Consequence Management Operations Plan

September 2023

Version 2.1

State of Maryland

Maryland
DEPARTMENT OF
EMERGENCY MANAGEMENT

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Security and Privacy Statement

Classification and Caveats

The material contained within this document is not sensitive and is marked as for Public Dissemination. The use of this document is for preparedness and consequence management functions only.

Distribution

This document will be accessible on the MDEM website for public access and distributed to all stakeholders.

Promulgation

I am pleased to present the **State of Maryland Consequence Management Operations Plan.**

This plan outlines the ways in which local, state, Federal, and non-governmental entities collaborate to prevent, prepare for, respond to, and recover from incidents affecting the lives of Marylanders.

In a unified fashion, agencies have an obligation to take steps to limit the consequences of the issue regardless of the threat or hazard. Maryland is a unique and diverse state, stretching from the mountains of Western Maryland to the Eastern Shore. Communities require a flexible and scalable all-hazards approach to disaster management.

This plan is a component of the Maryland Emergency Management System (MEMS), the State's approach to conducting homeland security and emergency management activities. The plan is continuously reviewed and revised as real-world events/incidents occur, training and exercise activities are accomplished, and Federal guidance evolves.

I encourage all Marylanders to take steps to prepare for natural, technological, and human-caused disasters and work collaboratively with the government in pursuit of a safer Maryland.

Approved:

_____   _____

Russell Strickland   **Date**
Secretary
Maryland Department of Emergency Management

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I. Introduction

The State of Maryland is vulnerable to a variety of threats and hazards that have the potential to cause disruptions to Maryland communities and visitors to the State. Hence, it is vital that all local, state, federal, private, and non-government entities coordinate and collaborate effectively to prevent, prepare for, respond to, and recover from disasters.

The Maryland Consequence Management Operations Plan (CMOP) outlines the tasks, activities, and responsibilities for all State entities who prevent, prepare for, respond to, and recover from incidents within the State of Maryland. This plan emphasizes the importance of collaborative and comprehensive consequence management operations and activities as part of a broader preparedness strategy. The CMOP is one component of the Maryland Emergency Management System (MEMS), the mechanism stakeholders use to facilitate disaster risk reduction and consequence management activities.

A. Purpose

Consequence management is the totality of measures and actions that prevent, prepare for, respond to, or reduce the impact of an incident. This includes all activities related to prevention, response, and recovery coordinated by the State for no-notice incidents, pre-planned events, and other emergencies. The purpose of consequence management is to utilize the command, coordination, and communication structures implemented by the state. This ensures responding government entities maintain responsibility and fulfill their duty of saving lives, protecting property and the environment, stabilizing incidents, meeting basic human needs, and restoring essential community services and functionality.

The purpose of the CMOP is to describe the consequence management activities that support the Whole Community, local jurisdictions, and other stakeholders before, during, and after an incident. Additionally, the CMOP outlines the relationship between all consequence management stakeholders to ensure an adequate response to the diverse threats/hazards, and cascading effects that impact Maryland. Coordinating all consequence management activities for all varieties of threats/hazards for every stakeholder in Maryland is the basis for the Whole Community all-hazards approach taken by the State.

B. Scope

The CMOP applies primarily to State-level entities, which include departments, agencies, offices, the university system, and other state sponsored or empowered organizational elements; however, the CMOP also applies to all stakeholders that support consequence management activities in Maryland. A stakeholder can be any person, group, or organization that has a "stake" in consequence management incidents that affect them directly or indirectly.

The intent of the CMOP is to provide multidisciplinary stakeholder training and reference for consequence management operations activities. This plan is not a guide for regular business, administrative management, or programmatic maintenance activities. The CMOP is a high-level plan that includes the base plan that serves as the basic level of knowledge necessary for consequence management activities in Maryland, with additional chapters, annexes, and appendices to describe in-depth consequence management activities in Maryland.

The CMOP addresses the interactions and relationships between the Prevention, Response, and Recovery Mission Areas. Collectively, these Mission Areas frame the tasks and activities that state entities conduct throughout the lifecycle of a consequence management incident. Figure 1 illustrates the details regarding the scope of and interaction among these Mission Areas in the CMOP. Further detailed instruction regarding Prevention, Response, or Recovery is covered by the deep catalog of plans, guides, and preparedness products that supplement the activities outlined in the CMOP.

Figure 1: CMOP Mission Areas

Prevention
Stopping events/disasters from occurring
- Daily information sharing
- Threat & hazard monitoring
- Ongoing preparedness efforts

Incident/Event

Response
Addressing immediate threats to life/property/environment
- Local jurisdiction resource support
- Strategic objective setting
- Coordination of local, state, federal aid & assistance

Recovery
Returning community to resilient pre-disaster state
- Short, intermediate, long-term operations
- Work to increase resilience for future events
- Provide aid to survivors

C. Mission Statement

The Mission Statement of the Maryland Department of Emergency Management (MDEM) is to proactively reduce disaster risks and reliably manage consequences through collaborative work with Maryland's communities and partners.

The CMOP will coordinate Maryland entities before, during, and after consequence management incidents/events, to prevent, prepare for ("Before"), efficiently respond to ("During"), and rapidly recover ("After") from the impacts of actual and/or anticipated threats/hazards.

D. Objectives

The following objectives apply to the CMOP:

- Maintain 24/7 situational awareness of threats/hazards through a common operating picture,
- Provide actionable information to Maryland stakeholders and State Executive Leadership,
- Coordinate the activities of local, State, Federal, private, and non-government entities in support of consequence management,
- Collect, analyze, and disseminate public information,
- Coordinate resource support activities to assist local jurisdictions, and
- Facilitate the transition between prevention, response, and recovery operations.

E. Facts and Assumptions

Facts:

- The State of Maryland is susceptible to a variety of threats/hazards, which could have negative consequences for the residents and visitors of Maryland. This is collected in the Maryland Threat and Hazard Identification and Risk Assessment (THIRA) plan,
- Threats/hazards that affect the State of Maryland may require a multi-agency response from multiple levels of government,
- All consequence management activities for threats/hazards start and end at the local level,
- The State Executive Leadership are responsible for strategic and policy-level decision-making during consequence management incidents,
- The Governor of Maryland has the ultimate decision-making authority for consequence management activities,
- All State entities have a role in consequence management activities, and are responsible for updating and maintaining their plans that support the CMOP as appropriate, and
- All physical locations based on State continuity guidance have the ability to operate in a variety of modalities, including face-to-face, virtual, and hybrid.

Assumptions:

- Resources from within Maryland may be unable to satisfy all high-priority resource requests during an emergency. Resources to meet those requests may come from other states, Federal agencies, or international partners, and could take several days to arrive,
- During a response by the State to an emergency, at least one other State-level incident or event may be occurring simultaneously in the region, placing additional constraints on resources, transportation routes, and decision-making attention,

- Federal disaster aid may or may not be available to support activities,
- Assistance from other states may or may not be available to support activities,
- All consequence management activities are scalable and flexible to support the scope of an incident/event, and
- Communities, businesses, and government agencies will attempt to use internal resources to care for members of their own groups following an emergency.

F. Doctrine

The following doctrine provides both philosophical and methodical principles for how the State approaches consequence management activities.

1. All-Hazards Approach

Regardless of any unique characteristics that a threat/hazard may have (e.g., time of onset, duration), the approach of State entities is consistent. During a consequence management incident, senior executives establish incident priorities and objectives, which stakeholders operationalize. The State can apply these principles to a variety of incidents and problems that necessitate multiagency coordination and consequence management.

2. All Disasters are Local

All incidents, whether natural, technological, or human-caused, begin and end at the local jurisdictional level. As a Home Rule State, local jurisdictions retain the legal authority to direct operations during consequence management activities. Local offices of emergency management and homeland security provide direct support to first responders in the field. The role of State entities is to augment or supplement local efforts to manage incidents and support communities as they resolve the impacts of consequence management incidents.

3. Federally Supported, State Managed, Locally Executed

As resources are exhausted or overwhelmed by incidents that start and end at the local level, consequence management activities escalate to state and Federal support when applicable. MDEM coordinates with local entities to determine the emergency management capabilities and needs to best channel State and Federal resources. These resources can include training, technical assistance, and operational support for consequence management incidents. Through the resource and assistance structures in place, all emergency management programs and response activities are Federally-supported, state-managed & coordinated, and state & locally executed primarily through county-level or equivalent governments.

4. **Maryland Emergency Management System (MEMS)**

   The CMOP is one component of the MEMS, the mechanism stakeholders use to facilitate disaster risk reduction and consequence management activities. The CMOP assumes the Whole Community Approach to integrate all State stakeholders in the MEMS. As such, any supporting document must align with the CMOP and other State procedures. Figure 2 illustrates the MEMS.

Figure 2: The Maryland Emergency Management System
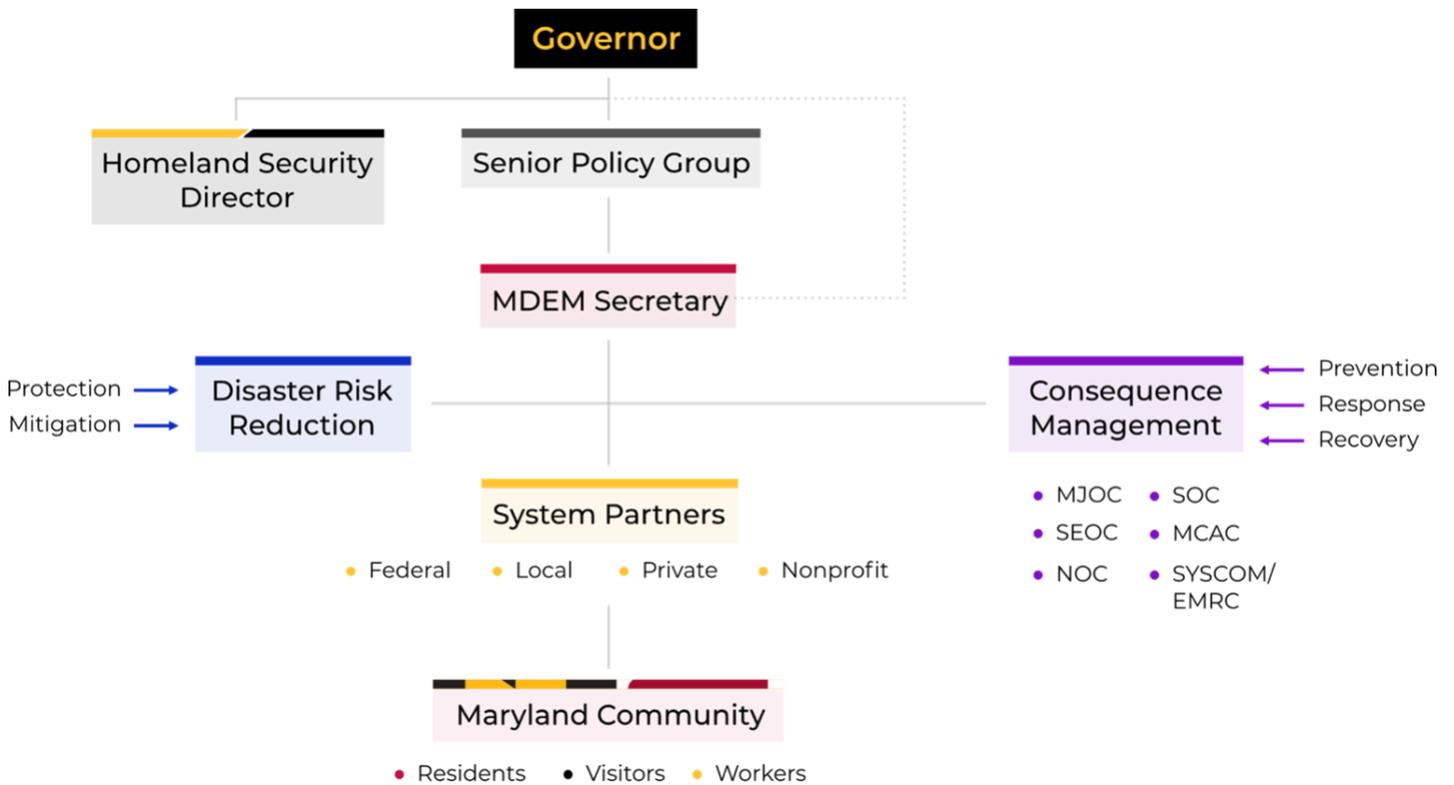
5. **National Incident Management System Compliance**

   The National Incident Management System (NIMS) uses a comprehensive approach to incident management. This system encourages interoperability between Federal, state, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents regardless of the cause, size, or complexity. NIMS provides a consistent framework and approach that enables all levels of government, non-governmental organizations, and the private sector to

work together to prevent, prepare for, protect against, mitigate, respond to, and recover from these incidents.

