STATE OF MARYLAND

RESPONSE OPERATIONS PLAN

(SROP)

July 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.

Kate Hession
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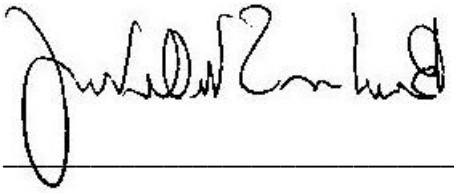

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Record of Interim Changes

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
2	July 2 2014	Nicole Lanigan	Acronyms and Definitions; Table of Contents, List of Figures, List of Tables, Tables 1, 4, 7; Figures 6,8,10,16; X, XV,XVII, XIX, XXIII, XXIV, Appendix D	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
APO	-	Accountable Property Officer
BCFD	-	Baltimore City Fire Department
BOC	-	Business Operations Center
BSI	-	Base Support Installation
CAO	-	Chief Administrative Officer
CAP	-	Common Alerting Protocol
CapWIN	-	Capital Wireless Information Net
CHART	-	Coordinated Highway Action Response Team (part of the State Highway Administration)
CMAS	-	Commercial Mobile Alert System
CMS	-	Consumable Medical Supplies
COI	-	Communities of Interest
COP	-	Common Operating Picture
CoS	-	Chief of Staff
DBED	-	Department of Business and Economic Development (Maryland)
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)
DLLR	-	Department of Licensing, Labor, and Regulation
DME	-	Durable Medical Equipment
DNR	-	Department of Natural Resources (Maryland)
DO	-	Duty Officer

DoD	-	Department of Defense (Federal)
DoIT	-	Department of Information Technology
DSNAP	-	Disaster Supplemental Nutrition Assistance Program
EAS	-	Emergency Alert System
ED	-	Emergency Department
EEI	-	Essential Elements of Information
EMAC	-	Emergency Management Assistance Compact
EMAP	-	Emergency Management Assistance Program
EMnet	-	Emergency Management Communications Network
EMRC	-	Emergency Medicine Resource Center
EMS	-	Emergency Medical Services
EOC	-	Emergency Operations Center
EOD	-	Explosive Ordinance
EOS	-	EMAC Operating System
EPA	-	Environmental Protection Agency (Federal)
ESF	-	Emergency Support Function
ESFLG	-	Emergency Support Function Leadership Group
EXBR	-	Executive Brief
FBI	-	Federal Bureau of Investigation
FCO	-	Federal Coordinating Officer
FEMA	-	Federal Emergency Management Agency
FPCon	-	Force Protection Condition
FSA	-	Federal Staging Area
GIS	-	Geospatial Information System
GOCI	-	Governor's Office of Community Initiatives
GSR	-	GIS Support Request
HC	-	Health Care
HES	-	Hurricane Evacuation Studies
HIRA	-	Hazard Identification Risk Assessment
HLS	-	Homeland Security
HSA	-	Homeland Security Advisor

HSEMA	-	Homeland Security and Emergency Management Agency (District of Columbia)
HSIN	-	Homeland Security Information Network
HSPD	-	Homeland Security Presidential Directive
IA	-	Individual Assistance
IAP	-	Incident Action Plan
IC	-	Incident Commander
ICP	-	Information Collection Plan
ICS	-	Incident Command System
IDA	-	Initial Damage Assessment
IED	-	Improvised Explosive Device
IGA	-	Intergovernmental Affairs
IMAT	-	Incident Management Assistance Team
IMP	-	Information Management Process
Intel	-	Intelligence
IOF	-	Initial Operating Facility
IP	-	Internet Protocol
	-	Improvement Plan
IPAWS	-	Integrated Public Alert and Warning System
IRR	-	Initial Response Resource (formerly "Push Packages")
ISB	-	Incident Support Base
IST	-	Incident Support Team
IT	-	Information Technology
JFO	-	Joint Field Office
JIC	-	Joint Information Center
JIS	-	Joint Information System
JOC	-	Joint Operations Center
JOG	-	Joint Operations Group
LES	-	Law Enforcement Sensitive
LSA	-	Logistical Staging Area
MAAT	-	MEMA Authorized Acronym Table
MAC	-	Multi-Agency Coordination

MACC	-	Multi-Agency Coordination Center
MARSEC	-	Maritime Security (United States Coast Guard)
MCAC	-	Maryland Coordination & Analysis Center
MCOV	-	Mobile Communications Office Vehicle
MDA	-	Maryland Department of Agriculture
MDE	-	Maryland Department of the Environment
MDOD	-	Maryland Department of Disabilities
MDOT	-	Maryland Department of Transportation
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
MERS	-	Maryland Environmental Response System
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
NGLSB	-	National Guard Logistical Staging Base
NIMS	-	National Incident Management System
NOC	-	Network Operations Center (Maryland)
NPG	-	National Preparedness Goal
NPSPAC	-	National Public Safety Planning Advisory Committee
NRF	-	National Response Framework

NRP	-	Natural Resource Police (Maryland)
NWS	-	National Weather Service
OCME	-	Office of the Chief Medical Examiner
PA	-	Public Assistance
PDA	-	Preliminary Damage Assessment
PIO	-	Public Information Officer
POD	-	Point of Distribution
POP	-	Point of Presence
PPD	-	Presidential Policy Directive
PSC	-	Maryland 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
RRF	-	Resource Request Form
RSAN	-	Roam Secure Alert Network
RTP	-	Recovery Transition Plan
SAR	-	Search and Rescue
SBA	-	U.S. Small Business Administration (Federal)
SCIRR	-	State Critical Information Reporting Requirements
SCO	-	State Coordination Officer
SDRC	-	State Disaster Recovery Coordinator
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
SOC	-	SHA Statewide Operations Center

SOP	-	Standard Operating Procedure
SPG	-	Senior Policy Group
SROP	-	State Response Operations Plan
SSA	-	State Staging Area
SSP	-	State Support Plan
SYSCOM	-	System Communication
TAG	-	The (Maryland) Adjutant General
THIRA	-	Threat Hazard Identification Risk Assessment
UAC	-	Unified Area Command
UC	-	Unified Command
USACE	-	Unites States Army Corps of Engineers
USAR	-	Urban Search and Rescue
USCG	-	United States Coast Guard
VPN	-	Virtual Private Network
WAWAS	-	Washington Area Warning and Alert System
WMD	-	Weapons of Mass Destruction

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.

III. Objectives

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

A. 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 agencies/departments to resolve an incident.

B. Coordinate the activities of State, local, Federal agencies, non-profit 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.

C. 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].

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 Hazard Identification and Risk Assessment (HIRA) every 5 years. 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 to address issues and execute protective action guidance.
- Local jurisdictions have the capability to perform response operations for most disasters and initial response operations, working with county emergency management agencies.
- A catastrophic incident may render emergency management and other critical governmental organizations in the affected counties and municipalities inoperable or unable to communicate. Local and regional economic and logistics infrastructure will have been significantly disrupted, destroyed, or over-extended as a result of a catastrophic incident. Transportation to impacted areas may be disrupted due to damaged roads, bridges, rail, and airports.
- Demand will exceed supply in a catastrophic incident. There will be shortages of response teams, first responders, equipment, and supplies. A viable resource allocation and adjudication system must be immediately in place to get the maximum benefit of critical resources.
- Residents and municipal governments should not expect State or federal assistance within the first 72 hours after a catastrophic disaster occurs.
- 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.
- 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.
- 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 encourage its local jurisdictions to integrate issues related to meeting the needs of people with disabilities and others with access and functional needs into all agency/departmental emergency plans.

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, and NIMS present the guiding principles that enable all partners to provide a unified national response to 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. Initial response operations begin with 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 (MEMAC) 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.

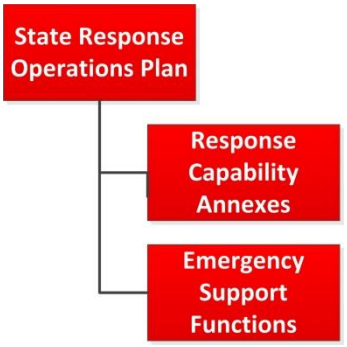
VI. Plan Organization

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.

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).

Figure 2 - SROP



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 (ESFs) are identified in ESF Standard

Operating Guides and agency/department- specific plans that operate as supporting documents to the appropriate Response Capability Annex (es).

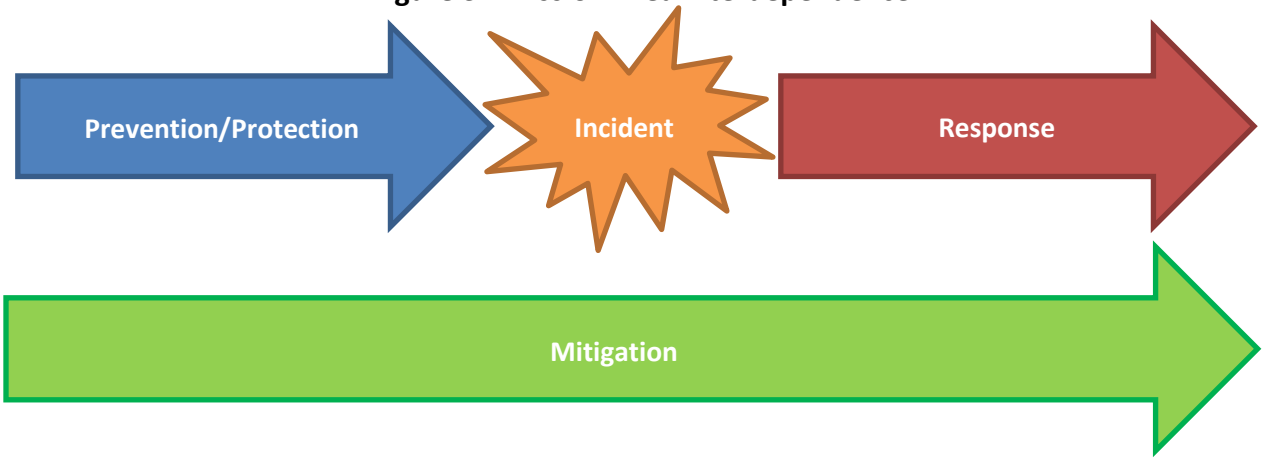
Additional procedures for exceptionally complex or uncommon emergencies are addressed in contingency plans within the MEPP. Contingency plans are intended to supplement the SROP and Response Capability Annexes with details specific to the response operations necessary for the specific hazard or threat. 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

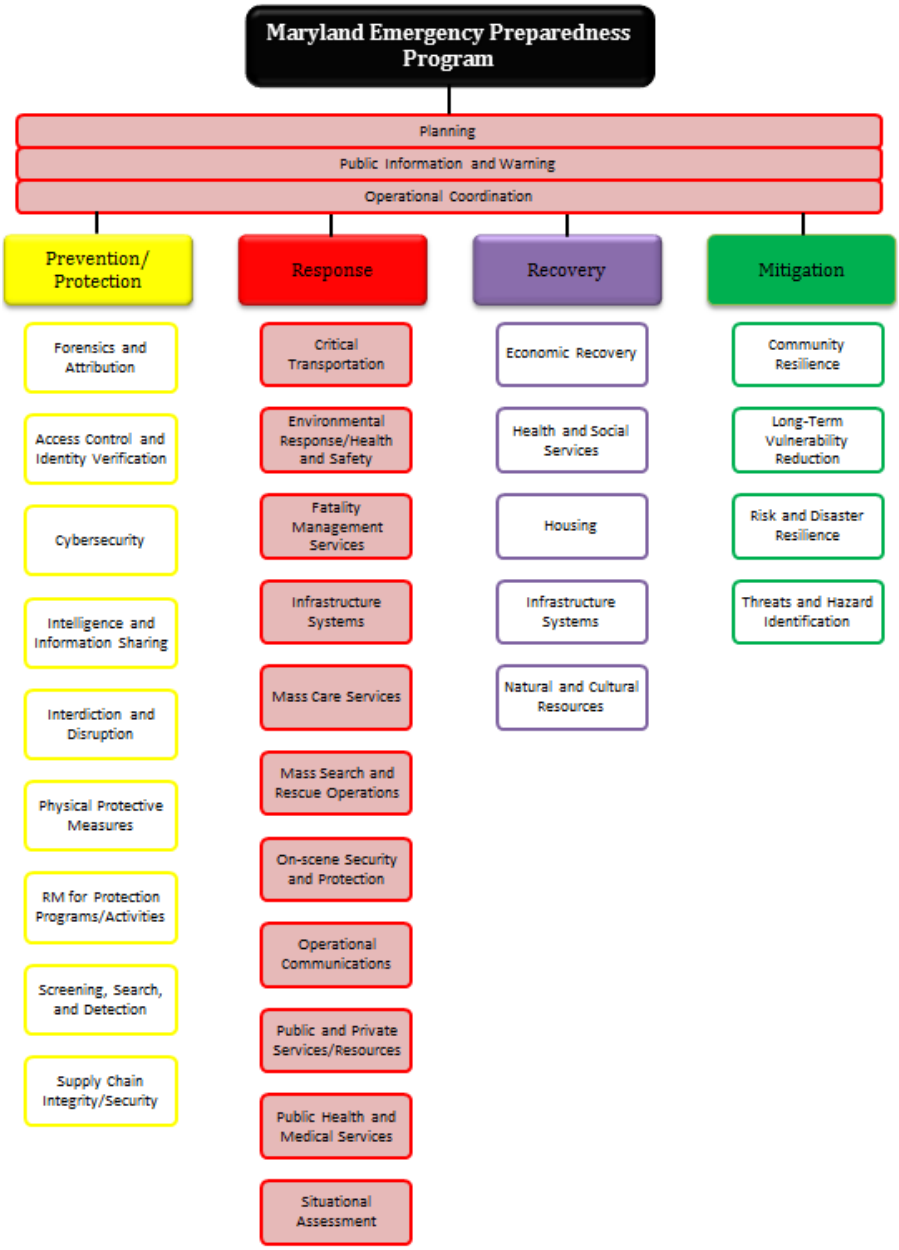
enforcement (Prevention/Protection) and the private sector (Prevention/Protection and Recovery). Capabilities within the Mitigation Mission Area reduce the impact and severity of an incident and generate the risk-based planning assumptions that the MEPP is based upon. Recovery capabilities are the direct 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.

