



**STATE OF MARYLAND
RESPONSE OPERATIONS PLAN
(SROP)**

February 19, 2014

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Signature Page

The State of Maryland is committed to a consistent and inclusive approach to ensuring all stakeholders have the tools they need to save lives, protect public health and safety, and protect property and the environment.

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Kate Hession
Director, Operations Support Directorate (Acting)
Maryland Emergency Management Agency

A handwritten signature in blue ink, reading "Kenneth Mallette", positioned above a horizontal line.

Kenneth Mallette
Executive Director
Maryland Emergency Management Agency

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Record of Interim Changes

REV #	DATE	NAME OF RECORDER	SECTION(S) CHANGED	DISTRIBUTION (Full/Ltd/No)
1	February 19 2014	Jordan Nelms	Acronym and Definitions; IV, V, VI, VII, XIII, XIX, XXIV, Appendix A	Full

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Acronyms and Definitions

The following acronyms and definitions reflect only those acronyms or terms used in this document. The full Maryland Emergency Management Agency (MEMA) Authorized Acronym Table (MAAT) is a separate document.

AAR	- After Action Report
ADMIN	- Administration
AOP	- Advance Operations Plan
ARF	- Action Request Form
BOC	- Business Operations Center
CAP	- Common Alerting Protocol
CAO	- Chief Administrative Office
CapWIN	- Capital Wireless Information Net
CHART	- Coordinated Highway Action Response Team (part of the State Highway Administration)
CMAS	- Commercial Mobile Alert System
COI	- Communities of Interest
COP	- Common Operating Picture
CoS	- Chief of Staff
DBED	- Department of Business and Economic Development
DCoS	- Deputy Chief of Staff
DGS	- Department of General Services (Maryland)
DHMH	- Department of Health and Mental Hygiene (Maryland)
DHR	- Department of Human Resources (Maryland)
DHS	- Department of Homeland Security (Federal)
DNR	- Department of Natural Resources (Maryland)
DoIT	- Department of Information Technology
EAS	- Emergency Alert System
EEI	- Essential Elements of Information
EMAC	- Emergency Management Assistance Compact
EMnet	- Emergency Management Communications Network
EMRC	- Emergency Medicine Resource Center
EOS	- EMAC Operating System
EPA	- Environmental Protection Agency (Federal)
ESF	- Emergency Support Function
ESFLG	- Emergency Support Function Leadership Group

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EXBR	- Executive Brief
FBI	- Federal Bureau of Investigation
FCO	- Federal Coordinating Officer
FEMA	- Federal Emergency Management Agency
GIS	- Geospatial Information System
GOCI	- Governor's Office on Community Initiatives
GSR	- GIS Support Request
HC	- Health Care
HES	- Hurricane Evacuation Studies
HIRA	- Hazard Impact Risk Assessment
HLS	- Homeland Security
HSA	- Homeland Security Advisor
HSEMA	- District of Columbia Homeland Security and Emergency Management Agency
HSIN	- Homeland Security Information Network
IA	- Individual Assistance
IAP	- Incident Action Plan
ICS	- Incident Command Structure
IGA	- Intergovernmental Affairs
IMAT	- Incident Management Assistance Team
IDA	- Initial Damage Assessment
IMP	- Information Management Process
Intel	- Intelligence
IOF	- Initial Operating Facility
IP	- Internet Protocol
	- Improvement Plan
IPAWS	- Integrated Public Alert and Warning System
IT	- Information Technology
JFO	- Joint Field Office
JIC	- Joint Information Center
JIS	- Joint Information System
JOC	- Joint Operations Center
JOG	- Joint Operations Group
MAC	- Multi-Agency Coordination
MCAC	- Maryland Coordination & Analysis Center

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MDE	- Maryland Department of the Environment
MDOT	- Maryland Department of Transportation
MDP	- Maryland Department of Planning
MEA	- Maryland Energy Administration
MEMA	- Maryland Emergency Management Agency
MEMAC	- Maryland Emergency Management Assistance Compact
MEPP	- Maryland Emergency Preparedness Program
MIEMSS	- Maryland Institute of Emergency Medical Services Systems
MJOC	- Maryland Joint Operations Center
MMD	- Maryland Military Department
MOU	- Memorandum of Understanding
MSP	- Maryland State Police
MWCOG	- Metropolitan Washington Council of Governments
NAWAS	- National Warning and Alert System
NCR	- National Capital Region
NCS	- National Coordinating State
NEMA	- National Emergency Management Association
NIMS	- National Incident Management Structure
NPG	- National Preparedness Goal
NPSPAC	- National Public Safety Planning Advisory Committee
NRF	- National Response Framework
NRP	- Natural Resource Police (Maryland)
NWS	- National Weather Service
PA	- Public Assistance
PDA	- Preliminary Damage Assessment
PIO	- Public Information Officer
PSC	- Public Service Commission
PSIM	- Physical Security Information Management
RECP	- Regional Emergency Coordination Plan
R-ESFs	- Regional Emergency Support Functions
RFI	- Request for Information
RICCS	- Regional Incident Communication and Coordination System
RLO	- Region Liaison Officer
RRCC	- Regional Response Coordination Center

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RSAN	- Roam Secure Alert Network
RTP	- Recovery Transition Plan
SBA	- Small Business Administration (Federal)
SCIRR	- State Critical Information Reporting Requirements
SCO	- State Coordination Officer
SDROP	- State Disaster Recovery Operations Plan
SEOC	- State Emergency Operations Center
SHA	- State Highway Administration (Maryland)
SIPRNET	- Secret Internet Protocol Router Network
SITREP	- Situation Report
SHA	- State Highway Administration
SOC	- SHA Statewide Operations Center
SOP	- Standard Operating Procedure
SPG	- Senior Policy Group
SROP	- State Response Operations Plan
SSP	- State Support Plan
TAG	- The (Maryland) Adjutant General
THIRA	- Threat Hazard Impact Risk Assessment
UAC	- Unified Area Command
USCG	- United States Coast Guard
VPN	- Virtual Private Network
WAWAS	- Washington Area Warning and Alert System
WMD	- Weapons of Mass Destruction

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RESPONSE MISSION STATEMENT

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 state, local, federal, private sector, and voluntary, faith-based, and nongovernmental agencies in order to address the needs of Maryland residents, visitors, and communities.

I. PURPOSE

The Maryland State Response Operations Plan (SROP) describes the roles and responsibilities of entities within Maryland during incident response operations. Response operations focuses on ensuring that the State is able to effectively respond 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.

II. SCOPE

The SROP is the Response Mission Area Operations Plan within the Maryland Emergency Preparedness Program (MEPP). The SROP outlines processes that are to be followed for State-level incident responses to all hazards. The identified actions and activities in this Plan are based on existing State agency statutory authorities.

While providing a structure of procedures and guidelines, at no time is the SROP intended to inhibit the use of experience and common sense by Maryland Emergency Management Agency leadership and staff, State of Maryland departments/agencies representatives, or organizations and businesses when determining the actions and resources needed to protect and serve the citizens and visitors of the State of Maryland. The details described in this plan may or may not apply to specific situations. State employees must use their discretion in each situation to determine the best course of action. Procedures listed in this plan serve as guidance but are not intended to replace the best judgment of those who are directly handling a specific incident response.

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III. OBJECTIVES

The objectives to be met through the execution of the SROP are as follows:

Maintain 24/7 situational awareness across the State of Maryland, the nation, and around the world.

The *National Response Framework*¹ (NRF) defines situational awareness as “the ability to identify, process, and comprehend the critical information about an incident—knowing what is going on around you— [requiring] continuous monitoring of relevant sources of information regarding actual incidents and developing hazards.” Maintaining awareness of an incident provides the basis for decision-making and resource management. A state that can develop situational awareness has the capability to effectively coordinate the support of its departments/agencies to resolve an incident.

Coordinate the activities of State, local, Federal agencies, nonprofit organizations, and private-sector partners in support of incident response.

The SROP applies to all State departments/agencies, private, and non-profit organizations tasked to provide resources and execute mission assignments during response operations. It describes the actions of the State to provide assistance to one or more affected counties or municipalities, and, under catastrophic circumstances, to other state governments.

Facilitate the transition from incident response to disaster recovery. This Plan identifies short-term recovery/stabilization activities, including requesting Federal declarations for recovery assistance. Short-term recovery/stabilization assistance includes the coordination of all Federal and State efforts to restore the public and private sectors to pre-incident function and to support the transition of impacted communities towards long-term recovery efforts, as needed.

¹ Federal Emergency Management Agency, *National Response Framework*. ONLINE. May 2013. FEMA. Available: <http://www.fema.gov/national-response-framework> [1 Oct 2013].

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IV. RESPONSE PLANNING FACTS AND ASSUMPTIONS

The State of Maryland has developed this Plan to address the risks identified in the State's annual Threat and Hazard Identification and Risk Assessment (THIRA), and triennial (3 years) Hazard Identification and Risk Assessment (HIRA). Both assessments are developed through statewide coordination and input from all of Maryland's 23 counties and the cities of Baltimore, Annapolis, and Ocean City. This plan takes into account all threats and hazards to provide a standard framework for response at the State level to most incidents.

- Incidents will occur in the State with or without warning, under a myriad of circumstances. Hurricanes or other slow-onset weather related hazards will include sufficient warning time for to issues and execute protective action guidance.
- State departments/agencies need to respond on short notice to provide effective and timely assistance. Therefore, this plan provides pre-assigned tasks for State departments/agencies to expedite response operations to support county and municipal efforts.
- Private and non-profit organizations within the State of Maryland are an essential part of response operations and the State will take action to support the resumption of private and non-profit services.
- At his discretion, The Governor will declare a State of Emergency with or without county or municipal requests. A catastrophic incident may render emergency management and other critical governmental organizations in the affected counties and municipalities inoperable or unable to communicate. During a declared State of Emergency, the full authorities and resources of the State will be made available to aid county and municipal governments when response operations exceed local capabilities.
- Federal assistance will be requested by the State when the State's capabilities to respond to an incident are insufficient, or have been exhausted. The Federal Government provides assistance following a Presidential Emergency or Presidential Disaster Declaration for the State.
- The Emergency Management Assistance Compact (EMAC) will be used to request assistance to supplement and support response resources before Federal programs are in place or to fill the gaps during a Federal response.

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- Acts of terrorism will trigger an immediate Federal response. The identification of a credible threat or an act of terrorism will trigger the coordination of enhanced Prevention/Protection activities, as identified in the State Prevention/ Protection Operations Plan.
- The State of Maryland will integrate, and will encourage its local jurisdictions to integrate disability and access and other functional needs issues into all departmental emergency plans.

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V. RESPONSE DOCTRINE

A. All Hazards Planning

An incident may occur in the State with or without warning, under a myriad of circumstances. Maryland, while cognizant of its identified threats and hazards, conducts planning efforts in accordance with an all-hazards philosophy.

B. National Standards

This plan is consistent with Presidential Policy Directive 8 (PPD-8), Homeland Security Presidential Directive 5 (HSPD-5), and the National Incident Management System (NIMS) – the primary components of national incident response doctrine. This supports seamless coordination and integration of national (Federal and other states') resources to supplement State and local resources during response operations. Together, the National Preparedness Goal (NPG), National Response Framework (NRF), and NIMS present the guiding principles that enable all partners to provide a unified national response to anything from disasters of varying size and scope.

Maryland is accredited under the Emergency Management Accreditation Program (EMAP), an independent non-profit organization that fosters excellence and accountability in emergency management and homeland security programs by establishing credible standards applied in a peer review accreditation.

C. All Disasters are Local

Local jurisdictions have the capability to perform response operations for most disasters and initial response operations begin by local jurisdictions working with county emergency management agencies.

Local jurisdictions using preexisting MOUs with neighboring jurisdictions for defined aid and assistance may also use the Maryland Emergency Management Assistance Compact to request resources from any Maryland County

Assistance from the State may be provided once local incident response resources are exhausted or resources are needed that the jurisdiction does not possess. When an incident evolves into such magnitude that resources and/or coordination requirements exceed local capabilities, local authorities may request State incident response resources and assistance.

The State may need to request assistance from neighboring states through the Emergency Management Assistance Compact (EMAC) or the Federal Government through Federal Emergency Management Agency (FEMA) when State resources are exhausted.

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VII. PLAN ORGANIZATION

The Maryland State Response Operations Plan, or SROP, describes the roles and responsibilities of State-level entities to effectively deliver response capabilities statewide. The SROP is one of four all-hazards mission area operations plans (Prevention/Protection, Mitigation, Response, and Recovery) within the Maryland Emergency Preparedness Program (MEPP).

Figure 1 - The Maryland Emergency Preparedness Program Plan Hierarchy



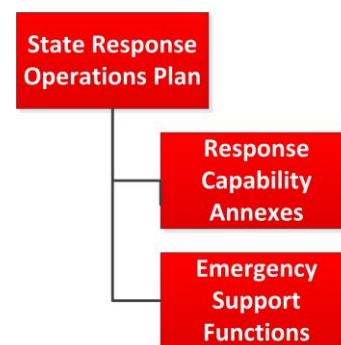
The MEPP is the State's strategic plan for emergency preparedness. The MEPP is an all-hazards approach to the delivery of specific capabilities for each of Maryland's four mission areas (listed above) to address the State's risk. This document serves as the operations plan for the Response Mission Area and is maintained by the Emergency Support Function Leadership Group (ESFLG).

The SROP is supplemented by Response Capability Annexes that identify capability targets and the resources needed and available to achieve those targets. The SROP and Response Capability Annexes describe common management and coordination processes that apply to all hazards.

The detailed actions of individual departments/agencies to support their assigned Emergency Support Functions (ESF) are identified in ESF Standard Operating Guides and department/agency specific plans that operate as supporting documents to the appropriate Response Capability Annex(es).

Additional procedures for exceptionally complex or uncommon emergencies are addressed in contingency plans within the MEPP. Contingency plans are intended to supplement the SROP and Capability Annexes

Figure 2 - SROP Components



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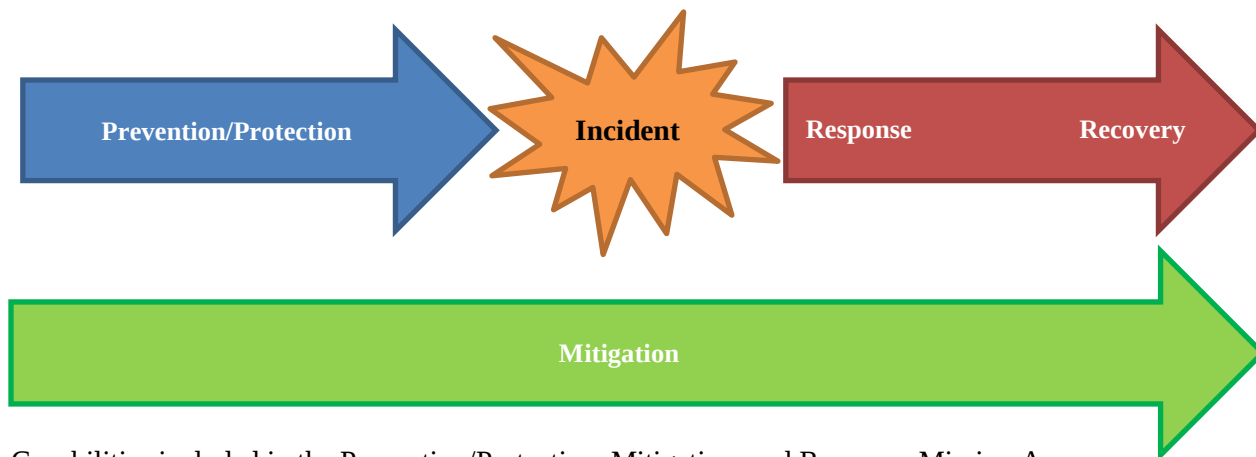
with details specific to the response operations necessary for the specific hazard or threat. Contingency plans will span multiple mission areas.

A. Mission Area Interdependencies

The mission areas are divided between crisis management and consequence management, each with distinct focuses and operational activities.

- *Crisis management* (shown below in blue) is the process of preventing or reducing the risk of a threat or hazard to the State, its citizens, or its infrastructure (Prevention/Protection,).
- *Consequence management* (shown below in red) is the process of addressing the impacts of a threat or hazard to the State, its citizens, or its infrastructure and restoring the State's ability to function, while taking steps to reduce future vulnerabilities (Response and Recovery).
- *Note:* Mitigation is depicted in green as crosscutting both crisis and consequence management because elements of the mitigation mission area are included in both types of planning.

Figure 3 - Mission Area Interdependence



Capabilities included in the Prevention/Protection, Mitigation, and Recovery Mission Areas greatly impact Response Mission Area operations. Many of the resources used daily to deliver the capabilities of the other three mission areas are utilized to support response operations, including those related to law enforcement (Prevention/Protection) and the private sector (Prevention/Protection and Recovery). Capabilities within the Mitigation Mission Area reduce the impact and severity of an incident and generate the risk-based planning assumptions that the MEPP is based upon. Recovery capabilities are the direct evolution of an incident from stabilization to community restoration.

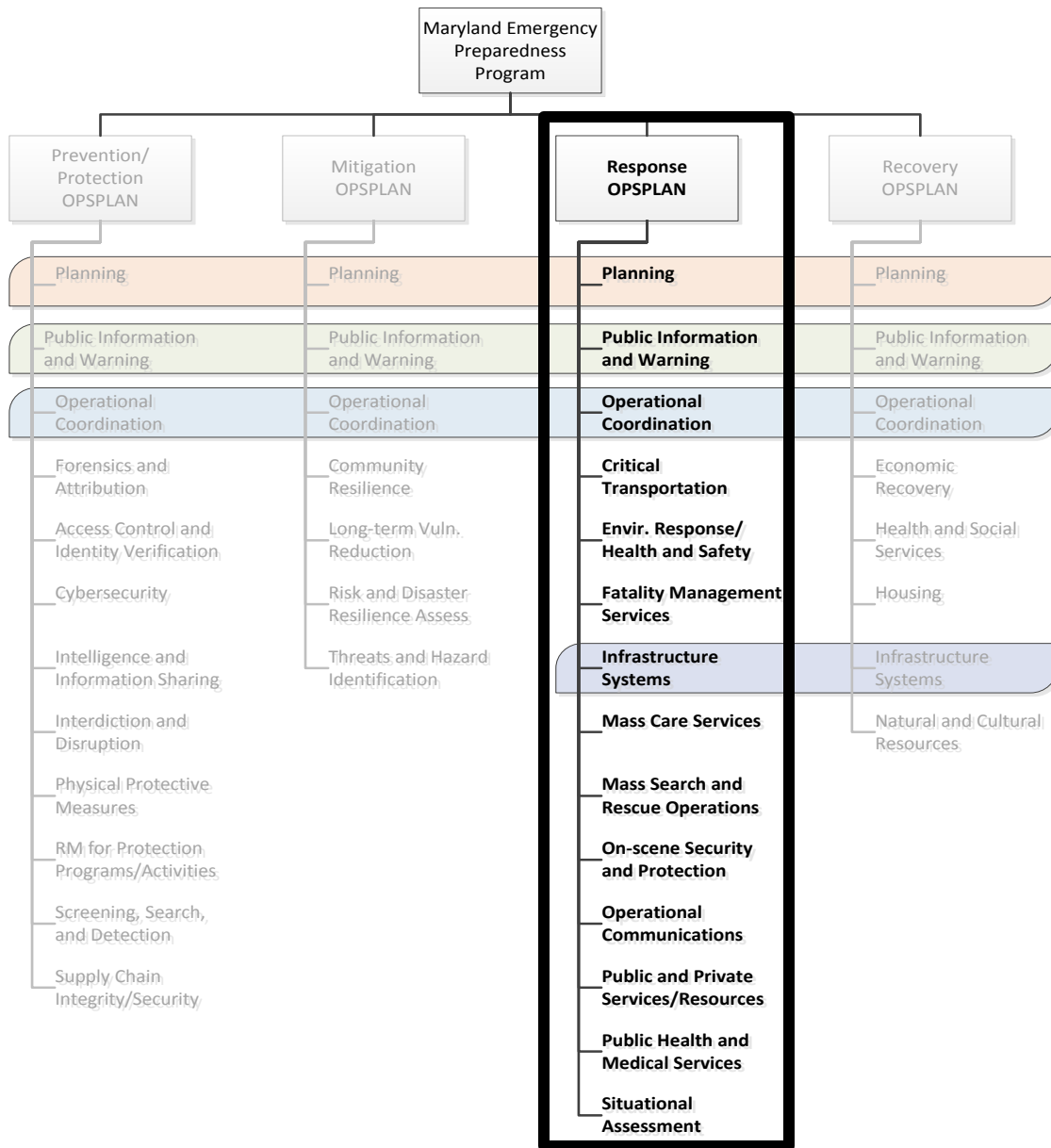
While this plan pertains solely to those capabilities within the Response Mission Area, thoughtful consideration is essential as to how capabilities are being delivered in the context of this plan, and how this may impact the delivery of capabilities needed for concurrent operations within other mission areas.

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VIII. CAPABILITIES FOR RESPONSE

The Response Mission Area capabilities are a list of the activities that generally must be accomplished during response operations regardless of which levels of government are involved. The Response Mission Area includes 14 capabilities—ten that apply only to response, one that applies to both response and recovery, and three that are common to all four mission areas. The figure below outlines the capabilities for each of the four mission areas as defined by the Mission Area Operations Plans.

Figure 4 - Response Mission Area Capabilities



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The Response Mission Area includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the State is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe, secure, accessible environment, and supporting the transition to recovery.

The table below provides a description of each response capability and the targets to effectively deliver each capability.