NIMS provides stakeholders across the Whole Community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS principles includes Command and Management, Preparedness, Resource Management, Communications and Information Management, Supporting Technologies, and Ongoing Management and Maintenance. One of the most important components of NIMS is the Incident Command System (ICS), which creates a standardized approach to command, control, and on-scene incident management.

The NIMS implementation strategy for Maryland has been developed through a collaborative effort by several State agencies including MDEM. The strategy provides recommendations and guidance to develop a NIMS ICS training plan designed to determine requirements of types and levels of personnel training. MDEM is the lead department for this effort in Maryland. MEMS is built on a scalable, flexible, and adaptable concept identified in NIMS to align key roles and responsibilities with all stakeholders.

6. **National Doctrine**

The CMOP is compliant with the Presidential Policy Directive 8 (PPD-8), Homeland Security Presidential Directive 5 (HSPD-5), and the National Incident Management System (NIMS); which are the primary components of the national doctrine. This plan supports an all-hazards planning practice and emphasizes the importance of integrating agencies across the Whole Community. MDEM uses a Mission Area-centric approach, which enables all partners, within and outside the State of Maryland, to provide a unified response to disasters of varying size and scope as outlined in the National Preparedness Goal (NPG), the National Response Framework, and NIMS.

G. Authorities, Guidance, and References

This section cites a list of authorities, guidance, and references that mandate the development and maintenance of the CMOP. The guidance documents are used as a reference to the requisite information contained in this plan.

Federal Authorities:

- Presidential Policy Directive 8 (PPD-8),
- Homeland Security Presidential Directive 5 (HSPD-5),
- Defense Production Act (DPA),
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Amended in 2018 Disaster Recovery Reform Act),

- Homeland Security Act (HSA) 2002,
- Post-Katrina Emergency Management Reform Act (PKEMRA),
- Sandy Recovery Improvement Act (SRIA),
- Disaster Recovery Reform Act,
- Americans with Disabilities Act (ADA),
- Section 508 of the Rehabilitation Act of 1973, and
- E.O. 13985: Advancing Racial Equity and Support for Underserved Communities through the Federal Government.

State Authorities:

- Emergency Management Accreditation Program (EMAP),
- 2016 Annotated Code of Maryland; Environment; Title 8 Radiation,
- 2016 Annotated Code of Maryland; Public Safety; Title 14 Emergency Management,
- Subtitle 1 Maryland Emergency Management Act §§ 14-101 et seq,
- Subtitle 7 Emergency Management Assistance Compact §§ 14-701 et seq, and
- Subtitle 8 Maryland Emergency Management Assistance Compact §§ 14-801 et seq.

Federal Guidance Documents:

- National Incident Management System (NIMS),
- National Preparedness Goal (NPG),
- National Preparedness System (NPS),
- National Planning Framework,
- National Prevention Framework,
- National Protection Framework,
- National Mitigation Framework,
- National Response Framework,
- National Disaster Recovery Framework (NDRF),
- Comprehensive Preparedness Guide 101 (CPG 101),
- Chapter 7, Emergency Management Under Title II of the ADA,
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action,
- Biden-Harris Justice40 Initiative, and
- Environmental Protection Agency Climate Change and Social Vulnerability in the U.S. Report

State Guidance Document:

- Maryland Emergency Management System (MEMS)

II. Plan Implementation and Management

The implementation of policy, strategic, and operational level plans, such as the CMOP, has developed a system to manage consequence management incidents and train personnel to execute the base plan, annexes, attachments, appendices, and operational chapters. The plan is effective upon the signature of the Secretary of Emergency Management. The CMOP addresses processes set forth by MDEM and other State entities to minimize consequence management incidents.

A. Plan Considerations

The following planning considerations are instrumental to the CMOP and all other documents produced or maintained by MDEM. Ensuring accessibility and inclusion of all Marylanders and visitors is a priority of the State of Maryland.

1. ADA and Section 508 Compliance

The CMOP provides planning guidance and considerations to support emergency planning for the Whole Community, which includes people with Disabilities and Others with Access and Functional Needs (DAFN). As a subset, MDEM is compliant with the American with Disabilities Act (ADA) and Section 508 of the Rehabilitation Act of 1973. The ADA requires that people with disabilities have equal access to the benefits and privileges of those without disabilities. This CMOP, and all planning within MDEM, ensures that all plans and programs are accessible to persons with disabilities. This includes the Section 508 requirements that information and communication technology be accessible and meet the standards specified in the governing laws.

MDEM strives to address the needs of persons with disabilities during all phases of emergency management, to include preparing for, responding to, and recovering from the impacts of a threat/hazard. MDEM retains a flexible framework for threats/hazards, allowing MDEM to meet the needs of all persons within the State. MDEM expands upon the ADA requirements by implementing a Whole Community approach to emergency management, as discussed below.

The information included herein should not be construed as legal advice, nor is it comprehensive of all considerations to meeting the needs of people with DAFN.

2. Diversity, Equity, Inclusion, Accessibility, and Climate Equity

The CMOP, and the larger planning enterprise of MDEM, consider communities and populations within Maryland that are disproportionately affected by disaster. The State of Maryland focuses on reducing barriers

and increasing opportunities so all people, including those from vulnerable and underserved communities, can get help when they need it.

3. **Whole Community Approach**

    Whole Community is a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities. This will allow these organizations to determine the best ways to organize and strengthen their assets, capacities, and interests. By doing so, a more effective path to societal security and resilience is built.

    The CMOP outlines the processes for conducting consequence management operations in support of incidents within Maryland by assuming the Whole Community Approach. The Whole Community approach to emergency management relies on four (4) principles:

    1) **Ensure response** and recovery actions are driven by the actual needs of the entire affected community and the impacted incident areas. This includes considering population demographics, geographic location, values, norms, community structures, networks, and relationships.

    2) **Provide tools** for local communities to manage the consequences of all threats/hazards.

    3) **Provide the local community** with empowerment to be part of the emergency management team, which includes diverse community members such as:
        a) Social and community service groups,
        b) Social and community institutions,
        c) Faith-based groups,
        d) Disability groups,
        e) Academia professional associations,
        f) Private and non-profit sectors, and
        g) Government agencies that traditionally have not been directly involved in emergency management.

    4) **Strengthen the local community's** daily operations through the institutions, assets, and networks already established in these communities to address issues that are important to the community members. The use of existing structures and relationships that are present before an incident occurs allows these relationships to be leveraged and empowered to act effectively during and after a disaster strikes.

4. **Core Capabilities**

Core capabilities are essential for the execution of each of the five (5) mission areas of Prevention, Protection, Mitigation, Response, and Recovery. The core capabilities are not exclusive to any single government or organization, but rather require the combined efforts of the Whole Community. All emergency management entities nationwide recognize these core capabilities as a common assessment and planning consideration tool. Core capabilities are born from and integrate with federal guidance and their existence assists in grouping State Coordination Functions (SCFs), future preparedness initiatives, and response planning techniques.

The core capabilities, like the risks we face, are not static. They will be vetted and refined, taking into consideration those evolving risks and changing resource requirements. Core capabilities are used as measures for how effective response and planning personnel are across each mission area.

Maryland maintains the Threat and Hazard Identification and Risk Assessment (THIRA) in conjunction with the Stakeholder Preparedness Review (SPR) on a three-year information collection, review, and assessment cycle. Together, the THIRA/SPR identify gaps, improvements, and opportunities across the core capabilities for more focused goals and a robust emergency management program for Maryland.

Figure 3 *(next page)* lists the 32 core capabilities by mission area.

Figure 2: The 32 Core Capabilities

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care Services	
			Mass Search and Rescue Operations	
	Supply Chain Integrity and Security		On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

(image via FEMA)

B. Record of Distribution

The record of distribution details the distribution of the CMOP to individuals and/or organizations. Distribution methods include digital formats. The Record of Distribution table, located in *Appendix B: Record of Distribution,* verifies that individuals/organizations have acknowledged their receipt, review, and/or acceptance of the plan. The CMOP Base Plan is a public document accessible to Maryland residents, visitors, and stakeholders at mdem.maryland.gov.

C. Plan Testing, Training, and Exercise

The CMOP will be tested in an operations-based exercise (Full-Scale or Functional) at least once every two years. Additional discussion and operations-based exercises focused on testing various components of the plan, specific personnel and/or specific processes are conducted at the discretion of MDEM to further enhance State Emergency Operations Center (SEOC) capabilities. Each activation of the SEOC serves as an opportunity to test and validate the CMOP; as such, after-action reports (AAR) are drafted following most real-world activations and provide further improvement data that is utilized in each CMOP revision.

Both SEOC and position-specific trainings are held quarterly each year to ensure an appropriate number of state personnel could fill needed roles within the SEOC. The full training and exercise schedule will vary each year depending on the training and exercise needs of personnel and the revision schedule of relevant documents. The schedule is incorporated into the most current edition of the State of Maryland Integrated Preparedness Plan (IPP). Table 1 details the training and exercise schedule for CMOP components.

Table 1: CMOP Components Training and Exercise Schedule

Plan	Training	Exercise
CMOP Base Plan	Annually	Even Years
Operations Chapters	Annually	Odd Years
SEOC Annex	Biannually	As Needed
Other Annexes	Annually	As Needed
SCF Plans	As Needed	As Needed
Other Functional Plans	As Needed	As Needed
Contingency Plans	As Needed	As Needed

D. Plan Review and Maintenance

MDEM is responsible for ensuring the CMOP and supporting components remain up-to-date and relevant ensuring that all supporting plans and protocols align with the principles of this plan and the vision of the MEMS.

1. **Plan Update, Revision, and Evaluation**

   The process of updating the plan is an important component of the CMOP. MDEM utilizes the Maryland Plan Development Process (MPDP), which follows the FEMA Comprehensive Preparedness Guide (CPG 101) and leverages other Federal interagency planning concepts for plan development and plan update processes. This process ensures collaboration, communication, and relationship development among all levels of government. Figure 4 depicts the CPG 101 cover page and Figure 5 illustrates the MPDP.

Figure 3: CPG 101
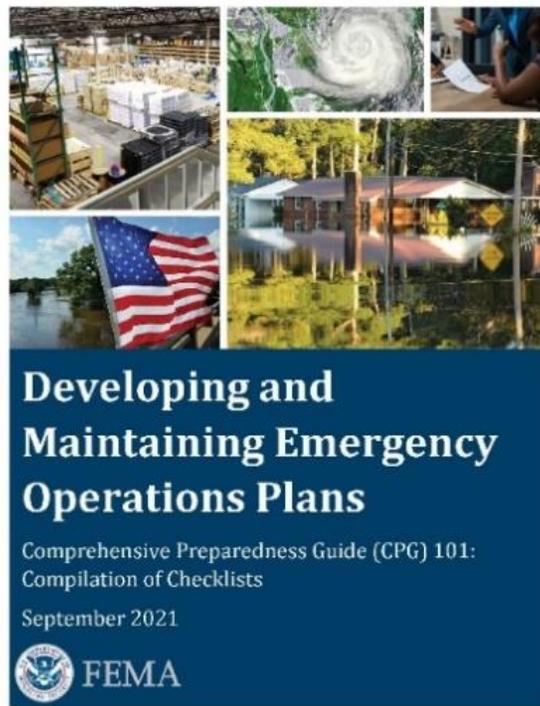
(image via FEMA)

Figure 4: The Maryland Plan Development Process

Understand the Risk	Determine Plan Context	Develop the Plan	Review & Approve the Plan
• Senior Leader guidance	• Determine plan scope	• Develop COAs	• Write the plan
• Conduct research	• Develop objectives	• *EPT Meeting*	• Review the plan
• Review threats, vulnerabilities, consequences	• Develop mission statement	• *CoPT Meeting*	• *EPT Meeting*
• **Senior Leader Briefing**	• *EPT Meeting*	• Develop agency roles & responsibilities	• Plan Approval
• Form a Planning Team	• **Senior Leader Briefing**	• *Agency interviews*	• Disseminate plan
• *CPT Kickoff Meeting*	• Develop information requirements	• Determine admin. plan functions	• Train on/Test plan
• *EPT Kickoff Meeting*	• *CoPT Kickoff Meeting*	• **Senior Leader Briefing**	• **COI Briefing**
			• Apply the plan

Following the MPDP and CPG 101, the plan maintenance schedule for CMOP components places stakeholders into three teams: the Core, Expanded, and Collaborative Planning teams. These teams provide input into the revision and update on the CMOP. Table 2 details the CMOP planning teams.