VII. 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



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

Planning	
Description	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.
Capability Targets	**Response Planning** 1. At the direction of the Mission Area Lead, develop and execute necessary crisis action plans within two operational periods, using existing contingency plans, where applicable. 2. Develop as Initial Incident Brief within 1 hour of the MJOC Notification of a no-notice incident. 3. Develop and evaluate the State Support Plan for every operational period. 4. Develop the SEOC Advanced Operations Plan within 36 hours of activation of the SEOC for all events that are projected to extend beyond six (6) operational periods, and evaluate for every subsequent operational period. 5. Conduct preliminary damage assessments (including evaluating the safety of critical infrastructure in the impact area) within seventy-two (72) hours of the incident, and submit a declaration request, as directed by the SEOC Commander, for all of the impacted counties. 6. Submit a request for a Presidential Disaster Declaration within ten (10) days of the completion of preliminary damage assessments. 7. Develop and implement a Demobilization Plan at the direction of the SEOC Commander within one (1) operational period, and evaluate for every subsequent operational period until the SEOC returns to a Level 4 status. 8. Develop and implement a Recovery Transition Plan within one (1) operational period of the transition of operational coordination from

	response to recovery.
Public Information and Warning	
Description	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.
Capability Targets	**Digital Media** 1. Within thirty (30) minutes of an event, spread safety warnings through Twitter to four million people in the state (including Tweets and Retweets). 2. Within thirty (30) minutes of an event, spread safety warnings through Facebook to a million followers. 3. Within twelve (12) hours of an event, update the MEMA website to provide relevant safety information. 4. Produce one (1) YouTube video per quarter to highlight a threat or hazard. **Traditional Media** 1. Deliver a coordinated media message to fifty (50) different media outlets within two (2) hours of a JIC activation. 2. Maintain a media calendar highlighting threats and hazards throughout the year, and contact all media outlets in the State for each calendar entry. 3. Within one (1) hour of activation of the Joint Information Center (JIC), notify the media of SEOC activation and availability for interviews. 4. Within twelve (12) hours of a request being made, coordinate and facilitate visits of 100% of elected officials and other VIPs to the affected area. **Public Outreach and Direct Contact** 1. Hold one (1) public event per region per quarter. 2. Present at two (2) national conferences a year. 3. Table or present at four (4) major and twelve (12) minor public events in Maryland throughout the year. 4. Develop and implement a risk-based editorial calendar to target public outreach activities. **Advertising and Signage** 1. For a no notice event, in the appropriate area (i.e., in a geographic area with digital billboard coverage), contact the billboard operator within ten (10) minutes to post notification. 2. For an event with notice (e.g., hurricane, winter storms, etc.) contact billboard operator no later than one (1) hour after the receipt of an appropriate National Weather Service notification about rotating safety messages.
Operational Coordination	
Description	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders, and

	supports the execution of capabilities.
Capability Targets	**Response Operational Coordination** 1. Ensure operational readiness of the Maryland Joint Operation Center (MJOC) and State Emergency Operations Center (SEOC), to include alternate and backup facilities 24/7/365. 2. Maintain 24/7/365 coordination of state, local, and federal emergency management operations in anticipation of a potential incident. 3. Coordinate activities with the Prevention/Protection Mission Area. 4. Escalate State Response Operational Status Level, as appropriate, within thirty (30) minutes of incident assessment. 5. Staff 100% of necessary SEOC positions within two (2) hours of notification. 6. Coordinate with 100% of known, 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. 7. Appoint a State Disaster Recovery Coordinator (SDRC) within twenty-four (24) hours of a State Emergency Declaration for incidents. 8. De-escalate the State Response Operational Status Level when life safety, property protection, and outstanding response missions have been completed.
Critical Transportation	
Description	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.
Capability Targets	**Evacuation Coordination** 1. Identify evacuation trigger points with twenty-four (24) hours of identification of a potential threat to Maryland. **Transportation for Materials for Response** 1. During the first seventy-two (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 transportation needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality within seventy-two (72) hours of an event. **Transportation Situation Awareness** 1. Maintain continuous Situational Awareness throughout an incident for transportation systems (i.e., air, rail, transit, ports, toll facilities, and highway transportation infrastructure). 2. Record impacts to transportation systems within one (1) hour

	of occurrence.
Environmental Response/Health and Safety	
Description	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.
Capability Targets	**Hazardous Material Analysis and Management** 1. Within twenty-four (24) hours of transitioning to recovery operations, begin to perform clean up actions and/or assist with contractual support to meet resource requirements for sustained response and recovery operations. 2. Within twenty-four (24) hours, 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. 3. Provide a Type 1 HAZMAT team to any jurisdiction in Maryland within one (1) hour. 4. Provide a State Type 1 HAZMAT Team to multiple jurisdictions within MD within twelve (12) hours for duration of ninety-six (96) hours. (Three teams of six individuals) 5. Within one (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. 6. During the first operational phase of an incident, supply all data for the Maryland Environmental Response System (MERS) database for future analysis.
Fatality Management Services	
Description	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.
Capability Targets	**Fatality Operations** 1. Provide comprehensive fatality management services for up to 250 fatalities within seventy-two (72) hours, including body recovery with appropriate considerations of cultural and/or religious norms. 2. Upon direction for the SEOC Commander, collect and report fatality management information. 3. Upon direction of the SEOC Commander, coordinate with the Office of the Chief Medical Examiner (OCME) and relevant law enforcement agencies for victim identification and tracking. **Temporary Mortuary Solutions** 1. Within forty-eight (48) hours of the incident, implement processes to allow for the temporary storage of 500 decedents

	for a period of two (2) weeks. **Bereavement Counseling** 1. Establish a comprehensive Family Assistance Center (FAC) program in every affected jurisdiction, and coordinate with 100% of local jurisdictions within twelve (12) hours of the incident. 2. Provide a phone number to the public for family reunification within six (6) hours of an incident.
Infrastructure Systems	
Description	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Capability Targets	**Transportation and Shipping Infrastructure** 1. Restore service and reopen 100% of state-owned and operated airports within seven (7) days of disaster. Full repairs may take longer. 2. Restore service and reopen 100% of state-owned marine terminals within seven (7) days of disaster. Full repairs may take longer. United States Coast Guard is the lead agency for restoring maritime commerce. 3. Restore service and reopen 100% state-owned commuter rail facilities within seven (7) days of disaster. Full repairs may take longer. 4. Restore service and reopen 100% of impacted state-owned metro subway within seven (7) days of disaster. Full repairs may take longer. 5. Restore service and reopen 100% of the impacted state-owned light rail within seven (7) days of the disaster. Full repairs may take longer. 6. Within one (1) week of the disaster, restore access to 75% state-owned blocked roads, bridges, and tunnels that are critical to recovery efforts. (passable) 7. Within thirty (30) days of the disaster, restore access to 100% of impacted state-owned roads, bridges, and tunnels. 8. Restore access to state-owned fueling stations that are Maryland Department of Transportation's property within two (2) days of the disaster. **Energy Infrastructure** 1. In the first operational period, coordinate with the Emergency Liaison Officers (ELOs) from 100% of impacted electricity and gas companies in Maryland. 2. Maintain Situational Awareness and projected time-to-restoration of critical lifeline utility outage figures, restoration staffing levels, and unmet restoration needs. 3. Within one (1) week of receiving a report from the utility companies affected during a disaster, analyze and provide feedback.

	4. As necessary, assist State partners in estimating and communicating restoration times for electricity services to people with disabilities and others with access and functional needs. 5. Within twelve months, establish new regulations that determine restoration times for all utilities. **Public Works Infrastructure** 1. Within six (6) hours of an event, conduct an assessment of the situation with engineers, dam stream authorities, and local emergency counterparts. 2. Within thirty (30) minutes of an event, identify which dams might be impacted and review the most recent safety records of the facility. 3. Review and approve or disapprove of dam reconstruction plans within twelve months of submittal. 4. Within twenty four (24) hours of an event determine the impact on major county and municipal drinking water systems. 5. Within twenty four (24) hours, determine if public drinking water advisories are required and provide technical assistance to water systems in their preparation. Require or conduct drinking water sampling and analysis before lifting advisories. 6. Conduct comprehensive design review for all permit applications for drinking and waste water systems within three (3) months of final submission.
Mass Care Services	
Description	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.
Capability Targets	**Feeding and Hydration** 1. Within the first operational period (12 hours), convene the State Feeding Task Force. 2. Within three (3) weeks, use the State Feeding Task Force to develop the capacity to feed 500,000 people on an ongoing basis, through a combination of shelter feeding, mobile feeding, bulk distribution, and Disaster Supplemental Nutrition Assistance Program (DSNAP). **Sheltering** 1. 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 (including individuals with access and functional needs, and people with pets), until Federal assistance is available. **Family Reunification** 1. Within the first operational period (12hours) establish reunification services (e.g., identification, notification, family assistance) for displaced and separated victims of the incident.

	Essential Service Centers 1. Staff at least one (1) Essential Services Center per impacted jurisdiction, with appropriate personnel knowledgeable in available programs to assist applicants.
Mass Search and Rescue Operations	
Description	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.
Capability Targets	**Urban Search and Rescue** 1. Within thirty (30) minutes of a request for a Maryland resource to be deployed out of state, produce a risk assessment of the potential for the need of that resource in state. 2. Be able to effectively deploy a Type I or Type 2 team anywhere in Maryland within 2 hours. 3. Within fifteen (15) minutes of a request by the SEOC Commander, identify all Search and Rescue assets within the Area of Operation. **Maritime Search and Rescue** 1. Within one (1) hour of receiving a request/notification, respond to the scene of a water-based search and rescue incident to assess the degree of specialized resources required and initiate initial lifesaving/rescue operations 2. Immediately after notification ensure allied agencies (USCG, MSP, local agencies) are aware that a waterway search and rescue operation is underway 3. Within a minimum of twenty-four (24) hours of receiving notification respond to the scene of a waterway search and rescue incident with K9 resources 4. Within two (2) hours of receiving notification respond to the scene of a waterway search and rescue incident with side scan sonar resources dependent upon the size/location of the search area. 5. Within two (2) hours of receiving notification respond to the scene of a waterway search and rescue incident with dive team resources dependent upon the size/location of the search area. 6. Within two (2) hours of notification deploy an investigative unit to the scene of a waterway search and rescue incident to interview witnesses, collect physical evidence, and aid in the search dependent upon the size/location of the search area. **Rural Search and Rescue** 1. Within four (4) hours of receiving a request/notification, deploy mobile field force for land-based Search and Rescue (SAR) operations in support of local, State, or federal resources. 2. Within one (1) hour 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 person's reports, and execute search and rescue missions, as appropriate, within seventy-two (72) hours of receiving notification.
On-scene Security and Protection	
Description	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.
Capability Targets	**Security for Areas of Operation** 1. Within four (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. Upon direction of an incident commander, provide for the on-scene security of first responders operating within warm zone of an active shooter incident. **Responder Safety** 1. Within twelve (12) hours of requesting, provide access to necessary personal protective equipment for 100% of first responders statewide. 2. Within (1) one hour of receiving notification of a mass casualty incident, ensure that necessary Emergency Medical Services (EMS) staff be capable.
Operational Communications	
Description	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.

Capability Targets	**Communication Interoperability** 1. 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. 2. Within one (1) hour of an event ensure, interoperable communication networks for emergency services are functioning statewide through repair or transition to backup systems. 3. Restore traditional analog and digital communication systems within seventy-two (72) hours of the restoration of power to these systems. 4. Establish and test communications within five (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. 5. Monitor the status of communications, and execute maintenance contracts immediately to address identified needs. **Communication with All Affected Populations** 1. Ensure backup 911-capability for 100% of jurisdictions in Maryland. 2. Restore traditional analog and digital communication systems within seventy-two (72) hours of the restoration of power to these systems. **Responder Communication** 1. Coordinate with utilities and cell phone and landline providers immediately after an incident to prioritize restoration for government communications systems. 2. Monitor and support the communication needs of the SEOC and State agencies/departments immediately after an incident or event.
Public and Private Resources and Services	
Description	Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks), and fire and other first response services.
Capability Targets	**Resource Support and Logistics** 1. Within two (2) hours of receiving a resource request in the SEOC, source resource/mission requests using existing State resources, including by procuring resources through State contracts, faith-based and/or voluntary organizations, and/or private-sector partners. 2. Receive, and assign up to thirty (30) resource/mission requests per operational period. 3. Coordinate three (3) requests per operational period through

	FEMA and EMAC, to obtain resources that are beyond the State's capacity. 4. Perform logistical operations, including tracking, mobilizing, staging, warehousing, distributing, and maintaining facilities to ensure timely delivery and demobilization of necessary resources. 5. Maintain a database of 100% of state-owned and local-owned fixed and portable generators in Maryland. **Donations and Volunteer Management** 1. Within six (6) hours of the identified presence of unaffiliated volunteers, establish a Volunteer Reception Center and provide that location to the public. 2. Engage with all known VOADs operating within MD every six (6) months to ascertain current levels of readiness. **Management of the Public Sector Integration Program** 1. Within the first operational period and at the SEOC Commander's direction, open and staff the Business Operations Center (BOC).
Public Health and Medical Services	
Description	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, as well as products to all people in need within the affected area.
Capability Targets	**Emergency Medical Activities** 1. Verify annually that 100% of Maryland regions have pre-identified surge plans for hospitals, public health, and EMS. 2. Implement processes that ensure 20% acute bed availability within four (4) hours of notification. (Note: hospitals must be able to make 20% of the daily census of beds available within four (4) hours of notification) 3. Treat and transport 500 patients/millions of impacted population within three (3) hours. 4. Within the first operational period, complete initial triage of 100% of the victims. 5. Within the first operational period, hospitals will receive, process, and initiate treatment of 100% of critical victims delivered. 6. Support the activation of 700 points of dispensing (PODs) within forty-eight (48) hours of notification to provide appropriate medical countermeasures based on the type and scope of the incident. 7. Notify, credential, train, and deploy public health, behavioral health, and medical volunteers to five (5) sites statewide via MD Responds within twenty-four (24) hours. **Medical Logistics** 1. Within six (6) hours of an incident and as needed execute MOU-type agreements to share resources to meet needs

	during mass casualty incidents for 100% of Maryland's public, EMS jurisdictions, and hospitals. 2. Within the first operational period, be able to execute all necessary MOUs between acute-care hospitals and healthcare centers for the referral of low patient acuity. 3. Within twenty-four (24) hours of an event, survey every medical facility to ensure appropriate levels of relevant supplies. **Biosurveillance and Reporting** 1. Within the first operational period begin disease surveillance for illnesses. 2. Within twenty four hours, report 100% of incident-specific injuries for those who seek care in acute-care hospitals' emergency departments or via EMS. 3. Within the first operational period, track 100% of patients transported by EMS or those who self-report to the Emergency Department. 4. Within twelve (12) hours of the direction of the SEOC Commander, assemble subject matter experts to assess the severity of exposure and/or transmission at the jurisdictional level, and determine non-pharmaceutical intervention recommendations.
Situational Assessment	
Description	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.
Capability Targets	**Collect and Monitor** 1. Develop, revise, and deploy the Information Collection Plan (ICP) at the start of every operational period. 2. Maintain 24/7 monitoring of all information and media sources. **Report on Hazards and Threats** 1. Upon receipt of hazard or threat information via National Warning System (NAWAS), immediately disseminate information to relevant local jurisdictions. Develop and distribute two (2) Situation Reports (SITREPs) per operational period. 2. Develop, validate, and distribute Spot Report within thirty (30) minutes of a significant development. 3. Fulfill Requests for Information (RFI) within one (1) hour of receipt. 4. Develop, validate, and distribute Spot Report within thirty (30) minutes of a significant development. **Geographic Information System Deliverables** 1. Maintain the GIS-based situational awareness platform for Maryland OSPREY, and ensure access and functionality for