Table 1 - Response Mission Area Capability Overview

Response Mission Area Capabilities	Capability Description
Capability Targets	
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of capabilities. 1. Escalate State Response Operational Status Level within 30 minutes of notification of an incident. 2. Staff 100% of necessary SEOC positions within 2 hours of notification. 3. De-escalate the State Response Operational Status Level when life safety and property protection operations have been completed. 4. Coordinate with 100% of impacted local jurisdictions, contiguous states, the National Capital Region, Delaware Emergency Task Force, FEMA Region III, and all necessary federal, non-governmental organizations and private-sector partners. 5. Coordinate activities with the Prevention/Protection Mission Area.
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives. 1. Develop, implement, and execute any other needed CONPLANS in addition to the SROP. 2. Develop Initial Incident Brief (ICS-201) within 2 hours of an incident. 3. Develop and/ or revise the State Support Plan for every operational period. 4. Develop the SEOC Advance Operations Plan for all events that are projected to extend beyond 3 operational periods. 5. Develop and implement a Demobilization Plan when life safety and property protection operations are winding down. 6. Develop and implement a Recovery Transition Plan within one operational period of the end of response operations.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available. 1. Establish information dissemination channels and/or two-way communication with the public using various languages and mediums, including new and traditional media methods, to ensure accessibility. 2. Within 15 minutes after protective actions have been determined at the Nuclear Power Plants, sound

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Response Mission Area Capabilities	Capability Description
Capability Targets	
	sirens and broadcast EAS messaging. 3. Coordinate with and advise 100% of local, State, and Federal PIOs, and the Governor's Press Office (GPO) dealing with the incident regarding the delivery of credible messages, including ensuring messages are accessible. 4. Ensure 100% JIC staffing for 24/7 operations during an incident. 5. Coordinate and facilitate visits of 100% of elected officials and other VIPs to the affected area.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services to the affected areas. 1. During the first 72 hours of an incident, establish physical access through appropriate transportation corridors and deliver required resources in an effort to save lives and to meet the needs of disaster survivors. 2. Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality. 3. Identify evacuation trigger points with 24 hours of identification of a potential threat to Maryland. 4. Communicate 100% impacts to air, rail, transit, ports, toll facilities, and highway transportation infrastructure systems with the appropriate agency or office.
Environmental Response/Health & Safety	Ensure the availability of guidance and resources to address all hazards, including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities. 1. Provide a Type 1 HAZMAT team to any jurisdiction in Maryland within 1 hour. 2. Provide immediate access to necessary personal protective equipment for 100% of first responders statewide. 3. Ensure access for first responders statewide to 8,900 doses of common chemical agent antidotes with additional access to at least 30,000 doses stored in Chempaks across the state. 4. Within 1 hour of receiving a report of a credible threat and/or hazardous conditions, conduct health and safety assessments and disseminate guidance and resources to inform operational strategies and tactics. 5. Perform cleanup actions and/or assist with contractual support to meet resource requirements for sustained response and recovery operations. 6. Collect and analyze data related to response trends and provide to law enforcement and local jurisdiction partners.
Fatality Management Services	Provide fatality management services, including body recovery and victim identification, work with State and local authorities to provide temporary mortuary solutions, share information with Mass Care Services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved. 1. Provide comprehensive fatality management services for up to 250 fatalities within 72 hours including body recovery, with appropriate considerations of cultural and/or religious norms. 2. Collect and report information relevant to providing fatality management services and responding to the incident, as appropriate. 3. Coordinate with the OCME and relevant law enforcement agencies for victim identification on the identification and tracking process for deceased bodies and/or remains, in accordance with relevant

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Response Mission Area Capabilities	Capability Description
Capability Targets	
	legal authorities. 4. Establish a comprehensive Family Assistance Center (FAC) program in every affected jurisdiction and coordinate with 100% of local jurisdictions. 5. Provide a phone number to the public for family reunification within 6 hours of an incident. 6. Implement processes to allow for the temporary storage of 500 decedents for a period of 2 weeks.
Mass Care Services	Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those with the most need, as well as support for reunifying families. 1. 100% of local jurisdictions share (or create and share) their Mass Care plans with the State ESF 6 team. 2. Maintain resources to provide mass care services for 2% of the impacted population, and have a plan to adapt resources to provide mass care services for 16% of the impacted population statewide, until federal assistance is available. Resources should include the capability of providing supplies and life-sustaining equipment (e.g., wheelchairs, accessible cots, emergency medication) for people with access and functional needs, and people with pets. 3. Establish suitably resourced shelters in appropriate areas in advance of the event to shelter 300,000 people, including individuals with access and functional needs, and people with pets. 4. Within the first operational period (12 hours), establish reunification services (e.g., identification, notification, family assistance) for displaced and separated victims of the incident. 5. Within the first three weeks, use the State feeding task force to develop the capacity to feed 500,000 people on an on-going basis through a combination of shelter feeding, mobile feeding, bulk distribution, and DSNAP. 6. Open at least 1 essential service center in each jurisdiction within 24 hours of the event, with the capability to sustain operations for 1 month.
Mass Search and Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible. 1. Within 4 hours of receiving a request/notification, deploy mobile field force for land-based SAR operations in support of local, State, or federal resources. 2. Within 1 hours of receiving a request/notification, deploy aviation SAR resources to support local, State, or federal resources. 3. Request additional specialized resources (e.g., technical rescue, canine teams, aviation support, swift water, etc.) from voluntary agencies, local jurisdictions, neighboring states, and/or the federal government to support search and rescue operations. 4. Establish and maintain supervision and coordination of 100% of search and rescue resources for the duration of the incident. 5. Receive and process 100% of missing persons reports, and execute search and rescue missions, as appropriate, within 72 hours of receiving notification.
On-scene Security and Protection	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations. 1. Within 4 hours of a request/notification, provide on-scene security at a disaster site, including checkpoints, roving patrols, and building security for 100% of impacted areas. 2. Within 4 hours of receiving a request, notification, or gubernatorial order, deploy MSP strike teams to

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Response Mission Area Capabilities	Capability Description
Capability Targets	
augment local on-scene security and protection operations.	
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
	1. Ensure backup 911-capability for 100% of jurisdictions in Maryland. 2. Ensure the capacity to communicate with both the emergency response community and the affected populations, and establish interoperable voice and data communications between federal, State, and local first responders. 3. Within 1 hour of event, ensure interoperable communication networks for emergency services are functioning statewide through repair or transition to backup systems. 4. Restore traditional analog and digital communication systems within 72 hours of the restoration of power to these systems. 5. Establish and test communications within 5 days of a notice event, and test backup systems and ensure generator fuel cells are full. Assess and address any unmet communications needs prior to the event. 6. Monitor the status of communications, and execute maintenance contracts immediately, to address identified needs. 7. Coordinate with utilities, cell phone, and landline providers immediately after an incident to prioritize restoration for government communications systems. 8. Monitor and support the communication needs of the SEOC and State agencies immediately after an incident or event. 9. Upon receipt of hazard or threat information via NAWAS (National Warning System), immediately disseminate information to relevant local jurisdictions.
Public Health and Medical Services	Provide lifesaving medical treatment via emergency medical services and related operations, and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.
	1. Execute MOU-type agreements to share resources during mass casualty incidents for 100% of Maryland's public, EMS jurisdictions, and hospitals. 2. Execute MOUs between acute-care hospitals and healthcare centers for the referral of low acuity patients. 3. Implement processes that ensure 20% acute bed availability within 4 hours of notification. (<i>Note: hospitals must be able to make 20% of the daily census of beds available within 4 hours of notification.</i>) 4. Treat and transport 500 patients/million of impacted population within 3 hours. 5. Within the first operational period, complete initial triage of 100% of the victims. 6. Within the first operational period, hospitals will receive, process, and initiate treatment of 100% of critical victims delivered. 7. Within the first operational period, begin disease surveillance for illnesses, including waterborne, tetanus and other diseases, and biological/chemical exposure. 8. 100% of acute-care hospitals report incident-specific injuries for those who seek care in emergency departments or via EMS. 9. Track 100% of patients transported by EMS of those who self-report to the Emergency Department through patient tracking. 10. Support the activation of 700 points of dispensing (PODs) within 48 hours of notification to provide

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Response Mission Area Capabilities	Capability Description
Capability Targets	
appropriate medical countermeasures based on the type and scope of the incident. - At the time of the incident, assemble subject matter experts to assess the severity of exposure and/or transmission at the jurisdictional level, and determine non-pharmaceutical intervention recommendations. - Notify, credential, train, and deploy public health, behavioral health, and medical volunteers to five sites statewide via MD Responds, within 24 hours.	
Public and Private Services and Resources	Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.
- Within 2 hours of receiving a resource request in the SEOC, source resource/mission requests using existing State resources, procuring resources through State contracts, faith-based and/or voluntary organizations, and/or private-sector partners. - Receive, and assign up to 30 resource/mission requests per operational period. - Coordinate 3 requests per operational period through FEMA and EMAC, respectively, to obtain resources that are beyond the State's capacity. - Facilitate interstate resource-sharing through MEMAC. - Perform logistical operations, including tracking, mobilizing, staging, warehousing, distributing, and maintaining facilities to ensure timely delivery and demobilization of necessary resources. - Within 6 hours of the identified presence of unaffiliated volunteers, establish a Volunteer Reception Center and provide that location to the public. - Facilitate information sharing between the State and Private Sector Integration Program (PSIP) members.	
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
- Maintain the GIS-based situational awareness platform for Maryland (OSPREY), and ensure access and functionality for 100% of State and local partners. - Develop, revise, and deploy the Information Collection Plan (ICP) at the start of every operational period. - Develop and distribute 2 Situation Reports (SITREPs) per operational period. - Fulfill Requests for Information within 1 hour of receipt. - Fulfill GIS Support Requests within 1 hour of receipt. - Develop, validate, and distribute a Spot Report within 30 minutes of a significant development.	
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
- Stabilize the critical infrastructure needed for disaster response and immediate recovery within 72 hours of the disaster. - Transportation and Commercial Shipping: - Restore service and reopen 100% of state owned and operated airports within 7 days of disaster. Full repairs may take longer. - Restore service and reopen 100% of state-owned marine terminals within 7 days of disaster. Full repairs may take longer. United States Coast Guard is the lead agency for restoring maritime commerce.	

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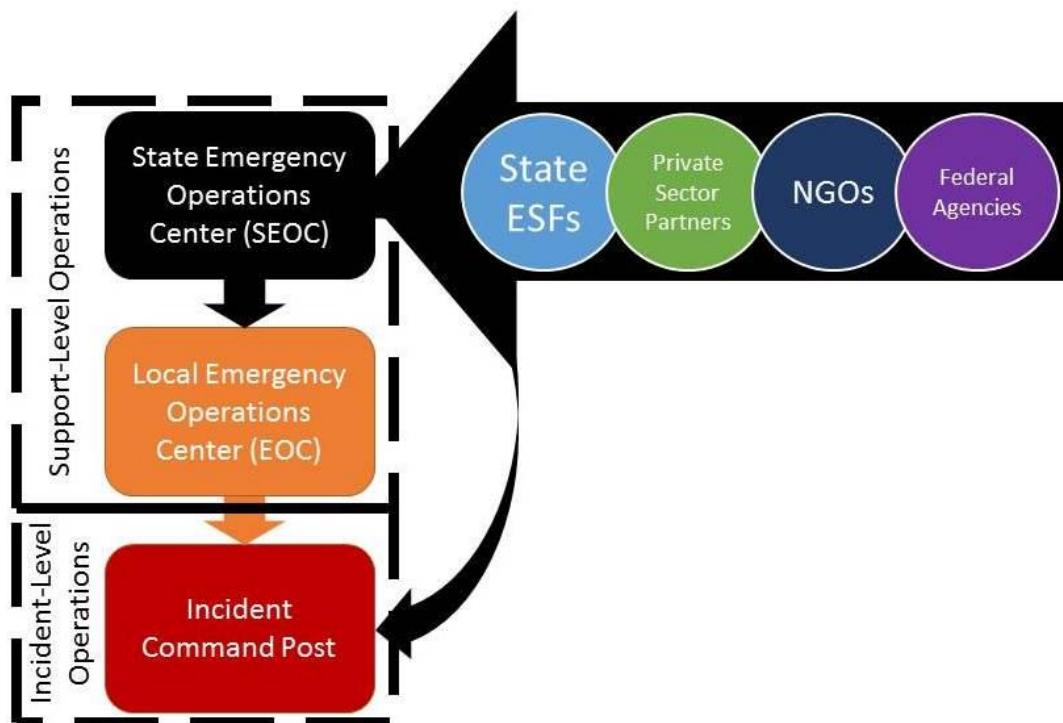
Response Mission Area Capabilities	Capability Description
Capability Targets	
	c. Restore service and reopen 100% state-owned commuter rail facilities within 7 days of disaster. Full repairs may take longer. d. Restore service and reopen 100% of impacted state-owned metro subway within 7 days of disaster. Full repairs may take longer. e. Restore service and reopen 100% of the impacted state-owned light rail within 7 days of the disaster. Full repairs may take longer. f. Within 1 week of the disaster, restore access to 75% state-owned blocked roads, bridges, and tunnels that are critical to recovery efforts. (passable) g. Within 30 days of the disaster, restore access to 100% of impacted state-owned roads, bridges, and tunnels. h. Restore access to state-owned fueling stations that are Maryland Department of Transportation's property within 2 days of the disaster. 3. Critical Lifeline Utilities: a. Coordinate with Emergency Liaison Officers (ELOs) from 100% of critical lifeline utilities (e.g., energy, communications, water, waste water) providing service in Maryland. b. Maintain situational awareness and projected time-to-restoration of critical lifeline utility outage figures, restoration staffing levels, and unmet restoration needs. c. Maintain situational awareness and projected time-to-restoration of public roadway and transit systems. d. Maintain a database of 100% of state-owned, and local-owned fixed and portable generators in Maryland. Assist State agency partners in the identification of critical infrastructure and facilities that house vulnerable populations, which are in need of priority utility restoration.

IX. CONCEPT OF COORDINATION

Initial response operations begin by local jurisdictions working with county emergency management agencies. Local jurisdictions have the capability to effectively engage in response operations for most emergencies/disasters without any outside assistance. If an incident evolves into such magnitude that resources and/or coordination requirements exceed local capabilities, assistance from the State may be necessary. 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.

Support-level operations describe activities taken to assist activities at the incident level. Incident-level operations describe activities taken at the scene of an incident. The Maryland Emergency Management Agency is the State agency designated to lead the coordination of response activities between the local jurisdictions and State agencies at the support level. Activities are based on Emergency Support Functions (ESFs) which are the underlying coordinating structures that group resources and capabilities into functional areas that are most frequently needed in a response.

Figure 5 - Coordination Structure



State of Maryland Response Operations Plan

Similar to when a local jurisdiction requests State assistance when local resources are exhausted, the State may need to request assistance from neighboring states through the Emergency Management Assistance Compact (EMAC) or the Federal Government through Federal Emergency Management Agency (FEMA) when State resources are exhausted.

Due to the unique geographic and political position of the State, planning and coordination through inter-State regions (i.e., National Capital Region, Delaware/Maryland/Virginia Peninsula [DelMarVa]) are essential. Additionally, Maryland falls within the FEMA Region III and participates in planning efforts with its state partners: Delaware, the District of Columbia, Pennsylvania, Virginia, and West Virginia. As a result of regional interdependencies, response operations may require partnerships for coordination at the local, State, regional, or Federal levels.

State of Maryland Response Operations Plan

X. CONCEPT OF OPERATIONS

Maryland has adopted an organizational structure to provide and coordinate support to local jurisdictions and to receive and coordinate resource support from the Federal Government, other states, and non-profit and private sector partners. This structure is similar to the Incident Command System (ICS) used to manage incidents. Unlike the ICS structure which primarily focuses on tactics and command, the State Emergency Operations Center (SEOC) structure focuses on coordination of support and resources in support of the local incident operations. The SEOC is the primary physical location where information sharing and resource coordination take place at the State level.

At the center of the SEOC organizational structure are the Command, Planning, Operations, Finance/Admin and the SEOC Logistics sections. The SEOC structure is based on the use of ESFs during an incident. ESFs form the basis of the Operations Section within the SEOC and are the primary coordinating mechanism for building, sustaining, and delivering the capabilities of the Response Mission Area.

State response operations are executed through four operational levels that enable a scalable and flexible posture of the two primary State level operational components: the Maryland Joint Operations Center (MJOC) and the State Emergency Operations Center (SEOC).

A. Response Operational Status Level Definitions

The State of Maryland has established four response operational status levels, referred to as status levels, as noted in the table below. Each status level represents an increased need for situational awareness and coordination of State response activities and resources.

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Table 2 - Response Operational Status Levels

LEVEL	ACTIVITY
4 (lowest)	Steady State operations, through MJOC, with assigned military and civilian staffing. Responsibility to maintain statewide situational awareness.
3	MEMA staff will make preparations should the incident or event warrant additional State assistance. Additional MEMA Staff may be required. ESF Leads are alerted and appropriate agency liaisons may be requested to staff the SEOC. MEMA staff will work closely with ESF leads to collect information, and develop a state of situational awareness.
2	Activation of the SEOC for State level multi-agency coordination. MEMA staff and necessary ESFs are present in the SEOC to assist with requests for technical support and resource assistance.
1 (highest)	Activation of the SEOC for State level multi-agency coordination; MEMA staff and necessary ESFs present in the SEOC assist with requests for technical support and resource assistance. External resources may be requested or mobilized. Information is gathered for submission to the Federal Emergency Management Agency (FEMA) for possible Federal assistance. ²

B. Status Level Escalation Doctrine

The State operational status level changes based on a variety of factors. The most influential factor is the occurrence of a significant incident. The term significant incident is used to describe a single or multi-jurisdictional incident that warrants State involvement. This may include, but is not limited to:

- Requests for response operations support from local jurisdictions
- The displacement of a high number of people
- A high number of casualties
- Transportation network(s) affected
- Extreme weather events
- Large scale industrial accidents
- Health related emergencies
- Terrorist attacks

² Requesting a Presidential Declaration can result from an incident where the Response Operational Status never escalates to a Level 1.

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If a significant incident occurs or if a situation arises that has the potential to become a significant incident, the MEMA Duty Officer is notified by the MJOC. The MEMA Duty Officer confers with the MEMA Director of Operations on the appropriate escalation of the response operational status level. The MEMA Director of Operations informs the MEMA Executive Director of any actions taken. The MEMA Executive Director convenes the Senior Policy Group if actions warrant.

If time permits, an Emergency Management Conference Call is used to inform MEMA staff, local jurisdictions, ESF primary agencies, and other stakeholders of the known situation. A follow-up ESF Management Conference Call is used to solicit the input of the ESF primary agencies as to the involvement of each ESF and their supporting organizations.

The MEMA Director of Operations is, however, authorized to take the appropriate actions including escalating the response operational status level without consultation of the local jurisdictions or ESF primary agencies.

Flexibility is the key component of the response operational status levels. Each incident is evaluated for impact and potential effects and the appropriate Response Operational Status Level is assigned.

The response operational status level may be escalated to coordinate activities of pre-planned special events. Unless otherwise noted in event-specific concept plans, this plan will guide the activities of the SEOC.

C. Status Level Escalation Protocol

The following activities are performed when response operations are initiated:

- The incident is assigned an event name and event number and will be entered into WebEOC®.
- Authority transfers from Duty Officer to SEOC Commander and the SEOC structure, as appropriate.
- The MJOC issues an email and/or phone alert message through the Roam Secure Alert Network (RSAN) to MEMA staff, ESF Primary agencies and the designated stakeholders.

The phone alert messages will indicate a detailed email has been broadcasted with further instructions. The emailed instructions may announce a scheduled Emergency Management Conference Call, an ESF Management Conference Call, or instructions to report to the SEOC immediately.

- The MJOC notifies appropriate elected officials, cabinet secretaries, essential MEMA staff, SEOC representatives, local jurisdictions, FEMA officials, and contiguous states.

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- The SEOC Commander determines the initial SEOC Operational Period and battle rhythm (schedule of operations) and alerts appropriate stakeholders.

D. Status Level De-Escalation Protocol

The SEOC Commander, after consultation with the Operations Section Chief and the Planning/Intel Section Chief, shall determine when a State response operational level should be downgraded. It is likely that a decision regarding de-escalation of the SEOC will take place when it is determined that response operations are winding down or when short- and long-term recoveries are underway.

At any State Response Operational Level, an ESF and/or some of its supporting organizations may no longer be necessary. An ESF primary can recommend releasing a supporting organization or terminating all of its ESF functions. The recommendation is presented to the Operations Section Chief and the SEOC Commander for approval.

Eventually, a return to Status Level 4 occurs and MEMA returns to steady-state operations.

Note: De-escalation of the SEOC does not mean an end to all activities for an incident. Recovery operations, as outlined in the State Disaster Recovery Operations Plan (SDROP), may continue for months or years following an incident.

The separate WebEOC[®] log and other reporting documents are not required at the response operational status level 4, but may be continued at the discretion of MEMA senior leadership.

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XI. MARYLAND JOINT OPERATIONS CENTER (MJOC)

The MJOC is the State of Maryland's primary situational awareness, alert, warning, and notification center. The MJOC operates 24 hours a day, 7 days a week – termed the “steady-state.” During normal, day-to-day operations, the MJOC is the primary conduit for information gathering and situational awareness, for the State of Maryland. During periods of heightened response operations activity where the SEOC is being staffed, the MJOC supplements situational awareness activities within the SEOC in an “enhanced steady-state.”

*Because the MJOC maintains situational awareness through 24/7 operations, the State is always at a minimum of a Level 4, and **this plan is always in effect.***

MJOC personnel continuously monitor and review changes in threat or hazard, Maryland National Guard force readiness, and event/threat status using:

- Intelligence reports, briefings, and conferences
- Homeland Security (HLS), FBI, FEMA Daily, DHS reports, and Maryland Coordination & Analysis Center (MCAC) bulletins, warnings, etc.
- Federal Protective Services information portal
- Secure and non-secure military portals
- National Infrastructure Security bulletins
- Secret Internet Protocol Router Network (SIPRNET) intelligence information streams
- Telephonic communications with National Guard Bureau Joint Operations Center, Joint Task Force, National Capital Region Joint Operations Center, and United States Northern Command Current Operations Desk
- Telephonic, email, warnings, and bulletins from the Homeland Security Operations Center
- National Warning and Alert System (NAWAS) communications
- Direct telephone communications with nuclear power facilities affecting Maryland
- FEMA national and regional communication centers
- Local and regional National Public Safety Planning Advisory Committee (NPSPAC) channels
- Media outlets
- National Weather Service (NWS) offices affecting Maryland
- County and State 911 Centers, Watch Centers and partners

The MJOC takes information received and disseminates it through notification protocols as appropriate. Information is compiled on a daily basis and provided by a Daily MJOC Executive

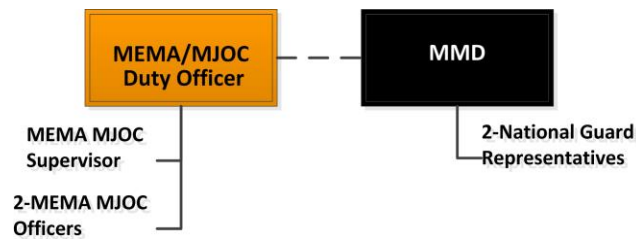
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Brief (EXBR) that addresses the previous 24-hour operational summary and current operations (next 24 hours) to include expected operations, events, meetings, exercises, etc., and near-term operations.

Appendix A contains the State Critical Information Reporting Requirements (SCIRR) used by the MJOC and SEOC.

The MJOC maintain a 24/7 operations staffed jointly by MEMA civilians and by MMD personnel. The MJOC also has a MEMA MJOC Manager who handles daily administration and management of the MJOC. The MEMA MJOC Duty Officer is filled by designated MEMA personnel on a rotating basis.