Table 2: The CMOP Planning Teams

Core Planning Team
• MDEM Planning Staff (Project Managers).
Expanded Planning Team
• Internal MDEM Stakeholders and decision-makers, and • State Department / Agency Emergency Coordinators (EC)/ Planners.
Collaborative Planning Team
• FEMA Region 3, • Local Jurisdiction Emergency Managers, and • Private Sector Integration Program (PSIP) Partners.

Table 3 outlines the intervals for updating the components of the CMOP. All SCF functional plans are updated as needed. The SCF Lead State Agency is responsible for ensuring their specific SCF plans remain up to date. MDEM is responsible for the update and revision of all other components.

Table 3: CMOP Update Schedule

CMOP Component	Review	Update
CMOP Base Plan	Biannually	Odd Years
CMOP Operational Chapters	Biannually	Even Years
SEOC Annex	Biannually	Odd Years
Other Annexes	Annually	As Needed
SCF Plans	As Needed	As Needed
Functional Plans	As Needed	As Needed
Contingency Plans	As Needed	As Needed

2. **Record of Changes**

Changes and revisions to the CMOP can occur outside the mandated biannual review process. These revisions can be due to legal or organizational changes or as part of corrective actions from exercises and real-world events. Change types include critical, substantive, and administrative. When changes occur to the CMOP, planners track and mark the changes in *Appendix D: Record of Plan Changes.*

3. **Plan Adoption**

All plans are updated with input from SCFs, State entities, and other stakeholders within the Consequence Management domain. Changes are then approved by the appropriate entities, including those impacted by an update.

III. Concept of Planning

Maryland has a unique threat/hazard profile, which often requires numerous simultaneous efforts from various subject matter experts (SME), authorities, and supporting entities to effectively support consequence management activities and achieve common response and recovery goals. Through historical reporting and analyzing trends and data, Maryland has developed a comprehensive list of human-caused, natural, and technological hazards that affect Maryland's diverse geographical and social populations. As the lead coordinating department for consequence management in the State, MDEM utilizes plans like the CMOP to coordinate response activities. Having shared and tested plans in place that detail a macro-to-micro lens of responsibility provides a common operating picture and guiding mechanism of efforts before, during, and after an incident.

A. Planning Hierarchy

To apply preparedness strategies and meet regulatory requirements, response coordination entities rely on plans that outline specific actions and roles that control emergency management activities.

A Planning Hierarchy organizes the flow of authoritative requirements and strategic and operational plans, to which allows for greater integration of response activities and emphasizes the established procedures and roles in place to be executed in high-stress, high-consequence situations.

Figure 6 illustrates the State's planning hierarchy across the planning levels of policy, strategic, operational, and tactical.

Figure 5: The Planning Hierarchy

B. Planning Levels

There are four planning levels. In descending order, they are Policy, Strategy, Operational, and Tactical level plans. Higher-level plans influence the required actions of entities and the scope of lower-level plans. Lower-level plans achieve the goals and implement the strategies identified in higher-level plans.

1. Policy

Policy-level plans are laws or requirements mandated by the Federal or state governments that dictate the responsibility of response and coordination entities. These plans and doctrines influence MDEM operations, business, and relationships by setting basic norms, principles, policies, and standards.

2. Strategy

Strategic plans feature high-level guidance and robust goals that justify the creation and maintenance of systems. This includes the holistic integration of communication and coordination infrastructures between entities and stakeholders of the public safety, homeland security, and emergency management nexus at all levels of government and throughout the Whole Community.

Strategic plans also include qualitative and quantitative evaluations of the quality and ability of Maryland's operational capacity and the expected impacts of Maryland's unique threat/hazard profile.

3. Operational

Operational plans detail how entities will coordinate and interact to meet the goals and priorities of strategic plans. Operational plans outline and apply the tasks, activities, and responsibilities for all entities who prevent, respond to, and lead recovery from incidents in the State. Operational plans answer how entities will generally accomplish the mission and/or strategic goals.

i. Continued Operations
There are numerous other operational plans that either supplement or amend the general standard operations of the CMOP. Additional CMOP annexes will define and attribute supplemental operations that are not necessary in all response efforts. Supplemental plans itemize functional actions that increase operational or administrative capacity to consequence management activities. Other attachments may deviate from standard response activities and provide variance in the implementation of plans based on active threats or contingencies. All operational plans will either enhance or adjust basic activities defined in the CMOP.

4. **Tactical**

   Tactical-level plans focus on the execution of operational coordination activities. Tactical plans are drafted or reserved for implementation during a specific event/incident/crisis. Tactical plans identify the actions and tasks required and prioritize the needs to accomplish them.

C. CMOP Planning Scheme

The CMOP is critical to the Planning Hierarchy because it has a unique balance of scope and details. The CMOP connects the large-scope policy and strategic level plans with more detail-heavy operational and tactical level plans. Figure 7 illustrates the CMOP planning scheme and details shows both:

- The flow of Policy and Strategy level plans which influence the CMOP's scope as the base operational plan, and
- The flow of Operational and Tactical level plans which are influenced by the CMOP.

Figure 6: The CMOP Planning Scheme
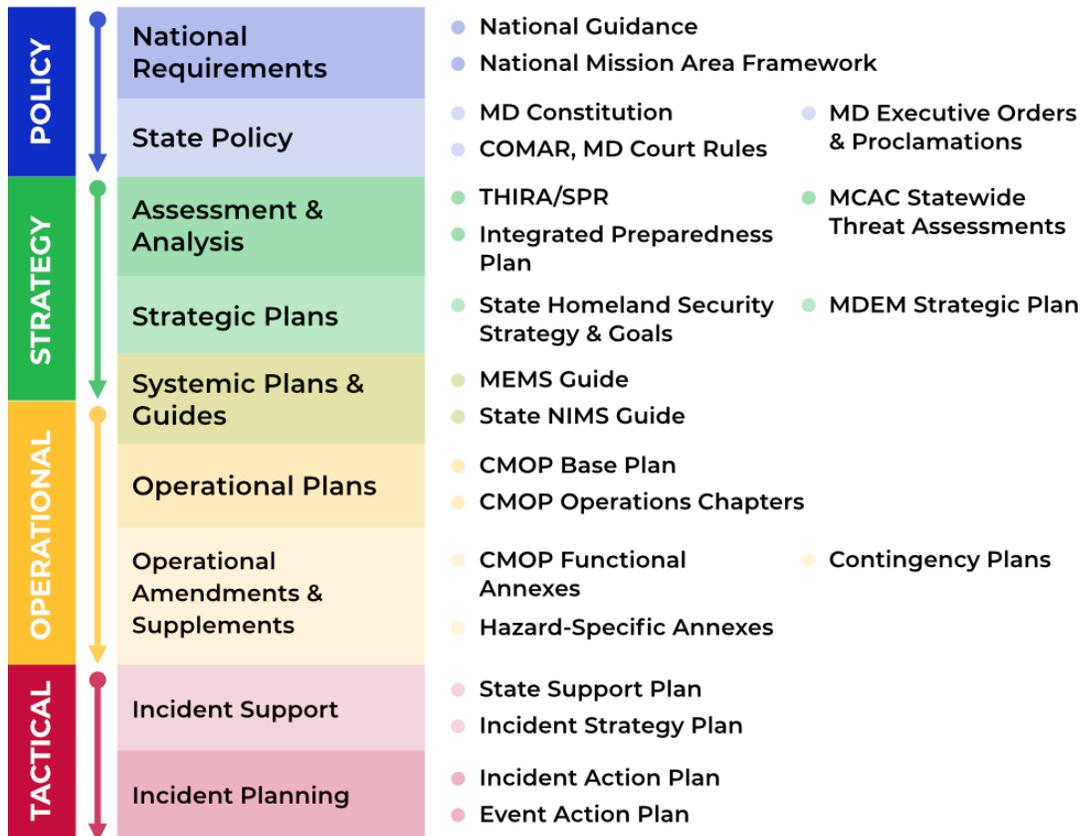
D. Deliberate Consequence Management Planning

Deliberate consequence management planning is the summation of all Strategic, Operational, and Tactical level plans from national, regional, state, local, and non-government organizations that feature preparedness, prevention, response, and recovery actions. Deliberate consequence management planning happens before an incident occurs. The capabilities required as a result of deliberate consequence management planning are evaluated, trained, exercised, and certified by stakeholders as part of the preparedness cycle.

> **Deliberate planning** is preparing for an emergency before an incident occurs to ensure partners are aligned with expectations and critical tasks. Incident planning is flexible and highly dependent on incident needs. Together deliberate and incident planning work in tandem to prepare for and respond to unfolding, no-notice incidents as they occur.

1. Operational

The CMOP is the foundational Operational plan for the State. All other Operational or Tactical plans branch off the CMOP for State-managed, State-coordinated, and State and locally executed incident management and response.

i. CMOP Base Plan and Operational Chapters

The CMOP Base Plan and Operational Chapters emphasize the importance of collaborative operations including the command, coordination, and communications activities and structures. This is part of the broader consequence management strategy.

ii. Annexes

Annexes are additions to the CMOP Base Plan and Operational Chapters. They supplement and augment the consequence management activities and coordination structures to meet the needs of the specific incident or threat. Annexes contain information to increase the capacity and capability of existing operational mechanisms. Table 4 details examples of annexes to the CMOP by category.

Table 4: Examples of Annexes

Annex Type	Usage
Hazard Specific Annex	Profiles the expected risks and associated cascading effects of individual threats/hazards. Includes considerations of which SME should be included in decision-making and consequence management activities. Separated into three categories: Human-Caused Threats, Natural Hazards, and Technological Hazards.
Functional Annex	Describes in detail how specific functions of MDEM operate such as public information, SEOC, and resource management.
Operational Support Annex	Information regarding how the SEOC and the Maryland Joint Operations Center (MJOC) fit within existing reporting, information sharing, and large-scale statewide operations and structures.
Administrative Annex	Enables MDEM and the SEOC the financial flexibility and administrative authorities to control staff and finances during times of need.
Incident Annexes	Changes to the SEOC, response, and recovery postures for incidents that have a long-term, split, or catastrophic impact on State response.
Recovery Annexes	The programs managed and processes executed by the SEOC and the recovery team for initial, intermediate, and long-term recovery actions.

iii. Attachments
Attachments are separate documents that function on the foundations of established consequence management activities within the CMOP but have a high variance in scope, responsibilities, and implementation. Table 5 details of attachments to the CMOP by type.

Table 5: Examples of Attachments

Attachment	Usage
Contingency Plan	The most common type of attachment, contingency plans are usually a large modification of base operations due to specific authorities related to a threat/hazard. These are similar to Hazard Specific Annexes but have a wider scope of additional functions, roles, responsibilities, expectations, and more.
Attachment	Usage
Guide	Guides are a plan type designed to educate the reader on unique programmatic or business overviews.

2. **Tactical Plans**

   Tactical level deliberate plans have a narrower scope and audience than operational plans. Tactical plans focus on managing detailed resources that play a role in the incident/event. Table 6 details examples of tactical plans by type.

Table 6: Examples of Tactical Plans

Tactical Plan	Usage
SCF Plan	Coordination and authoritative control over an area of expertise that is overseen by a government or non-government entity empowered by MDEM and the SEOC. Consists of SMEs and entities for relevant State response or services domain that can take the lead or support an aspect of incident response.
Communications Plans	Communication plans are separate documents that detail how public safety, emergency management, and homeland security entities ensure interoperable radio or satellite communications for tactical usage.
State Support Plan	The State Support Plan provides information on incident priorities, impacts to Community Lifelines, operational details, and staffing for the SEOC.
Incident Support Plan	The Incident Support Plan contains specific duties, actions, and roles for an operational period. They are created using Incident Command Forms and usually contain contact information, organizational structures, a communications plan, and more.