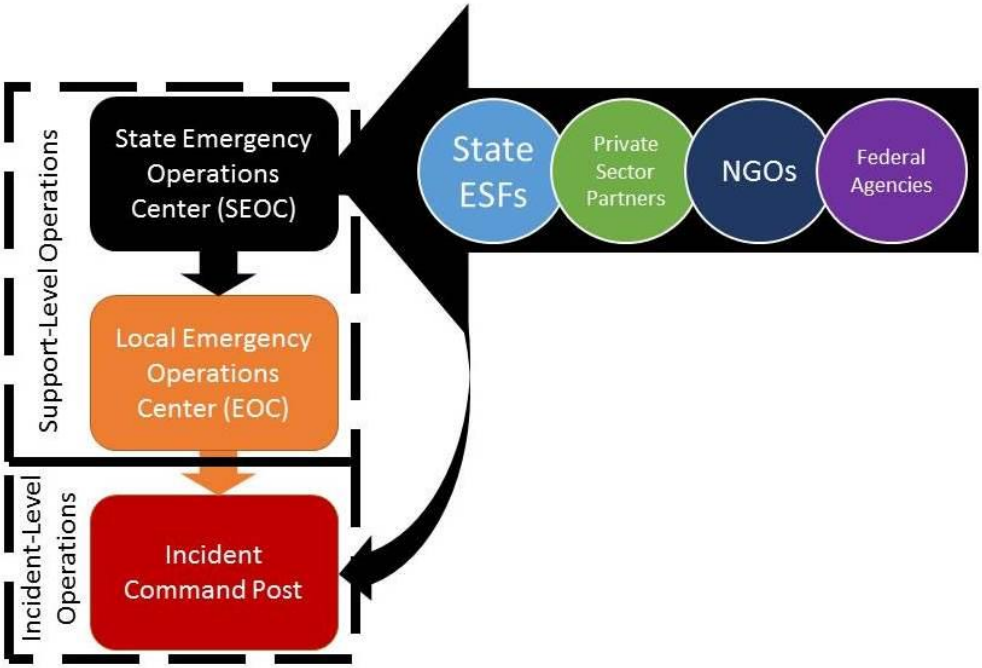
	100% of State and local partners. 2. Fulfill GIS Support Requests within one (1) hour of receipt.

VIII. Concept of Coordination

Initial response operations begin with 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, which are the underlying coordinating structures that group resources and capabilities into the functional areas that are most frequently needed in a response.

Figure 5 - Coordination Structure



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 or the Federal Government through Federal Emergency Management Agency 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 [NCR], Delaware/Maryland/Virginia Peninsula [DelMarVa]) are essential. Additionally, Maryland falls within 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.

IX. 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 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, Finance/Admin, SEOC Logistics sections, Planning, and Operations. 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 and the State Emergency Operations Center.

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.

Table 2 - Response Operational Status Levels

LEVEL	ACTIVITY
4 (lowest)	Steady State operations, through the 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 (MAC). 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 FEMA for possible Federal assistance.[2]

B. Status Level Escalation Doctrine

The State operational status levels change 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; and
- Terrorist attacks.

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

The MEMA Duty Officer (DO) Program provides a rotating civilian position of authority to adjudicate potential or actual emergency conditions, and assist the MJOC with the escalation of emergency notifications. All contact is made through the Maryland Joint Operations Center (MJOC) to the MEMA Duty Officer.

When an incident or situation of significance occurs that exceeds the capabilities and/or authority of the MJOC, they will contact the DO. The full process of the notification procedures for the Duty Officer and Executive Staff is referenced in the figure below.

Figure 6 - Duty Officer Process

The DO will be notified by the MJOC in accordance with the State Critical Information Reporting Requirements (SCIRR) (see Appendix A). The DO 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 (SPG) if actions warrant. The full procedures of the Duty Officer can be found in the Duty Officer Handbook.

If time permits, a statewide emergency management conference call is used to inform MEMA staff, local jurisdictions, ESF lead agencies, and other stakeholders of the known situation. A

follow-up ESF management conference call is used to solicit the input of the ESF lead 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 lead 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 lead 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 the contiguous states.
- 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 the recovery organization is activated.

At any State response operational level, an ESF and/or some of its supporting organizations may no longer be necessary. An ESF lead 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 (see the 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.

X. 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 threats or hazards, Maryland National Guard force readiness, and event/threat status using:

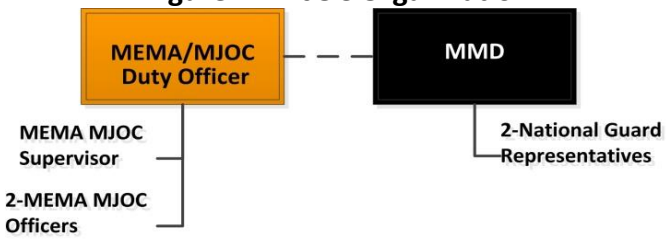
- Intelligence reports, briefings, and conferences;
- Homeland Security (HLS), Federal Bureau of Investigation (FBI), FEMA Daily, Department of Homeland Security (DHS) reports, and Maryland Coordination & Analysis Center (MCAC) bulletins, warnings, etc.;
- Federal Protective Services Information Portal;
- 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 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 in Maryland; and
- 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 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 Maryland Military Department (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 7 - MJOC Organization



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

XI. 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, Finance/Admin, SEOC Logistics, Planning/Intel, and Operations. 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, and a SEOC Commander as part of his or her Command staff. The SEOC Commander assigns section chiefs for Finance/Admin, SEOC Logistics, Operations, and Planning/Intel from MEMA staff.

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

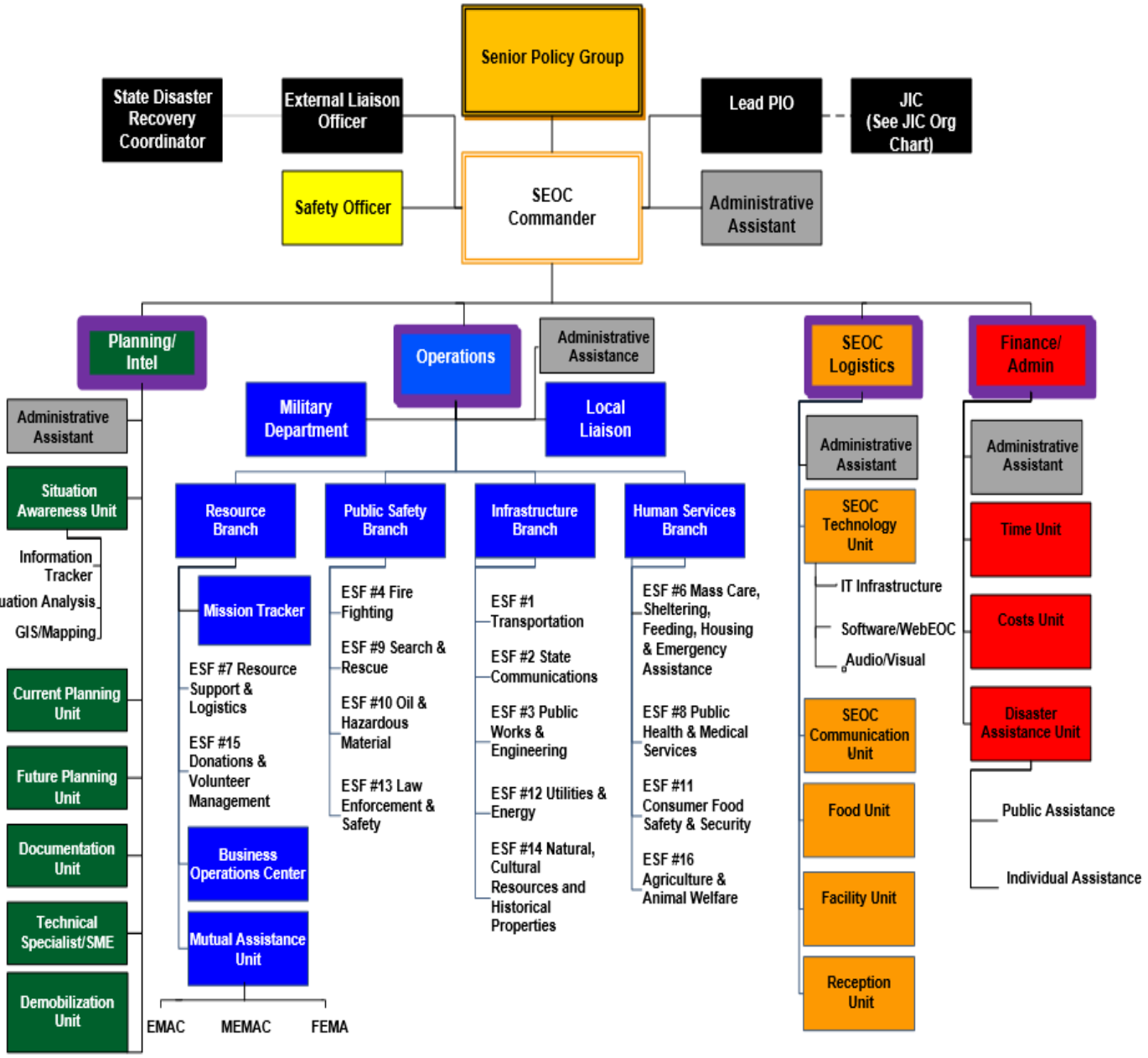
The organizational structure of the SEOC may expand and contract, as the incident requires, under the direction of the SEOC Commander.
Position descriptions and activity checklists for each SEOC function are provided to SEOC staff in the form of SEOC Position Playbooks.

Each SEOC Position Playbooks includes:

- Position Checklists;
- Position Organization Structure;

- Position Responsibilities;
- Position Specific related Skills, Abilities and Knowledge;
- Position Specific Training Required; and
- Position Specific Training Recommended.

Figure 8 - State Emergency Operations Center Organizational Chart[3]



[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. The SPG and support agencies do not wear vests.

XII. Senior Policy Group

The Senior Policy Group 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 agencies/departments 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, and it 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 man-made and naturally-occurring hazards and threats.

Figure 9 - SPG and JOG SEOC Structure

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.

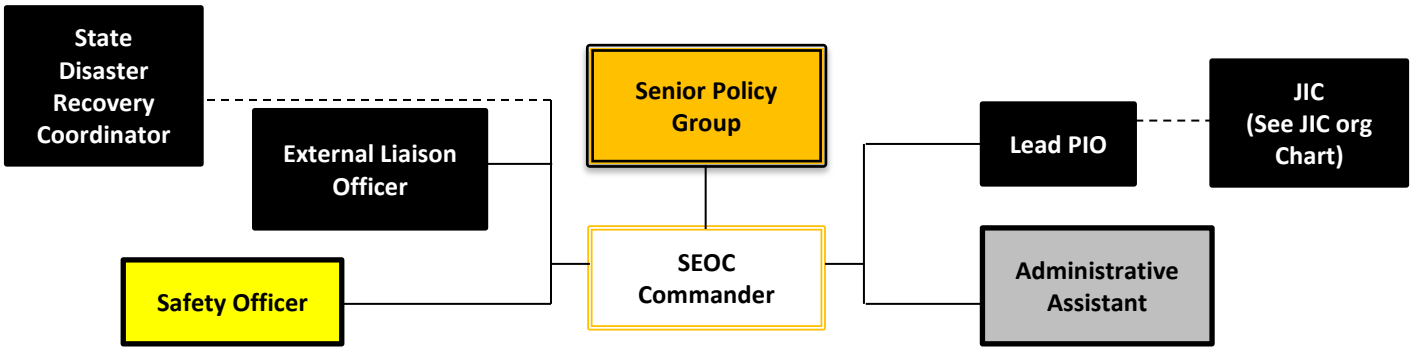
The JOG's standard operational procedure outlines the roles and responsibilities of each participant, the notification and activations process, and the deliverables during the Levels 3-1 of SEOC activation. Refer to the "Joint Operations Group SOP" for more information.

XIII. 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
- State Disaster Recovery Coordinator

Figure 10 - 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, 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.
- Facilitates the transition to recovery operations and the handoff of operational control to the State Disaster Recovery Coordinator (SDRC).

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.

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.

When appointed, SDRC becomes the deputy SEOC Commander during the period prior to the transition to recovery. During this time, the SDRC observes the Emergency Support Functions, and begins to identify any outstanding issues that will need to be addressed as recovery operations expand and operational authority is transferred. Recovery operations are guided by the State Disaster Recovery Operations Plan.

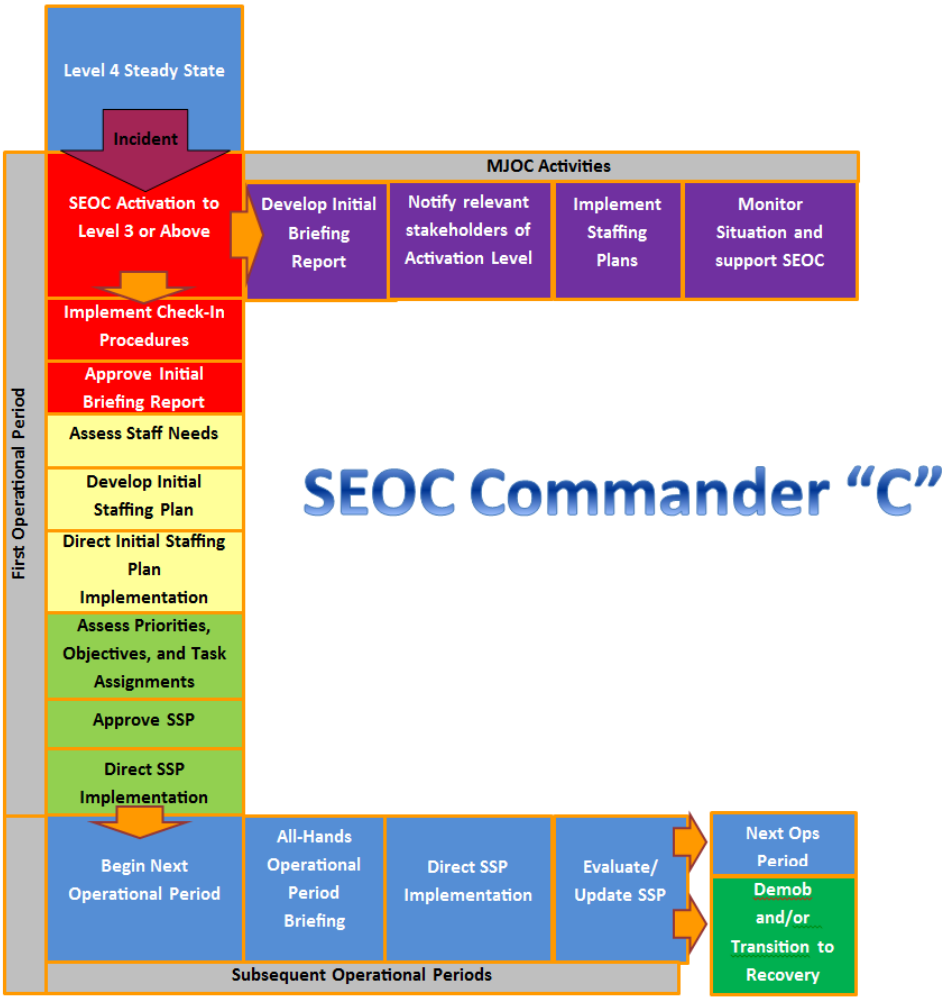
The individual positions within the section are assigned, as needed, and multiple positions may be held by one individual, when reasonable.