Figure 6 - MJOC Organization



MJOC follows the *MJOC Standard Operations Procedures and Guidelines* during steady-state operations. During enhanced steady-state situations, MJOC performs additional activities as detailed under the *Special Monitoring Procedure*.

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XII. STATE EMERGENCY OPERATIONS CENTER (SEOC)

The SEOC, located at MEMA headquarters, is the primary physical location of operations during an incident with a State Response Operational Status Level of 2 or 1.

The SEOC is designed to accommodate the large number of emergency management partners during an incident. The SEOC layout provides designated seating and equipment along with communications and other logistical support. Adjacent meeting rooms and office spaces are available and are also equipped with special communications and support equipment such as secure video teleconference.

A. SEOC Organization and Staffing

The SEOC is organized into five major sections of operation, in accordance with ICS: Command, Planning/Intel, Operations, SEOC Logistics, and Finance/Administration (Admin). Each of these sections are divided into functional branches, groups, or units, as needed.

MEMA's Executive Director has overall responsibility for the State's response operations and will establish, as needed, a Lead Public Information Officer (PIO), a Joint Information Center (JIC), and a SEOC Commander as part of his or her Command staff. The SEOC Commander assigns section chiefs for Planning/Intel, Operations, SEOC Logistics, and Finance/Admin from MEMA staff.

The section chiefs determine requirements for their respective organization and staffing in accordance with the SEOC Organizational Chart shown below.

The organizational structure of the SEOC may expand and contract, as the incident requires under the direction of the SEOC Commander.

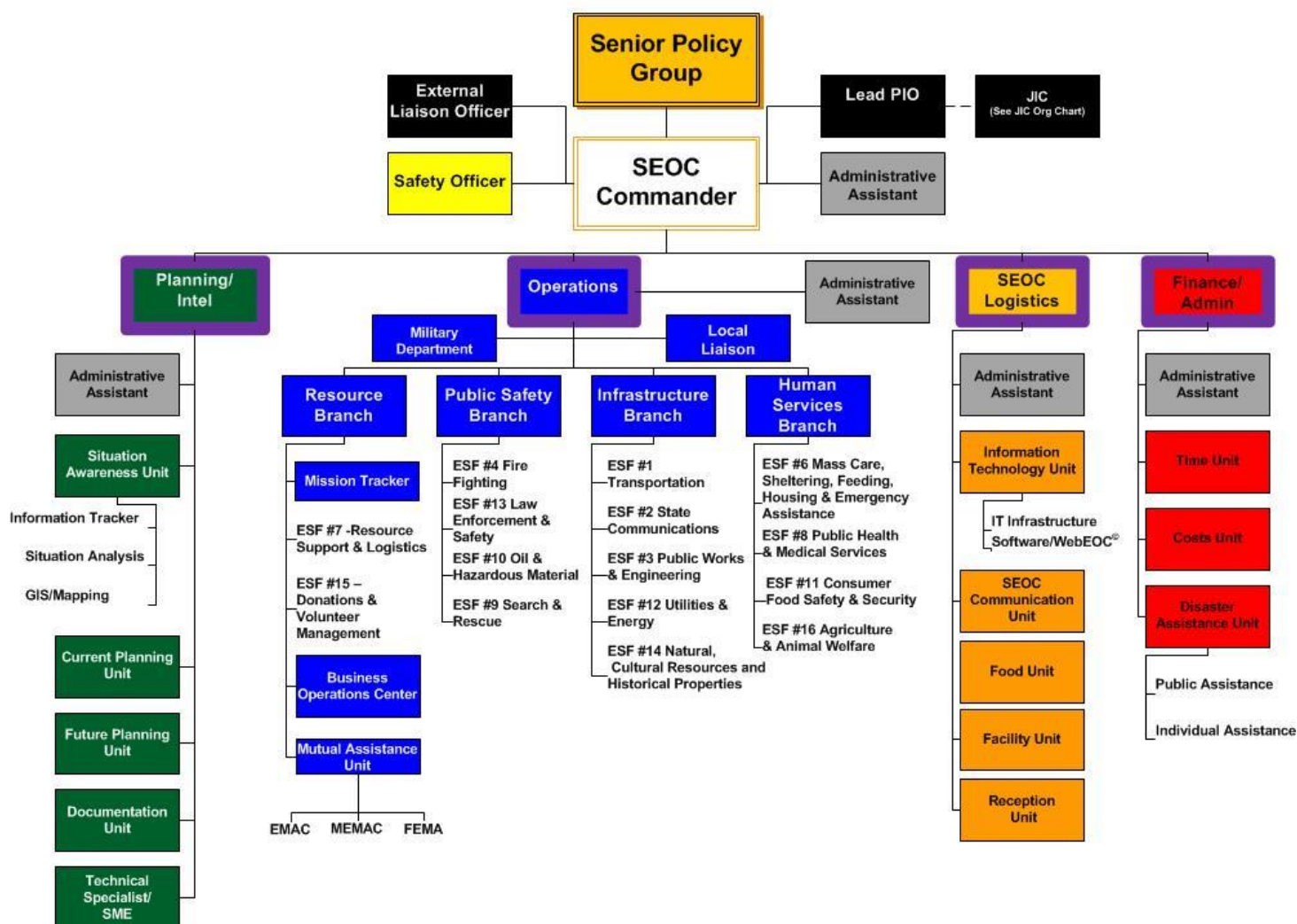
Position descriptions and activity checklists for each SEOC function are provided to SEOC staff in the form of SEOC Position Playbooks.

Each SEOC Position Playbooks includes:

- Position Checklists
- Position Organization Structure
- Position Responsibilities
- Position Specific related Skills, Abilities and Knowledge
- Position Specific Training Required
- Position Specific Training Recommended

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Figure 7 - State Emergency Operations Center Organizational Chart³



³ The colors of the Command and Sections are the colors of the vest worn in the SEOC by members of each group. Section Chiefs wear purple vests with section color in name panel. All Administrative Assistants wear grey vests. SPG and support agencies do not wear vests. For the purposes of the SEOC org chart, the JOG is included in the SPG.

XIV. SENIOR POLICY GROUP

The Senior Policy Group (SPG) serves as a policy- and strategic-level deliberative body during ongoing or long-term emergency situations, to analyze critical information, and support the Governor by identifying emergent needs and providing policy recommendations for action, including public messaging. The SPG works together to ensure consistent information is being shared across the various State departments/agencies and is comprised of the MEMA Executive Director, select Governor's Executive Staff, and senior State government officials.

The Senior Policy Group is chaired by the Governor or in his absence by MEMA's Executive Director, also includes senior State government personnel.

The SPG's standard operational procedure (SOP) outlines the roles and responsibilities of each participant, the notification and activations process, and the deliverables during the Levels 1-3 of an SEOC activation. *Refer to the Senior Policy Group SOP for more information.*

A. Joint Operations Group

The Joint Operations Group (JOG) advises the SPG on policy- and strategic- level incident specific issues, concerns, decisions, needs, gaps, and resources. The JOG is comprised of the Governor's Executive Staff, management Directors at MEMA and key deputies and/or designees of SPG members. The JOG will gather initial situational information, provide high level analysis, and coordinate actions to prevent, protect, respond to, and recover from human-caused and naturally-occurring hazards and threats.

The Joint Operations Group is facilitated by the MEMA directorate leads (Operations, Preparedness, and/or Administration) and made up of deputy-level agency representatives and select senior executive staff.

The JOG's standard operational procedure (SOP) outlines the roles and responsibilities of each participant, the notification and activations process, and the deliverables during the Levels 3-1 of SEOC activation. *Refer to the Joint Operations Group SOP for more information.*

Figure 8 - SPG and JOG SEOC Structure



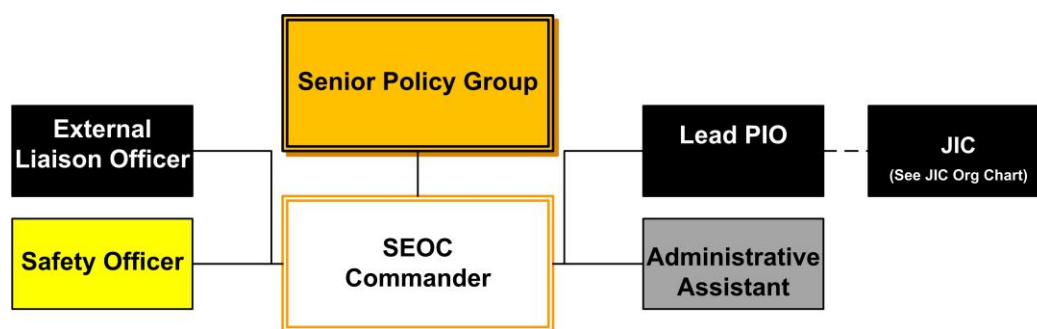
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XVI. STATE EMERGENCY OPERATIONS CENTER COMMAND

The Command Section of the SEOC organization structure consists of:

- SEOC Commander
- External Liaison
- Lead PIO/Senior Policy Group Liaison
- Safety Officer
- Administrative Assistant

Figure 9 - Command Section Organization



The SEOC commander has overall responsibility for the management of the SEOC including the following tasks:

- Coordinates and provides direction and guidance to the Section Chiefs
- Ensures problems between different levels and functions of governmental emergency management are resolved in an expeditious manner
- Establishes objectives, plans strategies, and implements tactics
- Ensures adequate financial support and resources are available for the response operations
- Interfaces with the SPG to provide status updates and to take policy direction and receive support as needed.
- Coordinates with Federal counterparts through the External Liaison to ensure adequate State support is provided for Federal response and recovery activities.

The Lead PIO/SPG Liaison advises the SEOC Commander and the SPG on information dissemination and media relations. The Lead PIO also obtains information from and provides information to the Planning/Intel Section and to the community and media and maintains constant communication and coordination with the JIC.

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The Safety Officer is responsible for ensuring the health and well-being of people working in the SEOC by monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer corrects unsafe acts or conditions and has the authority to stop or prevent unsafe acts when immediate action is required.

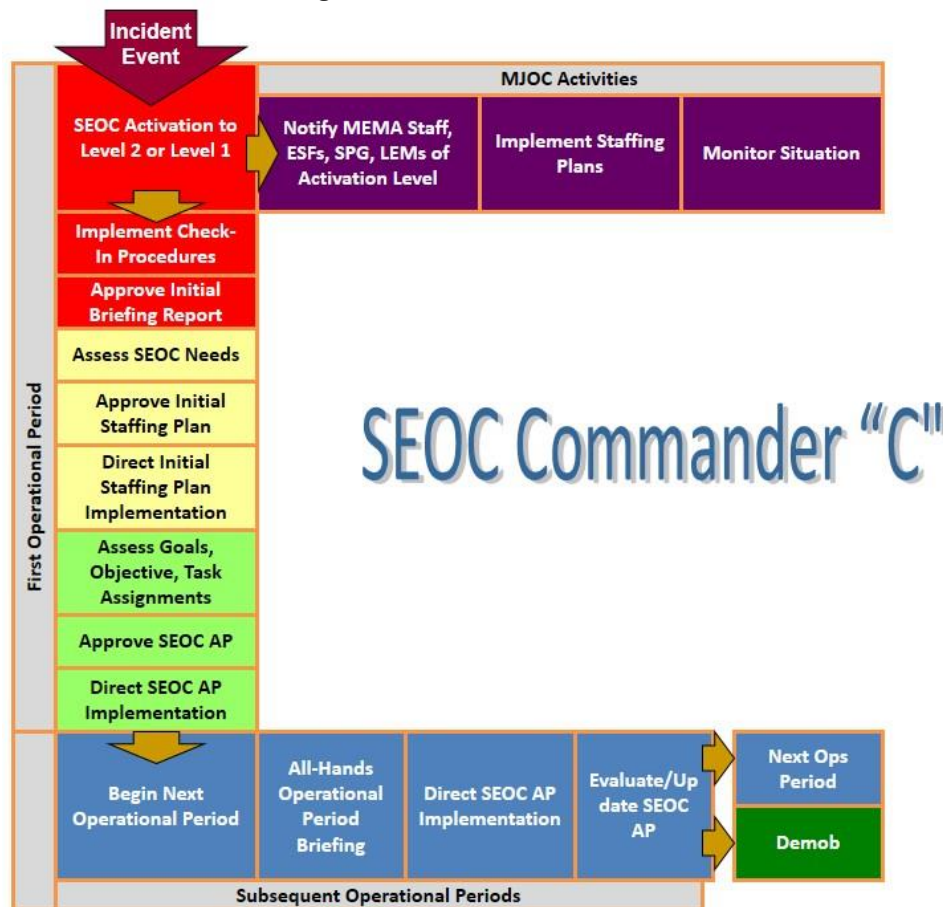
The individual positions within the section are assigned as needed and multiple positions may be held by one individual when reasonable.

A. SEOC Commander Process

The SEOC Commander “C” diagram represents the processes performed by the SEOC Commander and support staff during the initial period as an incident develops or as an existing incident escalates to a Level 2 or Level 1 from a lower level.

The initial operational period’s main goals are to staff the SEOC with the appropriate support, to provide support through the ESFs as quickly as possible, and ultimately to gather and maintain the highest level of situational awareness on the evolving incident. These activities are shown in red on the SEOC Commander “C”.

Figure 10- SEOC Commander "C"



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The MJOC continues monitoring and provides situational awareness information as needed to support the SEOC Commander's decision making until the appropriate SEOC positions are staffed.

An initial staffing and ESF requirement is developed and the MJOC notifies MEMA staff and ESFs of the requested arrival time to the SEOC. Part of the notification procedure is to provide a situation briefing. This allows both the MEMA staff and the ESFs to begin actions and tasks remotely and to prepare their families for possible extended work schedules. The remaining MEMA staff is notified of the expected second operational period start time. These activities are shown in yellow on the SEOC Commander "C."

Using checklists, and the appropriate plans for the incident; the SEOC Commander, the MJOC, arriving MEMA staff, and SEOC representatives work together to develop an initial State Support Plan (SSP), a Situation Report (SITREP) and an Executive Briefing (EXBR). As the initial operational period continues and situational awareness becomes more focused and accurate, the goals, objectives and task assignments are assessed and modified by the SEOC Commander with support from the command staff. These activities are shown in light-green on the SEOC Commander "C."

A new SSP, SITREP, and EXBR are developed, approved, and disseminated for each operational period and become the basis for the all-hands operational briefing. These activities are shown in blue on the SEOC Commander "C" and are repeated for each operational period.

The Future Planning Unit of the Planning/Intel Section creates a demobilization component, the Demobilization Plan, to the SSP for each operational period as determined by the activities, goals and objectives for the incident. The SEOC Demobilization Plan supplements the SSP for the last few operational periods of the incident. Additionally, the Future Planning Unit may create a Recovery Transition Plan to facilitate the demobilization of response operations while seamlessly transitioning to recovery operations.

SEOC Command Section maintains an SEOC Command Section Tool Kit with all necessary forms, procedures and checklists used by the group.

B. Joint Information Center (JIC)

1. Joint Information System (JIS)

The Joint Information System (JIS) is the process by which information is obtained, evaluated, and checked for accuracy before being released to the media and the public so that the information is

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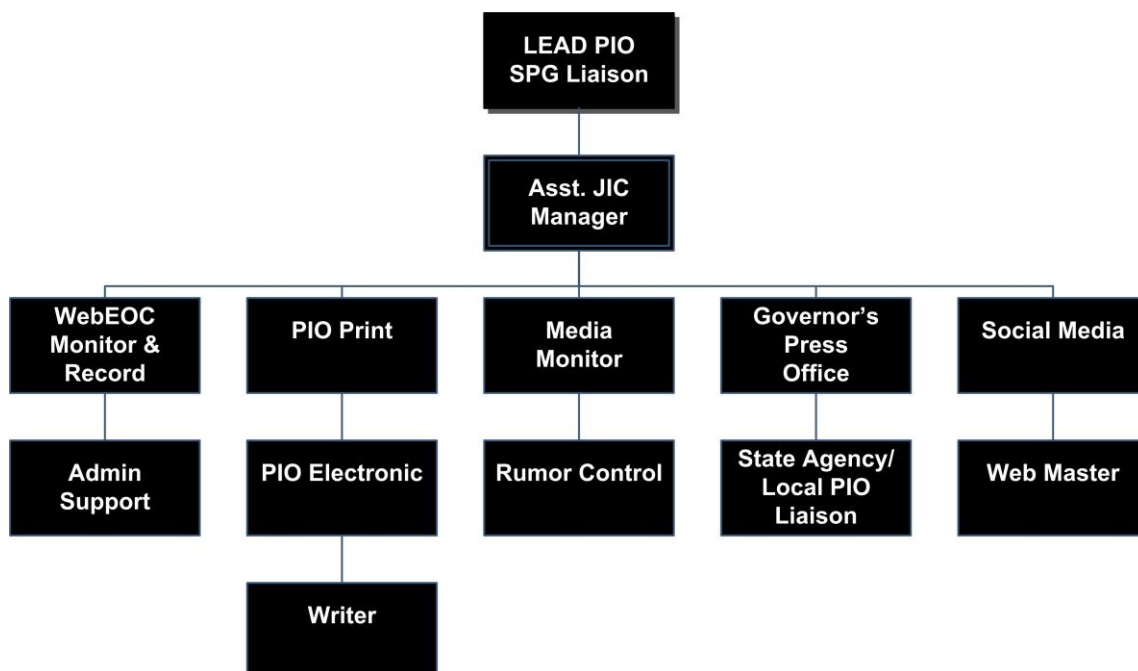
timely, accurate, consistent and easy to understand with the goal to contribute to the safety and well-being of the citizens of Maryland before, during and after an incident. This information must explain what people can expect from the departments/agencies of the State, their local governments and the Federal government. The ultimate goal of the JIS through “many voices, one message” is to provide uniform, coordinated and consistent messaging to the public.

The challenge is for participants to speak with one voice. It requires close coordination with emergency managers, departments and agencies at the State, Federal and local government levels using every device and technology available. The JIS also may include two or more JICs involved in the same incident. It is vital that all JIC leaders involved in one incident remain in frequent contact to assure a common message is being given to the public.

2. Joint Information Center Staffing

The number of staff assigned to the JIC depends upon the size, nature and/or complexity of the incident. In general, there is a Lead Public Information Officer (PIO), if needed, one or more Assistant JIC Managers, and staff public information specialists responsible for the various JIC functions. In small-scale operations, the PIO may be working alone or with a few staff performing all of the functions associated with Public Information activities.

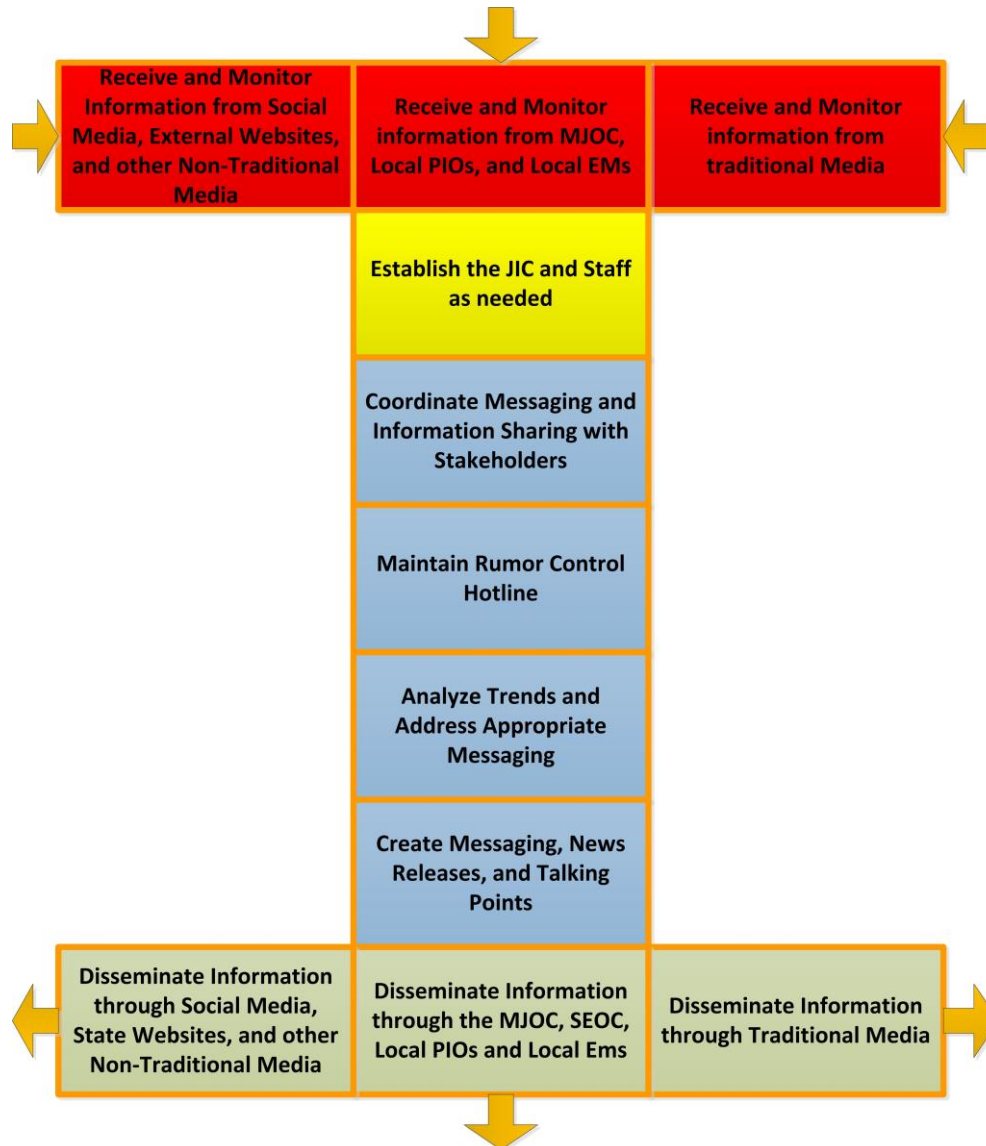
Figure 11 - JIC Organization



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Depending upon the circumstances, one or more senior State official(s) may become the designated spokesperson(s) providing routine updates on the State's response to an incident and who, by his/her position, lends credibility to the State's posture on the issue. The person may be designated by his/her statutory authority, or by the Governor (e.g., Secretary of the Department of the Environment briefs on environmental issues, Secretary of Health and Mental Hygiene briefs on health and medical issues, etc.). An incident that impacts multiple State agencies may require several senior State officials to comment on their part of the incident. All of the resources of the Joint Information Center will be at the disposal of these designated spokespersons.

Figure 12 - Joint Information "I"



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Certain incidents may require the dispatch of State public information officers to respond to media demands at or near the scene of the incident. Certain incidents such as an accident involving nuclear power plants may require the establishment of a near-site news media center. State public information personnel may join local jurisdiction PIOs and other agencies or organization PIOs to establish these centers and refer media queries to them. Otherwise, the media center function is a component of the JIC.