E. Incident Planning

Incident planning occurs at the beginning and continues for the entire incident. Throughout an incident's lifecycle, operational periods are established for shifted rotation of responders, permitting non-stop response activities.

> Initial response to an incident will begin with pre-existing plans, written as part of deliberate planning efforts. However, when a threat/hazard impacts Maryland beyond the threshold of generalized operations, additional response techniques are necessary to adequately respond to the incident.

Incident planning is tactical in nature due to the scope of the threat/hazard at hand and input from needed SMEs, resource and information sharing, and incident-specific goals and strategies.

F. No-Notice vs Pre-Planned Events

Deliberate planning techniques are applied to pre-planned special events to varying degrees. Special Events are any pre-planned gatherings of people or activities that have the potential to stress or overwhelm local or state public safety resources. The planning processes for special events include a variety of stakeholders and typically yield the types of plans detailed in Table 7.

Table 7: Examples of Special Events Plans

Special Event Plan	Usage
Inter-agency Consequence Management Plan	For pre-planned events, an Inter-agency Consequence Management Plan (ICMP) deconflicts and combines the plans of various entities that address roles, responsibilities, critical tasks, or resources for a unique event. Contingencies and responsibilities for the potential consequences of the event are articulated.
Concept of Operations Plan	Concept of Operations Plan (CONOPS) highlights the coordination, reporting, and proposed resource-sharing structures for the special event.
Event Action Plan	The Event Action Plan (EAP) is a tactical level plan for the execution of operational periods for events. These are created through the Incident Planning "Planning P" process and consist of Incident Command System forms.

IV.   Concept of Coordination

State-level coordination of consequence management activities occurs daily. MDEM is the coordination point for resource capabilities and information sharing during normal steady-state activities and consequence management incidents. For stakeholders within and outside of the State of Maryland, coordination efforts are flexible and scalable based on needs. The overall concept for coordination is to provide strategies and actions to plan for, prepare for, and manage incidents. Coordination across the State, its regions, and its contiguous states is critical to successful prevention, response, and recovery operations. Coordination activities occur before, during, and after an incident or event.

A. Consequence Management Program Components

Consequence Management components consist of the stakeholders that support consequence management activities and functions. Primary consequence management stakeholders are those who have authority or responsibility in the Federal, state, local, private, and Whole Community sectors. All stakeholders are either internal to the Maryland State Government or are external stakeholders. All stakeholders have varying roles in consequence management activities. Table 8 details the internal and external stakeholders.

Table 8: Internal and External Stakeholders

Internal Stakeholders	External Stakeholders
- Governor and Governor's Office Staff - Deputy Chief of Staff for Public Safety (DCoS-PS) and the Homeland Security Advisor (HSA) - Director, Governor's Office of Homeland Security - Senior Policy (SPG) or Multi-Agency Coordination (MAC) Groups, - Maryland Government Entities, - MDEM - Secretary of Emergency Management, - Statewide Duty Officer (SDO), - Director on Call (DoC), and - MJOC.	- Local Jurisdictions, - Federal Government, - Regional Entities, - Whole Community Partners, and - Private Critical Infrastructure, and - Key Resource Entities.

All stakeholders coordinated by MDEM and SCFs work together to form a cohesive Whole Community approach to consequence management. Stakeholders are unique and come with their own abilities regarding the following consequence management characteristics:

- Authority and Responsibility,
- Subject Matter Expertise,
- Administrative Controls,
- Resource Allocation and Management,

- Technical Response Capability,
- Short-term and Long-term Recovery Capability, and
- Information Sharing Functionality.

B. Direction, Control, and Coordination

Consequence management coordination within the State reflects the direct support of an event or incident by establishing a flexible and scalable system of oversight, organization, and supervision consistent with standards and practices across all entities involved in an incident. Stakeholders from State, Local, Federal, and the Whole Community have different levels of influence for the control and direct information sharing and decision-making during an incident/event. Figure 8 summarizes the coordination structure.

Figure 7: Coordination in Maryland
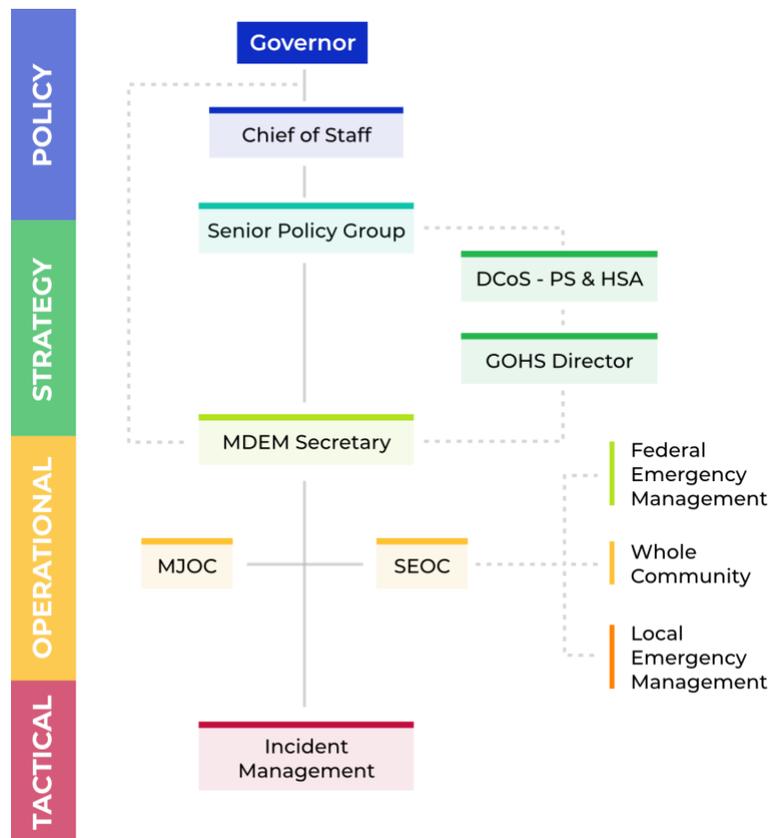
1. **State Coordination – Policy**

   Policy-level leadership includes the Governor, their selected cabinet and staff, and other policy officials in the State.

   i.   *Governor*

   The executive power of Maryland rests with the Governor. By law, the Governor has the legal emergency management authority during consequence management incidents, including being the senior executive regarding the CMOP. Although the Governor may delegate their decision-making authority to a designee to make policy decisions during prevention, response, or recovery, the Governor retains ultimate responsibility for these decisions. The Governor may always assume direct operational control over part, or all, of any emergency management function at any time. The Governor has control of and is responsible for MDEM, including all legal and regulatory emergency management required functions. Figure 9 depicts the current Governor and Lieutenant Governor of Maryland.

Figure 9: Governor Wes Moore (left) and Lieutenant Governor Aruna Miller (right)

   ii. *Governor's Office*

   The Governor's Office is composed of senior advisors to many aspects of State government and community engagement realms. The Governor has assigned chief of staff roles to oversee and report on areas related

to public safety, emergency management, and homeland security.

These include the:

- Chief of Staff,
- Deputy Chief of Staff for Public Safety (DCoS-PS) and Homeland Security Advisor (HSA), and
- Director of the Governor's Office of Homeland Security (GOHS).

The DCoS-PS is also the HSA. The GOHS Director supports and reports to the DCoS-PS and HSA. These positions coordinate and direct State homeland security efforts and advise the Governor on related issues. This includes the continued assessment of Maryland's readiness and ability to prepare for, respond to, and prevent consequence management incidents and/or events.

2. **State Coordination – Strategy**

Strategy-level leadership includes groups such as the Senior Policy Group (SPG) and the Multi-Agency Coordination (MAC) Group. These leaders help steer consequence management control and strategy for incidents/events.

i. *Senior Policy Groups*

SPGs are created for numerous topics related to the governance of the State and emerging cultural or environmental issues. SPGs are composed of senior government officials, SMEs, advisors, and other authoritative figures that have relative domain and authority over the topic for which the group has been created. The SPG for public safety and emergency management helps create overarching priorities regarding consequence management activities for incidents and events.

Core priorities of the SPG are:

- Life Safety,
- Incident Stabilization,
- Infrastructure and Essential Services Restoration,
- Property and Environment,
- Unity of Efforts, and
- Recovery.

ii. *Multi-Agency Coordination (MAC) Groups*

MAC Groups are created for incident-specific organization that requires multiple entities that may be competing for the same resources. MAC Groups are similar to SPGs because they also contain senior government officials and relevant stakeholder representation, but their focus is typically on a particular incident/event. Additionally, MAC

Groups can contain Federal and local partners as well, making it more versatile and inclusive than the State-led SPG. Stakeholders in the MAC Group work together on resource allocation and overall decision-making for the incident. The comparison of SPGs to MAC Groups are detailed in Figure 10.

Figure 8: SPG vs MAC Group
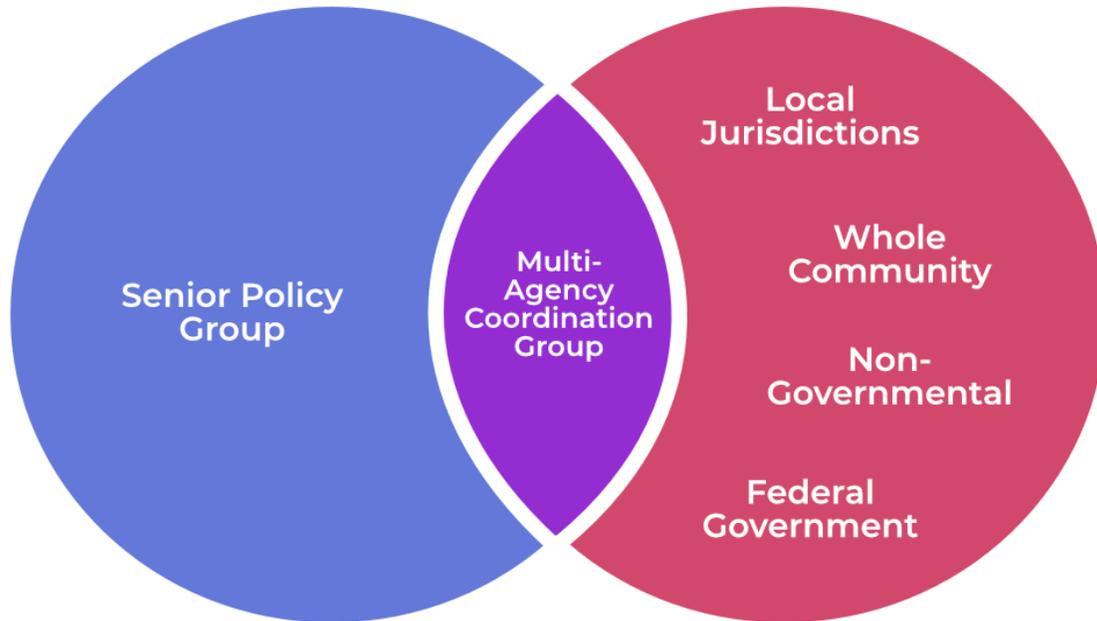
3. State Coordination – MDEM

MDEM is the lead State department for the coordination of consequence management activities.

i. Secretary of Emergency Management

With the advice and consent of the Senate, the Governor appoints and grants authority to the Secretary of MDEM. The Secretary is ultimately responsible for the emergency management and consequence management activities for the State of Maryland. The Secretary of Emergency Management or their designee is a key member of the SPG and MAC Group during prevention, response, and recovery initiatives. As represented in Figure 8, the Secretary of Emergency Management balances between the strategic and operational levels of consequence management.

ii. Statewide Duty Officer and Director on Call

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

The MDEM Director on Call (DoC) acts as a liaison between the SDO and State Executive Leadership during normal steady-state operations and as incidents develop or escalate. The DoC has administrative control of MDEM for State Activation Level (SAL) and SEOC posturing. The DoC provides upward movement of situational awareness to the State Executive Leadership of Maryland, including the Secretary of Emergency Management, the Senior Policy Group, and the Governor's Office.