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 11 - SEOC Commander



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 and an Executive Briefing. 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 a 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 timely, accurate, consistent, and easy to understand. The goal is 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. This requires close coordination with

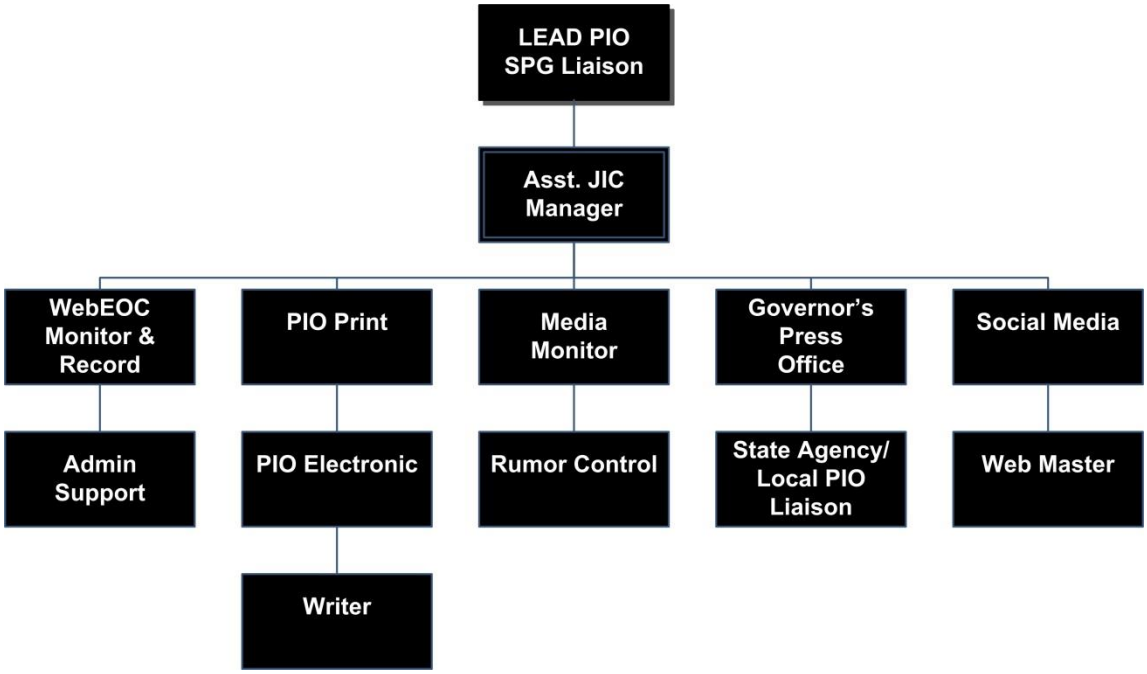
emergency managers, departments and agencies at the State, federal and local government levels using every device and technology available.

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 ensure 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, and if needed, one or more Assistant JIC Managers and staff public information specialists are 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 12 - JIC Organization



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 spokesperson(s).

Certain incidents may require the dispatch of State public information officers to respond to media demands at or near the scene of the incident.

Figure 13 - Joint Information "I"

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/ organizations' 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 Presidential 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 Presidential 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 the public through the media. All JIC resources are available to these designated spokesperson(s) to assist with taking points for media briefings.

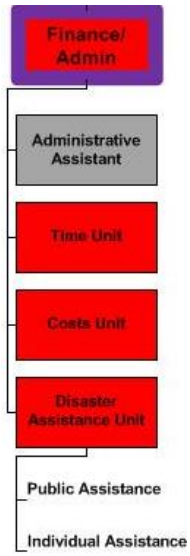
Joint Information Center maintains a SEOC JIC Tool Kit with all necessary forms, procedures and checklists used by the group.

XIV. 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

Figure 14 - Finance/Admin Section Organization



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 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 State, local, 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 be begin collecting and recording time (regular 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; and
- Category G: Parks, recreational, and other.

The Time and Cost Units coordinate 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 accurate and complete information is available.

As soon as it is determined that an incident has possible damages, the PA and IA Units 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 or Emergency Declaration.

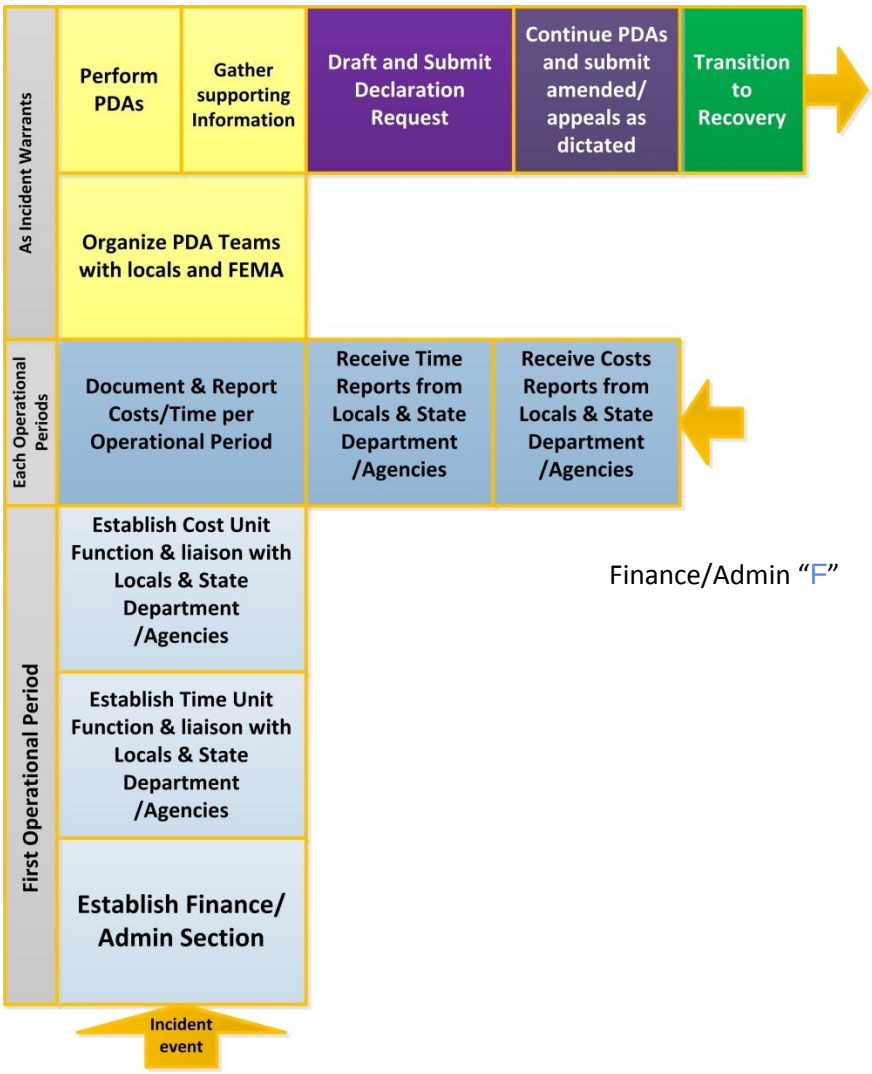
The PDA is a joint assessment used to determine the magnitude and impact of an incident's damage. A unified State/local/FEMA team will visit local applicants and potential applicants to view their damage first-hand to assess the scope of damage and estimate repair costs. The State uses the results of 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.

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

The Public Assistance PDA data is recorded on two forms:

- Preliminary Damage Assessment Site Estimate; and
- Preliminary Damage Assessment Site Summary.

Figure 15 - Finance/Admin "F" Process



An incident assessment is the first step of the recovery process, which begins with the completion of the PDA. The preparation for the PDA includes establishing teams, coordinating travel arrangements, and 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 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 an Emergency Declaration. See the "Declarations Section" for more information about documenting and submitting a Presidential Disaster Declaration.

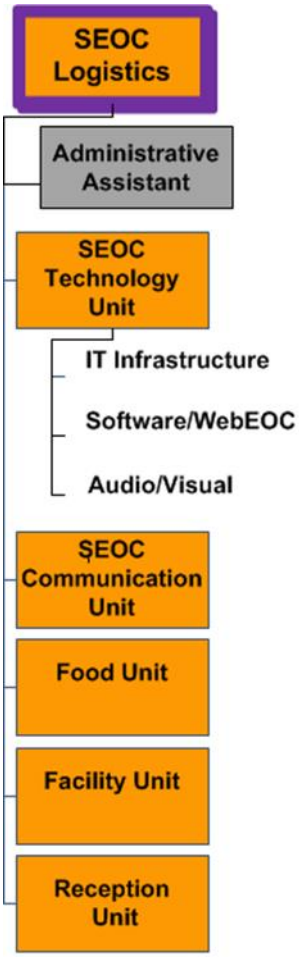
Admin/Finance Section maintains a SEOC Admin/Finance Section Tool Kit with all necessary forms, procedures, and checklists used by the group.

XV. State Emergency Operations Center Logistics Section

The SEOC Logistic Section of the SEOC consists of:

- SEOC Logistics Chief
- Administrative Assistant
- SEOC Technology Unit Leader:
  - IT Infrastructure
  - Software/WebEOC©
  - Audio/Visual
- SEOC Communications Unit
- Food Unit
- Facility Unit
- Reception Unit

Figure 16 - SEOC Logistics Organization



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 all technology used in the SEOC, including the IT infrastructure, software, and audio/visual units. The software includes WebEOC© and all its functionality as well as WebEx webinars. The Audio/Visual Unit encompasses all equipment within the SEOC and auxiliary rooms (e.g., planning, JIC, Strategy, etc.).

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

- Telephony
- Land Lines
- Cellular
- Satellite
- Wide Area Network
- Radio Communications

- Video Telecommunications

In addition to maintaining telecommunications infrastructure, the SEOC Logistics Section is responsible for 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.

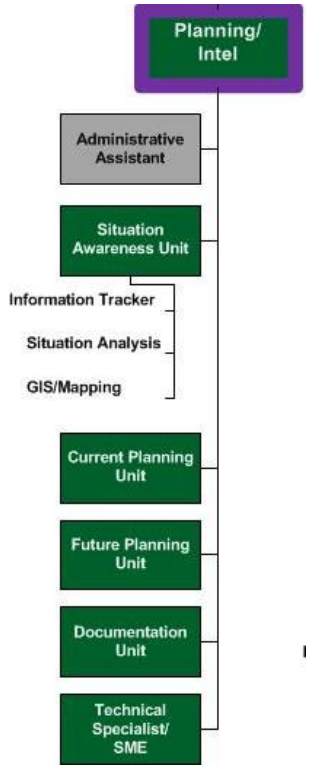
SEOC Logistics Section maintains a SEOC Logistics Section Tool Kit with all necessary forms, procedures, and checklists used by the group.

XVI. 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

Figure 17 - Planning Section Organization



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 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 (State, local, federal) to ensure the information is accurate.

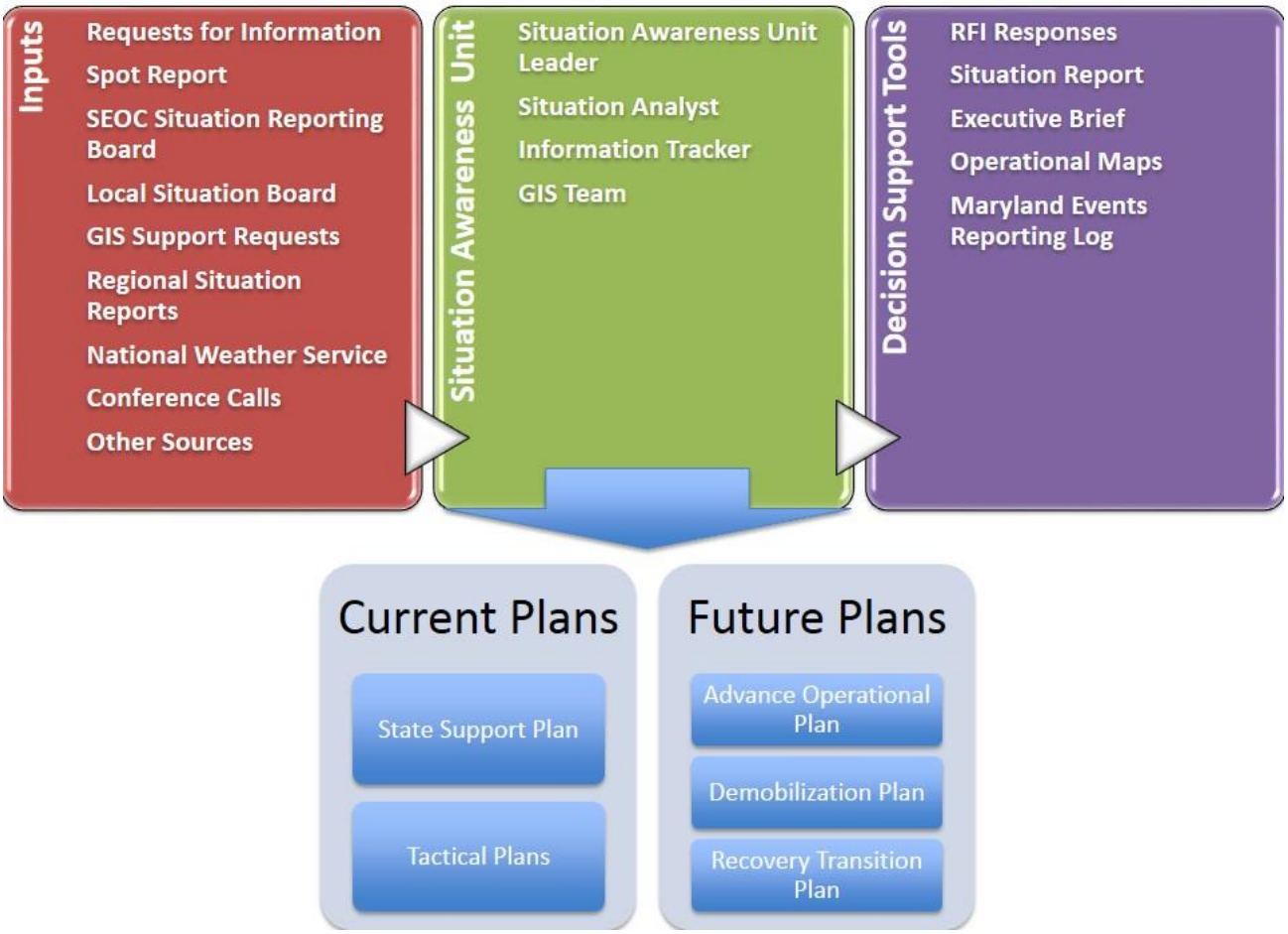
The State's Critical Information Reporting Requirements facilitate timely coordination decisions during response operations by providing important details that response personnel need to know to effectively manage and execute their mission assignments. SCIRRs are a series of criteria that prompt notification and warning. The MJOC and SEOC require SCIRRs related to the following categories:

- Transportation;
- Health /Mass Care;
- Line of Duty;
- Law Enforcement Activity;
- Mission Persons;
- Fire Department Activity;
- Severe Weather;
- Threat Advisory Conditions;
- Rescue;
- Utility Emergencies;
- Radiological;
- Geological;
- Government Operations; and
- School Operations.