In all JIC operations, the staff reports to the Lead PIO who may delegate responsibility for specific functions to an assistant or JIC staff member. During Federal Disaster Declarations, the lead PIO or his/her designee is a member of the State Coordinating Officer's (SCO) immediate staff, serving as the spokesperson for the SCO and advisor to the SCO on public information issues. Duties within the JIC during a Federal declaration are coordinated with the Lead Federal PIO, who may actually be located in the State JIC before the establishment of a Joint Field Office (JFO).

Information received will be shared and coordinated with public information officers of State, local and Federal government agencies and non-government agencies involved in the incident.

The Joint Information Center System begins even before a JIC is established with the monitoring and information gathering performed by the MJOC. The MJOC uses all of its monitoring tools to collect and document all the information about an incident. These tools include news media sources (local and interstate), local and interstate emergency managers, and local and State department/agency PIOs.

The staffing requirements of the JIC depend upon the size, nature and/or complexity of the incident. One or more senior state official(s) will be designated as spokesperson(s) to provide briefs to public through the media. All JIC resources are available to these designated spokespersons to assist with taking points for media briefings.

Joint Information Center maintains a SEOC JIC Tool Kit with all necessary forms, procedures and checklists used by the group.

XVII. FINANCE/ADMIN SECTION

The Finance/Admin Section of the SEOC consists of:

- Finance/Admin Chief
- Administrative Assistant
- Costs Unit
- Time Unit
- Disaster Assistance Unit
 - Public Assistance (PA) Specialist
 - Individual Assistance (IA) Specialist

The Finance/Admin Section within the SEOC is responsible for collecting, analyzing, and reporting the costs associated with State response operations and with damages incurred during the incident to provide input into the decision to request or support a Presidential Declaration.

The individual positions within the section are assigned as needed and multiple positions may be held by one individual when reasonable.

The Finance/Admin Section works with State departments/agencies and local jurisdictions to assist in obtaining the necessary financial figures and impact descriptions. All State departments/agencies supporting statewide response operations are required to track costs associated with their activities and report those costs to the Finance/Admin Section. The Finance/Admin Section Chief reports on the total running costs and report any problems that may arise from the current and projected financial situation to SEOC Commander, as requested.

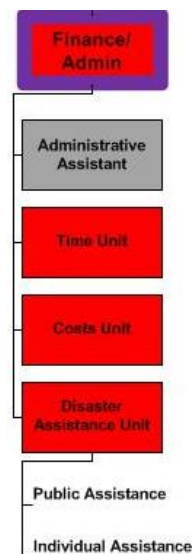
The Finance/Admin Section organizes preliminary damage assessment (PDA) teams with local, State and Federal stakeholders to conduct timely assessments of public and individual damages. The PDA process is outlined below.

Once this information is gathered and analyzed, the Finance/Admin Section is responsible for analyzing figures, writing impact descriptions, and drafting the request letter and any necessary supporting documents, which are then sent to the Governor for approval and submission.

A. Financial Management Process

The Financial Management Process begins immediately at the start of the incident. Local jurisdictions and State department/agencies need to begin collecting and recording time (regular

Figure 13 - Finance/Admin Section Organization



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and overtime) for all personnel working on incident activities. In the field or in a command center, all time worked in preparation for and in response to an incident needs to be captured.

Costs in support of both preparing for an incident and during response to an incident are to be captured and categorized as follows:

- Category A: Debris removal
- Category B: Emergency protective measures
- Category C: Road systems and bridges
- Category D: Water control facilities
- Category E: Public buildings and contents
- Category F: Public utilities
- Category G: Parks, recreational, and other

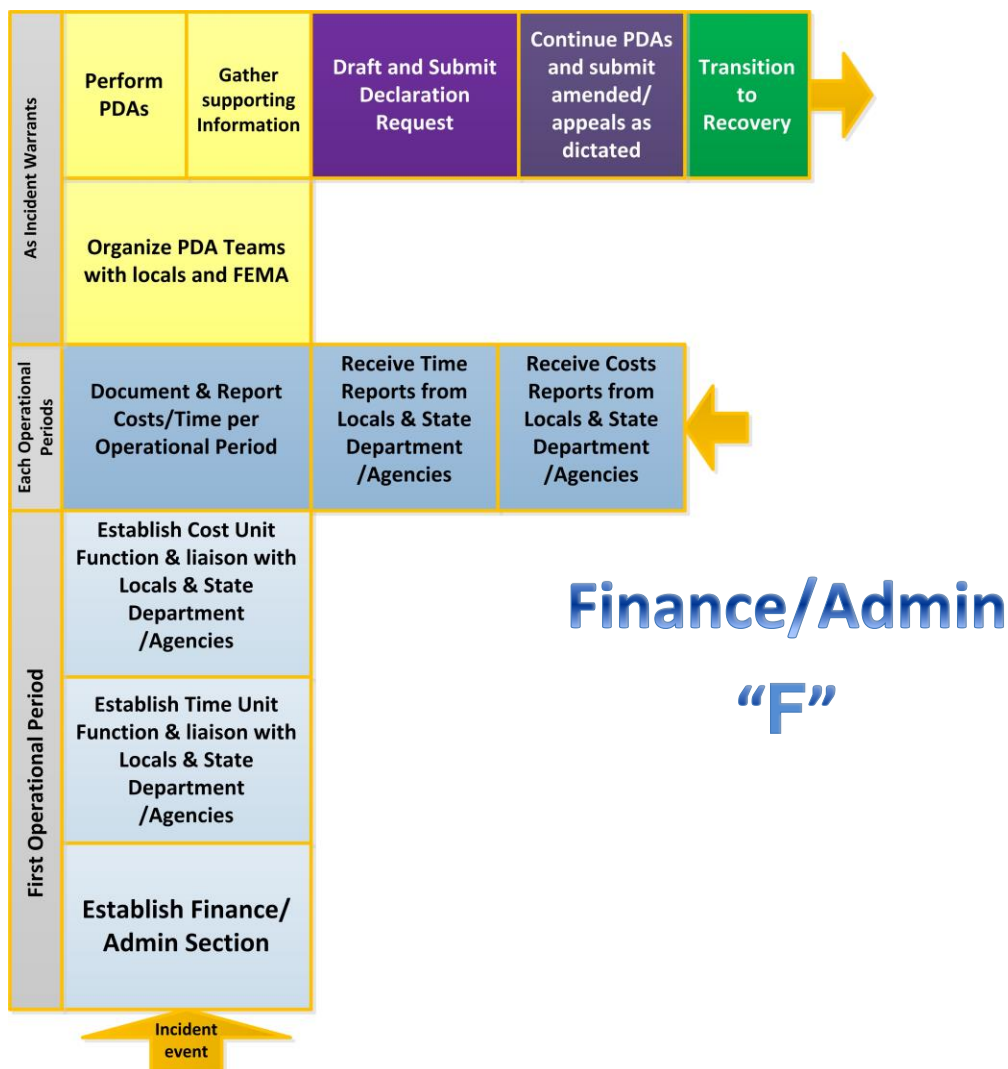
The Time Unit and the Cost Unit coordinates with the local jurisdictions and State departments/agencies to ensure that the information is documented and complete.

The Time and Cost units prepare the Incident Finance Report for the preceding operational period and a final report during demobilization or immediately after the SEOC returns to a Level 4. When time and costs cannot be precisely determined during the incident, an estimate may be used until accuracy and completeness is available.

As soon as it is determined that an incident has possible damages, the PA Unit and the IA Unit are established to gather and document the damages, both monetary and non-monetary, in the affected jurisdictions. The documentation is used to create a request for a Major Disaster Declaration.

The PDA is a joint assessment used to determine the magnitude and impact of an incident's damage. A unified State/Local/FEMA team will visit local applicants and potential applicants to view their damage first-hand to assess the scope of damage and estimate repair costs. The State uses the results of the PDA to determine if the situation is beyond the combined capabilities of the State and local resources and to verify the need for supplemental Federal assistance. The PDA also identifies any unmet needs that may require immediate attention.

Figure 14 - Finance/Admin "F" Process



Incident assessment is the first step of the recovery process that begins with the completion of the PDA. The preparation for PDA includes establishing teams, coordinating travel arrangements, inspecting the PDA equipment duffels and occurs during the response. PDA teams are deployed as soon as the situation permits. Sometimes, the SEOC level may have returned to Level 4 before PDAs have begun.

The purpose of a PDA is to acquire data on disaster damages and in-kind repair estimates following an incident. This data helps to measure the impacts in dollars and is the foundation for determining

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whether the Governor should declare a State of Emergency, if not previously issued, and/or request Federal assistance with a Presidential Disaster Declaration.

The Public Assistance PDA data is recorded on two forms:

- Preliminary Damage Assessment Site Estimate
- Preliminary Damage Assessment Site Summary

The Individual Assistance (IA) PDA for the State of Maryland is an essential element in the declaration process. IA PDAs assess and document incident-caused damages to residential property, private businesses and agriculture. Personnel safety, customer service, accurate assessment and attention to survivor needs are top priorities during field work.

Procedures for performing and documenting PDAs are in the PDA procedure manual. This includes the forms needed for requesting a Major Disaster Declaration. See XVIII Declarations for more information about documenting and submitting a Presidential Disaster Declaration.

Admin/Finance Section maintains a SEOC Admin/Finance Section Tool Kit with all necessary forms, procedures and checklists used by the group.

XVIII. STATE EMERGENCY OPERATIONS CENTER LOGISTICS SECTION

The SEOC Logistic Section of the SEOC consists of:

- SEOC Logistics Chief
- Administrative Assistant
- Information Technology
 - IT Infrastructure
 - Software/WebEOC[®]
- SEOC Communications Unit
- Food Unit
- Facility Unit
- Reception Unit

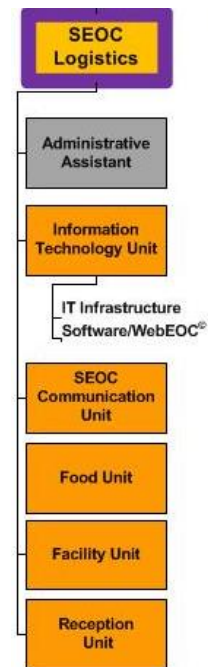
The SEOC Logistics Section is responsible for supporting the operations of the SEOC, the MEMA building, and the MEMA parking areas. This includes supporting the assigned personnel with food services and lodging accommodations, as necessary.

The SEOC Logistics Section is responsible for maintaining the information technology (IT) used in the SEOC including the IT infrastructure and software. The software includes WebEOC[®] and all its functionality as well as WebEX webinars.

The SEOC Logistics Section is responsible for maintaining the SEOC telecommunication infrastructure within these four areas:

1. Telephony
 - a. Land Lines
 - b. Cellular
 - c. Satellite
2. Wide Area Network
3. Radio Communications
4. Video Telecommunications

Figure 15 - SEOC Logistics Organization



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In addition to maintaining telecommunications infrastructure, the SEOC Logistics Section is responsible for answering phone calls transferred from the MJOC to the SEOC and maintaining the SEOC phone and email directory.

The SEOC Logistics Section is responsible for monitoring access, providing credentialing to authorized guests, and maintaining an accurate and up-to-date list of visitors and staff in the MEMA building, which includes ensuring SEOC representatives are tracked in the Check-in/out WebEOC[®] board.

SEOC Logistics Section maintains a SEOC Logistics Section Tool Kit with all necessary forms, procedures and checklists used by the group.

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XIX. PLANNING/INTELLIGENCE SECTION

The Planning/Intel Section of the SEOC consists of:

- Planning/Intel Chief
- Administrative Assistant
- Situation Awareness Unit
 - Information Tracker
 - Situation Awareness
 - GIS Mapping Specialist
- Current Planning Unit
- Future Planning Unit
- Documentation Unit
- Technical Specialist/Subject Matter Expert

The Planning/Intel Section is responsible for maintaining situational awareness during State Response Operational Levels 3, 2, and 1.

Situational awareness is a result of a comprehensive information collection, analysis, and dissemination process. While creating and maintaining situational awareness is the mission of the entire response organization, the Planning/Intel Section manages the process. To accomplish this function, the Planning/Intel Section processes requests and collects information, analyzes information, and develops reports, briefings, and presentations integrating geospatial and technical information, as necessary.

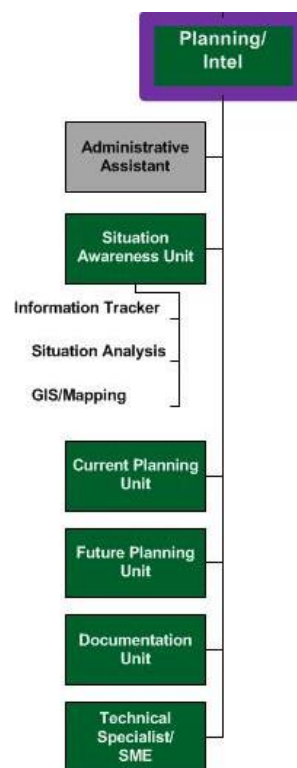
A shared situational awareness referred to as the common operating picture (COP), offers a standard overview of an incident and provides incident information in a manner that enables the leadership and any supporting agencies and organizations to make effective, consistent, coordinated, and timely decisions. The process to develop the COP is called the Information Management Process (IMP).

The individual positions within the section are assigned as needed and multiple positions may be held by one individual when reasonable.

A. Information Management Process

The goal of the Information Management Process (IMP) is to provide an accurate representation of the incident over time. The process is highly iterative; SEOC personnel must update it constantly as new information becomes available. The process must also be coordinated with representatives from all levels of the response (Federal, State, local) to ensure the information is accurate.

Figure 16 - Planning Section Organization



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The State's Critical Information Reporting Requirements (SCIRRs) facilitate timely coordination decisions during response operations by providing important details that response personnel need to know to effectively manage and execute their mission assignments. SCIRRs are answered through the acquisition and assembly of one or more essential elements of information (EEI) inputs. The MJOC and SEOC require SCIRRs related to the following categories:

- Facts, estimates, and projections about the incident
- State readiness and preparedness
- Readiness and preparedness of other jurisdictions
- Critical legal authorities
- Status of lifesaving and critical resources
- Damage and restoration estimates
- Status of the general public
- Health and safety concerns and estimates
- Response organization and coordination
- Potential long-term recovery needs
- Public information guidance

The figure below illustrates the IMP and how multiple sources of information can be inputs to the IMP. The IMP develops and fills SCIRRs and is the process for developing a COP for the incident to drive decision-making and planning activities. The resulting products of the IMP are Decision Support Tools.

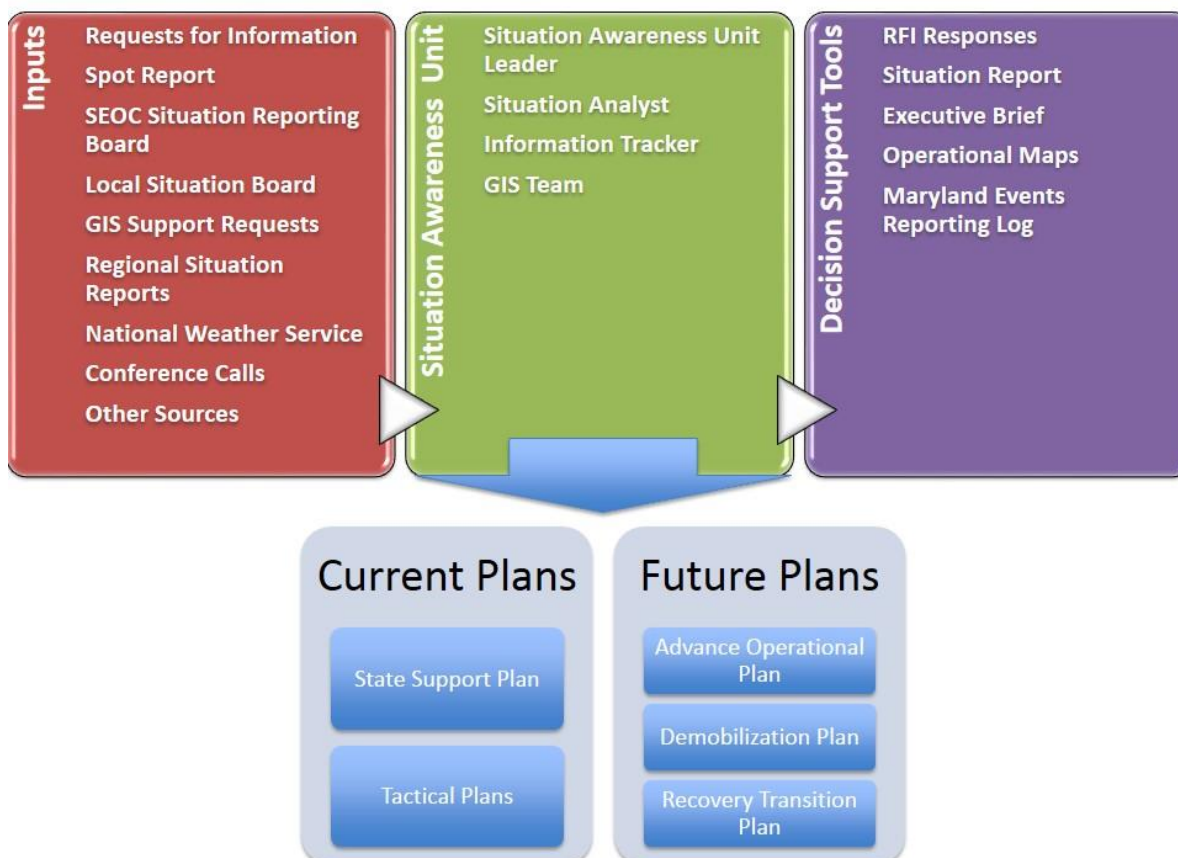
1. Inputs

EEI Inputs represent the raw situational data available at any given point in the lifecycle of an incident. Information is gathered from a variety of sources, both official (published SITREPS) and unofficial (spot reports and traditional and social media).

It is the role of the Situation Unit to develop an Information Collection Plan in the first operational period of an incident, inform Branch Directors about the information collection process, and revise the Information Collection Plan as needed. The Information Collection Plan identifies the specific information that each SEOC Function (ESFs, JIC, etc.) must report on, the reporting periods for providing updated information to the Situation Unit, and the format the information must be provided in (bullet form, narrative, chart, table, graphic, etc.). The Information Collection Plan is posted to WebEOC[®] for reference and is updated as EEI requirements change.

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Figure 17- Information Management Process



SEOC Situation Reporting Board

The SEOC Situation Reporting Board is the WebEOC[®] function that collects information related to the activities of specific SEOC functions. The Situation Awareness Unit Leader opens for the WebEOC[®] Board for input based on the pre-identified situation reporting timeline, as dictated in the State Support Plan (SSP). Each ESF inputs their requested information identified in the Information Collection Plan and their designated Branch Director reviews and approves the input.

If the reporting data cannot be gathered through the SEOC Situation Reporting Board due to the nature of the information (formatting, images, screen grabs, etc.), the designated Branch Director will gather the data from the appropriate SEOC function in the format indicated in the Information Collection Plan.

The information then becomes part of a SITREP and is summarized for the EXBR.

Local Situation Board

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The Local Situation Board is the WebEOC[®] function that collects information related to impacted local jurisdiction's incident response activities. The Local Situation Board information is fed from the local Emergency Operations Center to the Local Liaison within the SEOC through the deployed Regional Liaison Officers (RLOs). Data is input by RLOs in the field for the specific jurisdictions in their region. The Local Liaison transfers the information into the format indicated in the Information Collection Plan for local situation reporting.

The information then becomes part of a SITREP and is summarized for the EXBR.

Spot Reports

Spot Reports are informal brief reports of essential information covering an event and/or condition that may have an immediate and significant effect on current operations. Spot Reports may become part of one or more of the Decision Support Tools.

Conference Call Minutes

After each conference call, written minutes will be created, disseminated to stakeholders through WebEOC[®], and become part of the SITREP. A summarized version may be included for the EXBR. The Situation Awareness Unit of the Planning/Intel Section is responsible for documenting all conference calls and providing conference call minutes via the WebEOC[®] File Library.

Regional Situation Report

FEMA Region III produces a SITREP covering all the incidents occurring within the region, significant incidents within other FEMA regions, and what impacts these incidents have on the region. The status and actions of each state are provided.

Requests for Information

Requests for Information (RFI) are questions regarding SCIRRs that can originate from either within the SEOC or from external entities. An RFI is entered into the Information/Mission Tracking Board housed in WebEOC[®], assigned to the appropriate source by either the Information Tracker in the Planning Section or the Mission Tracker in the Operations Section (depending on SEOC staffing) and monitored until completed.⁴ An RFI is typically handled within the SEOC and is assigned to the appropriate ESF for SEOC function for fulfillment. When completed, the disposition of the information becomes part of one or more of the Decision Support Tools.

⁴ See WebEOC[®] Procedure Manual for instructions on Information Tracking.

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GIS Support Requests (GSR)

Geo-spatial Information System (GIS) products and services are incorporated into relevant data and products needed to produce incident-specific analysis and situational awareness. This can include static or mobile assets, facilities, current incident information, and modeling for incident threat/hazard projections. To ensure the ability of the GIS Team to track and prioritize the influx of requests, GIS Support Requests are made via WebEOC[®] using the GIS Support Request Board.

2. Decision Support Tools

The ultimate goal of the IMP is to generate decision support products to assist the SEOC, all internal and external stakeholders, and the Senior Policy Group (SPG) in determining priorities to support incident response based on the complexity and severity of the incident, as well as its impact on the State.

Decision support tool products are based on analyzed information.

Situation Report (SITREP)

The SITREP is a detailed report describing everything of importance that is happening or has happened during the most recent period. The SITREP is a compilation of the information of the boards, maps and other diagrams produced by SEOC Sections and Branches, conference call minutes, regional SITREPS, Spot Reports, and RFIs. It is produced a minimum of once every operational period or more frequently if the event warrants. The SITREP may also include important press releases disseminated from the JIC.

The Situational Awareness Unit of the Planning/Intel Section is responsible for creating the SITREP and is responsible for distributing and disseminating the SITREP to stakeholders through the MJOC. The Situation Awareness Unit also files and archives the SITREP as part of the official documents for the event.

Executive Brief (EXBR)

Based on and distributed concurrently with the SITREP, the EXBR is a summarization of SCIRRs, actions, analysis, and planning for the members of the Senior Policy Group. The Situation Awareness Unit works with the designated Senior Policy Group Liaison to identify specific SCIRRs for inclusion in the EXBR.

The Situational Awareness Unit of the Planning/Intel Section is responsible for creating the EXBR and is responsible for distributing and disseminating the EXBR to the Senior Policy Group. The Situation Awareness Unit also files and archives the EXBR as part of the official documents for the event.