Other MDEM personnel create the Operations Management Group and support situational awareness, consequence management, and preparedness activities. The Operations Management Group includes the following:

- MDEM Local Liaison Officers (LO),
- MJOC,
- Risk Analysts (RA),
- SEOC,
- Public Information Officer (PIO) and State Joint Information System (JIS),
- Resource Management and Logistics Program,
- Public Sector Integration Program (PSIP), and
- MDEM Preparedness Programs.

More information on tasks and responsibilities related to these components are found in the CMOP Operational Chapters and in the below sections.

4. State Coordinating Functions (SCFs)

In Maryland, there are 21 SCFs which are groups of State entities organized by the services provided to stakeholders and outcomes achieved by their actions. Each SCF features a lead State department or entity and multiple supporting entities. Lead State departments are responsible for administering the assigned coordinating function as determined by the entity's legal and regulatory requirements or by functional area.

Information on SCF collaboration, Emergency Coordinators, SEOC Representatives, and SCF components can be found in individual SCF Plans. Additionally, *Appendix F: SCF Integration and ESF Crosswalk* contains more information on the make-up and coordination within each SCF.

The purpose of the SCF is to conduct State-level operations and support the needs of local jurisdictions and other State entities across all Mission Areas. SCFs support MDEM in developing a common operating picture (COP) by providing all known or available information related to a threat/hazard. Additionally, SCFs make their existing SMEs available to MDEM to provide input related to direct, indirect, or cascading effects of an active or potential threat/hazard.

Each SCF has an Emergency Coordinator (EC) that serves as the liaison to MDEM. The ECs or designated SCF personnel are the Advance Team, SEOC, or other coordination structure representative, linking their entity with the Consequence Management Program. The ECs have the authority to make decisions and commit necessary resources on behalf of their entity to support consequence management activities. MDEM relies on the SCF's and EC's when seeking to fulfill resource requests by utilizing existing state resources, filling these resources are not limited to only those assets within the direct control of the entity or the entity assigned in the request. Figure 11 illustrates the SCFs and lead State entities for each.

Figure 9: State Coordinating Functions

Agriculture	Communications	Cultural Resources
Dept. of Agriculture	MD State Police / Dept. of IT	Dept. of Planning
Cybersecurity	**Economic Impact**	**Electronic Infrastructure**
Dept. of Information Technology	Dept. of Commerce	Dept. of Information Technology
Environmental Protection	**Fire & Emergency Services**	**Human Services**
Dept. of the Environment	*MDEM*	Dept. of Human Services
Law Enforcement	**Long-Term Housing**	**Military Support**
Dept. of State Police	Dept. of Housing & Comm. Dev.	Maryland Military Dept.
Natural Resources	**Whole Community Integration**	**Power Infrastructure**
Dept. of Natural Resources	*MDEM*	Public Service Commission
Public Health & Medical	**Public Works & Infrastructure**	**State Resources**
Dept. of Health / MIEMSS	Dept. of Labor	Dept. of General Services / *MDEM*
State Services	**Transportation**	**Disability, Inclusion, Access, Language**
Dept. of Budget & Management	Dept. of Transportation	Dept. of Disabilities

The list of SCFs is inclusive of all State entities that have a consequence management responsibility. Additional state entities may be required to assist SCFs or the SPG with technical, advisory, or resource support.

5. **Federal Government**

   For consequence management and preparedness initiatives, Federal agencies provide assistance when the capabilities of local and state resources are exhausted. Federal agencies serve as support roles for state managed and locally executed disasters. The below are Federal entities that support Maryland before and during an incident. Recovery personnel and responsibilities are included in *CMOP Chapter 3: Recovery Operations*.

   i. *Federal Emergency Management Agency*

      The primary purpose of Federal Emergency Management Agency (FEMA) is to coordinate the Federal response to a disaster that has occurred in the United States that overwhelms the resources of local and state authorities. FEMA is broken down into ten regional offices that cover all 50 states as well as United States territories.

      FEMA Region 3 office is located in Philadelphia and serves Pennsylvania, Maryland, Delaware, Virginia, West Virginia, and the District of Columbia. For emergency management related functions and activities, FEMA is the Federal lead for Maryland. The FEMA Region 3 office is the primary coordination entity between the MDEM and other Federal agencies. Figure 12 illustrates FEMA Region 3.

Figure 10: FEMA Region 3

(image via FEMA)

FEMA is the agency that serves as the principal point of contact within the Federal government for emergency management related activities. This includes compiling resources during a disaster, supporting preparedness efforts of the Federal, state, and local governments, and providing national program operations covering all aspects of emergency management. FEMA is organized under the Department of Homeland Security (DHS).

a. FEMA Office of National Capital Region Coordination

   The FEMA Office of National Capital Region Coordination (ONCRC) is the Federal coordinating office that leads homeland security and domestic preparedness coordination in the National Capital Region (NCR). This office maintains a 24/7 Watch Desk and incident management personnel for pre-event planning, readiness, technical assistance, and initial incident response capabilities. Available resources include incident management personnel, SMEs, and tangible resources (e.g., communications equipment). In certain circumstances, direct Federal aid from agencies outside FEMA may be available (e.g., assets from the United State Department of Agriculture during an animal-borne illness outbreak).

b. FEMA Integration Team

   The FEMA Integration Team (FIT) is an embedded team in the State that supports normal steady-state preparedness and can support and supplement the SEOC as a FEMA Emergency Response Team (ERT). FEMA FITs have capabilities in planning, training, exercise, resource and logistics management, response, and recovery.

c. FEMA Incident Management Assistance Teams

   FEMA Incident Management Assistance Teams (IMATs) are rapid-response teams with dedicated staff able to deploy within two hours and arrive at an incident within 12 hours to support the incident. The teams support the initial establishment of a unified command and provide situational awareness for Federal and state decision-makers which is crucial to determining the level and type of immediate Federal support that may be required. Full-time staff support the National IMAT and FEMA Region 3 IMAT. Collateral duty personnel assignments with staff trained in IMAT roles support other IMATs. When not deployed, the teams are responsible for building and maintaining a close working relationship with regional, state, tribal, and local emergency management officials, Federal partners, and the private sector to support planning, training, exercising, and other activities in preparation for disaster response.

ii. *Other Federal Departments and Agencies*

The State coordinates with additional Federal departments and agencies during consequence management incidents/events for operational or intelligence support, including:

- Federal Bureau of Investigation (FBI),
- United States Department of Defense (DOD),
- United State Department of Health and Human Services (HHS),
- United States Department of Homeland Security (DHS):
  - o Customs and Border Protections (CBP),
  - o Cybersecurity and Infrastructure Security Agency (CISA),
  - o Immigration and Customs Enforcement (ICE),
  - o Transportation Security Administration (TSA),
  - o United States Citizenship and Immigration services (USCIS),
  - o United States Coast Guard (USCG), and
  - o United States Secret Service (USSS).

The DHS is a large organization with ample support in the emergency management, public safety, and homeland security domains as shown in Figure 13.

Figure 11: DHS Organizational Chart
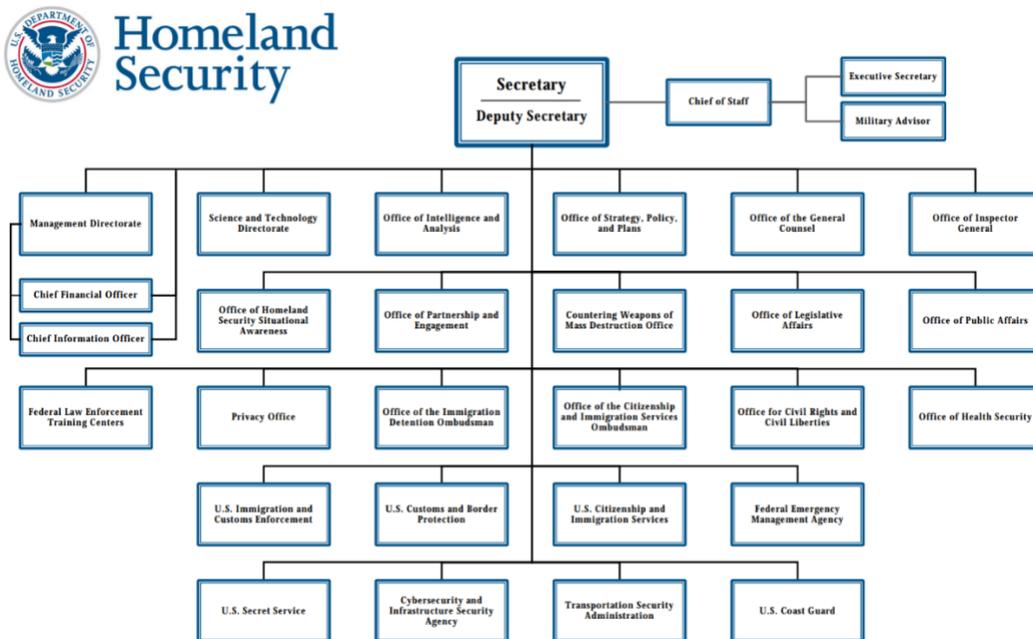
(image via DHS)

iii. Federal Emergency Support Functions

Federal Emergency Support Functions (ESFs) provide the structure for coordinating Federal interagency support for a federal response to an incident. They are mechanisms for grouping functions most frequently used to provide Federal support to states and Federal-to-Federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents. Table 9 details the Federal ESFs, the lead Federal entity, and the scope of the ESF.

Table 9: Federal Emergency Support Functions

ESF	Lead Federal Agency	Scope
ESF #1 – Transportation	Department of Transportation	• Aviation/airspace management and control, • Transportation safety, • Restoration/recovery of transportation infrastructure, • Movement restrictions, and • Damage and impact assessment.
ESF #2 – Communications	Department of Homeland Security / Cybersecurity and Infrastructure Security Agency	• Coordination with telecommunications and information technology industries, • Restoration and repair of telecommunications infrastructure, • Protection, restoration, and sustainment of national cyber and information technology resources, and • Oversight of communications within the Federal incident management and response structures.
ESF #3 – Public Works and Engineering	Department of Defense / U.S. Army Corps of Engineers	• Infrastructure protection and emergency repair, • Infrastructure restoration, • Engineering services and construction management, and • Emergency contracting support for life-saving and life-sustaining services.

ESF	Lead Federal Agency	Scope
ESF #4 – Firefighting	Department of Agriculture / Forest Service and Department of Homeland Security / FEMA	• Coordination of Federal firefighting activities. • Support for wildland, rural, and urban firefighting operations.
ESF #5 – Information and Planning	Department of Homeland Security / FEMA	• Coordination of incident management and response efforts, • Issuance of mission assignments, • Resource and human capital, • Incident action planning, and • Financial management.
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	Department of Homeland Security / FEMA	• Mass care, • Emergency assistance, • Disaster housing, and • Human services.
ESF #7 – Logistics Management and Resource Support	General Services Administration and Department of Homeland Security / FEMA	• Resource support (facility space, office equipment, and supplies, contracting services, etc.) and • Comprehensive, national incident logistics planning, management, and sustainment capability.
ESF #8 – Public Health and Medical Services	Department of Health and Human Services	• Public health, • Medical, • Mental health services, and • Mass fatality management.
ESF #9 – Search and Rescue	Department of Homeland Security / FEMA	• Life-saving assistance and • Search and rescue operations.
ESF #10 – Oil and Hazardous Materials Response	Environmental Protection Agency	• Oil and hazardous materials (chemical, biological, radiological, etc.) response and • Environmental short- and long-term cleanup.
ESF #11 – Agriculture and Natural Resources	Department of Agriculture	• Nutrition assistance, • Animal and plant disease and pest response, • Food safety and security, • Natural and cultural resources and historic

ESF	Lead Federal Agency	Scope
		properties protection and restoration, and • Safety and well-being of household pets.
ESF #12 – Energy	Department of Energy	• Energy infrastructure assessment, repair, and restoration, • Energy industry utilities coordination, and • Energy forecast.
ESF #13 – Public Safety and Security	Department of Justice / Bureau of Alcohol, Tobacco, Firearms, and Explosives	• Facility and resource security, • Security planning and technical resource assistance, • Public safety and security support, and • Support to access, traffic, and crowd control.
ESF #14 – Cross-Sector Business and Infrastructure	Department of Homeland Security / Cybersecurity and Infrastructure Security Agency	• Social and economic community impact assessment, • Long-term community recovery assistance to states, local governments, and the private sector, and • Analysis and review of mitigation program implementation.
ESF #15 – External Affairs	Department of Homeland Security	• Emergency public information and protective action guidance, • Media and community relations, • Congressional and international affairs, and • Tribal and insular affairs.