If notification of a SCIRR escalates the State Response Operations Status Level, information pertaining to that specific incident is collected through an Information Collection Plan. The ICP contains a set of Essential Elements of Information (EEI) that, when collected, constitute the SITREP.

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.

Figure 18 - Information Management Process



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.

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 the WebEOC© Board for inputs based on the pre-identified situation reporting timeline, as dictated in the State Support Plan. Each ESF inputs its requested information identified in the Information Collection Plan, and its 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 (e.g., 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

The local situation board is the WebEOC© function that collects information related to impacted local jurisdictions' incident response activities. The Local Situation Board information is fed from the local Emergency Operations Center (EOC) 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 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 the SEOC function for fulfillment. When completed, the disposition of the information becomes part of one or more of the Decision Support Tools.

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 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.

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

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. The SITREP may also include important press releases disseminated from the JIC. It is produced a minimum of once every operational period, or more frequently if the event warrants. 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.

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 for a specific incident.

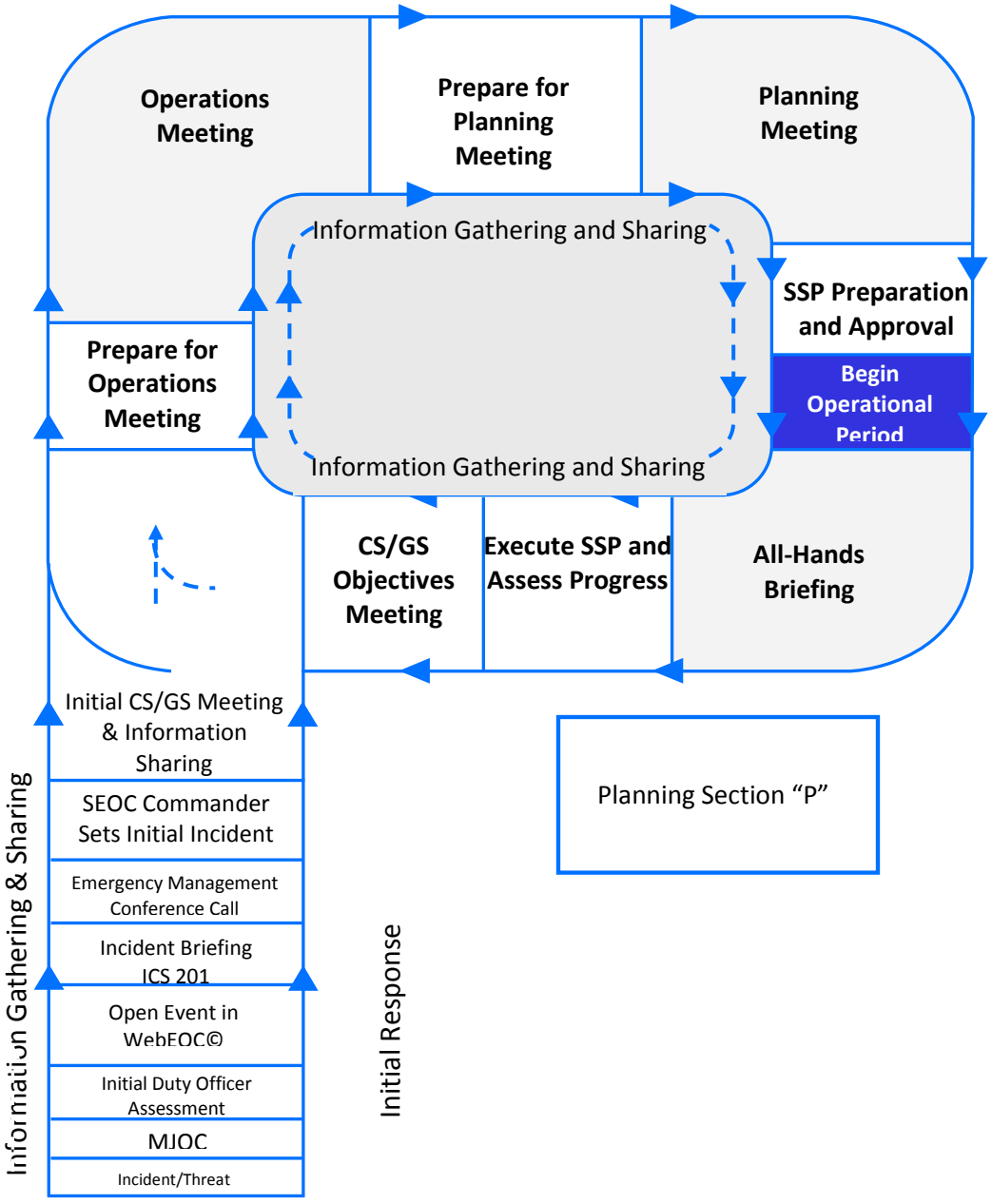
The Current Planning Unit focuses on the present situation, and addresses current and short-term requirements for resources and response operational decisions in support of the Operations Section.

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. The leg 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.

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

Figure 19 - 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 in 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.

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 Meteorologists during severe weather events and the Radiological Technical Representative during fixed nuclear facility events.

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.
StreamerRT – 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 lighting 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.
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

Maryland Situational Awareness Tools
various state Hurricane Evacuation Studies (HES) to assist local emergency managers in determining a proper evacuation decision time The last possible time at which a decision to evacuate or not can be made and still allow sufficient time to complete the evacuation before tropical storm winds begin 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.
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

Maryland Situational Awareness Tools
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.
Command Bridge – 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.

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

XVII. 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

Mutual Assistance Unit

ESF #1 – Transportation

ESF #2 – State Communications

ESF #3 – Public Works and Engineering

ESF #12 – Utilities and Energy

ESF #14 – Historical, Cultural, Environmental Properties

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

Human Services Branch

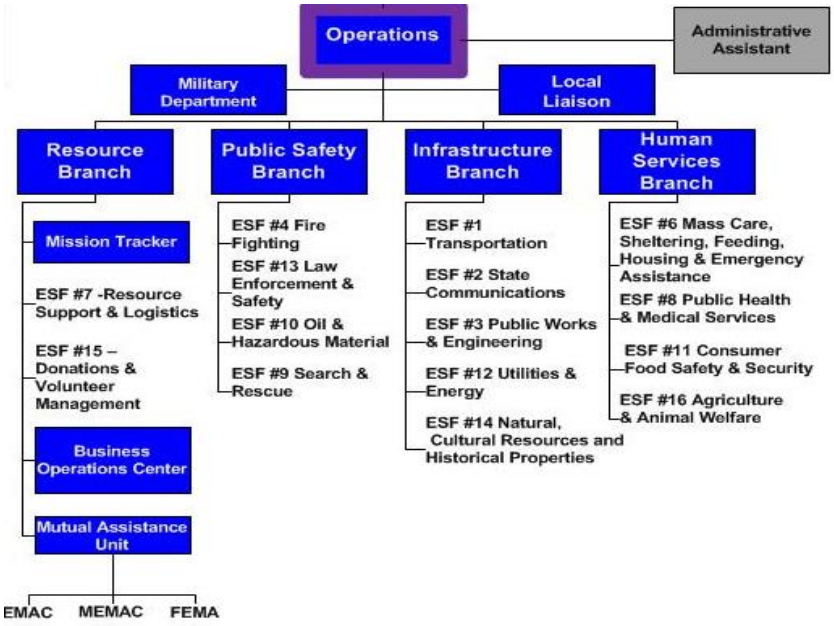
ESF #6 – Mass Care

ESF #8 – Public Health and Medical Services

ESF #11 – Food Safety

ESF #16 – Agriculture and Animal Welfare

Figure 20 - SEOC Operations Section



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 communications 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©.

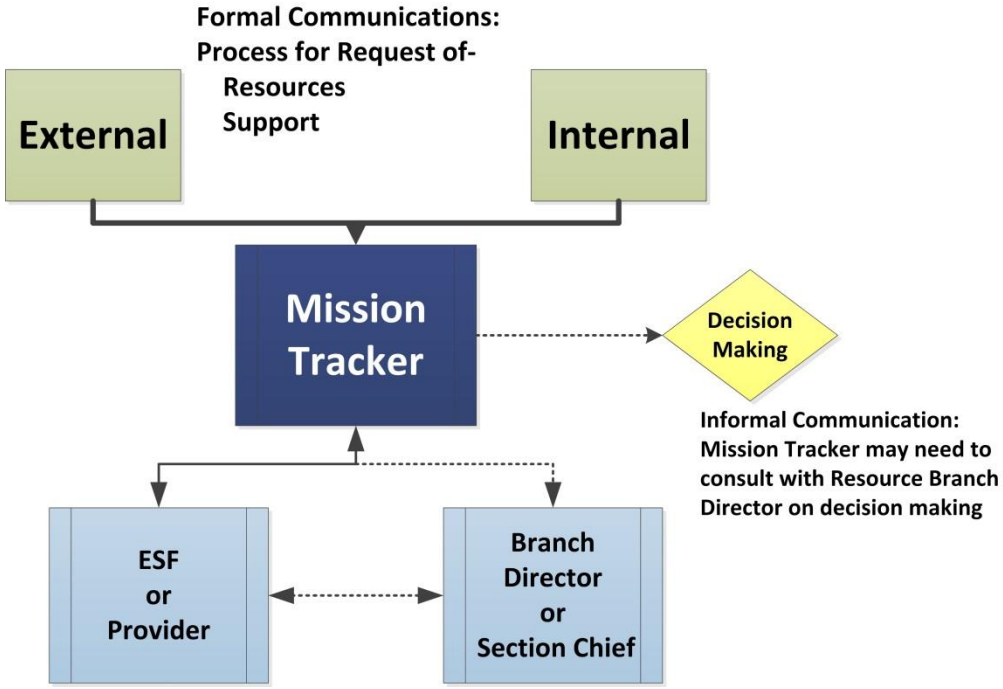
The Mission Tracker monitors for new requests. The Mission Tracker then assigns the mission to the appropriate provider within the SEOC. If there are any issues as to where the mission should be assigned, the Mission Tracker consults with the Resource Branch Director.

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; and
- T-time the mission is needed.

In coordination with the Mission Trackers, Operations Section Branch Directors are responsible for tracking resources deployed to 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 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 21 - Mission Request Process

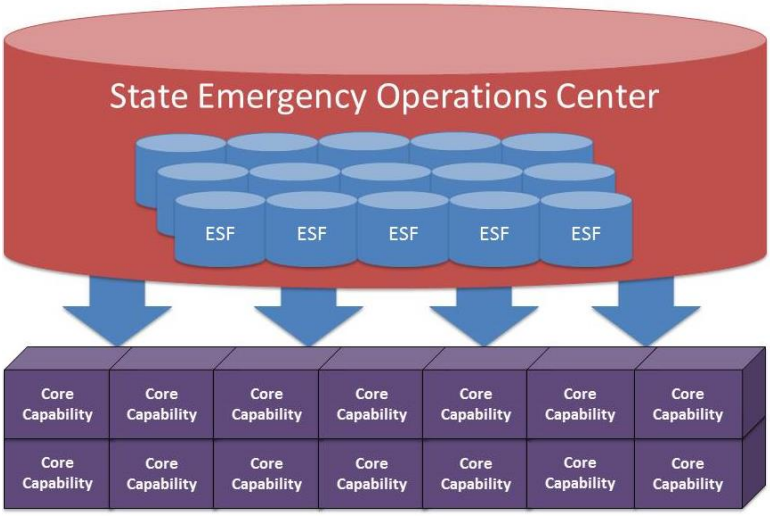


B. Maryland Emergency Support Functions (ESFs)

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 22 - 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.

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; and
- 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 the ESF Primary, consistent with their own authority and resources;
- Acting as the Primary Agency in the SEOC in absence of the Primary Agency;
- Acting on agency tasks, as applicable to the ESF function;
- Identifying and refining EEI inputs for situational reporting; and
- Assisting in the conduct of situational/damage assessments.