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Maryland Events Reporting Log

The collection and display of information about an incident and the nature and status of response operations is a critical aspect of establishing and maintaining an informed SEOC environment. A pre-designed Events Reporting Log is used to display critical information that is presented on a large-screen display at the front of the SEOC.

The Maryland Events Reporting Log is the one place in an SEOC where anyone can go, at any time, to learn about the nature and status of an incident and response operations. Information displayed on the Maryland Events Reporting Log is vetted and approved by the Operations Section Branch Directors.

B. Current and Future Planning

The State engages in two fundamental types of response operations planning:

- *Contingency planning* is accomplished under nonemergency conditions, developing general procedures for responding to future threats or hazards.
- *Crisis Action planning* is associated with an actual or potential incident, likely under disaster conditions, developing procedures for responding to actual or projected impacts. This includes State Support Planning (SSP) for a specific incident.

The **Current Planning Unit** focuses on the present situation and addresses current and short-term requirements for resources and response operational decisions in support of the Operations Section.

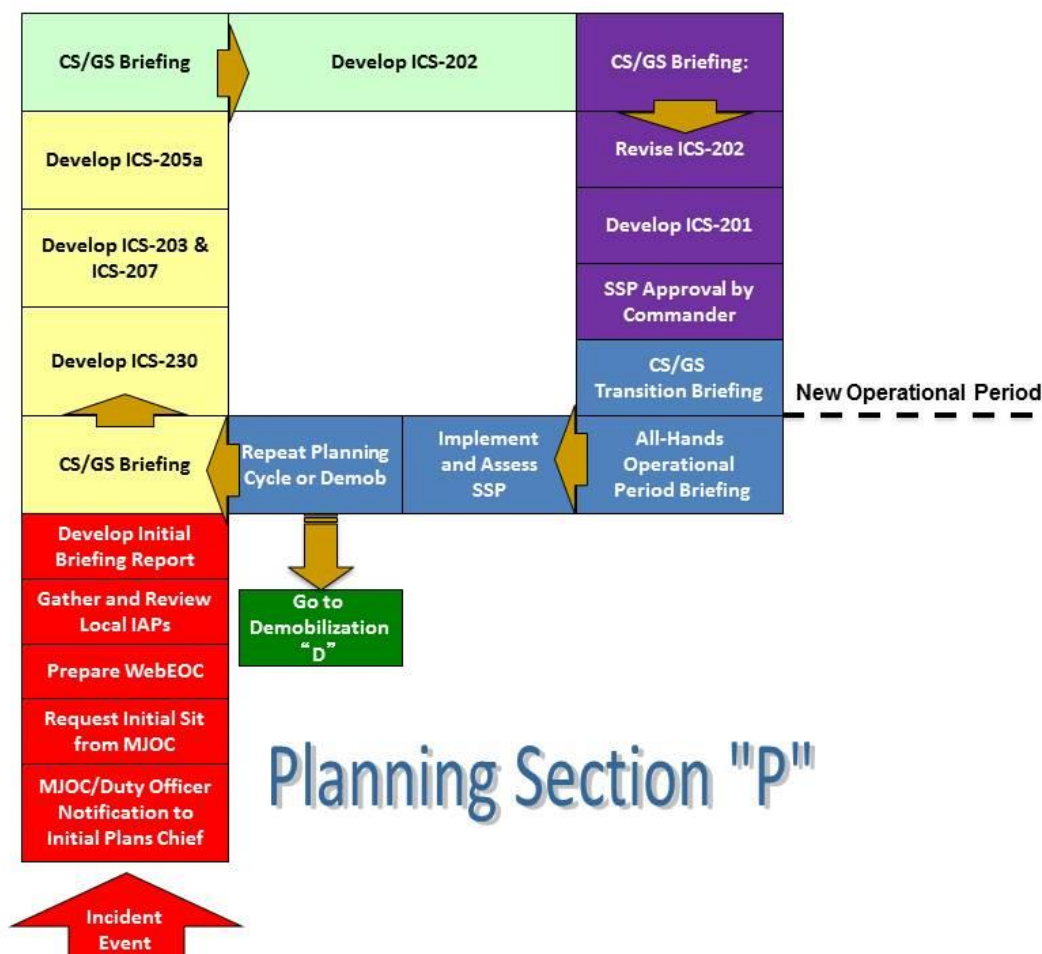
The Current Planning Unit leads the development of the SSP. The SSP is the SEOC version of the incident- or local EOC-level Incident Action Plan (IAP). The Planning/Intel Section facilitates the development of incident goals and leadership priorities and develops SEOC mission objectives and tasks to support those objectives and priorities. Current Planning Unit staff review and resolve issues associated with SEOC support to local jurisdictions and describe those solutions in the SSP.

The SSP is developed according to the SEOC Planning Process “P”, which identifies key meetings and forms that should be completed at each phase of an operational period and depicts the steps in the incident action planning process of incident-level planning. The “P” depicts five phases, each shown in a different color. The leg (shown in red) of the “P” identifies the initial steps to gain awareness of the situation and establishes the organization for SEOC Operations. Although maintaining situational awareness is essential throughout the life cycle of the incident, the steps in Phase 1 are done only one time. Once they are accomplished, SEOC Operations shift to the Planning/Intel Section for subsequent operational periods, informed by ongoing situational awareness from the Situation Analysis Unit.

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The Current Planning Unit may be asked to produce other interagency functional planning products that solve immediate crises.

Figure 18 - SEOC Planning Process “P”



The **Future Planning Unit** anticipates future (36+ hours out) requirements and issues, demobilization of the SEOC, and the transition to recovery operations. To do this, the Future Planning Unit develops an Advance Operations Plan (AOP) to estimate requirements and anticipate activities beyond the current operational planning cycle. The AOP is based on and supports incident objectives and priorities, and complements the SSP by projecting out resource needs and operational activities based on the delivery of the response capabilities. The Recovery Transition Plan (RTP) initiates and facilitates the transition of operations the SEOC to a disaster recovery operation. The Future Planning Unit works with SEOC functions to develop courses of action based on best, moderate, and worst-case population impact scenarios that are specific to the incident.

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Technical Specialists and Subject Matter Experts (SME) vary from incident to incident depending on the expertise required and may even participate for only one or two operational periods. Two typical SMEs that are utilized are the National Weather Service (NWS) Meteorologists during severe weather events and the Radiological Technical Representative during Fixed Nuclear Facility events.

SEOC Planning Section maintains a SEOC Planning Section Tool Kit with all necessary forms, procedures and checklists used by the group.

C. Situational Awareness Tools

A primary goal of response operations is to maintain situational awareness on a constant basis. The State has access to multiple technology products to gather and disseminate situational awareness information. This includes incident information, weather data, traffic reporting, etc. The table below describes the State's various situational awareness tools in greater detail.

Table 3 - Situational Awareness Tools

Maryland Situational Awareness Tools
OSPREY – GIS visualization tool that contains a comprehensive database of facility or resource-related data and real-time or modeled hazard data. This system provides a geographic view of data to assist in decision-making for emergencies. The real-time data and static resource data gives users situational awareness based on the geography surrounding an incident.
WebEOC ® – Crisis management software used to document the management of incidents at the State and local levels. Any Federal, State, or local agency that has a role in response operations for the State of Maryland has access to share information through this crisis management system. It gives MEMA the capability to communicate real-time with emergency management partners, track and record the response to an incident. WebEOC® also facilitates the development of planning products and the tracking of plan implementation.
Streamert – Weather situational awareness. This tool provides real-time and modeled weather data. It contains radar and precipitation forecast estimates and severe weather detection such as lightning and tornadic vortex signatures. It also pulls in national weather data sources to supplement Earth Networks own network of weather sensors across the US.
RITIS – Regional Integrated Transportation Information System. Traffic situational awareness provided by the University of Maryland CATT Lab. This system aggregates multiple sources of traffic information systems including MDOT, VDOT, DCDOT, and WMATA data. This gives users a regional view of transportation data to cover the NCR.

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Maryland Situational Awareness Tools
Hurrevac – HURREVAC (short for Hurricane Evacuation) is a storm tracking and decision support computer software tool for government emergency managers. The program tracks hurricanes, using the NWS’s National Hurricane Center Forecast/Advisory product, and combines this information with data from the various state Hurricane Evacuation Studies (HES) to assist local emergency managers in determining a proper evacuation decision time and the arrival time of various storm effects such as wind and storm surge.
Capwin - The Capital Wireless Information Net (CapWIN) is a regional coalition of public safety and transportation agencies across Maryland, Virginia, the District of Columbia, and the Federal Government whose mission is to enable and promote interoperable data communications, operational data access, and incident coordination and situational awareness across jurisdictions and disciplines.
Roam Secure – MJOC uses MEMA Alert to immediately make contact during a major crisis or incident, as well as for routine dispatches and communications. MEMA Alert delivers important emergency alerts, notifications, and updates via voice phone call, email, pager, and text messages. When an incident occurs, authorized senders will instantly notify users using MEMA Alert.
Email/Instant Messages - Electronic mail, also known as email or e-mail, is a method of exchanging digital messages from an author to one or more recipients. Modern email operates across the Internet or other computer networks. Some early email systems required that the author and the recipient both be online at the same time, in common with instant messaging.
CHART - Coordinated Highways Action Response Team (CHART) is a joint effort of the Maryland Department of Transportation, Maryland Transportation Authority, and the Maryland State Police, in cooperation with other Federal, State and local agencies. CHART's mission is to improve "real-time" operations of Maryland's highway system through teamwork and technology. MJOC has secure access into this system for video display purposes from a camera network located across Maryland’s highways. We also have limited access to the same system for command viewing of the overhead message signage and information regarding incident response.
WebEX - Cisco WebEx® Meetings accelerates business results by making web meetings more productive. This people-centric collaboration solution can enable team members to easily share information through any computer or mobile device. WebEx Meetings allow people to attend meetings any time, from anywhere, inside and outside corporate firewalls. This software package allows file, application and desktop sharing, live video conferencing, voice conferencing (Toll-free or IP), and a chat feature.
HSIN – The Homeland Security Information Network (HSIN) is a national secure and trusted web-based portal for information sharing and collaboration between Federal, State, local, tribal, territorial, private sector, and international partners engaged in the homeland security mission. HSIN is made up of a growing network of communities, called Communities of Interest (COI). COIs are organized by state organizations, Federal organizations, or mission areas such as emergency management, law enforcement, critical sectors, and intelligence. Users can securely share within their communities or reach out to other communities as needed. HSIN provides secure, real-time collaboration tools, including a virtual meeting space, instant messaging, and document sharing.
EMnet - The Emergency Management Communications Network (EMnet) serving State and municipal government emergency operation centers, police, fire, broadcasters, hospitals, and/or other organizations across the nation. It is a satellite and internet based warning system that is used to coordinate public warning via the Emergency Alert System (EAS). Our system is currently configured to work with the FEMA initiative of Integrated Public Alert and Warning System (IPAWS) and is Common Alerting Protocol (CAP) and Commercial Mobile Alert System (CMAS) compliant.

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Maryland Situational Awareness Tools	
NWS Chat - NWSChat is an Instant Messaging program utilized by NWS operational personnel to share critical warning decision expertise and other types of significant weather information essential to the NWS's mission of saving lives and property. This information is exchanged in real-time with the media and incident response community, who in turn play a key role in communicating the NWS's hazardous weather messages to the public.	
HC Standard – Healthcare (HC) Standard [®] is an asset tracking and visualization package in the healthcare industry that provides rapid user-customization across multiple platforms. It is the command center that monitors healthcare assets, tracks patient progress, maps available resources, provides a communication venue, and generates critical reports. It combines information from numerous sources so timely and informed decisions can be made. This is a Maryland Institute for Emergency Medical Services Systems (MIEMSS) initiative that MJOC has access to. The statewide implementation of HC Standard 3.0 in late November 2009 was MIEMSS' latest upgrade to the statewide EMS communications system.	
VidSYS - VidSYS provides a physical security information management (PSIM) software platform. The MJOC uses VidSYS for accessing different camera networks in one location. The MJOC has secure access into the system.	
CommandBridge – Port Security Layer - This web-based technology lets intelligence analysts dissect information and make actionable recommendations rather than merely just collect data. Advanced anomaly detection techniques applied to information automatically generate tailored alerts to essential users, letting them study real threats. MJOC's recent involvement with this software came during the Sailabration 2012 events as the MJOC monitored marine vessel movement throughout Maryland's waterways. The MJOC has access to this software through a secure Virtual Private Network (VPN) connection to Department of Natural Resources (DNR)'s network.	
Hootsuite – A social media management tool that allows users to manage multiple social media platforms simultaneously. The platform is used to monitor social media and publish content on behalf of the agency. Information is streamed in near real-time allowing the account manager to discover and identify situational awareness affecting the State.	
Geo-Based Social Media Search Tool – A hyper local location social search and monitoring tool that aggregates data social media providers.	
Mview – Provides CCTV camera feeds from multiple organizations in Maryland and the National Capital Region.	

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XX. OPERATIONS SECTION

The Operations Section of the SEOC consists of:

- Operations Section Chief
- Administrative Assistant
- Local Liaison
- Military Department

Resource Branch

Mission Tracker

ESF #7 – Resource Support and Logistics

ESF #15 – Donations and Volunteer Management

Business Operations Center (BOC)

Mutual Assistance Unit

Public Safety Branch

ESF #4 – Fire Fighting

ESF #13 – Law Enforcement and Safety

ESF #10 – Oil and Hazardous Material

ESF #9 – Search and Rescue

Infrastructure Branch

ESF #1 – Transportation

ESF #2 – State Communications

ESF #3 – Public Works and Engineering

ESF #12 – Utilities and Energy

ESF #14 – Historical, Cultural, Environmental Properties

Human Services Branch

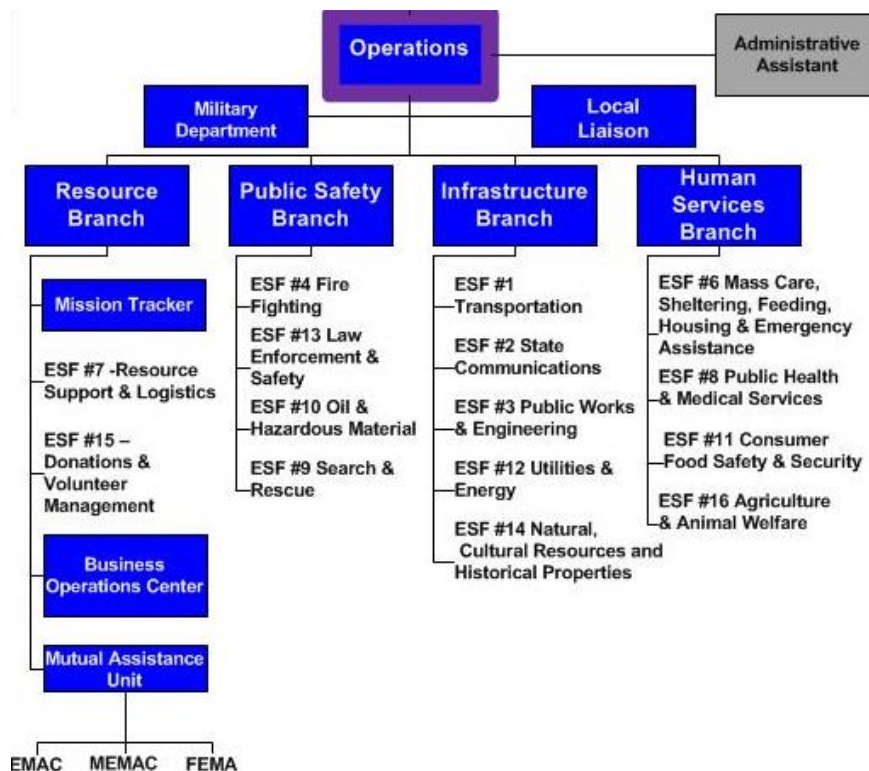
ESF #6 – Mass Care

ESF #8 – Public Health and Medical Services

ESF #11 – Food Safety

ESF #16 – Agriculture and Animal Welfare

Figure 19- SEOC Operations Section



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The Operations Section is responsible for ensuring ESFs and other critical SEOC functions coordinate operational activities as they carry out the operational period objectives set forth by the SEOC Commander and established within the SSP.

The Operations Section coordinates all elements at the State, local and Federal levels of the response effort. To facilitate this, the Operations Section manages, distributes, and monitors mission requests submitted through WebEOC[®] and tracks completion and closing of assigned missions.

A. Mission Tracking Processing

Within the operations of the SEOC, there are two different forms of communications: informal and formal. While informal communication is encouraged and expected when working in groups, formal communication is required whenever the content is official and requires documentation.

Resource and support requests (mission requests) are examples of formal communication within the SEOC that are official and need to be documented. The Mission Tracking Process formalizes the request by documenting and tracking each request until completed and closed.

Mission requests come from two different locations: internally in the SEOC from a section, ESF, or other SEOC function, or externally from a local jurisdiction or a business partner. Mission requests can come by phone, fax, face-to-face interaction, written documentation, or through WebEOC[®]. Regardless of whether the request is internal or external and regardless of the form of communication, all mission requests are entered into the Mission Tracker in WebEOC[®].

The Mission Tracker monitors for new requests. The Mission Tracker then assigns the mission to the appropriate provider within the SEOC. If there are any issues as to where the mission should be assigned, the Mission Tracker consults with the Resource Branch Director.

Mission requests **must** be identified through the **CSALTT** description of:

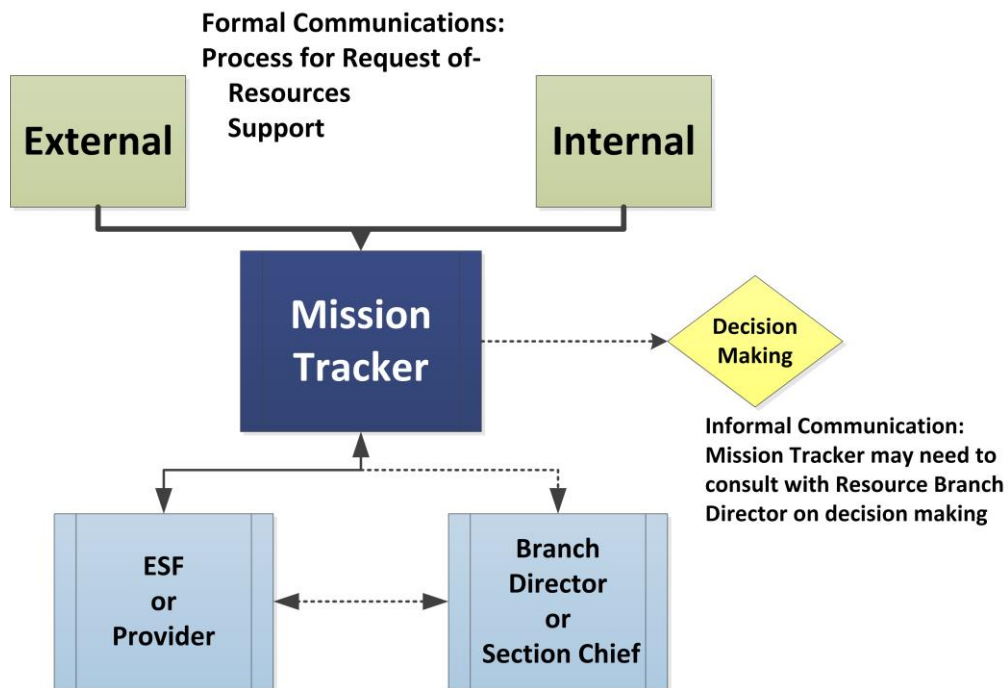
- C-capability being requested
- S-size
- A-amount being requested
- L-location the mission is being deployed
- T-FEMA Type
- T-time the mission is needed

In coordination with the Mission Trackers, Operations Section Branch Directors are responsible for tracking resources deployed to the support local emergency operations centers. Once a resource has been deployed that resource is under the direction and control of the requesting/receiving entity until the resource is

State of Maryland Response Operations Plan

demobilized and returned to the assisting entity. Resources deployed throughout the State on State level mission assignments remain under the direction of the deploying agency.

