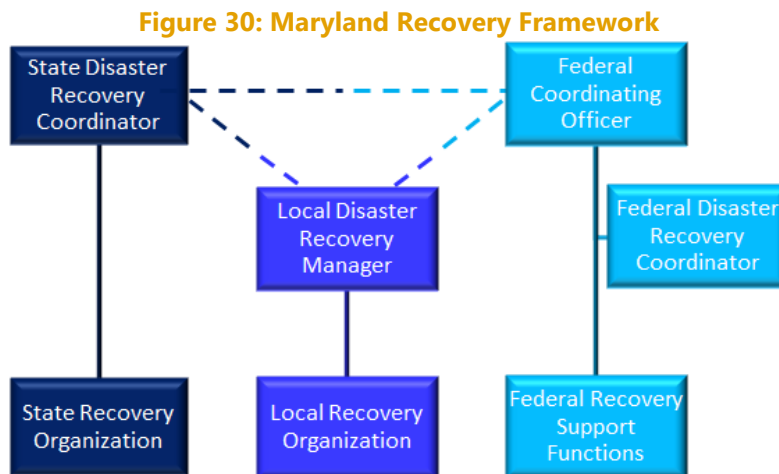
The appointed local disaster recovery manager works with the SDRC and State Recovery Organization to utilize State resources and support, and if applicable, request a Presidential Disaster Declaration. When granted, a Federal Coordination Officer (FCO) supports the local and state recovery organizations. 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. While 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 31: State Coordinating Functions
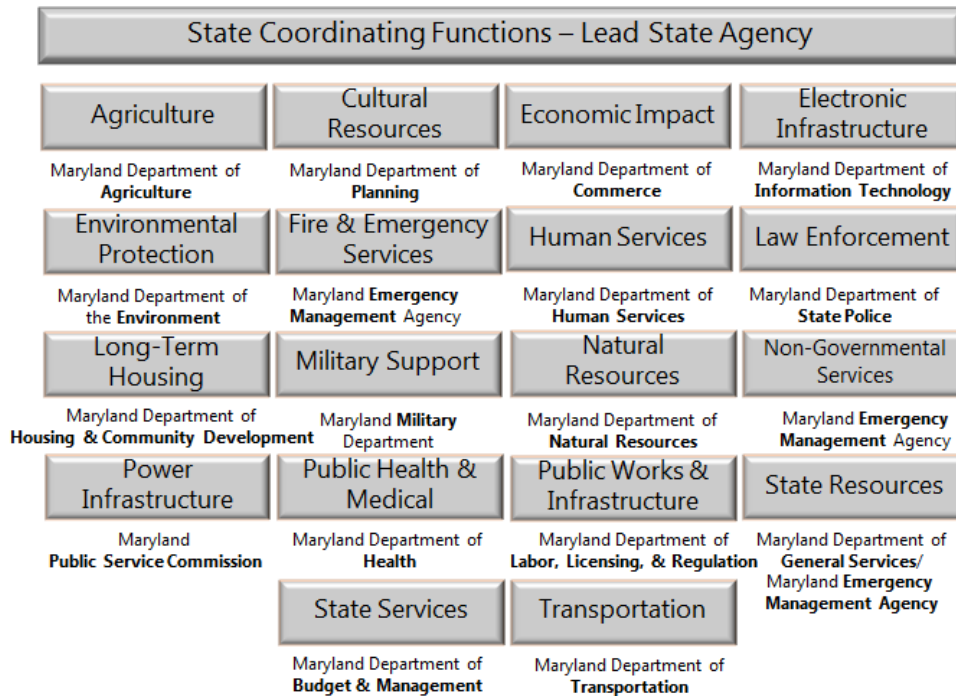
III.   Concept of Operations

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 operations, so in order to ensure an appropriate transition can occur, the following steps may occur as recovery operations begin:

- Completed life safety operations
- 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 32: 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 operations 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 operations.

Additionally, operations 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;
- Submitting disaster assistance requests
- 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 operations occur when vital services have been restored, and generally span the initial weeks and months after a disaster. Like short-term recovery operations, there is no pre-determined timeline for this phase. Intermediate recovery operations 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 operations are 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 through the Presidential Disaster Declaration process
- 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 operations involve ongoing recovery projects moving towards self-sufficiency, sustainability, and resilience. These operations generally span months and potentially years after a disaster.

Operations 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 operations, 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 operations triggers.