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

Table 3 - Maryland's Emergency Support Functions

Maryland Emergency Support Functions (ESF)		
#1 Transportation	**ESF Description**	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(ies)	Maryland Department of Transportation (MDOT)
#2 Communications	**ESF Description**	Provides a coordinated use of the State's communications resources that include but are not limited to: 1.) Telephony; land lines, cellular, satellite, 2.) Wide Area Network (WAN); network Maryland, 3.) Radio Communications, and 4.) Video Telecommunications. ESF 2 facilitates 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(ies)	Maryland Department of Information and Technology (DoIT)
#3 Public Works & Engineering	**ESF Description**	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 critical infrastructures such as: public buildings, dam systems, and water treatment and supply programs. 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(ies)	Maryland Department of Labor, Licensing, and Regulation (DLLR)
#4 Fire Fighting	**ESF Description**	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(ies)	Maryland Department of Natural Resources (DNR)

#5 Unassigned	**ESF Description**	N/A
	Primary Agency(ies)	N/A
#6 Mass Care, Sheltering, Feeding, Housing & Emergency Assistance	**ESF Description**	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(ies)	Maryland Department of Human Resources (DHR)
#7 Resource Support and Logistics	**ESF Description**	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 and recovery operations.
	Primary Agency(ies)	Maryland Department of General Services (DGS)
#8 Public Health & Mental Services	**ESF Description**	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(ies)	Maryland Department of Health and Mental Hygiene (DHMH)
#9 Search & Rescue	**ESF Description**	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(ies)	Maryland State Police (MSP) and Maryland Department of Natural Resources Police (NRP)
#10 Oil and Hazardous Materials	**ESF Description**	Coordinate the resources and services necessary to support an emergency response or recovery effort essential to the remediation of conditions caused by toxic, chemical, or hazardous materials release.
	Primary Agency(ies)	Maryland Department of the Environment (MDE)
#11 Consumer Food Safety and Security	**ESF Description**	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(ies)	Maryland Department of Health and Mental Hygiene (DHMH)
#12 Energy and Utilities	**ESF Description**	Provide liaison and communication between the government agencies and the utility and emergency industries. Coordinates with the private sector to ensure 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(ies)	Public Service Commission (PSC) and Maryland Energy Administration (MEA)
#13 Law Enforcement & Safety	**ESF Description**	Provides a mechanism for coordinating and providing support to local authorities to include non-investigative/non-criminal law enforcement, law enforcement, and security capabilities and resources during potential or actual incidents. Supports incident management requiremetns including force and critical infrastructure protection, security planning, and technical assistance, technology support, and law enforcement for both pre-incident and post-incident situations.
	Primary Agency(ies)	Maryland State Police (MSP)
#14 a. Cultural and Historic Properties	**ESF Description**	Provides a framework that facilitates the response to emergencies that affect cultural and historic properties.
	Primary Agency(ies)	Maryland Department of Planning (MDP)
#14 b. Natural Resource Properties	**ESF Description**	Provides a framework that facilitates the response to emergencies that affect natural resource properties
	Primary Agency(ies)	Department of Natural Resources (DNR)
#15 Donations and volunteer Management	**ESF Description**	Facilitates the delivery of donated goods and volunteer services to support response operations. Coordinates volunteer affiliations.
	Primary Agency(ies)	Governor's Office of Community Initiatives (GOCI)
#16 Agriculture and Animal Welfare	**ESF Description**	Provides a framework that facilitates the response to emergencies that affect agriculture, food, and animals. Recommends protective actions for animals.
	Primary Agency(ies)	Maryland Department of Agriculture (MDA)

The tables located in Appendix B show the State, local, and federal agencies/departments, non-profit and private 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 materials 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 (MOUs) or informal cooperative agreements. However, the State understands that their assistance and support is voluntary.

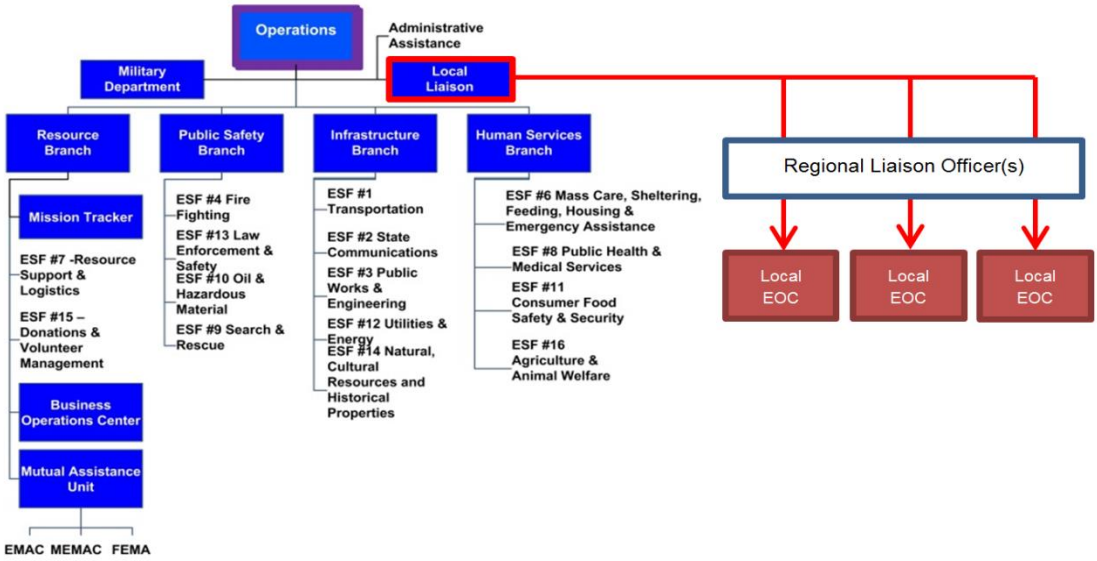
C. State-Local Coordination

The Regional Liaison Officers are critical links between Local EOCs and the SEOC. They manage requests for resources and help maintain situational awareness of local response activities. The RLOs function as members of the local jurisdictions' Command Staff as Liaison Officers, and are responsible for ensuring local jurisdictions receive the support they request. Responsibilities of deployed RLOs are to:

- Establish coordination between local activities at the local EOC or local incident command post and the SEOC ;

- Monitor EOC operations to identify coordination challenges ;
- Monitor EOC operations to identify local resource and mission support needs;
- Participate in planning meetings, providing current resource status information, including limitations and capabilities of local resources; and
- Provide local demobilization and recovery transition information to the SEOC.

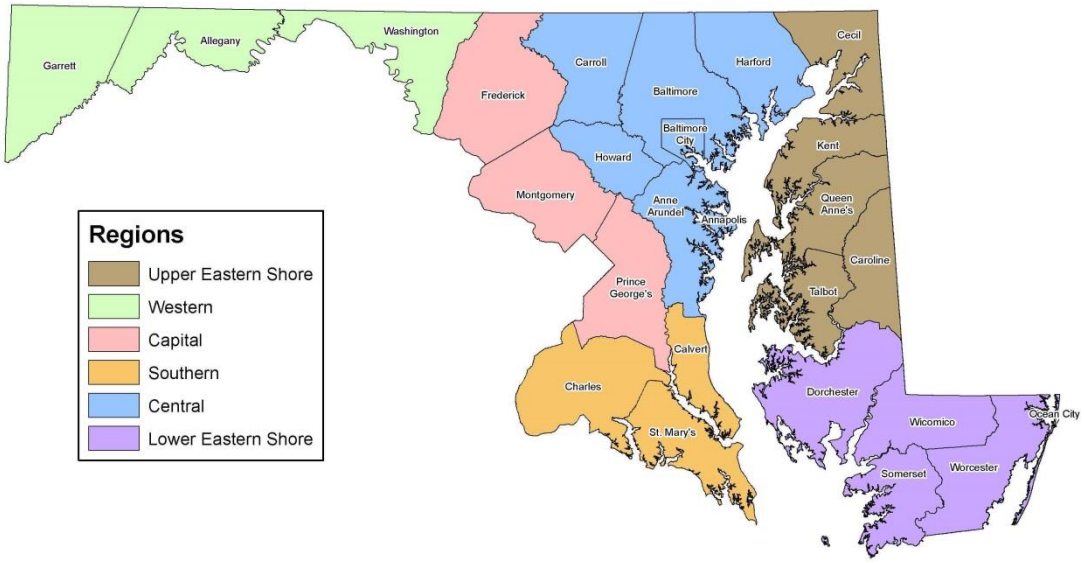
Figure 23 - State Support to Local Emergency Operations Centers



MEMA's RLO cadre is organized by emergency management regions:

- Western Region: Garrett, Allegany, and Washington Counties;
- Capital Region: Frederick, Montgomery, and Prince George's Counties;
- Southern Region: Charles, St. Mary's, and Calvert Counties;
- Central Region: Anne Arundel, Howard, Carroll, Baltimore, and Harford Counties, and Baltimore City;
- Upper Shore Region: Cecil, Kent, Queen Anne's, Caroline, and Talbot Counties; and
- Lower Shore Region: Dorchester, Wicomico, Worcester, and Somerset Counties.

Figure 24 - Maryland Emergency Management Regions



XVIII.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;
- Maryland Institute of Emergency Medical Services Systems (MIEMSS) Statewide Communications System, Emergency Medical Resource Center (EMRC)/Systems Command (SYSCOM); and
- Maryland Department of Transportation, State Highway Administration Operations Center (SOC).

The MCAC is a watch center that coordinates the efforts of State, local, and federal 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 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 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 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.

Network Maryland is Maryland's provider of network services, Information Technology (IT) security, and IT systems support. The network Maryland program operates a private, statewide, facilities-based high speed data

network with at least one Point of Presence (POP) in each of the 24 jurisdictions in the State of Maryland. Connectivity among the networkMaryland^{TMPOPs} is accomplished via State-managed fiber, State managed wireless systems, and leased circuits. The network Maryland Network Operations Center (NOC) is a 24x7x365 network monitoring and response center for agencies, counties, municipalities, schools, and libraries that are current network Maryland subscribers. The NOC provides tier one troubleshooting for performance issues, as well as testing services for new services implementation prior to a subscriber link going into production. The NOC is also responsible for escalation of issues to telecommunications services providers (leased circuits), as required.

During SEOC activations, the primary interface with these centers is the Emergency Support Function 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; and
- ESF #2 – Communications; interfaces with the network Maryland NOC.

XIX. National Capital Regional Coordination

Regional incident coordination within the National Capital Region, 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 though 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 (MWCOG)-owned text messaging tool; and
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, SMEs, 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, SMEs, 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;
- Affected jurisdiction's CAO or designee;
- CAO of another jurisdiction in the region;
- Affected, or potentially affected, R-ESF members; and
- Metropolitan Washington Council of Governments 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 is unavailable.

Continuing Actions

Following an incident the MWCOG may do one of the following:

- Incident tracking and status reporting (available on WebEOC©);
- Assessment (available via conference calls, e-mail, or WebEOC©);
- Coordination of decision-making (through RICCS); and
- 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 organizations together for lessons learned and assignment of improvement areas.

XX. 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 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, ensures 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 MACC vs. a UAC.

Table 4 - 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

XXI. 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. This transition is facilitated by the SEOC Commander and SDRC, who is serving as the Deputy SEOC Commander.

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 SEOC staffing needs, 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.

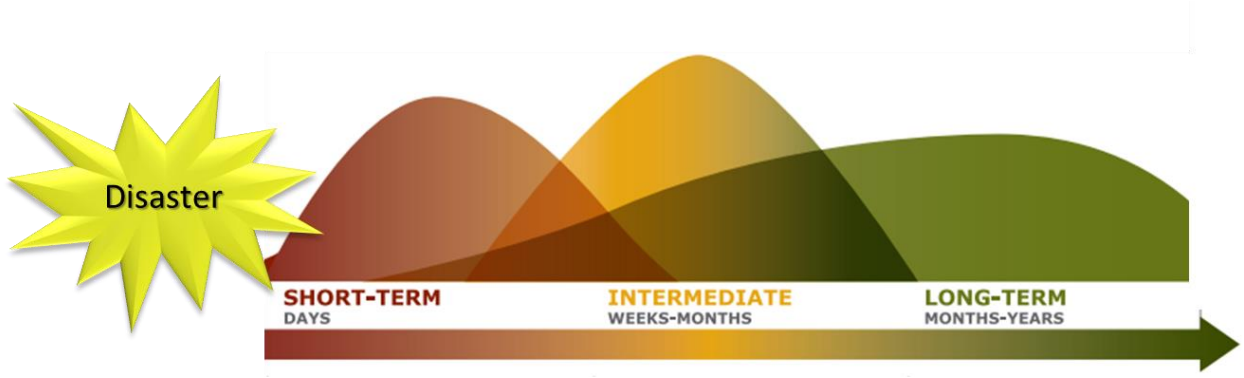
B. Recovery Transition

The transition from response operations to recovery is a gradual process, the pace and timing of which depend upon the circumstances of the disaster. As response activities diminish, disaster recovery activities increase. During this time period, direction and control of the State's operations are transferred from the State Emergency Operations Center (SEOC) Commander,[5] to the State Disaster Recovery Coordinator (SDRC).[6]

The organizational charts detailed in the figure below represent the operations sections (not the entire organizational structure) for response and recovery, and the figure is intended to illustrate the transition from the response phase to the recovery phase – specifically, as response activities decrease, recovery activities increase.

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

Figure 25 - Recovery Continuum: Description of Activities by Phase



[5] The SEOC Commander is the designated leader of response operations. The roles and responsibilities of the SEOC Commander are outlined in the "Command Section Organization Position Descriptions and Responsibilities" section, below.

[6] The SDRC is the designated leader of recovery operations. The roles and responsibilities of the SDRC are outlined in the "Command Section Organization Position Descriptions and Responsibilities" section, below.

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 pre-planning 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 ;
- Supporting family reunification ;
- Supporting the 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; and
- Begin assessment of natural and cultural resources.

If the scope of the incident dictates, a separate recovery organization will be established in accordance with the SDROP. The SEOC Commander, in consultation with the 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.

XXII. 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 EMAC, or through the federal government. The mutual assistance process is outlined in the figure below.

A. State of Emergency

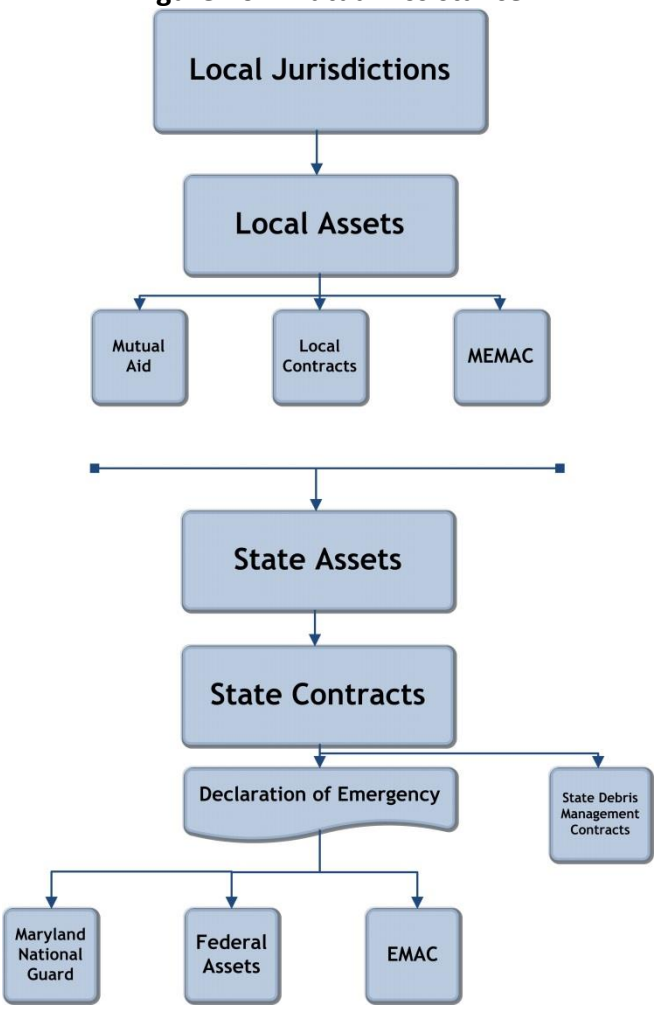
By Executive Order, the Governor may declare a State of Emergency to exist for all or part of the State when a threat or actual event has the potential to impact people, infrastructure, or private or public property. As authorized by the governing code, the Executive Order has the force and effect of 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 Robert T. 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 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 26 - 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 concern, 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.