Figure 20 - Mission Request Process



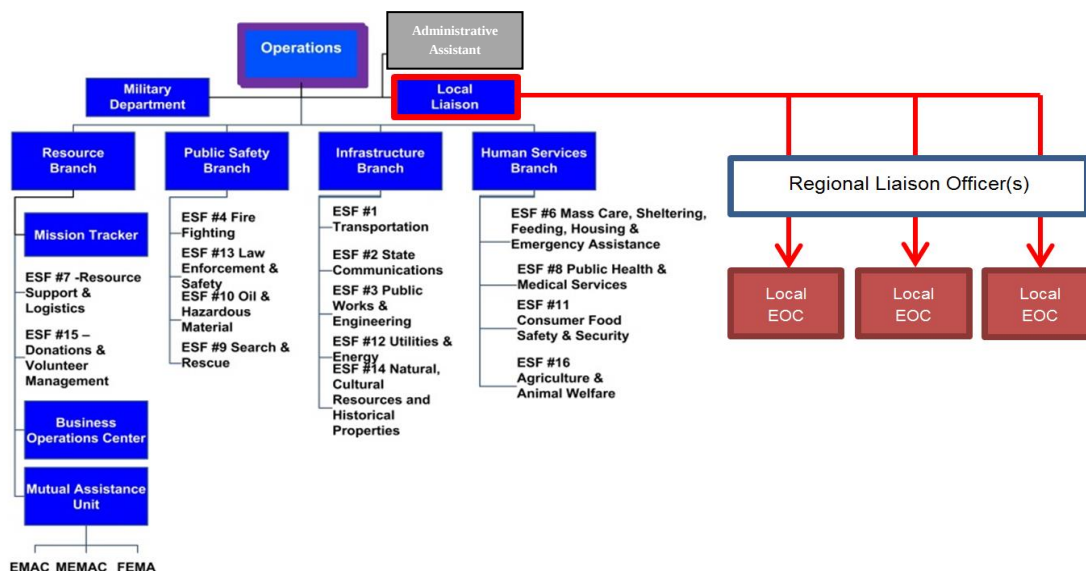
B. State-Local Coordination

The Regional Liaison Officers (RLOs) are critical links between the local jurisdictions and MEMA. They manage requests for resources or support to missions and help maintain situational awareness of local response activities. The RLOs function as members of the local jurisdictions' Command Staff as the Liaison Officers and are responsible for ensuring State level and local operations are coordinated and local jurisdictions receive the support they request. Responsibilities of deployed RLOs are to:

- Maintain a list of assisting and cooperating departments/agencies and department/agency representatives
- Establish coordination between local activities at the local EOC or local incident command post and the SEOC
- Monitor incident operations to identify coordination challenges
- Monitor incident operations to identify local resource and mission support needs
- Participate in SEOC planning meetings, providing current resource status, including limitations and capabilities of local resources
- Provide local demobilization and recovery transition information to the SEOC

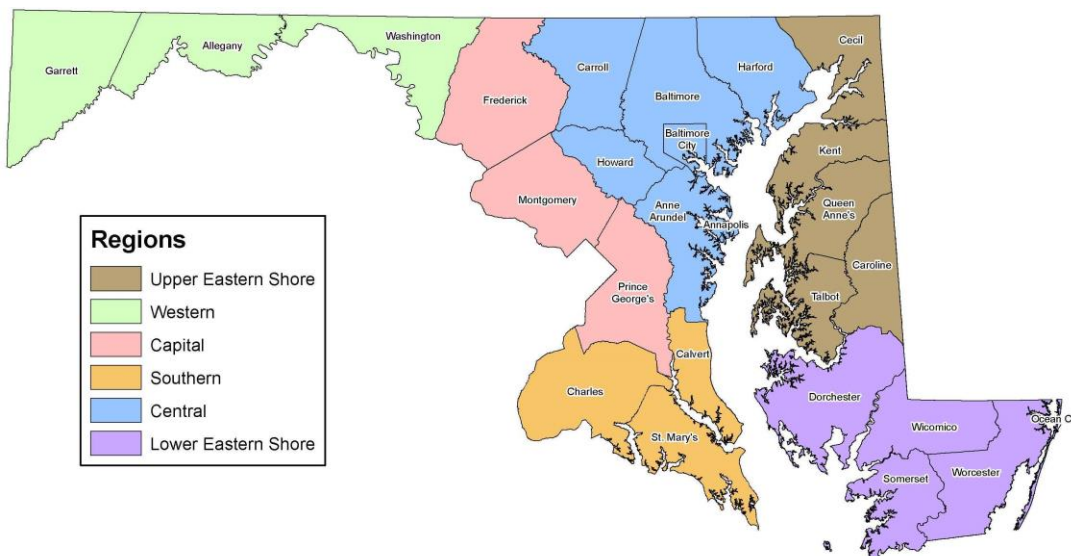
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Figure 21 - State Support to Local Emergency Operations Centers



MEMA's Western Region consists of Garrett, Allegany, and Washington Counties. The Capital Region consists of Frederick, Montgomery, and Prince George's Counties. The Southern Region consists of Charles, St. Mary's, and Calvert Counties. The Central Region consists of Anne Arundel, Howard, Carroll, Baltimore, and Harford Counties, and Baltimore City. The Upper Shore Region consists of Cecil, Kent, Queen Anne's, Caroline, and Talbot Counties. The Lower Shore Region consists of Dorchester, Wicomico, Worcester, and Somerset Counties. Annapolis, the State capitol, and Ocean City, cities within Anne Arundel and Worcester Counties designated significant cities.

Figure 22 - Maryland Emergency Management Regions

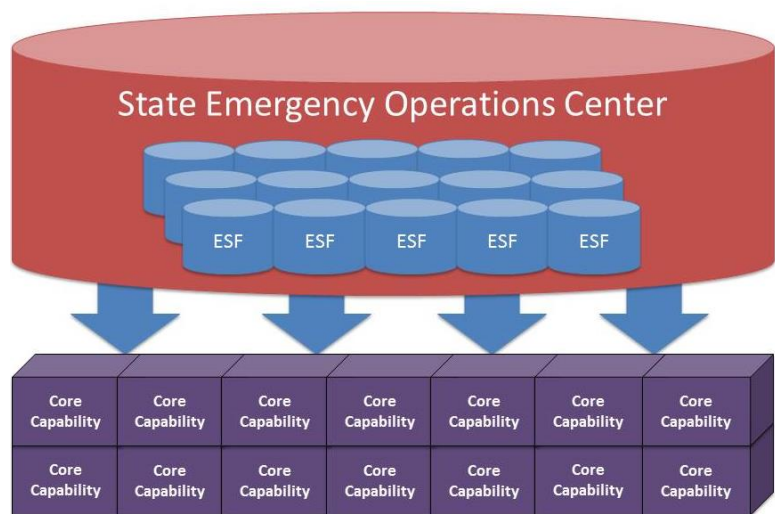


C. Maryland Emergency Support Functions (ESFs)

Maryland has designated 16 ESFs to plan and carry out the various operational activities that may be needed during an incident. ESFs form the basis of the Operations Section within the SEOC.

ESFs are the primary coordinating mechanism for building, sustaining, and delivering the capabilities of the Response Mission Area. ESFs bring together the capabilities of State departments/agencies and other statewide organizations and assets. They are not based on the capabilities of a single department/agency, but represent groups of organizations that work together to deliver capabilities and support effective response operations. When the SEOC operational status level is 2 or 1, individual State departments/agencies operate as a State level enterprise, coordinating activities within their respective ESFs and amongst the Branches of the Operations Section. ESFs support not only a number of response capabilities, but also a number of responsibilities and actions that extend beyond the scope of the capabilities of the Response Mission Area.

Figure 23 - SEOC Coordinating Structures



Not all local incidents requiring State level support will result in the activation of ESFs. State departments/agencies acting under their own legal and regulatory authority may request MEMA to activate relevant ESFs to support their response operations.

The State Response Mission Area Lead in consultation with the Governor selects a State department/agency to serve as the Primary Agency for each ESF and designates specific roles and responsibilities to execute these duties. Supporting State departments/agencies, key Federal departments/agencies, and non-governmental organizations/partners working with the Primary Agency assists in the actions of the ESF. The Maryland ESFs generally correlate to the Federal ESF system.

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Each ESF identifies its Primary Agency and support organizations. A support organization may be a State department/agency, a Federal department/agency, a non-governmental organization, or a private sector organization.

1. ESF Primary Agency

Only a State department/agency can serve as a Primary Agency and must be a State department/agency with significant authorities, roles, resources, and/or capabilities for a particular function within the ESF, and must have coordinating oversight for that particular ESF. The ESF Primary has ongoing preparedness responsibilities as well as management responsibilities within the SEOC. The management role of the ESF Primary is carried out through a “unified command” approach as agreed upon collectively by the designated Primary Agency and, as appropriate, support organizations.

When an ESF is activated, ESF Primary Agencies are responsible for:

- Providing staff to serve as the *ESF Primary Representative* in the SEOC
- Notifying and requesting assistance from support organizations
- Supporting and keeping other ESFs and organizational elements informed of ESF operational priorities and activities
- Coordinating efforts with applicable private-sector organizations to maximize the use of available resources
- Executing department-specific contracts and procuring goods and services as needed
- Managing mission assignments and coordinating with support organizations, as well as appropriate State officials, operations centers, and departments/agencies
- Maintaining situational awareness of ESF-related activities
- Identifying and refining EEI inputs for situational reporting

2. ESF Support Organizations

Support organizations are those entities with specific capabilities or resources that support the Primary Agency in executing the mission of the ESF. When an ESF is activated, ESF support organizations are responsible for:

- Providing staff to serve as *ESF Support Representatives* in the SEOC
- Ensuring preparedness to execute response operations within the SEOC
- Participating in planning for operations and the development of supporting operational plans, checklists, or other job aids
- Conducting operations, when requested by ESF Primary, consistent with their own authority and resources
- Acting as Primary Agency in the SEOC in absence of the Primary Agency
- Acting on agency tasks as applicable to ESF function

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- Identifying and refining EEI inputs for situational reporting
- Assisting in the conduct of situational/damage assessments

When requested, and upon approval of the Governor, the Maryland Military Department (MMD) provides support as needed to all ESFs.

Table 4 - Maryland's Emergency Support Functions

Maryland's Emergency Support Functions	
Emergency Support Function #1: Transportation – Provides for coordination, control, and allocation of transportation assets in support of the movement of resources including the evacuation of people and the redistribution of food and fuel supplies. Primary Agency: Maryland Department of Transportation (MDOT) <i>Correlates directly with the Federal ESF #1 – Transportation.</i>	
Emergency Support Function #2: Communications – Provides a coordinated use of the State's communications resources by facilitating the procurement of communications related goods and services, identifying and redistributing existing goods and services, providing recommendations on the level of communications needs to respond to a request, and identifying and redistributing qualified personnel to support the resolution related to the requests. Primary Agency: Department of Information Technology (DoIT) <i>Correlates directly with the Federal ESF #2 – Communications.</i>	
Emergency Support Function #3: Public Works & Engineering – Provides for roads, highways, and bridge repairs, engineering, construction, repair and restoration of essential public works systems and services, and the safety inspection of damaged public buildings. Coordinate the collection and disposal of debris. Debris management support entails removing debris from public property and rights-of-way, enabling vehicle access and reinstituting traffic patterns, minimizing health risks that might result from debris, and disposing of debris in the most efficient, effective, and permissible manner. Primary Agency: Department of Labor, Licensing and Regulation (DLLR) <i>Correlates directly with the Federal ESF #3 – Public Works & Engineering.</i>	
Emergency Support Function #4: Fire Fighting – Provides for mobilization and deployment, and assists in coordinating fire detection and suppression resources and services necessary to support incident response. Provides incident management assistance for on-scene incident command and control operations. Primary Agency: Department of Natural Resources (DNR) <i>Correlates directly with the Federal ESF #4 – Fire Fighting</i>	
Emergency Support Function #5: Unassigned	
Emergency Support Function #6: Mass Care, Sheltering, Feeding, Housing and Emergency Assistance – Manages and coordinates the delivery of mass care to include sheltering, feeding, and emergency first aid and welfare information for victims. Provides for temporary housing, food, clothing, and special human services including case management, crisis counseling, and support for special needs populations. Ensures coordination of mass care services for household pets and service animals with ESF #16 – Agriculture and Animal Welfare. Primary Agency: Department of Human Resources (DHR) <i>Correlates directly with the Federal ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Service. Additionally correlates with one of the five missions under ESF #11 – Agriculture and Natural Resources</i>	

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Maryland's Emergency Support Functions	
Emergency Support Function #7: Resource Support and Logistics – Secures resources through mutual aid agreements and procurement procedures for all ESFs, as needed. Provides for coordination and documentation of personnel, equipment, supplies, facilities, and services used during response operations. Primary Agency: Department of General Services (DGS) <i>Correlates directly with the Federal ESF #7 – Logistics Management and Resource Support</i>	
Emergency Support Function #8: Public Health and Medical Services – Provides assessment of public health needs, health surveillance, and care and treatment for the ill and injured. Mobilizes health and medical personnel and medical supplies, materials, and facilities. Provides all hazards and behavioral public health and medical consultation, information, and technical assistance and support. Additionally, provides mass fatality management and victim identification and decontamination of human remains. Primary Agency: Department of Health and Mental Hygiene (DHMH) <i>Correlates directly with the Federal ESF #8 – Public Health and Medical Services.</i>	
Emergency Support Function #9: Search & Rescue – Provides resources for ground, water, and airborne activities to locate, identify, and remove, persons lost or trapped from a stricken area. Provides for specialized incident response and rescue operations. Primary Agency: Maryland State Police (MSP) and Maryland Department of Natural Resources Police (NRP) <i>Correlates directly with the Federal ESF #9 –Search and Rescue.</i>	
Emergency Support Function #10: Oil and Hazardous Materials – Provides response, inspection, containment, and cleanup of oil and hazardous materials accidents or releases. Primary Agency: Maryland Department of Environment (MDE) <i>Correlates directly with the Federal ESF #10 –Oil and Hazardous Material.</i>	
Emergency Support Function #11: Consumer Food Safety and Security – Ensures the safety and security of the commercial food supply. Provides for the execution of food safety inspections and other services to ensure the safety of food products that enter commerce through distribution and retail sites, and import facilities at ports of entry, conduct laboratory analysis of food samples, control products suspected to be adulterated, plant closures, food-borne disease surveillance, and field investigations. Primary Agency: Department of Health and Mental Hygiene (DHMH) <i>Correlates with one mission under the Federal ESF #11 –Agriculture and Natural Resources.</i>	
Emergency Support Function #12: Energy and Utilities – Coordinates with the private sector the emergency repair and safe restoration of critical public energy utilities (e.g., gas, electricity, etc.). Coordinates the availability, rationing, and distribution of emergency power and fuel. Monitors prices of scarce commodities. Primary Agency: Public Service Commission (PSC) and Maryland Energy Administration (MEA) <i>Correlates directly with the Federal ESF #12 –Energy.</i>	
Emergency Support Function #13: Law Enforcement & Security – Provides for the protection of life and property by enforcing laws, orders, and regulations, including the movement of persons from threatened or hazardous areas. Provides for area security, traffic, and access control. Primary Agency: Maryland State Police (MSP) <i>Correlates directly with the Federal ESF #13 –Public Safety and Security.</i>	

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Maryland's Emergency Support Functions
Emergency Support Function #14: Natural, Cultural, and Historic Properties – Provides a framework that facilitates the response to emergencies that affect natural, cultural, and historic properties. Primary Agency: Maryland Department of Planning (MDP) <i>Correlates with one of the five missions of the Federal ESF #11 – Agriculture and Natural Resources.</i>
Emergency Support Function #15: Donations and Volunteer Management – Facilitates the delivery of donated goods and volunteer services to support response operations. Coordinates volunteer affiliations. Primary Agency: Governor's Office of Community Initiatives (GOCI) <i>Correlates with one mission of the Federal ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services.</i>
Emergency Support Function #16: Agriculture and Animal Welfare – Provides a framework that facilitates the response to emergencies that affect agriculture, food, and animals. Recommends protective actions for animals. Primary Agency: Maryland Department of Agriculture (MDA) <i>Correlates with two of the five missions under the Federal ESF #11 – Agriculture and Natural Resources</i>

The tables located in **Appendix B** show the State departments/agencies, the local and Federal departments/agencies and private and non-profit organizations that are assigned as primary and support for the 16 Maryland Emergency Support Functions.

- **Table 7** shows all the State department/agencies (P=Primary, S=Supporting) for each ESF.
- **Table 8** shows the local and Federal departments/agencies supporting each ESF.
- **Table 9** shows the non-profit and private organizations supporting each ESF.
- **Table 10** shows the Response Capability to Emergency Support Function.

Federal departments/agencies by their authority are part of certain local or State incidents. For example, the Environmental Protection Agency (EPA) is a part of any oil and hazardous material incident under its authority and the United States Coast Guard (USCG) is part of any search and rescue, debris management, law enforcement and safety, firefighting or oil and hazardous material incident in the waterways under its authority. These Federal departments/agencies do not wait until a Presidential Declaration to participate in incidents. The MJOC or partner State department/agency is required to notify the appropriate Federal departments/agencies when mandated. Other Federal departments/agencies can only be requested when a Presidential Declaration is in effect. For example, if the Department of the Interior is needed to assist with State historical properties under the State ESF #14- Natural, Cultural, and Historic Properties, a Presidential Declaration must have been issued. Non-profit organizations like the American Red Cross work with the State either through formal Memoranda of Understanding (MOU) or informal cooperative agreements. However, the State understands that their assistance and support is voluntary.

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XXI. SEOC RELATIONSHIP TO OTHER INTRA-STATE OPERATIONS CENTERS

In addition to the MJOC, Maryland has three other 24/7 operations centers.

- Maryland Coordination and Analysis Center (MCAC)
- MIEMSS Statewide Communications System, EMRC/SYSCOM
- Maryland Department of Transportation, State Highway Administration Operations Center (SOC)

The MCAC is a watch center that coordinates the efforts of Federal, State and local agencies to gather, analyze, and share intelligence information with law enforcement, public health, and emergency responder personnel. The MCAC and MJOC regularly coordinate on the distribution of critical information requirements. While not all information the MCAC provides is designated secure or sensitive, information is shared with those with appropriate needs and clearances.

The MIEMSS Statewide Communications System, called EMRC/SYSCOM, is a complex network that provides communications among ambulances, medevac helicopters, dispatch centers, hospital emergency departments, trauma centers, specialty referral centers, and law enforcement. Emergency Medical Resource Center (EMRC) medical channel radio communications system links EMS providers in the field with hospital-based medical consultation. The EMRC receives calls from EMS providers in the field, directs the provider to the appropriate med-channel, and establishes a patch to the appropriate medical facility. The EMRC plays a critical role in ensuring a coordinated response to major incidents and catastrophic events. Housed in the same facility, SYSCOM Helicopter Communications is the State's medevac helicopter communications system. A Maryland State Police (MSP) Duty Officer is stationed in SYSCOM to dispatch MSP helicopters.

The Maryland State Highway Administration (SHA; an operating agency of the Maryland Department of Transportation) operates a 24/7 Statewide Transportation Operations Center (SOC) in Hanover, Maryland. The SHA SOC monitors traffic on State roads and Federal highways throughout Maryland. The monitoring includes video, traffic speed, weather, and incidents. The SOC coordinates with SHA field resources, as well as fire and police, to quickly and safely resolve traffic incidents and to coordinate traffic special events.

During SEOC activations the primary interface with these centers is the Emergency Support Function (ESF) under which the function falls. Those ESFs are:

- ESF #13 – Law Enforcement; interfaces with the MCAC and the MJOC
- ESF #8 – Public Health and Medical Services; interfaces with EMRC/SYSCOM
- ESF #1 – Transportation; interfaces with the SHA SOC

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XXII. NATIONAL CAPITAL REGIONAL COORDINATION

Regional incident coordination within the National Capital Region (NCR) -which includes the District of Columbia, Frederick, Montgomery, and Prince George's Counties in Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties in Virginia; and the cities inside those regional boundaries- is executed through the activation of the Regional Emergency Coordination Plan (RECP). The purpose of the RECP is to facilitate regional collaborative planning, communication, and information sharing and coordinated activities. The RECP basic plan is centered upon the use of the Regional Incident Communication and Coordination System (RICCS) and the Regional Incident Tracking System (WebEOC®). To support RICCS and WebEOC®, Regional Emergency Support Functions (R-ESFs) have been implemented which parallel the Federal ESF structure. RECP Support Annexes have also been developed. RICCS consists of two messaging platforms:

1. A Metropolitan Washington Council of Governments (MWCOC) -owned text messaging tool
2. Regional teleconferencing (also known as a "RICCS Call")

The MJOC is authorized to receive and send RICCS alerts. Other means of communication are also utilized including conference calls, WebEOC®, wireless communication, and the Washington Area Warning and Alert System (WAWAS)

RICCS is used to notify key decision makers, subject-matter experts, and R-ESF members when an incident occurs. The notification also signals implementation of the "1st hour Checklist." A request is made to the RICCS Host Center, or a regional notification is initiated using RICCS if a jurisdiction's incident is of regional concern. When a regional incident occurs, R-ESF #5—Emergency Management is used to collect and share information with affected entities. A local government or emergency management director/Chief Administrative Officer (CAO), depending on the incident and their own standard operating procedures, will provide R-ESF #5 information through RICCS, WebEOC, or WAWAS.

RICCS should be used to bring together appropriate R-ESFs, and possibly CAOs, whether an incident affects multiple jurisdictions or the entire NCR. At the first detection of an incident, the following four types of activities should take place:

Initial Actions

Post-incident, notification through RICCS of key decision makers, subject-matter experts, and R-ESF members occurs. Conference-calling capabilities are also available 24/7. A conference call may be convened based on the following:

- Local responding emergency communication center

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- Affected jurisdiction's CAO or designee
- CAO of another jurisdiction in the region
- Affected, or potentially affected, R-ESF members
- Metropolitan Washington Council of Governments (MWCOG) Executive Director or designee

MWCOG is the coordinating agency for RICCS conference call requests. The District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is also authorized to schedule calls if MWCOG staff are unavailable.

Continuing Actions

- Incident tracking and status reporting (available on WebEOC[®])
- Assessment (available via conference calls, e-mail, or WebEOC[®])
- Coordination of decision-making (through RICCS)
- Creation of common messages (made available to PIOs and elected officials)

Stand-Down

Coordination across jurisdictions returns to normal levels. This may include a decreased use of RICCS for information sharing.

After-action Review

MWCOG evaluates regional coordination efforts and brings together organizations for lessons learned and assignment of improvement areas.

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XXIII. ALTERNATE RESPONSE ARCHITECTURES AND APPLICATIONS

The MJOC/SEOC is the primary architecture under which the State conducts consequence management. There are two alternate architectures that are used under specific circumstances; the Multi-Agency Coordination Center (MACC) and the Unified Area Command (UAC).

A MACC describes the structure, functions, and activities of an intergovernmental group of agencies that come together to make decisions regarding situational awareness and the sharing and use of critical resources. The MACC organization is not a part of an on-scene incident command system and is not involved in developing incident strategy, objectives, or tactics.

In Maryland, a MACC is utilized for pre-planned events under non-emergency conditions involving both multiple jurisdictions and multiple State agencies, and fuses both Prevention/Protection and Response missions. The SEOC is at an Operational Status Level 3 with the additional staff posted at the MACC location.

Unified Area Command (UAC) is established to provide coordinated oversight to multiple incidents that are being managed by separate ICS organizations. UAC sets overall strategy, objectives, and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. UAC is multijurisdictional with representatives who have command authority for their areas. The SEOC is at an Operational Status Level 1 or 2 and UAC may be co-housed with the SEOC. The table below compares the principles of a MAC vs. UAC.

Table 5 - MAC versus UAC

	Multi-Agency Coordination	Unified Area Command
Primary Mission	Situational Awareness	Strategic Operational Coordination
Authority	Providing resource support only, no involvement in setting objectives	Setting overarching goals and objectives for the operation
Representation	State & Local Emergency Management Personnel	Federal/State and/or Local Incident Commanders
Responsible to	Emergency Operations Centers	Command Posts
SEOC Role	Contingency Operational Status Level 3	Resource Support Operational Status Levels 1 or 2
Usage Examples	National or State Inauguration	Multi-jurisdictional public event or incident

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XXIV. DEMOBILIZATION AND RECOVERY OPERATIONS

As response activities scale down and transition away from life safety and property protection, the need for SEOC support to local jurisdictions lessens. ESFs begin to be unnecessary as activities are supported with normal operating procedures by State departments/agencies or autonomously by the impacted local jurisdiction. This is the time to begin SEOC demobilization and transition, if necessary, to recovery operations.

A. SEOC Demobilization

As the response activities begin winding down and response issues become recovery issues, SEOC staffing requirements and ESFs present in the SEOC will change. Less SEOC staffing may be needed as ESFs are demobilized or even as Support Organizations under an individual ESF are demobilized. As ESFs begin to demobilize, the State operational status level may begin to return to steady state operations.

The Future Planning Unit of the Planning/Intel Section is responsible for monitoring and analyzing future needs of SEOC staffing, ESF collaboration, and the State response operational status level and to recommend when changes should occur. It is likely that a stepped de-escalation of the SEOC will take place when it is determined that response operations are winding down and short- and long-term recovery operations are beginning.