ESFs are similar to the State's used SCFs as both are grouped by subject matter, support State and/or Federal response efforts, and have a lead agency and supporting agencies. The SCF-ESF crosswalk can be referenced in the *CMOP Appendix F: SCF Integration and Federal ESF Crosswalk*. The crosswalk represents each SCF related to the ESF designated for support.

6. **Local Jurisdictions**

Maryland has 26 primary local emergency management jurisdictions, each with a Governor's Appointed Local Emergency Manager (ALEM). The local emergency management jurisdictions include the 23 counties, Baltimore City, City of Annapolis, and Ocean City. Each jurisdiction in Maryland has its own public safety office which operates or supports the local emergency management, homeland security, and public safety functions. Maryland is a Home Rule state meaning that all municipalities are equal in terms of power and can make their own emergency management posturing decisions. Local government has the primary responsibility for emergency response. Local jurisdiction decision-makers ensure the safety of residents and direct local operations. Local agencies and stakeholders drive the tactical operations to meet the needs of their local communities.

> Regardless of the duration or type of incident, all activities begin and end at the local level. When an incident overwhelms the capabilities of the local government/jurisdictions, resource needs are requested through MDEM by utilizing the resource request process.

MDEM collaborates on programmatic initiatives, Mission Areas, and Core Capabilities with the local jurisdictions. MDEM works in tandem with local jurisdictions to prepare for, respond to, and recover from emergencies and declared disasters by providing coordination of State and Federal resources and situational awareness updates.

7. **Regional Coordination**

Regional coordination is dependent on the scope of the incident and/or Federal assistance.

i. *National Capital Region*

The National Capital Region (NCR) is the collection of jurisdictions that include and surround the Nation's capital. NCR jurisdictions include the States of Virginia and Maryland, the District of Columbia, and nearby counties and cities. This region monitors and collaborates on events, threats, and hazards that impact and affect the Capital of the United States and the populated surrounding regions.

a. NCR Urban Area Security Initiative

The NCR Urban Area Security Initiative (UASI) is the regional program that builds and sustains the capabilities of the region. The UASI focuses on the unique, multi-disciplinary planning, organization, training, and exercise needs of the NCR. The NCR UASI assists high-threat, high-density urban areas in efforts to build and sustain the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism using the

Whole Community approach. Figure 14 illustrates the NCR UASI jurisdictions.

Figure 12: NCR UASI Jurisdictions
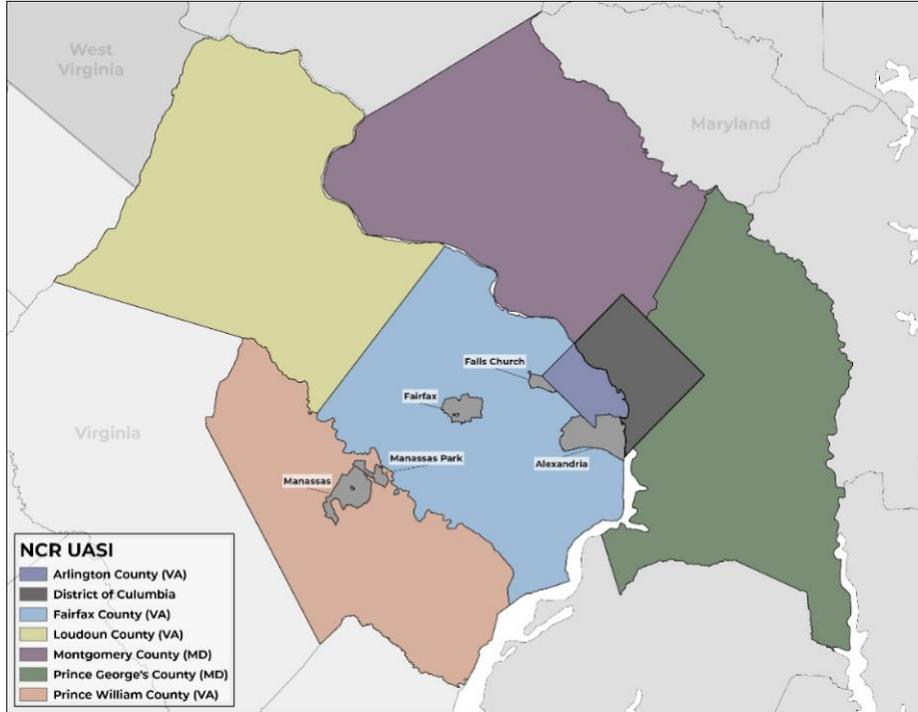
b. Metropolitan Washington Council of Governments

The Metropolitan Washington Council of Governments (MWCOG) fosters collaboration throughout the region and provides decision-makers and SMEs with the tools needed to make sound financial, resource, and programmatic decisions regarding regional homeland security preparedness, response, and recovery. MWCOG supports the regional homeland security activities by working with stakeholders to:

- Coordinate regional priority setting,
- Identify regional goals and objectives,
- Identify the capabilities and projects necessary to achieve these goals, and
- Develop regional strategic policy.

c. Maryland Emergency Response Systems

The Maryland Emergency Response System (MDERS) collaborates with the regional committees of the District of Columbia Emergency Response System (DCERS) and Emergency Response System committees of Northern Virginia (NVERS) to optimize

funding opportunities and promote regional preparedness in alignment with the goals and priorities of the region. MDERS, DCERS, and NVERS engage in coordination activities throughout the year to determine common priorities, identify mutual preparedness gaps and provide recommendations for the development of preparedness capabilities throughout the NCR.

ii. *Baltimore Metropolitan Council*

The Baltimore Metropolitan Council (BMC) is a private non-profit organization that works collectively with the chief elected officials in the Baltimore region to create initiatives to improve quality of life and economic vitality in the region. The BMC connects the Baltimore region in many areas such as transportation, community, and environment planning. Also located in the BMC is the Baltimore Urban Area Security Initiative (UASI) Work Group and its subcommittees which execute missions related to the Baltimore UASI.

a. Baltimore Urban Area Security Initiative

The Baltimore UASI is the regional program that builds and sustains the capabilities of the region. The UASI focuses on the unique multi-disciplinary planning, organization, equipment, training, and exercise needs of the Baltimore region. The Baltimore UASI includes Anne Arundel, Carroll, Baltimore, Harford and Howard counties as well as the Cities of Annapolis and Baltimore. Figure 15 illustrates the Baltimore UASI jurisdictions.

Figure 13: Baltimore UASI Jurisdictions
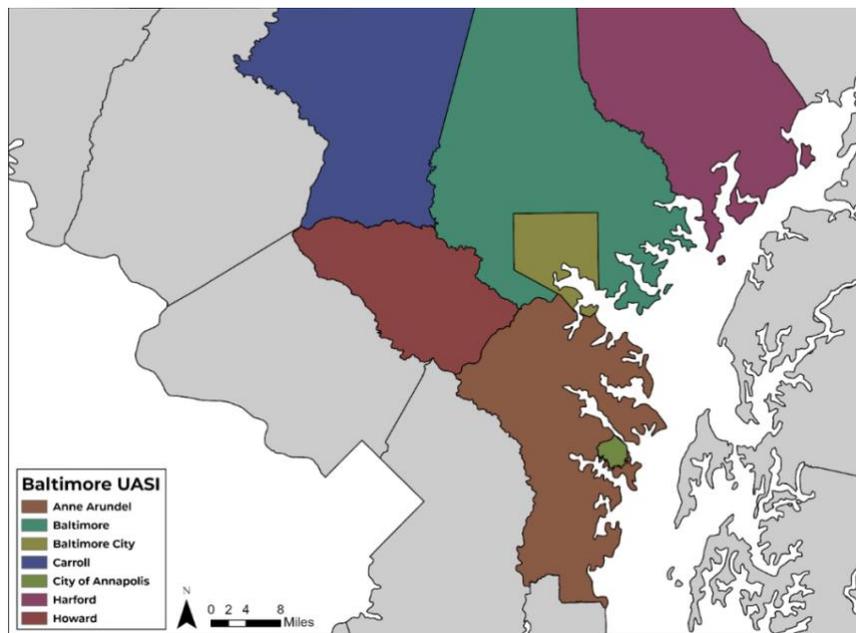
iii. *Delaware Maryland Virginia Emergency Task Force*

The Delaware Maryland Virginia (Delmarva) Emergency Task Force (DETF) works to ensure that all jurisdictions on the Delmarva Peninsula are prepared for threats/hazards, such as tropical storms and human-caused disasters. State, county, and municipal emergency management personnel from all of Delaware, Maryland's nine Eastern Shore counties, and the two Virginia counties on the peninsula plan together for a coordinated regional response. This includes effective communications, resource sharing, shelter and evacuation strategies, and recovery plans. Five work groups address specific issues: Communications; Education and Planning; Exercise Design and Evaluation; Protective Action; and Resources and Recovery.

8. **Field Operations**

In times of heightened response efforts, emergency management coordination broadens to field operations. Field operations are extensions of existing coordination structures and provide local jurisdictions the opportunity to coordinate with in-person liaisons or teams during incidents. Field operations are supported by the SEOC or local EOCs and are focused on tactical-level actions and goals in concurrence with NIMS.

i. *MDEM Liaisons Officer (LO) Program*

The MDEM LO program provides the critical link between local jurisdictions and MDEM. LOs are the lead point of contact for local jurisdictions and coordinate State assistance with normal steady-state programmatic initiatives and preparedness efforts. Prior to, during, and after incidents and events, the LOs are the external situational awareness conduit for MDEM.

The LOs maintain situational awareness across the State of Maryland for potential and/or action threats, incidents, and disasters, keeping the MJOC, SDO, and DoC informed as well as providing follow-up when additional information is requested. They assist local, State, and Federal officials with identifying urgent needs, understanding the availability of resources, and coordinating resources to assist emergency responders. LOs serve as the coordinator of resource requests and act as the direct link between MDEM and the local jurisdiction.

The MDEM LOs:

- Participate in local/regional exercises representing MDEM,
- Assist jurisdictions with locally delivered training,
- Organize/attend regional and local emergency management meetings,
- Assist local jurisdiction with WebEOC, Learning Management System (LMS), and WebEx support,
- Coordinate the Emergency Shelter Compliance-Schools Program,

- Coordinates the initial meeting between the local Board of Education, Local Emergency Management Office, and State DHS to review the school site plans,
- Staff the State Liaison position in local EOC's during events, emergencies, and disasters,
- Respond to the scene of a local incident,
- Assist MDEM to identify and resolve field response issues as they pertain to mitigation, preparedness, response, and recovery, and
- Assist with Initial Damage Assessments in disaster affected jurisdictions.

MDEM organizes the 26 local jurisdictions geographically and supports each region with a designated LO. Figure 16 illustrated the MDEM regions and associated jurisdictions.