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 ; and
- 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." Damage assessments are required to determine the extent of damage in order to request this type of Declaration.

Characteristics:

- Beyond State and local capabilities ;
- Supplementary to available resources of State and local governments, disaster relief organizations, and insurance ; and
- 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 ; and
- 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.

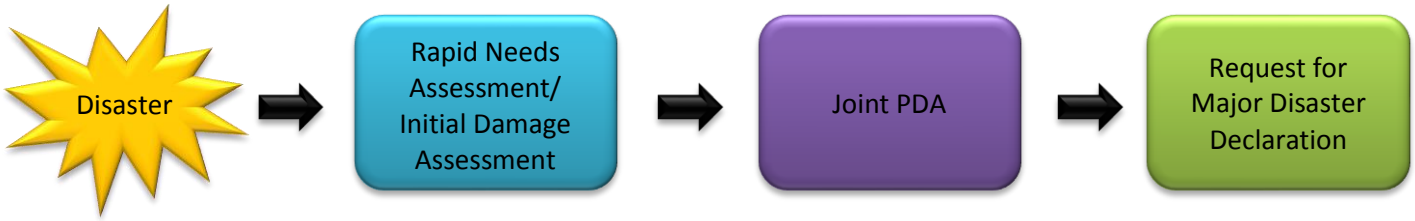
- *Public Assistance* provides supplemental financial assistance to states, local governments, and selected private non-profit organizations for debris removal, protective measures, and permanent restoration of infrastructure.
- *Hazard Mitigation* provides funding support for the development and implementation of plans and projects to reduce disaster losses, protect life and property from future damages, and enhance overall community resilience.

5. Damage Assessment Process

While each disaster presents its own unique set of challenges to communities, there are certain steps that will need to be taken in order to secure federal assistance for individuals living in impacted communities after any disaster. The process requires that specific information be collected by local jurisdictions (with some assistance from both the State and federal governments) and submitted to MEMA to support the State's request to the President for an Individual Assistance Declaration. Clear, timely, and accurate damage assessment data will make the Declaration Request Process significantly easier to manage for all parties involved, and will expedite getting the necessary resources to impacted communities. Additionally, the data collected to support this process will be used in the planning for other recovery efforts.

There are three distinct steps that occur during the Damage Assessment process, which are illustrated in the figure below. While each step builds upon the data collected in the previous step(s) additional data will need to be collected and analyzed. Careful communication and coordination among State, local, and federal resources will be critical to ensuring the effective execution of the Declaration Request Process. The specific data collection needs, and the participating entities for each step are detailed in the sections below.

Figure 27 - Damage Assessment Process



Rapid Needs Assessment and Initial Damage Assessment

The first step involves the local jurisdiction conducting a Rapid Needs Assessment, even as life safety response operations are ongoing, to identify unmet needs. The goal of this first assessment is to evaluate the extent and scale of the damage caused by the disaster, and ultimately to determine if there is a need to request that the State perform a Joint PDA.

The Rapid Needs Assessment typically consists of information received in 911 centers or from first responders, agencies located in the local EOCs, and local Emergency Managers. It may also be obtained by windshield assessments, door-to-door visits, and flyover surveys. These assessments should include information on demographics, infrastructure damage, and damage to any essential facilities.

An Initial Damage Assessment (IDA) is then performed by the localities and State departments/agencies as soon as safe conditions allow and if, possible, within seventy-two (72) hours of the end of the incident. IDAs are submitted to the MEMA using templates provided to State agencies and local jurisdictions. These forms are available in the "Public Assistance Damage Assessment Plan," and the "Individual Assistance Damage Assessment Plan."

Joint PDA

Depending on the findings from the IDA submitted by localities and State departments/agencies, the State may request FEMA conduct a Joint 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 by the IDAs submitted, which 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 provides the necessary information to support the request for a Major Disaster Declaration, and validates 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.

Request for Major Disaster Declaration

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, when activated. If the SEOC has returned to steady-state operations, these responsibilities fall to the Public Assistance Officer.

While PDAs are ongoing, MEMA will aggregate the data provided to form the request for a Major Disaster Declaration. This request is submitted by way of a letter from the Governor to the President, and must be submitted within 30 days of the incident.

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 or Public Assistance individually, or for both; the Federal code (44 CFR § 206.35 and .36) specifies the information needed in the Governor's request for assistance.

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 DHS/FEMA Fire Management Assistance declarations.

XXIII. 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 the 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 (RRCC)

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.

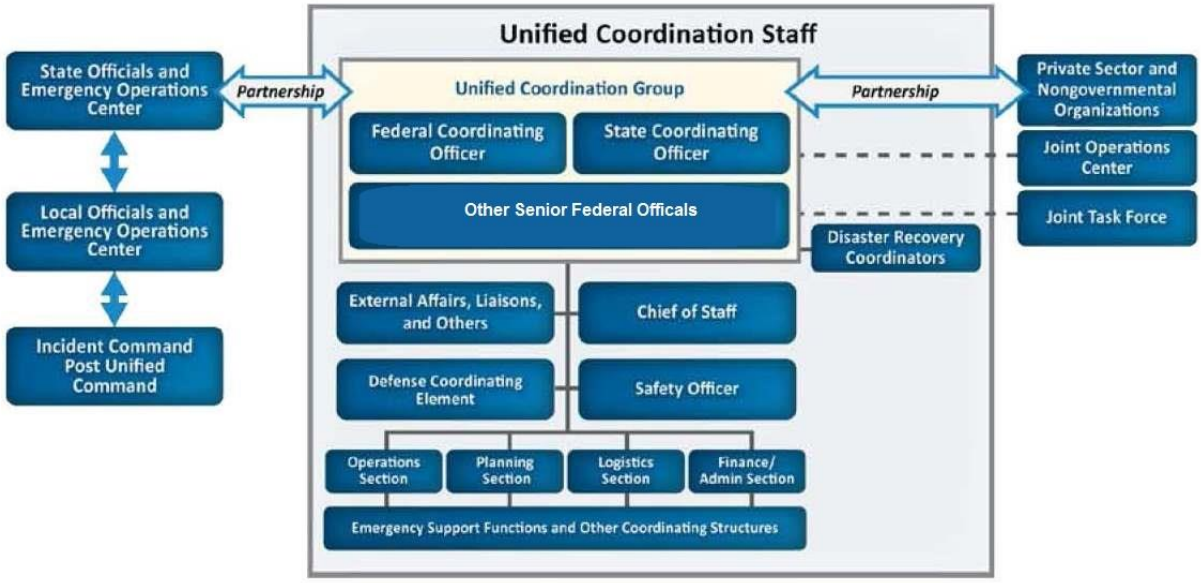
The SEOC communicates with the RRCC through the FEMA representative in the SEOC serving as the External Liaison Officer.

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

B. 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 governments. 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 28 - Federal Support Coordination



C. Resource Requests

To request resources from FEMA, the SEOC will complete a Resource Request Form (RRF) and submit it to the RRCC. Once the RRF is received by FEMA, they will enter the information on the RRF into the Action Tracking System, which will track the resource from the request through completion. The RRCC's Operations Section Chief will review the RRF 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 State and local capabilities.
4. The request does not fall under the statutory authority of another federal agency.

If the resource request in the RRF violates any of the above criteria, then the RRF 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 assignments, interagency agreements, and

contracts. For additional information on FEMA resource sourcing, refer to the DHS Office of Inspector General's report on "FEMA's Sourcing for Disaster Response Goods and Services."[7]

[7]Department 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.

XXIV. Mutual Assistance Compacts

A. Interstate Assistance

The Emergency Management Assistance Compact 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 during Tropical Storms Irene and Lee in 2011, and Hurricane 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 the "EMAC Operations Manual" for more information).

A state joins EMAC by adopting its Articles of Agreement through legislation. Title 14-7 of Maryland Statues 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.[8]

1. Requesting State

- 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 the Operations Section Chief in the SEOC through the Resource Branch Director.
- A-Team is briefed by the SEOC Logistics Section.
- A-Team continues to coordinate Req-As through the EOS system.
- A-Team provides updates to the Resource Branch Director. (See the "EMAC Operations Manual," for further details about 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.
- A-Team is deployed to the requesting state.
- 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 agencies/departments 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 MEMA and the Contractor regarding the EMAC, which enables resources to deploy as agents of the State of Maryland.

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

- 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.
- MEMA determines living conditions expected in the affected area. Discussions with the requesting state to consider including:
    - 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 automobile, 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 is 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 the designated contact so they can be negotiated and indicated on the initial cost estimate, which is returned to the requesting state with Part II of the Req-A.
- EMAC Cost Tracking (See the "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.

B. Intra-State Mutual Assistance

As authorized by the Annotated Code of Maryland, Public Safety Article, Title 14, Subtitle 8, the Maryland Emergency Management Assistance Compact is an intra-state mutual aid agreement between 24 local jurisdictions within Maryland. It facilitates resource sharing between local jurisdictions through formal procedures. 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 a liaison between requesting jurisdictions, and assisting local jurisdictions and State departments/agencies to coordinate resource requests. Through the 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 the requesting jurisdiction to serve as the A-Team. The A-Team will assist the 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.
- As are afforded those of the jurisdiction in which they are performing emergency services 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 .
- 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 the assistance of another party jurisdiction by contacting the Authorized Representative of that jurisdiction.
- 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 the jurisdiction for reimbursement.
- Reimbursement must be verified with appropriate documentation in accordance with acceptable accounting principles.

Demobilization

- State staff deployed as A-Team members may be released by local directors as the event subsides. State staff may also be recalled by MEMA or the responsible agency/department.
- Resources may be released by the requesting jurisdiction as the event subsides. Resources may also 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 the mission by notifying the requesting jurisdiction after arriving home.

Reimbursement

- The assisting jurisdiction should submit requests 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 jurisdictions should reimburse assisting jurisdictions within 30 days of the receipt of the reimbursement request.

XXV. 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 Strategic Plan. Capability annexes and Emergency Support Function plans will be updated annually through implementation of the Maryland Preparedness System.

After Action Reports (AAR) and Improvement Plans (IPs) 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 5 - 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 Emergency Department (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	Law Enforcement Sensitive (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	Improvised Explosive Device	Any report of an IED found.	DO, M

	TITLE	CRITERIA	Notifications
	(IED)		
4d	Explosive Ordinances (EOD)	Any report of military EOD found.	DO, M
4e	Bomb Threat	Any report of a bomb threat to a government building or piece of critical infrastructure.	DO, M
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. (Missing Child)	
5b	Silver Alert	Any Maryland SILVER Alert. (Missing Elder)	
6	Fire Department Activity		
6a	Structure Fire > 3	Any structure fire greater than or equal to 3 alarms.	
	Baltimore City Fire Department (BCFD) Note:	If message from BCFD has pager 3, 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.	

	TITLE	CRITERIA	Notifications
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.	
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 Weather (Wx) Reports		
8a	Tornado Sighting	Any report of a tornado sighting.	DO
8b	Flooding	Any report of flooding into multiple residential of 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

	TITLE	CRITERIA	Notifications
9d	Force Protection Condition (FPCON)	Any change in the FPCON for a Maryland Military Facility.	M
9e	United States Coast Guard Maritime Security (MARSEC)	Any change in the United States Coast Guard MARSEC 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.	
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.	

	TITLE	CRITERIA	Notifications
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
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

Notifications Key	
DO	Duty Officer
M	MJOC/MCAC Follow Up
R	Notify MEMA RLO

APPENDIX B — EMERGENCY SUPPORT FUNCTION CROSS TABLES

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

P	Primary Agency
S	Support Agency

Table 7 - Local, Federal Departments, and Agencies																
AGENCY/ESF	**1**	**2**	**3**	**4**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14.a**	**14.b**	**15**	**16**
Civil Air Patrol		S						S								
EPA									S				S			
FBI												S				S
FEMA		S			S	S					S				S	
Local Health Departments							S			S						S
MSHA																
US&R TF#2								S								
USACE			S										S			
USAF								S								
USCG	S							S				S				
USDA										S						S
USDOI								S								
USFDA							S			S						S
USMSHA								S								

Table 8 - Private and Non-Profit Organizations																
AGENCY/ESF	**1**	**2**	**3**	**4**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14.a**	**14.b**	**15**	**16**
American Red Cross					S	S	S			S					S	
Adventist Community Services					S										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		S						
Salvation Army					S		S			S					S	
Volunteer MD					S										S	

Table 9 - 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.a**	**14.b**	**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.

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 (IST) is to provide to State agencies or local emergency managers coordination and support elements 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 Incident Commander (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:

- Provides guidance to the Incident Commander on the use of the Incident Support Team capabilities;
- Provides assistance, as requested, in the 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; and
- 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/Unified Commander (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 in the performance of his/her duties, as applicable; and
- Utilizes established checklists and forms, and maintains adequate notes and documentation of activities.

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; and
- Assists with the development of plans and projects unmet needs for resources; and

    - 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); and
- 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; and
- 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; and
- I.T.

APPENDIX D — LOGISTICS

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Maryland State Emergency Operations Center (SEOC) Logistics Appendix

1. Purpose

This appendix focuses on the movement, coordination, inventory, storage, material handling, packaging, and security of bulk commodities to and from Maryland's Logistical Staging Areas (LSAs)[9] and local PODs. It supports the resource management standards and procedures defined in the Maryland State Response Operations Plan.

2. SCOPE

The Resource Branch of the SEOC Operations Section is responsible for logistics management: determining ongoing logistics management actions, plans, and execution, and the coordination of all participating Emergency Support Functions.

Emergency/Disaster Logistics includes resource capabilities, supplies/commodities, and/or services that are used during a manmade or naturally occurring event that requires emergency response operations. This appendix is focused on commodities. The kind and quantity of commodities the public needs after an incident will vary. The most commonly needed essentials include potable water (usually bottled), pre-packaged, shelf-stable foods, and other supplies.

3. Concept of Operations

The State of Maryland has processes and procedures in place so that local jurisdictions and state agencies can acquire resources, make requests for assistance, provide logistical support to one another, track resources implemented during response operations, recover resources implemented during response operations, when applicable, and recover incurred costs, when applicable.

The Resource Branch of the SEOC Operations Section coordinates requests for tracking and maintaining documentation of resources. Maryland has designated 16 ESFs to plan and carry out the various operational activities that may be needed during an incident. They are the primary coordinating mechanism for building, sustaining, and delivering the capabilities of the Response Mission Area. As response activities demobilize, recovery activities will increase. If the scope of the incident dictates, a separate recovery organization will be established to manage recovery operations. Logistics operations initiated during response will be continued under the State Recovery Organization.