The SEOC Commander, after consultation with the SPG and the Planning/Intel Section Chief, the Operations Section Chief, and the JOG shall determine when the State response operational status level should be downgraded and/or the SEOC demobilized. The plan is documented in the SEOC Demobilization Plan and is incorporated into the SSP for the upcoming operational period.

Eventually, a return to State Response Operational Status Level 4 occurs and MEMA returns to normal operating conditions. However, demobilization of the SEOC and de-escalation of the State response operational status level does not mean an end to all activities for an incident. Intermediate and long-term recovery activities may continue for months or even years following an incident.

B. Recovery Transition

Recovery activities are meant to restore the community to pre-incident function and/or to identify a “new normal” that is less vulnerable after a major incident. The initial stages of recovery, which begin as response operations are demobilizing, are integrated with response mechanisms, and SEOC activities. The management transition from response to recovery (both timing and methods) must be carefully planned and implemented.

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The “recovery continuum” begins with the last phase of response—stabilization—when government, businesses, and utilities start to resume providing essential services, even if through temporary means. As response actions wind down, stabilization activities are primary. Stabilization is the process in which the immediate impacts of an incident on community systems are managed and contained, thereby creating an environment where recovery activities can begin.

The State Disaster Recovery Plan (SDROP) focuses on the restoration, strengthening, and revitalization of infrastructure and housing; Maryland’s economy; government, nonprofit, and business operations; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic disaster.

The figure below illustrates the interrelationships between preparedness, response, and recovery.

Figure 24 - Transition from Response to Recovery



Stabilization includes such activities as:

- Providing essential health and safety services
- Providing congregate sheltering or other temporary sheltering solutions
- Providing food, water, and other essential commodities for those displaced by the incident
- Providing disability related assistance/functional needs support services
- Developing impact assessments on critical infrastructure, essential services, and key resources
- Conducting initial damage assessments
- Conducting community wide debris removal, including clearing of primary transportation routes
- Restarting major transportation systems and restoring interrupted utilities, communication systems, and other essential services such as education and medical care
- Establishing temporary or interim infrastructure systems

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- Supporting family reunification
- Supporting return of medical patients to appropriate facilities in the area
- Providing basic psychological support and crisis counseling
- Providing initial individual case management assessments
- Providing security and reestablishing law enforcement functions
- Building an awareness of the potential for fraud, waste and abuse, and ways to deter such activities, such as developing public service announcements and publicizing ways to report allegations of waste, fraud, and abuse
- Begin assessment of natural and cultural resources

The transition from response operations to recovery is a gradual process, the pace and timing of which will depend upon the circumstances. As response activities diminish, recovery activities will increase. If the scope of the incident dictates, a separate recovery organization will be established in accordance with the State Disaster Recovery Operations Plan (SDROP). The SEOC Commander in consultation with the State Coordinating Officer (SCO) will make the decision as to when to transfer direction and control of recovery operations to the State Disaster Recovery Coordinator and State Recovery Organization.

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XXV. DECLARATIONS

Declarations allow the State and local jurisdictions to take extraordinary measures and to provide and receive emergency assistance during an event or incident that overwhelms the resources of the local jurisdiction or the State. Initially, local jurisdictions rely on pre-existing mutual aid agreements with neighboring jurisdictions or MEMAC. Local jurisdictions can also seek resources assistance from the State, who in turn, can secure mutual aid from neighboring states through a process known as the Emergency Management Assistance Compact (EMAC), or through the Federal government. The mutual assistance process is outlined in the figure below.

A. State of Emergency

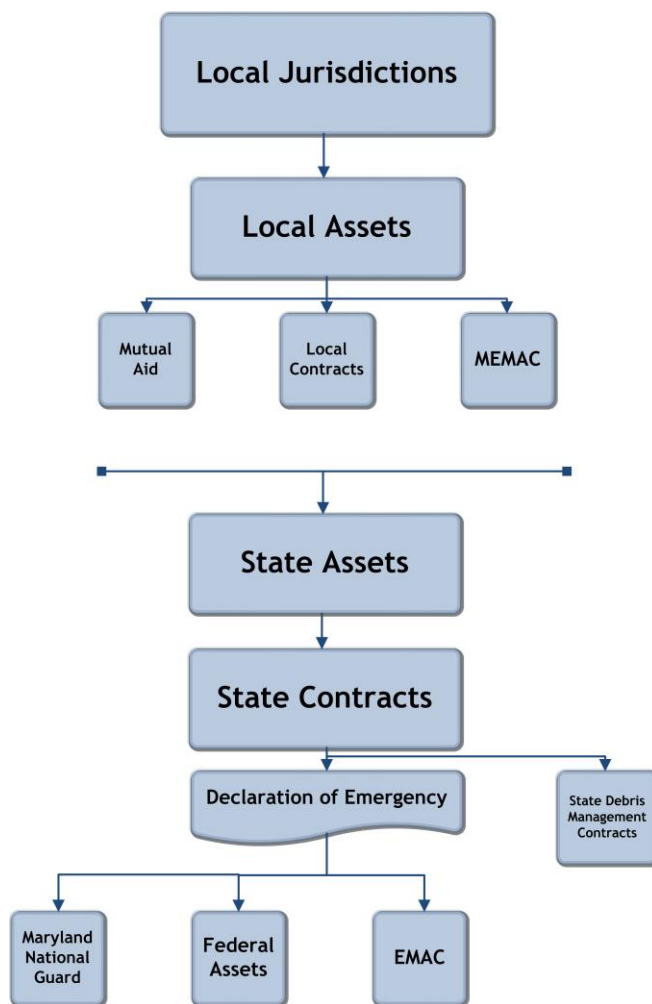
By Executive Order, the Governor may declare a State of Emergency to exist for all or part of the State when a threat or actual event has the potential to impact people, infrastructure, or private or public property. As authorized by the governing code, the Executive Order has the force and effect of law.

Before requesting assistance from the State, local officials are encouraged to declare a local State of Emergency for their jurisdiction. Even the threat of disaster, such as an approaching hurricane, can be cause for local and State declarations. These actions permit the State to activate plans, policies, and procedures outside of normal activities and regulations. This includes authorization for expenditures to cover response operations-related activities.

The Maryland National Guard, as part of the Maryland Military Department, and its assets can only be used if included as an element of the State of Emergency.

A State of Emergency declaration is one of the executive directives the Governor must execute before requesting Federal assistance under the Stafford Act. It indicates that the State is committing all available resources before requesting assistance from the Federal Government, and that the consequences of the incident are, or will be, greater than the State's capabilities capacity to meet the requirements necessary to resolve the impacts of the incident. The figure below illustrates the various levels of mutual aid assistance available during disasters.

Figure 25 - Mutual Assistance



It is the responsibility of the External Liaison of the SEOC Command to draft a State of Emergency Executive Order for review and finalization by the Office of the Governor and signing by the Governor.

A State of Emergency stays in effect for 30 days from issuance unless specifically rescinded by an Executive Order. It may be renewed twice before requiring the State Legislature to confirm it. Depending on the time of year, a special session of the legislature may need to be convened by the Governor.

To avoid this situation, a new State of Emergency addressing additional concerns, or removing or changing orders can be issued. A single incident may require multiple State of Emergency orders issued before or during the incident. Each order can then be rescinded or renewed separately.

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B. Presidential Declaration

Under provisions of the Stafford Act, as defined by 44 CFR § 206, the Governor may request two types of Presidential Declarations for disaster assistance: Emergency or Major Disaster. They are defined as follows:

1. Emergency Declaration

An emergency declaration is for “any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.”

Emergency assistance differs from disaster assistance. It is intended to avert a catastrophe through the support of emergency actions. An Emergency Declaration can be requested before an incident occurs and is also called a Pre-Disaster Declaration. It does not include any restoration or permanent repairs.

An emergency does not have to be a natural disaster. For example, it may be a water system contamination that cannot be handled by local and State resources.

Characteristics:

- Beyond State and local capabilities
- Supplementary emergency assistance
- Not to exceed \$5 million
- Must request within 5 days of the incident

2. Major Disaster Declaration

A major disaster declaration is for “a major disaster categorized as a natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of the State, affected local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

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Characteristics:

- Beyond State and local capabilities
- Supplementary to available resources of State and local governments, disaster relief organizations, and insurance
- Must request within 30 days of the incident

3. Unusual Severity and Magnitude

In cases where a major disaster is of “unusual severity and magnitude,” field assessments may not be necessary to determine the necessity of Federal assistance. The Governor or acting Governor may send an abbreviated request that does not need to include estimate damages or amount of expected Federal assistance.

Characteristics:

- Catastrophes of unusual severity and magnitude
- Supplementary to available resources of State and local governments, disaster relief organizations, and insurance
- Requested in most expeditious manner

4. Federal Program Components

An Emergency Declaration is designed to provide Federal disaster assistance to meet a specific emergency need or to implement protective measures such as sandbagging, evacuation and sheltering, etc., which is more limited in contrast to a Major Disaster Declaration. A Major Disaster Declaration makes a broad range of Federal disaster assistance programs available to the impacted area that are designed to assist disaster victims, businesses, and public entities in the recovery process. Some of these programs require a non-Federal cost share.

- *Individual Assistance* provides aid to individuals, families, and businesses whose property has been damaged or destroyed, and whose losses are not covered by insurance using local, State, and Federal resources following a disaster.
- *Public Assistance* provides supplemental financial assistance to states, local governments, and selected private non-profit organizations for debris removal, protective measures, and permanent restoration of infrastructure.

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- *Hazard Mitigation* provides funding support for the development and implementation of plans and projects to reduce disaster losses, protect life and property from future damages, and enhance overall community resiliency.

a) Assessing Damage

An Initial Damage Assessment (IDA) is performed by the localities and State departments/agencies as soon as safe conditions allow and if possible within 72 hours of the end of the incident. As the situation changes and new information becomes available, local officials will update the SEOC as soon as reasonably possible. IDAs should be submitted to the SEOC through email or on the standard forms provided by the SEOC. The SEOC staff summarizes the damage assessments from all sources and evaluates the impact of the incident on localities and on the State.

Depending on the findings from the IDA submitted by localities and State departments/agencies, the SEOC Commander may request FEMA to conduct a joint Preliminary Damage Assessment (PDA) in coordination with affected localities, to verify the damages and estimate the amount of supplemental assistance needed. The Joint PDAs focus on the more significantly impacted areas identified on the IDAs submitted that may be eligible for Federal assistance under the Stafford Act (e.g., Individual Assistance, Public Assistance, and Hazard Mitigation) or the Small Business Administration (SBA) Disaster Loan Program. State and Federal personnel knowledgeable in these programs will accompany local officials to the damaged sites.

The Joint PDA assists in determining whether a request is appropriate, as well as to develop the necessary information to support the request and validate that the impacts exceed State and local resources. The findings from the Joint PDA assist in determining what disaster assistance and associated programs should be requested and activated under the Stafford Act, as well as made available from other Federal programs and resources.

b) Submitting Requests

Completion of the declaration request, and the data collection required for completion, is the responsibility of the Disaster Assistance Unit in the Finance/Admin Section of the SEOC.

Upon receiving the request, FEMA reviews and evaluates the request and supporting documentation at the regional and national levels, and develops and submits a recommendation to the President based on their findings. A Federal declaration can be received for Individual Assistance (IA) or Public Assistance (PA) individually, or for both; the Federal code (44 CFR § 206.35 and .36) specifies the information needed in the Governor's request for assistance.

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If the Governor's request for a Federal declaration is approved, the declaration will specify the Federal assistance programs that will be made available to the State, as well as the jurisdictions included in the action. A Public Assistance Disaster Declaration provides the basis for financial and other forms of aid to State and local governments and non-profit organizations for debris removal, implementation of protective measures, and damages sustained to critical infrastructure. An Individual Assistance Disaster Declaration provides the basis for financial and other forms of aid to private citizens and, to a more limited extent, to businesses. Sometimes when a disaster event does not meet the criteria for a Stafford Act Individual Assistance Disaster Declaration, it may meet the criteria for a Small Business Disaster Declaration. The SBA Administrator can approve this type of disaster declaration. Other Federal disaster assistance declarations that can be authorized independently include the U.S. Department of Agriculture declarations and the Department of Homeland Security (DHS)/FEMA Fire Management Assistance declarations.

The Governor should submit the request to the President through the FEMA Regional Director to ensure prompt acknowledgment and processing. The request must be submitted within 30 days of the occurrence of the incident in order to be considered. The 30-day period may be extended by an Associate Director, provided that a written request for an extension is submitted by the Governor during this 30-day period. The extension request will stipulate reasons for the delay.

The basis for the request shall be a finding that:

- The situation is of such severity and magnitude that effective response is beyond the capabilities of the State and affected local governments; and
- Federal assistance under the Act is necessary to supplement the efforts and available resources of the State, local governments, disaster relief organizations, and compensation by insurance for disaster-related losses.

In addition to the above findings, the complete request shall include:

- Confirmation that the Governor has taken appropriate action under State law and directed the execution of SROP
- The Governor has declared State of Emergency through an Executive Order
- An estimate of the amount and severity of damages and losses stating the impact of the disaster on the public and private sector
- Information describing the nature and amount of State and local resources which have been or will be committed to alleviate the results of the disaster

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- Preliminary estimates of the types and amount of supplementary Federal disaster assistance needed under the Stafford Act
- Certification by the Governor that State and local government obligations and expenditures for the current disaster will comply with all applicable cost sharing requirements of the Stafford Act;
- The name of the SCO for the event is identified in the Governor's letter of request.

For those catastrophes of unusual severity and magnitude when field damage assessments are not necessary to determine the requirement for supplemental Federal assistance, the Governor or Acting Governor may send an abbreviated written request through the FEMA Regional Director for a declaration of a major disaster. This may be transmitted in the most expeditious manner available. In the event the FEMA Regional Office is severely impacted by the catastrophe, the request may be addressed to the Administrator of FEMA.

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XXVI. FEDERAL ASSISTANCE

FEMA Region III works with the emergency management agencies of Pennsylvania, Maryland, Delaware, Virginia, West Virginia, and Washington D.C. The MJOC notifies FEMA Region III when the State Response Operational Status Level is elevated in response to an incident or in anticipation of a planned event. Additionally, all status updates, information, and reports sent out of MJOC throughout an incident are sent to FEMA Region III. During certain types of emergencies, such as radiological incidents, a notification phone call will be made directly to the FEMA Region III Operations Center to expedite communication and coordination. FEMA Region III monitors the situation and makes contact with MEMA's Executive Director or the SEOC Commander if a request for Federal support is anticipated.

If the SEOC Commander or the Senior Policy Group determines that a representative from FEMA is needed in the SEOC, the FEMA Region III Administrator has the authority to place a FEMA representative in the SEOC as an external liaison.

Federal interagency pre- and post-disaster incident support in Region III is managed primarily out of the State-Federal JFO, with support from the Regional Response Coordination Center (RRCC).

A. Regional Response Coordination Center

A catastrophic incident activates "Level-1 (Full Staff) Operations" at FEMA's Region III RRCC. Most Federal ESF teams will report to the RRCC with adequate staff to support 24-hour operations, and an Incident Management Assistance Team (IMAT) will be deployed to the SEOC during the initial response period when information is in short supply and key decisions must be made including resource requests, disaster assistance coordination, and other early-phase issues.

For planning purposes, the RRCC will manage Federal response operations for the first 72 hours after an incident. The RRCC provides overall incident management coordination, coordinates Federal regional response and support efforts, conducts planning, deploys regional-level entities, collects and disseminates incident information, and maintains communication with SEOC and other Federal and State operations and coordination centers. While the RRCC is operational during these first three days, a location for a JFO will be identified. At the end of the first 72 hours, it is anticipated that the JFO will be operational and authority for managing the Federal portion of the incident will be transferred from the RRCC to the JFO. The SEOC communicates with the RRCC through the FEMA representative in the SEOC serving as the External Liaison Officer.

This 72 hour RRCC-to-JFO timeline is a planning assumption based on past experiences and anticipated probabilities. The decision when to transfer coordinating authority to the JFO Federal Coordinating Officer

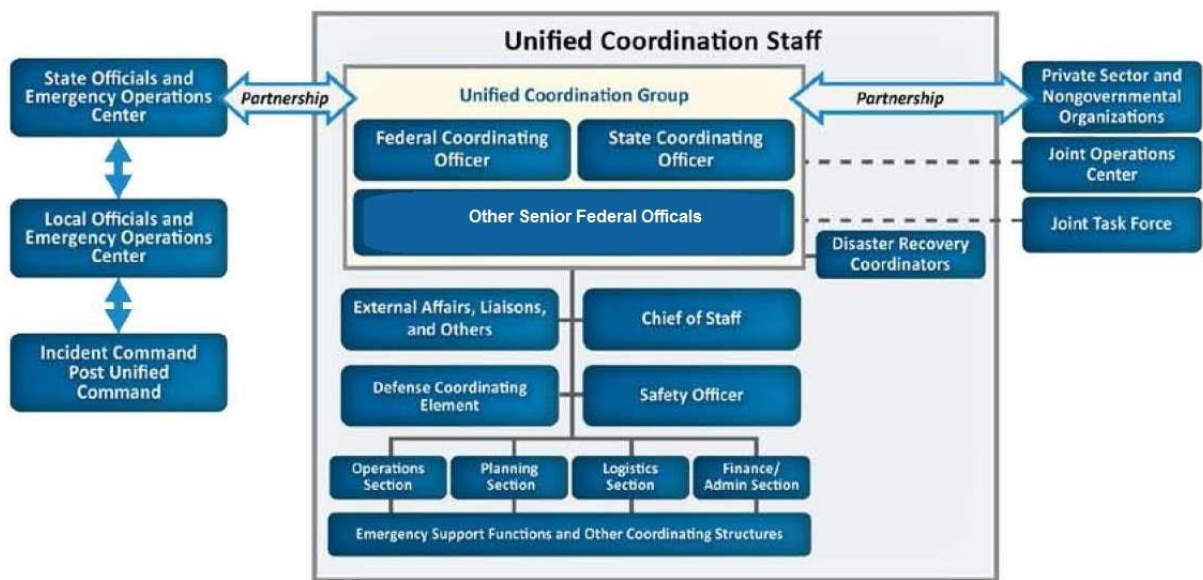
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(FCO) is at the discretion of the FCO when one is officially appointed to the disaster and in consultation with the FEMA Regional Administrator.

1. Joint Field Office

The JFO is the primary office for Federal-State coordination in administering Federal assistance to the State. The JFO is established in accordance with NIMS under a Unified Command consisting of coordinating officers from the State and Federal Government. It is established post-disaster declaration (circumstances permitting, ideally within 72 hours) and serves as the temporary duty station for most of the State and Federal staff assigned to manage the disaster. The initial Federal contingent deploying to the State will establish an Initial Operating Facility (IOF) while logistics for the JFO are being sorted. The JFO coordinates mid- to late-phase response operations and manages Federal recovery programs such as the Public Assistance, Individual Assistance, and Hazard Mitigation program activities, as well as State recovery programs. Additionally, it oversees the staging area operations, Federal response team base camps, disaster recovery centers, area field offices, and other facilities activated for the relief effort. The JFO may remain open for months to years depending on the life-cycle of the relief operation. The figure below illustrates the process for Federal support and coordination.

Figure 26 - Federal Support Coordination



2. Resource Requests

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To request resources from FEMA, the SEOC will complete an Action Request Form (ARF) and submit it to the RRCC. Once the ARF is received by FEMA, they will enter the information on the ARF into the Action Tracking System, which will track the resource from the request through completion. The RRCC's Operations Section Chief will review the ARF to ensure that the request meets the following requirements:

1. The request is clearly stated.
2. The request is eligible for Federal assistance.
3. The resource needs exceed the State and local capability.
4. The request is not the statutory authority of another Federal agency.

If the resource request in the ARF violates any of the above criteria, then the ARF will be returned to the State. If these criteria are met, the request will be evaluated to determine if the requirement can be filled through FEMA's warehoused goods. If the request can be met with warehoused goods, FEMA's Logistics Section will direct FEMA assets from the distribution centers to a location closer to the disaster. If the need cannot be met through FEMA warehoused goods, then FEMA will use other mechanisms to address the request. Other potential mechanisms include mission assignment, interagency agreements, and contracts. For additional information on FEMA resource sourcing, refer to DHS Office of Inspector General's report on "FEMA's Sourcing for Disaster Response Goods and Services."⁵

⁵Department of Homeland Security Office of Inspector General, *FEMA's Sourcing for Disaster Response Goods and Services*, August 2009, available at http://www.oig.dhs.gov/assets/Mgmt/OIG_09-96_Aug09.pdf.

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XXVII. MUTUAL ASSISTANCE COMPACTS

A. Interstate Assistance

The Emergency Management Assistance Compact (EMAC) is a state-to-state mutual aid agreement between each of the 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. EMAC was developed to facilitate state-to-state assistance. This assistance can be provided before Federal programs are in place. It can also be implemented to fill the gaps during a Federal response. EMAC can be initiated between states without any Federal disaster declarations. However, a State of Emergency declaration by the Governor is required of the state requesting resources.

There are two roles a state can play within the framework of EMAC. When it is necessary for a state to request resources from other states, that state is a Requesting State. If a state is assisting another state by supplying resources, it is an Assisting State. Maryland made requests during Hurricane Isabel in 2003 and during Tropical Storms Irene and Lee in 2011 and Sandy in 2012. The State has provided resources as an Assisting State during the 2004, 2005, 2009 and 2012 hurricane seasons.

The National Emergency Management Association (NEMA) is the national coordinating body to carry out day-to-day EMAC procedures and to develop protocols. The National Coordinating State (NCS) carries out these EMAC activities. Several committees are assigned tasks such as keeping member states informed of the latest information and assigning officers annually. The NCS is able to activate EMAC operations on short notice. During activations, the most important task for the NCS is to recruit the Advance Team (A-Team) from member states to deploy to the requesting states. Depending on the complexity of an incident, the NCS may be asked to participate in a Regional and/or National Coordination Team. (See EMAC Operations Manual for more information).

A state joins EMAC by adopting its Articles of Agreement through legislation. Title 14-7 of Maryland Statutes certifies Maryland as a member of EMAC.

The member state accepts certain responsibilities in order to maintain operational readiness. EMAC-specific staff must be appointed. This includes an Authorized Representative, a designated contact, and deployable A-Team members. Resource shortfalls need to be determined. Resources available to deploy to requesting states also must be typed with costs assigned to them. Procedures for staging, deploying, and operational support need to be written, trained, and exercised.⁶

1. Requesting State

⁶ *Emergency Management Assistance Compact, EMAC Operations Manual (Version 3.) (10/16/2013). National Emergency Management Association (NEMA).*

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- An impacted State A-Team broadcasts a request over the EMAC Operations System (EOS) for a specific A-Team type (type 1-4).
- An assisting state responds to that request and the two states complete a Requisition-A (Req-A) to authorize the assistance.
- A-Team reports to Operations Section Chief in the SEOC through the Resource Branch Director.
- A-Team is briefed by SEOC Logistics Section.
- A-Team continues to coordinate Req-As through the EOS system.
- A-Team provides updates to Resource Branch Director. (See EMAC Operations Manual, for further detail of A-Team responsibilities.)
- A-Team supports resources coordination with the National Coordinating State through EOS Sitreps and conference calls.