Figure 14: MDEM Regions
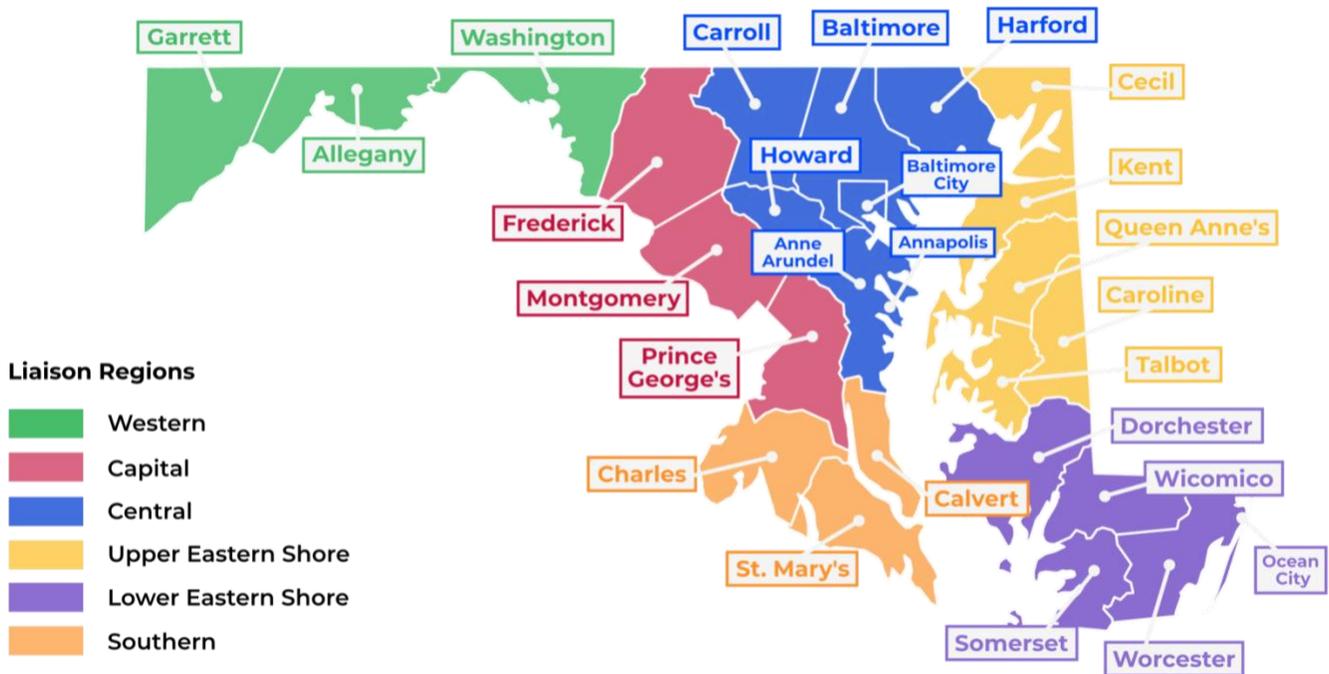
ii. *Maryland Incident Management Team*

Incident Management Teams are rostered groups consisting of personnel qualified for key ICS positions. The Maryland Incident Management Team (MD-IMT) serves as the State of Maryland's Type 3 All-Hazard IMT and Type 1 EOC Management Support Team (EOCMST). A Type 3 IMT is a multi-agency/multi-jurisdiction team for extended incidents formed and managed at the state, regional, or metropolitan level. The MD-IMT is a designated team of trained personnel from different departments, organizations, agencies, and jurisdictions within

Maryland, activated to support incident management that extends into multiple operational periods. When assigned to manage an incident or to support an incident-related task or function, the MD-IMT is typically delegated the authority to act on behalf of the affected jurisdiction or organization and requires written Incident Action Plans (IAP).

The MD-IMT can be requested to support an incident by a local jurisdiction or a State entity. MDEM is notified and provides concurrent approval for deploying the team. The request for the MD-IMT must follow the normal resource request process.

iii. *Incident Command Posts*

Incident Command Posts (ICP) are established in the field to serve as the central, coordinating, communication, and decision-making locations for managing and directing on-scene tactical objectives and operations. The ICP serves as a hub for managing the on-scene incident, facilitating the flow of information and resources. ICPs are located a safe distance away from the incident site but are close enough to maintain oversight of the incident. They typically house the Incident Commander (IC) and Command Staff or a Unified Command and their Command Staff but may include other designated incident personnel. The Unified Command is normally set up for incidents involving multiple disciplines, agencies, and jurisdictions or when incidents cross political jurisdictional lines. There is no single IC in the Unified Command but rather two or more individuals share the role of IC and manage the incident with joint objectives.

As an incident scene expands and exceeds the management capabilities at the ICP, and/or requires larger resource management, the IC may request support from either the local or State EOCs. This may include requesting specialized personnel, equipment, supplies, or additional agencies to assist in the response effort. In addition, incidents that are expected to last for extended periods may prompt the activation of EOCs to provide long term response and recovery staffing for the scene. Typically, an EOC supports the Incident Commander by handling external coordination and securing additional resources for the scene.

The Maryland SEOC is especially useful when a potential or actual disaster covers multiple jurisdictions such as large weather events that could impact the entire state. The SEOC will coordinate statewide response with the local jurisdictions, State agencies, the National Weather Service forecast offices, and other needed entities across the state. This includes involving the Maryland National Guard, if their resources are needed to assist a local jurisdiction. The SEOC can serve as a central coordination point to facilitate collaboration, information sharing, and joint decision-making that the ICP cannot provide. State

Executive Leadership and decision-makers would be better suited to report to an EOC to gather the high-level information needed for their offices.

iv. *Area Command*

An Area Command is established to oversee multiple concurrent incidents that span across multiple jurisdictions. Area Command is utilized in incidents that are geographically large and complex, and therefore are beyond the control and coordination abilities of the ICP and EOC. An Area Command is activated to address competition for resources among multiple ICPs based on the complexity of the incident and incident management span-of-control considerations. It serves as an additional layer of management above the ICPs and EOCs and helps provide strategic coordination, resource management, and decision-making for a defined geographic area.

An Area Command acts as the primary point of coordination with external partners, such as neighboring jurisdictions, other state agencies, federal agencies, non-governmental organizations, and private sector entities. It facilitates communication, cooperation, and resource sharing among these entities to ensure a coordinated and collaborative response. Due to the scope of incidents involving Area Commands and the likelihood of cross-jurisdictional operations, Area Commands are frequently established as Unified Area Commands, working under the same principles as a Unified Command.

9. **Whole Community Stakeholders**

The Whole Community approach attempts to engage all entities in a community to work together to achieve better resiliency outcomes by empowering local action. Stakeholders include private sector businesses; nonprofit, faith-based, and community organizations; academia; professional associations; and community members as well as local, tribal, state, territorial, and Federal governmental partners. Together they meet the needs of the community and strengthen the local capacity to plan for, respond to, and recover from the consequences of all threats/hazards.

i. *Non-Profit Organizations*

A Non-Profit Organization (NPO) is a legal entity organized and operated for a collective, public, or social benefit. Instead of distributing profits, they reinvest profits back into the business. Organizations considered to be non-profits are:

- Political Organizations,
- Schools,
- Hospitals,
- Business Associations,
- Faith-Based Organizations,
- Social Clubs, and
- Consumer Cooperatives.

Some non-profits such as schools and hospitals support critical infrastructure while others such as faith-based organizations and social clubs offer space, volunteers, and other resources or expertise. MDEM engages the non-profit community through the Non-Profit Engagement Program (NPEP) and to mutually share situational awareness, preparedness resources, networking opportunities, and more. MDEM also coordinates with NPOs during response activities through the Maryland Business Emergency Operations Center (MBEOC) and invites NPOs to participate in exercises, workgroups, and task forces that are relevant to their organizations.

ii. *Non-Government Organizations*

Non-Governmental Organizations (NGOs), like non-profits, operate for a collective, public, or social benefit and support communities with expertise and material and human resources; however, NGOs typically have a broader and international footprint. This expertise can be especially helpful when responding to international crises. Examples of NGOs that have been involved in previous State responses:

- American Red Cross,
- Save the Children,
- Action Against Hunger,
- UNICEF,
- Amnesty International, and
- Doctors Without Borders.

iii. *Voluntary Organizations Active in Disaster*

Voluntary Organizations Active in Disaster (VOADs) is a formal coordinating body for non-profit and non-governmental organizations that operate during relief operations. VOADs play a major role in emergency response as an organization that provides technical expertise for disaster response within the jurisdiction. In Maryland, MDEM works closely with the Maryland State VOAD (MDVOAD). Capabilities of VOADS in Maryland include:

- Financial Assistance,
- Mass Care Services and Resources,
- Crisis Mental Health Intervention
- Crisis and Spiritual Care Support,
- Volunteer and Case Management,
- Long Term Recovery Expertise,
- Debris Removal,
- Home Repair,
- Financial Literacy,
- Donations,
- Child and Medical Care, and
- Damage Assessment.

Community Organizations Active in Disaster (COADs) are local coordinating bodies and can be formal or informal. They often work closely with State VOADs but are not required.

iv. Private Sector

Private sector businesses provide emergency management support in all Mission Areas and phases of a disaster with technical expertise, information sharing, and resources. The private sector is involved in decision-making processes, especially for critical infrastructure and Community Lifelines. MDEM coordinates with businesses through the Private Sector Integration Program (PSIP). The PSIP liaises with business partners through the MBEOC and fosters important information sharing between the private and public sectors before, during, and after incidents to encourage planning and discussion sessions.

v. Public

The public are the members of the community that are affected by threats/hazards. During an emergency, the public is directly impacted by the decisions and actions of the State, local, and Federal governments. The public, as a stakeholder, can engage and influence Senior Policy Group actions.

10. Recovery-Centric Coordination

The State and Federal government also have various recovery-specific positions. The below table represents the positions filled by State and Federal personnel when recovering from a disaster. The state works closely with local and Whole Community stakeholders to provide a holistic and united recovery front, supported logistically and financially by the Federal government. These positions are covered in detail in *CMOP Chapter 3: Recovery Operations*. Table 10 details the recovery stakeholders by government level.

Table 10: Recovery Stakeholders by Government Level

State Positions
- Governor's Authorized Representative (GAR),   - State Coordination Officer (SCO),   - State Disaster Recovery Coordinator (SDRC),   - State Public Assistance Officer (SPAO),   - State Individual Assistance Officer (SIAO),   - State Hazard Mitigation Officer (SHMO), and   - State Damage Assessment Teams.
Federal Positions
- Federal Coordinating Officer (FCO),   - Deputy FCO / Federal Disaster Recovery Coordinator,

Federal Positions
• Regional Community Assistance (CA) Program Coordinator,   • FEMA Interagency Recovery Coordination (IRC) Teams, and   • FEMA Integration Teams.

C. Consequence Management Entities and Facilities

The primary 24/7 all-hazards watch center for the State is the Maryland Joint Operations Center (MJOC). During enhanced, partial/state or full consequence management activities, one or more of these operations centers may open (or enhance operations) to support discipline-specific operations. When the SEOC opens, it becomes the central, primary point of State-level coordination and communications. Consequence management facilities and centers have a direct connection to the SEOC and MJOC at all times and execute policy objectives directed by the SPG through the SEOC. Figure 17 illustrates the relationships of operational coordination centers.

Figure 15: Operational Coordination Center Relationships
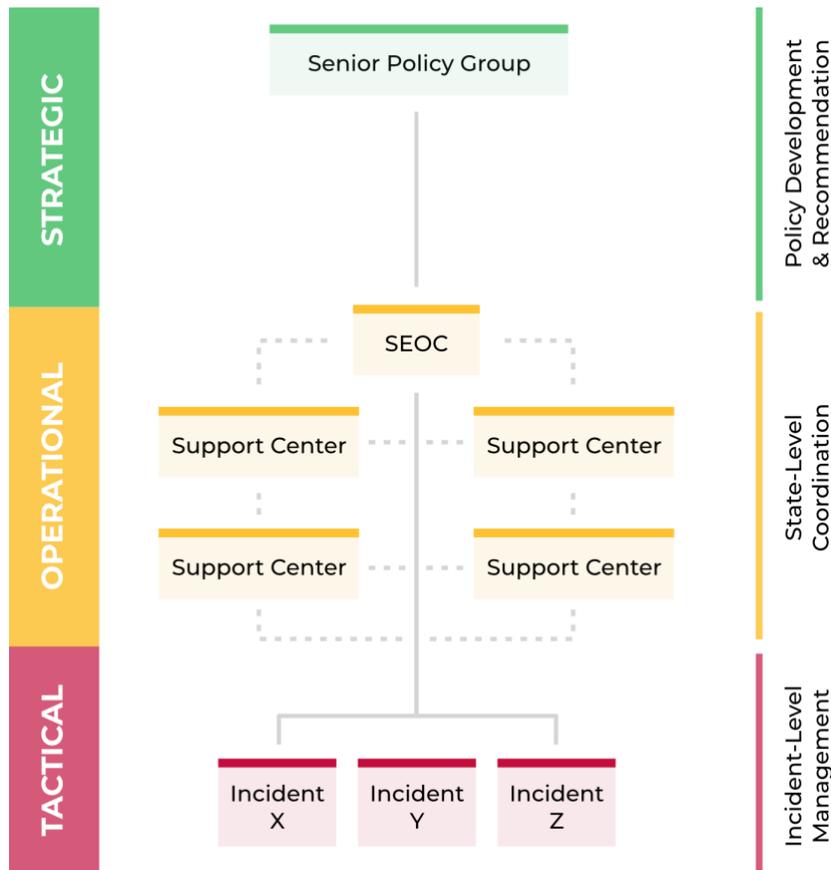
The overarching role of operations centers is to support strategic, operational, and tactical missions for the Senior Policy Group and SEOC during all levels and phases of an incident.