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[9] Federal Emergency Management Agency uses the terms "Incident Support Base" and "State Staging Areas." For clarity, MEMA will refer to its staging areas as Logistical Staging Areas.

4. Mobilizing Resources

Resource tracking and moving resources are directly linked. The Resource Branch is responsible for acquiring and coordinating the movement of resources to Maryland's staging areas, herein designated Logistical Staging Areas and local Points of Distribution.

5. Commodity Sourcing

The Resource Branch will develop and, as needed, update comprehensive lists of State, local, and regional suppliers for commodities commonly required in disaster relief. Supplier lists will be thoroughly reviewed and modified prior to an event. The State of Maryland will have agreements in place ahead of time to provide for the requisition of needed commodities.

6. Initial Response Resources

FEMA rapidly deploys Initial Response Resources (IRR)[10] to meet a surge need or as an early response to an event/incident. These resources are pre-staged and include meals, water, and other supplies that can be quickly redirected to an LSA. Should the SEOC order IRR packages, the following chart, based on the number of people that must be served per day, provides basic guidelines.

Table 11 - IRR Chart

Initial Response Resource	Federal				State		
	Alpha	Bravo	Charlie	Delta	Echo	Foxtrot	Golf
Meals	250,000	125,000	60,000	30,000	20,000	10,000	2,000
Water	400,000	200,000	90,000	45,000	30,000	15,000	3,000
Cots	2,100	2,100	2,100	2,100	2,100	2,100	1,000
Blankets	4,500	4,500	4,500	4,500	4,500	4,500	1,000
Infant and Toddler Kits	1/20	1/10	1/5	1/3	1/2	1/1	1/1
Durable Medical Equipment (DME) & Consumable Medical Supplies (CMS) Kits	1&1	1&1	1&1	1&1	1&1	1&1	1&1
Mobile Communications Office Vehicle (MCOV)	3	2	2	2	1	1	1
Generators	54	54			10	5	1
People provided meals and water for a day	120,000	60,000	30,000	15,000	10,000	5,000	1,000

7. Maryland's Logistical Staging Areas

LSAs and PODs are temporary sites designated to receive and distribute bulk emergency relief supplies beginning in the first 24 to 96 hours following an event. If conditions warrant, the State LSA can be used to

[10] FEMA Regional Incident Support Manual.

support and stage disaster relief personnel/equipment (e.g., search and rescue teams, damage assessment teams, security teams, etc.). Logistical staging area operations need to be self-sufficient.

Although a variety of facilities may be suitable as an LSA, there are some generally accepted attributes essential to their effective operation[11] (See attachment A). The site should:

1. Be able to act as an impromptu trucking terminal with sufficient paved surfaces, lighting and fencing, and have good freeway and road access;
2. Have operational infrastructure such as phones, commercial or supplemental power, water, etc.;
3. Be close to a major highway or interstate and, ideally, co-located with an operational airport;
4. Have adequate office space and adequate covered warehouse space, preferably with loading docks or portable loading ramps;
5. Have a "hard stand" area, as well as a suitable space for helicopter landings; and
6. Ideally, be close to federal drop-off points, if possible.

8. Federal Drop-off Points - Region III (Maryland)

Department of Defense (DoD), federal or State facilities are used to support a disaster response. These drop-off points include Base Support Installations (BSI), which are military installations providing resource support to DoD's response efforts. Federal Staging Areas (FSAs) and Incident Support Bases (ISB) are incident facilities from which equipment and commodities can be deployed to a State Staging Area. National Guard Logistical Staging Bases (NGLSB) are State-owned facilities/installations identified by each state as possible staging bases in support of a domestic crisis.

- **BSI**—Aberdeen Proving Ground, Fort Meade, and JB Andrews–Naval Air Facility Washington
- **ISB/FSA**—Fort Meade
- **NGLSB**—Martin State Airport, JB Andrews–Naval Air Facility Washington
- Source: FEMA

Maryland LSAs will be predetermined for each Maryland Emergency Management Region (Figure 24). These sites may include State properties, as well as local and privately owned facilities. A list of State LSA, is maintained and, as required, updated by the SEOC's Resource Branch, and included in attachment B.

[11] Sources: "FEMA Regional Incident Support Manual," "State of Florida Unified Logistics Pan, Annex 9 Logistics Staging Areas," and "Logistics and Staging Areas in Managing Disaster and Emergencies," Naim Kapucu, Wendell Lawther, Sommer Pattison, Journal of Homeland Security and Emergency Management.

Facility use agreements have been established, outlining the following terms and conditions:

- Containment and maintenance of the site;
- Entrance and exit routes;
- Liability coverage;
- Restricted areas;
- Security of the site;
- Terms and conditions of use;
- Use/rental fees;
- Term of lease; and
- Utility fees.

9. Personnel

State LSAs require primary and support staff for warehouse operations, loading and unloading, inventory, tracking, mission tasking, and other tasks related to LSA operations. Additional personnel and equipment to supplement those provided by the State should be obtained through local, intra-state, and the EMAC mutual aid agreements. A commercial firm can also be hired to help establish, manage, and operate the LSA with the exception being that overall site management must be under the direction and control of the State of Maryland.

Key LSA staff are:

State Employees

- Staging Area Manager
- Accountable Property Officer (APO)

Local, Contracted Staffing

- Safety Officer
- Ground Support Unit
- Ordering Unit
- Transportation Unit
- Communications

10. Equipment

The amount of equipment will vary depending on the jurisdiction and nature of the incident. At a minimum, there should be material handling equipment (forklifts, pallet jacks, hand-carts, and loading ramps and docks). MEMA will develop comprehensive equipment lists. These will be reviewed and

modified prior to an event. MEMA will work with vendors and have agreements in place ahead of time to provide the LSAs with equipment.

11. Security

Site security is essential for LSAs. The State Emergency Support Function (ESF) #13 Law Enforcement & Security is responsible for security. It is recognized that, in a major event/incident, State resources will be heavily burdened, and may not be available for site security. Maryland LSAs may need to use additional security personnel. (See Figure 20).

12. Transportation

The Resource Branch, working with SEOC Operation's Infrastructure Branch, and Emergency Support Function #1: Transportation, and their supporting agencies provide 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. Actual tasks may be completed by State agencies and private/commercial carriers.

13. Demobilization of the Site

The decision to close the LSA will be driven significantly by the activity of the PODs. The PODs will be evaluated throughout the operation, and, as power is restored, the quantity, location, and size of PODs will need to be adjusted in consideration of closing, consolidating, or right-sizing the LSA. The LSA may still be needed to manage other equipment and remain active until demobilization is complete. State LSAs will follow established procedures for demobilization.

14. Local Points of Distribution

Local authorities (or EOC) will determine whether and when to begin commodities distribution operations in their respective municipalities, and will be responsible for activating, staffing, equipping, and operating pre-identified Local POD. Guidance is provided by the U.S. Army Corps of Engineers (USACE).[12]

PODs can serve as continuous drive-through sites for the public and as loading points for first responders picking up commodities and delivering them to rural or isolated populations, people with disabilities and other with access and functional needs, or congregate care facilities. PODs may operate 24 hours a day, serving the public during daylight hours and restocking at night. The jurisdiction will need to make any

[12] See Supplement or the website at http://www.englink.usace.army.mil/igp/index.html

necessary adjustments based on the situation. PODs generally operate until power is restored and traditional facilities, such as retail establishments reopen, or Comfort Stations, fixed and mobile feeding sites and routes, and relief social service programs are in place.

15. Determining POD Locations

Local jurisdictions should pre-identify potential POD locations and provide an updated list to MEMA. Regional Liaison Officers, a critical link between local jurisdictions and MEMA, will assist with developing and updating POD locations. Jurisdictions should plan for more PODs than they actually need. The disaster could make some POD sites unusable and others inaccessible due to damaged bridges and roads.

16. Determining the Number of PODs

Based on the scope of the disaster, a determination must be made about which PODs to activate. As a general rule, the number of activated PODs will depend on the size of the impacted population, and most jurisdictions and/or major communities will require at least one POD (and in some cases, several). The USACE has created a mathematical model to calculate the number of PODs required based on the number of individuals without commercial power. The USACE model is based on Type III PODs, which are one-lane operations.

17. Staffing

Personnel to staff PODs should be provided by the local government. If it is beyond the local capabilities, then outside personnel should be hired, or a request should be made to the State.

18. Equipment

Distribution sites will require material handling equipment, such as fork lifts, to unload and move pallets of commodities. Each POD site should try to be self-sufficient, using local resources, when possible. If it is beyond the local capabilities, then outside personnel should be hired, or a request should be made to the State.

19. Security

The local EOC is responsible for establishing the security of POD sites. If unable to perform this function, local jurisdictions should hire outside assistance or request assistance, from the State.

Attachment A – Logistical Staging Area Checklist

Region	☐ Upper Eastern Shore ☐ Lower Eastern Shore ☐ Central ☐ Capital ☐ Western ☐ Southern	
County		
Facility/location Name		
	Address	
	City, State, Zip	
	GPS:	
Function of location		
Owned by		
	☐ State ☐ Local Government ☐ Private	
Point of Contract	Name Title	
	Bus. Phone	Email
	Cell Phone	
Covered Space	Warehouse ☐ YES ☐ NO Area (square feet)	
	Other ☐ YES ☐ NO (Describe)	
	Area (square feet)	
Operational infrastructure	Loading docks ☐ YES ☐ NO Phones ☐ YES ☐ NO Power ☐ YES ☐ NO	Water ☐ YES ☐ NO Restrooms ☐ YES ☐ NO
Hard Surface	Paved ☐ YES ☐ NO	If No describe:

	Area (square feet)		
	Lights ☐ YES ☐ NO	Fences☐ YES ☐ NO	Helipad ☐ YES ☐ NO
	Vehicle parking ☐ YES ☐ NO (How many vehicles?)		
	Entrances (Number)		
Transportation	Airport: Co-located ☐ YES ☐ NO Nearest airport (name)		
	Helipad ☐ YES ☐ NO		
	Nearest Rail		
	Nearest Major highway or interstate		
Comments			

Attachment B – State LSA (potential Sites developed March, 2014)

Region-County	Potential LSA	Location	Contact Telephone
Western			
Garrett	Emergency Operations Center (Garrett County Airport)	771 Airport Road, Accident, MD 21520	301-746-8599
Allegany	Western Maryland Health System Western Correctional Institution	12500 Willowbrook Rd, Cumberland, MD 21502 13800 McMullen Hwy SW, Cumberland, MD 21502	
Washington	Hagerstown Premium Outlets Mall Garland Groh Shopping Center	495 Premium Outlets Blvd, Hagerstown, MD 21740 17608 Garland Groh Blvd, Hagerstown, MD 21740	301-790-0300 N/A
Capital			
Frederick	Frederick County Public School Warehouse	7630 Hayward Road, Fredrick, MD 21702	
Montgomery			
Prince George's	UpCounty Regional Services Center Takoma East Silver Spring (TESS) Center Neighborhood Service Center at Catholic Charities Neighborhood Service Center at Family Services Inc.	12900 Middlebrook Road, Germantown, MD 20874 8513 Piney Branch Road, Silver Spring, MD 20901 12247 Georgia Avenue, Silver Spring, MD 20906 610 E. Diamond Avenue, Gaithersburg, MD 20877	240-777-8040 240-777-0311 240-777-0311 240-777-0311
Southern			
Charles	Blue Crabs Stadium St. Charles Town Center See Staging Area (Charles).xls for more locations	11765 St. Linus Drive, Waldorf, MD 20602 11110 Mall Circle, Waldorf, MD 20603	301-638-9788 301-870-6997
St. Mary's			
Calvert	Food Lion Safeway Store Safeway Store Giant Food Store	11760 H.G. Trueman Road, Lusby, MD 20657 80 W. Dares Beach Road, Prince Frederick, MD 20678 10276 Southern MD Blvd., Dunkirk, MD 20754 10790 Town Center Blvd., Dunkirk, MD 20754	
Central			
Anne Arundel	Meade High School Annapolis High School Southern High School Northeast High School	1100 Clark Road, Fort Mead, MD 20755 2700 Riva Road, Annapolis, MD 21401 4400 Solomons Island Road, Harwood, MD 20776 1121 Duvall Highway, Pasadena, MD	410-674-7710 410-266-5240 410-867-7100 410-437-6400

		21122	
Howard	HOCO Fairgounds MD Food Center Authority Overnite Transportation Company	2210 Fairgrounds Rd, West Friendship 21794 7460 Conowingo Ave., Jessup, 20794 6571 Washington Blvd., Elkridge, MD 21794	
Carroll	Maryland State Highway Administration District 7 - Shop (74) Former Marada Industries / Westminster Technology Park Roads	150 Wyndtryst Drive, Westminster, Maryland 21157 1200 Independence Way, Westminster, Maryland 21157	
Baltimore County	Martin State Airport Maryland State Fairgrounds Hunt Valley Shopping Center	701 Wilson Point Rd, Middle River, MD 21220 2200 York Rd, Lutherville-Timonium, MD 21093 118 Shawan Rd, Cockeysville, MD 21030	
Harford	Ripken Stadium Harford Community College	873 Long Drive, Aberdeen, MD 21001 401 Thomas Run Road, Bel Air, MD 21015	410-297-9292 443-412-2000
Baltimore City	Parking Lot at M&T Stadium	1101 Russell Street, Baltimore, MD 21230	410-261-7283
Upper Eastern Shore			
Cecil	Walmart (Northeast)	75 North East Plaza, North East, MD 21901	410-287-2915
Kent	Kent County Public Works Building Kent County Parks and rec Building	709 Morgnec Road, Chestertown, MD 21620 11041 Worton Road, Worton, MD 21678	410-778-7439 410-778-1948
Queen Anne's	UM - College of Agriculture and Natural Resources, Queen Anne Extension Chesapeake College Bookstore	124 Wye Narrows Dr, Queenstown, MD 21658 1000 College Circle, Wye Mills, MD 21679	
Caroline			
Talbot	Easton Airport Talbot County Community Center Target	29137 Newnam Rd, Easton, MD 21601 10028 Ocean Gateway, Easton, Maryland, 21601 28539 Marlboro Ave, Easton, MD, 21601	
Lower Eastern Shore			
Dorchester			

Wicomico	Wicomico Youth and Civic Center	500 Glen Avenue, Salisbury, MD 21804	
Worcester	Walmart (Old Snow Hill Rd.) Walmart (Ocean Gateway Rd.) Roland E. Powell Convention Center Northside Park	2132 Old Snow Hill Road, Pocomoke, MD 21851 11416 Ocean Gateway Road, Berlin 21811 4001 Coastal Highway, MD 21842 125th Street, Ocean City, MD 21842	
Somerset	Food Lion	12158 Brittingham Lane, Princess Anne, MD 21853	