Maryland may also be an *Assisting State* providing requested resources to another state in an emergency declaration.

2. Assisting State

- Requesting state requests deployment of an A-Team to their SEOC. The request is made through the EOS.
- The A-Team is deployed to the requesting state.
- The A-Team manages that state's requests for assistance. Requests are made through the online EMAC Operations system to member states.
- EMAC missions are entered into the EMAC Board in WebEOC. This generally is done by MJOC staff, but may be done by the authorized/qualified MEMA personnel or A-Team members. (See WebEOC[®] Manual for procedures on filling out missions.)
- MEMA helps identify resources in Maryland and fills requests as appropriate. State departments/agencies and local jurisdictions may supply resources. Private resources may be contracted for deployment. Responding assets are supplied as agents or property of the State. Resource providers must receive and sign the Statement of Procedures between Maryland Emergency Management Agency and Contractor Regarding Emergency Management Assistance Compact which enables resources to deploy as agents of the State of Maryland.
- Volunteers may be deployed through EMAC. This may alleviate issues of liability and insurance. Because they are volunteers, wages will not be reimbursable. All other costs to volunteers may be negotiated on Part II of the Req-A if brought to the attention of the designated contact.

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- MEMA determines living conditions expected in the affected area. Discussions with the requesting state to consider:
 - Is air travel possible, and if so, what airport should be the destination for flights?
 - Are rental vehicles necessary and available?
 - If travel is by auto, are there recommended routes to take?
 - Are there hotel rooms available in the affected area?
 - What supplies and equipment are required for self-sustenance of personnel?
- MEMA negotiates specifics of reimbursement with requesting state. Some things to consider are:
 - Reimbursement rate for equipment. If the owner of the resource in Maryland does not have a rate developed that they use, a rate needs to be agreed upon. FEMA has a rate that can be suggested.
 - Regular time: It is easier to request reimbursement for regular time wages up front. If the requesting state is not paying regular time wages, that should be considered in the proposal.
 - Overtime pay.
 - Backfill pay: Often it is not a reimbursable cost. If it to be requested by Maryland, it needs to be discussed.
 - Unexpected costs due to event conditions: If conditions are hazardous, costs for things like immunizations must be determined.

3. Reimbursement

- If supporting entities expect regular wages, they must make it known to designated contact so they can be negotiated and indicated on the initial cost estimate which is returned to requesting state with Part II of the Req-A.
- EMAC Cost Tracking (See EMAC Operations Manual) can be used to track costs.
- Time sheets must be signed by a supervisor.
- The State of Maryland per diem rate will be paid to deployed staff. This will eliminate the need to save receipts.
- Local jurisdictions and other entities must be prepared to reveal their policy papers that explain how they determine reimbursement items.

The R-2(requisition) form will be used by State departments/agencies, local jurisdictions, and other entities to submit their costs to MEMA's designated contact for reimbursement from MEMA.

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B. Intra-State Mutual Assistance

As authorized by Annotated Code of Maryland Public Safety Article Title 14 Subtitle 8, the Maryland Emergency Management Assistance Compact (MEMAC) is an intra-state mutual aid agreement between 26 local jurisdictions within Maryland. It facilitates resource sharing between local jurisdictions through formal procedures developed. When the Local jurisdiction signed onto the MEMAC Articles they agreed to abide by the procedures of the compact.

1. MEMAC Process

General

- MEMA may act as liaison between requesting jurisdictions and assisting local jurisdictions and State departments/agencies to coordinate resource requests. Through MJOC and an on-scene representative, MEMA will understand what resources may or will be requested.
- Mission numbers will be assigned by SEOC Operations staff at MEMA.
- MEMA staff with EMAC/MEMAC training may be sent to requesting jurisdiction to serve as Advance Team (A-Team). The A-Team will assist local director with identifying resource needs and coordinating requests. The A-Team will also assist with maintaining records of MEMAC missions.
- The MEMAC Req-A will be used to mobilize MEMAC missions.
- Each party jurisdiction shall afford to the emergency responders of any party jurisdiction operating within the requesting jurisdiction under the terms and conditions of this Compact, the same powers, duties, rights, and privileges as are afforded those of the jurisdiction in which they are performing emergency services.
- Emergency responders will continue under the command and control of their regular leaders, but the organizational units will come under the operational control of the emergency services authorities of the requesting jurisdiction.
- Emergency responders shall have the same power, duties, rights, and privileges as personnel of the requesting jurisdiction correspondent to performing the same function.

Mobilization

- The senior elected official of each local jurisdiction shall designate an Authorized Representative. The Authorized Representative may request assistance of another party jurisdiction by contacting the Authorized Representative of that jurisdiction.

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- Deployed resources must be assigned a MEMAC mission within 10 days by filling out the MEMAC Req-A before reimbursement is allowed.
- Initially the requesting jurisdiction must request a resource by describing it in Part I of the Req-A. All deployment information must be entered in Part I.
- Part II of the Req-A is for the assisting jurisdiction to offer what it has and to provide an estimate of its cost for the period the requesting jurisdiction indicated in Part I.
- The assisting jurisdiction signs it and returns it to the requesting jurisdiction.
- When the requesting jurisdiction signs the Req-A, it becomes a binding contract with all the stipulations of the MEMAC contract. That includes the fact that the requesting jurisdiction will reimburse for permissible costs for the use of the resource.
- Changes to missions must be accompanied by amendments to the Req-A.
- Deployed staff will maintain at least daily contact with their home agency.
- Costs must be tracked by assisting jurisdiction for reimbursement.
- Reimbursement must be verified with documentation appropriate with acceptable accounting principles.

Demobilization

- State staff deployed as A-Team may be released by local directors as event subsides. State Staff also may be recalled by MEMA or responsible department/agency.
- Resources may be released by requesting jurisdiction as event subsides. Resources also may be recalled by their owner.
- Before returning, staff will be debriefed at the discretion of the requesting jurisdiction.
- Additional data may be collected by MEMA at a later date for event reporting and review.
- Returning staff will close mission by notifying requesting jurisdiction after arriving home.

Reimbursement

- Assisting jurisdiction should submit request for reimbursement within 30 days.
- All costs described in Part II of the Req-A and agreed upon between jurisdictions during the cost estimate shall be reimbursable. This includes but is not limited to items on the Req-A or its amendments.
- Requesting jurisdiction should reimburse assisting jurisdiction within 30 days of receipt of reimbursement request

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XXVIII. PLANNING PROCESS AND PLAN MAINTENANCE

The State Response Operations Plan will be updated bi-annually in odd calendar years by the ESFLG using the National Plan Development Process, in accordance with the Maryland Emergency Preparedness Program (MEPP) Strategic Plan. Capability annexes and Emergency Support Function (ESF) plans will be updated annually through implementation of the Maryland Preparedness System.

After Action Reports (AAR) and Improvement Plans (IP) from exercises or real incidents, may identify the need for an incremental update of the SROP, capability annexes and/or ESF Standard Operating Guides.

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**Appendix A — State Critical Information Reporting Requirements
(SCIRR)**

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Table 6 - State Critical Information Reporting Requirements (SCIRR)

	TITLE	CRITERIA	Notifications
1	Transportation		
1a	Roadway Emergency (Major)	Loss / Closure of interstate highway or pre-designated evacuation route lasting longer than 1 hour.	
1b	Roadway Emergency (Minor)	Loss/ Closure of a roadway that may cause significant delays to the public.	
1c	Snow Emergency Plan	Snow Emergency Plan placed into effect or lifted for any Maryland jurisdiction	
1d	Rail Emergency	Closure of rail line lasting longer than 1 hour, pedestrian struck, or derailment.	DO, R, M
1e	Marine/Maritime Emergency	Ship or Barge: Collision, Runaway, Fire.	DO, R, M
1f	Aviation Emergency	Collision, Explosion, or Crash involving commercial or private aircraft. Closure of major airport or cancellation of all flights.	DO, R, M
2	Health / Mass Care		
2a	Public Health Surge	Surge in ED visits, hospital admissions, or other unexplained or unusual spikes.	
2b	Animal Disease Outbreak	Outbreak of or Quarantine due to non-native animal disease.	
2c	Human Disease Outbreak	Outbreak of or Quarantine due to disease or illness.	
2d	Hospital Emergency	Hospital declaring "mini-disaster".	
2e	Mass Casualty	Any event with 7 or more patients as the result of the same incident.	M
2f	MEDEVAC	Any incident requiring 3 or more medical aircraft or support from military medical aircraft.	
2g	Shelter Operations	Any shelter opened or closed within the State of Maryland	DO, R
3	Line of Duty		
3a	Public Safety Injury	Any public safety provider injured in the line of duty requiring hospital admission	
3b	Public Safety Death	Any public safety provider killed in the line of duty.	DO, R
3c	Blue Alert	Any Maryland BLUE Alert	
4	Law Enforcement Activity	LES Unless Open Source Reporting	
4a	Suspicious Activity	Any report of suspicious activity with potential terrorist nexus.	DO, M
4b	Standoff Situation	Any Barricade or Standoff situation at, near, or affecting critical infrastructure or drawing a large amount of media attention.	DO, R, M
4c	IED	Any report of an Improvised Explosive Device found.	DO, M
4d	EOD	Any report of military ordinance found.	DO, M
4e	Bomb Threat	Any report of a bomb threat to a government building or piece of critical infrastructure.	DO, M

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	TITLE	CRITERIA	Notifications
4f	School Threat	Any threat directed toward a public school within the State of Maryland.	DO, M
4g	Aviation Threat	Threat to any commercial or private aircraft or airport. Air Defense Identification Zone Violation.	DO, M
4h	Biological Threat/Incident	Any suspected release of a biological agent.	DO, M
4i	Utility Threat (Public Works)	Any report of a threat to a public works system.	DO, M
4j	Utility Threat (Electrical)	Any report of a threat to an electrical generation or delivery system.	DO, M
4k	Radiological Threat	Any threatened use of a radioactive device in a criminal or terrorist manor.	DO, R, M
4l	Dam Threat	Any report of a threat to a dam.	DO, M
4m	Communications System Threat	Any threat to a mission critical or large public communications system. Voice, Data (Cyber Threat) or Radio. See also 13b	DO, M
5	Missing Person		
5a	Amber Alert	Any Maryland AMBER Alert	
5b	Silver Alert	Any Maryland SILVER Alert	
6	Fire Department Activity		
6a	Structure Fire > 3	Any structure fire greater than or equal to 3 alarms.	
	BCFD Note:	If message from BCFD has pager3, or 4, 5 - that signifies the number of alarms	
6b	Structure Fire > 5	Any structure fire greater than 5 alarms / or involving critical infrastructure or government property	DO, R
6c	Wildfire	Any brush/wildfire greater than 5 acres, requiring aerial support, or requiring special wild land taskforces.	
6d	Fire Fatality	Any fire resulting in death.	
6e	HAZMAT	Any incident requiring the response of a full jurisdictional HAZMAT team.	M
7	Severe Weather		
7a	Severe Thunderstorm Warning	Any National Weather Service issued Severe Thunder Storm Warning	
7b	Tornado Warning	Any National Weather Service issued Tornado Warning	DO, R
7c	Blizzard Warning	Any National Weather Service issued Blizzard Warning	DO, R
7d	Flood Warning	Any National Weather Service issued Flood or Flash Flood Warning	
7e	Freeze Warning	Any National Weather Service issued Freeze Warning	
7f	Heavy Snow Warning	Any National Weather Service issued Heavy Snow Warning	
7g	High Wind Warning	Any National Weather Service issued High Wind Warning	

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	TITLE	CRITERIA	Notifications
7h	Hurricane Warning	Any National Weather Service issued Hurricane Warning	DO, R
7i	Red Flag Warning	Any National Weather Service issued Red Flag Fire Warning	
7j	Wind Chill Warning	Any National Weather Service issued Wind Chill Warning	
7k	Winter Storm Warning	Any National Weather Service issued Winter Storm Warning	
7l	Tornado Watch	Any National Weather Service issued Tornado Watch	
7m	Severe Thunderstorm Watch	Any National Weather Service issued Severe Thunder Storm Watch	
7n	Flood Watch	Any National Weather Service issued Flood or Flash Flood Watch	
7o	Hurricane Watch	Any National Weather Service issued Hurricane Watch	
7p	Winter Storm Watch	Any National Weather Service issued Winter Storm Watch	
7q	Dense Fog Advisory	Any National Weather Service issued Dense Fog Advisory	
7r	High Surf Advisory	Any National Weather Service issued High Surf Advisory	
7s	Snow Advisory	Any National Weather Service issued Snow Advisory	
7t	Wind Advisory	Any National Weather Service issued Wind Advisory	
7u	Wind Chill Advisory	Any National Weather Service issued Wind Chill Advisory	
7v	Winter Weather Advisory	Any National Weather Service issued Winter Weather Advisory	
8	Severe Wx Reports		
8a	Tornado Sighting	Any report of a tornado sighting	DO
8b	Flooding	Any report of flooding into multiple residential or mercantile structures	
8c	Storm Observation Report	Any reports from the field of storm observations	
9	Threat Advisory Conditions		
9a	National DHS Threat Level	Any change in the National Department of Homeland Security Threat Level	M
9b	Aviation Threat Level	Any change in the National Aviation Security Threat Level	M
9c	Maryland HS Threat Level	Any change in the State of Maryland Homeland Security Threat Level	M
9d	FPCON	Any change in the Force Protection Condition for a Maryland Military Facility	M
9e	MARSEC	Any change in the United States Coast Guard Maritime Security Threat Level	M
10	Rescue		
10a	Technical Rescue	Any incident requiring the operation of specialized USAR, High-Angle, or Trench resources.	
10b	Search & Rescue - Missing Person	Any incident requiring the deployment of specialized search resources to locate a lost person.	
10c	Search & Rescue - Aircraft	Any incident involving a missing aircraft.	

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	TITLE	CRITERIA	Notifications
10d	Water Rescue	Any incident requiring the operation of a swift water or dive rescue team	
10e	Subsurface Rescue	Any incident involving persons trapped within a mine or cave.	
11	Utility Emergency		
11a	Water	Any report of a large water main break, large sewage overflow, or other large public works issue	
11b	Electrical	Any report of large scale power outages, electricity shortages, or generation problems.	
11c	Dam Emergency	Any report of a dam failure or potential failure. Any report of spill gate openings.	DO, R
11d	Telephone	Any report of a large scale telephone outage.	
11e	Gas	Any report of a ruptured 2" gas line and an evacuation of the surrounding area	
12	Radiological		
12a	Nuclear Power Plant Event	Any event declared by a nuclear power plant.	DO, R
12b	Radiological Device	Any report from a lost/stolen device with regulated quantity of radioactive material.	DO, R
12c	Radiation Leak	Any report of radioactive material leaking from its containment.	DO, R, M
13	Communications		
13a	911 Outage	Any outage of a 911 center or trunk radio system	
13b	Internet Outage / Cyber Issues	Any widespread internet outage / Cyber incidents or imminent/validated threats of cyber incidents. See also 4m	
13c	Mission Critical Communications	Any report of a Mission Critical Communications System outage or impairment	
14	Geological		
14a	Earthquake	Any earthquake reported by USGS/MGS within or impacting the State of Maryland	DO, R
14b	Tsunami	Any Tsunami with potential impact to the State of Maryland	DO, R
15	Government Operations		
15a	EOC Status	Any change in EOC status for local or state government	DO, R
15b	Government Closing	Any delay, closing, or liberal leave announcement for local, state, or federal government.	DO, R
15c	Emergency Declaration	Any governmental proclamation of emergency within the State of Maryland	DO, R
15d	Presidential Messages	Any message from the president whereas there EAS system has been activated for an emergency	DO, R

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	TITLE	CRITERIA	Notifications
16	School Operations		
16a	School System Status	Any delay, closing, or early dismissal of a Maryland School District	
16b	School Bus Collision	Any vehicular collision involving a school bus with or without EMS transport of students.	
16c	School Emergency	Any incident that forces the evacuation of a school due to perceived threat to students.	M

Appendix B — Emergency Support Function Cross Tables

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Table 7 - Maryland Agencies and Departments																
CY / ESF	1	2	3	4	6	7	8	9	10	11	12	13	14	15	16	
Comptroller													T O B E D E T E R M I N E D	S		
DBED							S									
DBM			S			S	S									
DGS		S	S			P						S			S	
DHCD																
DHMH		S			S		P			P					S	S
DHR					P											S
DJS																
DLLR			P													
DMIL	S	S	S	S	S	S	S	S	S	S	S	S			S	S
DNR	S		S	P			S	P	S		S	S				S
DoIT		P														
DPSCS			S		S							S				
GOCI					S										P	
MDA			S		S		S		S	S						P
MDE			S						P	S						S
MDoA					S											
MDOD		S			S		S									S
MDOT	P	S				S	S	S			S	S			S	S
MDP					S								P			
MEA											P		T O B E D E T E R M I N E D			
MEMA		S			S	S									S	
MIA			S													
MIEMSS		S				S	S									
MSDE					S											
MSP	S	S						P				P			S	S
MSP - OSFM			S	S												
PSC											P					
UM - MFRI				S												

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Table 8 - Local, Federal Departments and Agencies															
AGENCY / ESF	1	2	3	4	6	7	8	9	10	11	12	13	14	15	16
Civil Air Patrol		S						S					T O B E D E T E R M I N E D		
EPA									S						
FBI															S
FEMA						S								S	
Local Health Departments							S								S
MSHA															
US&R TF#2								S							
USACE															
USAF								S							
USCG	S							S				S			
USDA										S					S
USDOJ								S							
USFDA							S			S					S
USMSHA								S							

Table 9 - Private and Non-Profit Organizations															
AGENCY / ESF	1	2	3	4	6	7	8	9	10	11	12	13	14	15	16
American Red Cross					S	S	S			S			T O B E D E T E R M I N E D	S	
Adventist Community Services														S	
Energy Companies											S				
Civil Air Patrol								S							
MAVC														S	
MD Food Bank					S									S	
MFC				S											
MFCA				S											
MFSA				S				S							
MSART															S
RACES		S					S	S		S					
Salvation Army					S		S			S				S	
Volunteer MD														S	

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Table 10 - Response Capability to Emergency Response Crosswalk (MEMA serves as a coordinating element for all ESFs through SEOC management functions)															
Response Capability/ ESF	1	2	3	4	6	7	8	9	10	11	12	13	14	15	16
Critical Transportation															
Environmental Response/Health & Safety															
Fatality Management															
Infrastructure Systems															
Mass Care Services															
Mass Search and Rescue															
On-Scene Security and Protection															
Operational Communications															
Operational Coordination*															
Planning															
Public and Private Services and Resources															
Public Health and Medical Services															
Public Information & Warning	MEMA														
Situational Assessment															

*MSP leads Operational Coordination for the Prevention/Protection Mission Area. During incident response with a criminal or terrorism nexus, ESF 13 coordinates Prevention/Protection Mission Activities.

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Appendix C — State of Maryland Incident Support Team

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STATE of MARYLAND

INCIDENT SUPPORT TEAM

The concept of the State Incident Support Team is to provide to state agencies or local emergency managers coordination and support element in those instances where an event or incident impacts a single or several agencies or jurisdictions. The State Incident Support Team will bridge the gap between a single agency focus and the activation of the State's Emergency Operations Center (SEOC.) The role of the State Incident Support Team will be to offer to a state agency the organizational support, planning and documentation support as well as logistical coordination and support. The IST members will not assume any command positions but only provide support and consultation. The IST is flexible and scalable to fit the requirements of the situation.

The State IST will consist of the following positions:

IST Leader (Liaison to Incident Commander)- the IST Leader advises the IC on the function and capability of the State IST as well as expected resources from other state agencies (when needed or requested.) Additionally;

- The IST Leader provides guidance to the Incident Commander on the use of the Incident Support Team capabilities.
- Provides assistance, as requested in development of strategic goals and objectives, incident actions plans, changes to the command structure and establishment of liaison positions with internal and external agencies, as applicable
- Implements established checklists and forms, and maintains adequate notes and documentation of activities

IST Operations Officer- the IST Operations Officer provides assistance to the IC/UC or Operations Section Chief, if established, on management of incident tactical activities, tactical priorities and the safety and welfare of operating personal. Additionally the IST Operations Officer;

- Employs IST subject matter experts (SMEs) in the performance of his/her duties, as applicable.
- Utilizes established checklists and forms, and maintains adequate notes and documentation of activities.

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IST Planning Officer- the IST Planning Officer provides assistance to the IC/UC or Planning Section Chief. He/she gathers, assimilates, analyzes and processes information needed for effective decision making. Additionally, the IST Planning Officer;

- Assists with collecting, evaluating and disseminating incident situational information.
- Maintains information and intelligence on the current and forecasted situation as well as the status of any resources assigned to the incident.
- Assist with development of plans and projects unmet needs for resources
 - Incident Action Plans
 - Incident maps (GIS)
- Uses established checklists and forms, and maintains adequate notes and documentation of activities.

IST Situational Awareness Unit Leader- Situational awareness is a result of a comprehensive information collection, analysis, and dissemination process. While creating and maintaining situational awareness is the role of the entire organization, the Planning/Intel Section manages the process. To accomplish this function, the Planning/Intel Section, through the Situational Awareness Unit Leader, processes requests for and collects information, performs information analysis, and develops reports, briefings, and presentations integrating geospatial and technical information, as necessary. Additionally the IST Situational Awareness Unit Leader;

- Provides support for establishing conference calls, including a schedule and call minutes
- Provides support for creation and distribution of the Situation Report (sit rep)
- Provides support for spot reporting as needed

IST Logistics Officer – The IST Logistics Officer provides assistance to the IC/UC or Logistics Branch Chief. He/she assists in the acquisition and provision of services and support systems to all organizational components involved in the incident. This includes, but not limited to, facilities, transportation, supplies, equipment maintenance, fueling, communications, feeding, bedding and responder rehabilitation. Additionally the IST Logistics Officer:

- Assists in employing SMEs in the performance of his/her duties, as applicable
- Uses established checklists and forms and maintains adequate notes and documentation of activities.

IST Communications Unit Officer - The IST Communications Officer provides assistance to the IC/UC, Logistics Section Chief or Communications Unit Leader. The Communications Unit Officer will assist in establishing or providing additional communications such as, but not limited to:

- Telephony service, both hardline and mobile
- Web Ex A/V and/or VTC Conference call system
- Satellite phone cache
- Radio cache
- I.T.