Figure 33: Recovery Operational Phase Triggers
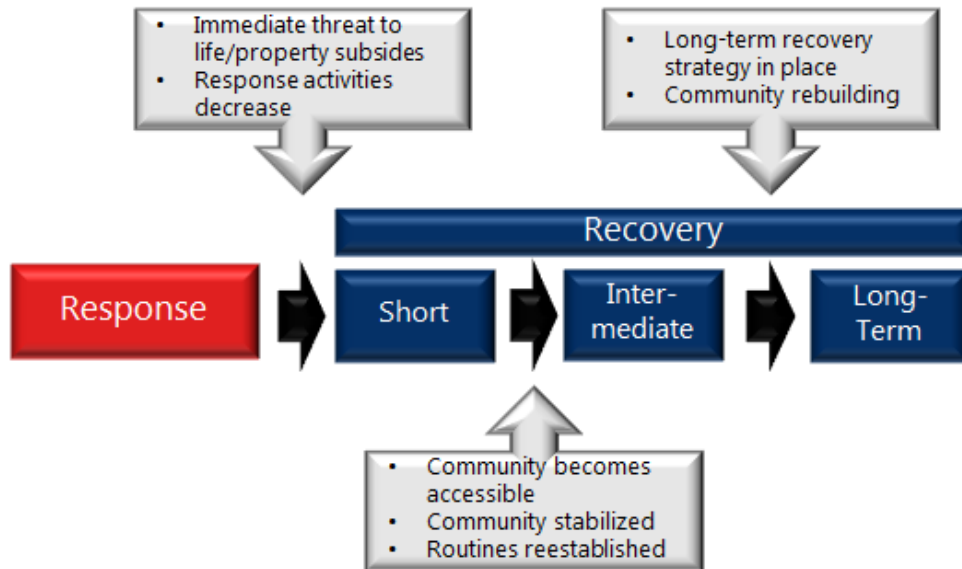
The transition from response to short-term recovery begins as response activities decrease and the immediate threat to life and property begins to subside. Short-term recovery operations and objectives focus on assessing the scope of the damage, conducting damage assessments, and ensuring essential community 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 operations focus 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/operation 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 prevention phase, and activities complement and build upon roles, responsibilities, and tasks described in statutory law, the Department/Agency protocols, procedures, and SCF Annexes, and do not supersede the internal responsibilities established and by the State Department/Agency.

Table 10: State of Maryland Departments/Agencies Recovery Operations

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Agriculture (MDA)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Identifies and support mitigation opportunities for agricultural centers and/or businesses • Coordinates with local and federal counterparts as appropriate and requested • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Cultural Resources (MDP)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Supports restoration and repair of damaged cultural resources and cultural centers • Coordinates with local and federal counterparts as appropriate and requested • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Economic Impact (MDC)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Utilizes economic impact analysis to drive business restoration and retention strategy for community • Coordinates with local and federal counterparts as appropriate and requested • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Electronic Infrastructure (DoIT)	• Restores essential electronic infrastructure services to ensure continuity of service and protection from malicious sources • Coordinates with vendors to support infrastructure repairs • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Ensures continuity of electronic infrastructure services to stakeholders • Coordinates with external vendors to identify areas for disaster risk reduction strategies in electronic infrastructure • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Identifies other mitigation opportunities for electronic infrastructure as appropriate • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Environmental Protection (MDE)	• 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 MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Identifies mitigation opportunities for environmental protection and hazardous materials safety • Coordinates with local and federal counterparts • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Fire and Emergency Services (MEMA)	• Coordinates non-mutual aid, non MEMAC fire and emergency services resources • Supports the tracking of patients from disaster recovery areas to hospitals • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Staffs a liaison to the State Recovery Organization if applicable and requested • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Staffs a liaison to the State Recovery Organization if applicable and requested • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Human Services (DHS)	• 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 with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Law Enforcement (MDSP)	• Works with partner agencies through established MOUs • Gathers intelligence regarding potential threats and/or hazards and suspicious activity • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Responds and coordinate all emergency response State law enforcement activities in support of local jurisdictions • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Long Term Housing (DHCD)	• Coordinates and supports SCF Human Services with interim housing for displaced residents • Provides business impact information to Economic Impact SCF • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Military Support (MMD)	• Coordinates and utilize and County Liaison Teams (CoLT) to support disaster recovery operations as necessary • Coordinates MMD resources and assets as deployed • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Coordinates and utilize and County Liaison Teams (CoLT) to support operations and communication as necessary • Communicates situational awareness to joint staff and MMD assets • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Staffs a liaison to the State Recovery Organization if applicable and requested • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Natural Resources (DNR)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Staffs a liaison to the SRO if applicable • Reopens State Parks • Invests in mitigation projects for natural resource cleanup • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Non-Governmental Assistance (MEMA)	• Coordinates participation of VOADs in short term recovery operations and donations and volunteer management • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Coordinates participation of donations and volunteer management in recovery operations to support local jurisdiction unmet needs • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Coordinates participation of VOADs in long term recovery organization • Coordinates distribution of donations to affected communities if appropriate or by appropriate VOAD • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
Power Infrastructure (PSC)	• Coordinates with utility companies for status of electrical grid and infrastructure restoration • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Coordinates with utility companies for status of electrical grid and infrastructure restoration • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Supports the identification and completion of appropriate hazard mitigation projects to electrical infrastructure • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Public Health and Medical (MDH)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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. • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Coordinate long term behavioral health assistance to affected citizens and response personnel • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Public Works and Infrastructure (DLLR)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Participates in recovery coordination calls with partners • Coordinates with SCF Transportation and Law Enforcement for debris management and infrastructure repair • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Supports the identification of mitigation opportunities to infrastructure • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF		Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
State Resources (DGS & MEMA)		• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Supports local jurisdictions with contract support for recovery operations such as debris management and infrastructure repair • Participates in recovery coordination calls with partners • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Supports the long term recovery committee with identification of future state contract support • Identifies projects and strategies for mitigation opportunities to State-owned facilities • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered
State Services (DBM)		• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Supports the identification and completion of unmet needs through coordination with other State services • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Supports the identification and completion of mitigation opportunities for State services and local jurisdictions • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered

SCF	Short Term Recovery Operations *Immediately following a disaster*	Intermediate Recovery Operations *1-3 months following a disaster*	Long Term Recovery Operations *3 months – years following a disaster*
Transportation (MDOT)	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• 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 • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered	• Collects, analyzes and distributes information on the status of the State's transportation systems • Identifies projects and strategies for mitigation opportunities to transportation infrastructure • Coordinates with MDOD to ensure the needs of the whole community, including people with disabilities and others with access and functional needs, are considered