1. **24/7 Watch Centers**

   Maryland has numerous watch center facilities that continuously monitor the threats/hazards that could impact Maryland's communities or ability to provide essential State and local services.

   i. *Maryland Joint Operations Center*

   The MJOC serves as the steady-state activation arm of the SEOC and is the State of Maryland's primary situational awareness, alert, warning, and notification center. The MJOC supports various local, state, regional, and federal entities for alert/notification, communications, and information sharing. The MJOC coordinates with other state and regional operational watch centers, local jurisdictions, critical infrastructure, and key resources. The MJOC's capabilities include redundant notification and communication tools such as radios, phone lines, and dashboards to complete a broad and robust operational picture.

   The MJOC shift supervisor is responsible for managing the MJOC during consequence management activities. The MJOC provides 24/7 situational awareness by staffing 12-hour shifts to sustain and provide all necessary communication links. Personnel rosters are kept within the MJOC Operations manual. The MJOC has many built-in failsafe systems for redundant primary and backup notification and communication systems. The MJOC has multiple identified locations to ensure the continuity of operations. Additional information on the MJOC can be found in the *CMOP Chapter 1: Normal, Enhanced, and Prevention Operations* and other CMOP Annexes.

   ii. *Maryland Coordination and Analysis Center*

   The Maryland Coordination and Analysis Center (MCAC) is the Fusion Center for the State of Maryland. Fusion Centers are state-owned and operated centers that serve as focal points in states and major urban areas for the receipt, analysis, gathering and sharing of threat-related information between state, local, and Federal governments and private sector partners.

   The primary function of the MCAC is to provide analytical support for all Federal, State, and local agencies involved in law enforcement, public health and welfare, public safety, and homeland security in Maryland. MCAC provides strategic analysis to better focus the investigative

activities within the State and to better enable public health and safety agencies to perform their important protective functions.

iii. *Other 24/7 Watch Centers*

There are numerous other 24/7 Watch Centers led by State departments and entities as well as Federal, regional, and local partners. The Prevention Operational Chapter contains more information regarding the watch center's core functions. Table 11 details the other 24.7 watch centers.

Table 11: Other 24/7 Watch Centers

State Department, Agency, or Entity
- Department of Transportation (MDOT) State Highway Administration (SHA) Statewide Operations Center (SOC),   - MDOT Maryland Transportation Authority (MTA) Communications Center,   - MDOT MAA BWI Airport Operations Center,   - Maryland Institute for Emergency Medical Services Systems (MIEMSS) Statewide Communications (SYSCOM) and Emergency Medical Resource Center (EMRC),   - Maryland Department of Information Technology (DoIT) Security Operations Center (SOC),   - Maryland Department of Information Technology (DoIT) Network Operations Center (NOC), and   - Maryland Department of Natural Resources (DNR) Communications Center.
Federal and Regional
- Federal Emergency Management Agency (FEMA) Regional Watch Center,   - FEMA Office of the National Capital Region Coordination (ONCRC) Watch Desk,   - District of Columbia Joint All-Hazard Operations Center (JAHOC),   - National Capital Region Threat Intelligence Consortium (NTIC),   - National Weather Service (NWS) Regional Offices: - Sterling, Virginia,   - Wakefield, Virginia,   - Mt. Holly, New Jersey, and   - United States Coast Guard (USCG) Sector MD-NCR Command Center.
Local
9-1-1 Public Safety Answering Points (PSAPs).

2. **As-Needed Support Centers**

   Some watch centers and operational coordination centers in Maryland support consequence management activities by coordinating with the MJOC when their home departments have activated their centers. These centers also coordinate with the MJOC at the request of the SPG or SEOC through the aligned SCF. Table 12 details the as-needed State support centers and facilities.

Table 12: As-Needed State Support Centers or Facilities

As-Needed State Support Centers or Facilities
• Maryland Department of the Environment (MDE) Accident Assessment Center (AAC), • Maryland Department of Health (MDH) Departmental Operations Center (DOC) and Alternate Departmental Operations Center (ADOC), and • Maryland Department of Human Services (MDHS) Departmental Operations Center (DOC) and Command Center.

3. **Operations Center Relationships**

   A distinct relationship exists between operations at the state, local, and incident command levels. The following figure provides a summary of the relationships between State and local consequence management activities. Figure 18 Illustrates operations center relationships. Table 13 details critical operations by level.

Figure 16: Operations Center Relationships
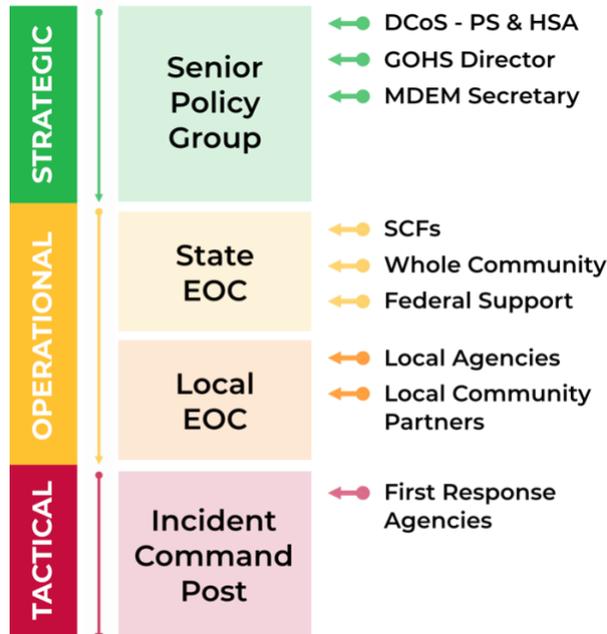
Clearly distinguishing the roles of policy, support-level operations, and incident-level management is critical in a successful operation. The following table provides additional detail on the key aspects of each role.

Table 13: Critical Operations by Level

Policy	Support-Level Operations		Incident-Level Management
Senior Policy Group	Coordination Operations (SEOC)	Support-Level Operations (Local EOC)	Incident Command Post
• Sets broad State-level support objectives, • Identifies long-range priorities, and • Implements support mechanisms.	• Coordinates whole community stakeholders, • Manages resources and fulfills needs, • Maintains macro situational awareness, • Coordinates statewide joint information, and • Support long-range planning efforts.	• Supports on-scene operations and incident management, • Provides resource and financial management, • Provides public information support, and • Supports intermediate incident planning efforts.	• Directs tactical first response agencies to complete incident tasks, • Commands mutual aid, and • Facilitates on-scene incident management.

V. Concept of Operations

Consequence management operations for the State can be described as fluid, continuous, and consistent in approach. The operational activities conducted by the State before, during, and after an incident are fluid based on the needs of State entities or local jurisdictions. These activities are also continuous because they exist on a spectrum of normal steady-state prevention and monitoring activities and varying degrees of response and lengths of recovery. Lastly, State-level consequence management activities are consistent in strategic approach and partnership dynamics, providing a strong base of operations for the State to leverage during an incident/event.

> The components of the CMOP may be activated, in whole or part, based on incident-specific situations and cover prevention, response, and recovery mission areas. These mission areas serve as the framework and basis for State-level operations.

A. Mission Area and Operational Phases

To organize, integrate, and coordinate preparedness capabilities, emergency management has five mission areas – Prevention, Protection, Mitigation, Response, and Recovery. Mission areas are interrelated and require collaboration for effectiveness. Consequence Management, as a topic, oversees Prevention (prior to an incident), Response (during an incident), Recovery (aftermath of an incident), and certain aspects of Protection. The MEMS delegates to Disaster Risk Reduction a wider realm of Protection and Mitigation responsibilities.

Figure 19 illustrates the Mission Areas covered by Consequence Management, broken into operational phases.

Figure 17: Prevention, Response, and Recovery Mission Areas

PREVENTION
Stopping disasters/incidents from occurring

| Normal/ Routine | Enhanced Threat/Hazard |

RESPONSE
Addressing immediate threats to life/property/environment

| Partial | Full |

RECOVERY
Returning community to resilient, pre-disaster state

| Short Term | Inter- mediate | Long Term |

1. **Prevention**

   The risk of loss of life, destruction of property, and injury from consequence management incidents can be reduced with prevention activities (e.g., evacuation plans, threat monitoring, information sharing, etc.). However, not all disasters can be prevented. Prevention activities include daily Normal steady-state monitoring activities as well as enhanced activities aimed at reducing the impact of a hazard or to avoid, prevent, or stop a human-caused threat.

   During the Normal operational phase, continued threat/hazard trend analysis and situational awareness is conducted throughout the state of Maryland by all Operational Coordination and Watch Center facilities. The MJOC, along with the other 24/7 watch centers continuously monitor for threats/hazards within Maryland and provide situational awareness, alert, warning, and notification. Enhanced threat/hazard operations are the escalation from Normal operations when there is a perceived, imminent, or active threat/hazard.

   > Normal operations are continuous until escalation. All incidents will return to Normal operations once proportional activities have been completed. This is the foundation for MEMS and SEOC operations.

2. **Response**

   Response consists of the coordination and management of resources (including personnel, equipment, and supplies) utilizing ICS in an all-hazards approach. Response 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/hazard, including those with cascading effects.

   > The response phase is a proportional and appropriate reaction to the occurrence of a disaster or incident; response can be partial/state or full.

   Levels of response are dictated through the rise or fall of the SAL and can expand or contract based on needs of one or more local jurisdictions or State entities. Response operations continue until the threat of imminent danger subsides, immediate unmet needs are filled, and/or proper recovery structures are in place.

3. **Recovery**

   Recovery priorities and activities begin at the same time as traditional emergency management priorities (saving lives, limiting impact). Recovery consists of activities that continue beyond the emergency period to restore critical community functions and begin to stabilize efforts. Support for recovery ensures a continuum of care for individuals to maintain and

restore health, safety, independence and livelihoods, especially those who experience financial, emotional, and physical hardships. The goal of the recovery phase is to bring the affected area(s) back to some degree of normalcy. Normalcy refers to restoring basic community functions, reestablishing daily routines, and returning a community to as close to pre-disaster conditions as possible while improving overall resiliency.

> Planning for recovery begins while response operations are ongoing. The planning for recovery starts early during response operations and may continue for months or years after response activities cease.

Following any incident, recovery efforts are an opportunity to leverage solutions that increase overall community resilience and capitalize on existing strengths, while addressing weaknesses that may have existed pre-incident.

B. Consequence Management Operations

This section outlines actions and procedures for managing threats, hazards, and events through the activation and operationalization of the SEOC. The responsibilities and functions performed by State entities while conducting consequence management activities are based on an all-hazards approach, which are flexible and scalable and can be applied to a variety of incidents, challenges, and situations that require a multiagency approach to solving.

> Further roles and responsibilities are detailed within *Appendix E: SCF Roles and Responsibilities by Mission Area.*

1. State Actions by Mission Area

The table below summarizes the high-level tasks the State accomplishes in each Mission Area. Detailed tasks for each Mission Area, phase, and SCF appear in the Prevention, Response, and Recovery Chapters of this CMOP. Table 14 details major State actions by mission area.

Table 14: Major State Actions by Mission Area

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

2. Transition between Phases

The transition from one Mission Area or one phase to another can occur gradually or rapidly. Consequence management activities may begin at full response as a result of a no-notice impact. Specific phases might be bypassed depending on the nature of the impact. Figure 20 below outlines the process of threat identification to resolution across the Mission Areas and their corresponding phases. It depicts a general surge and decline in the activity level during each phase.

Figure 18: Transition between Mission Areas
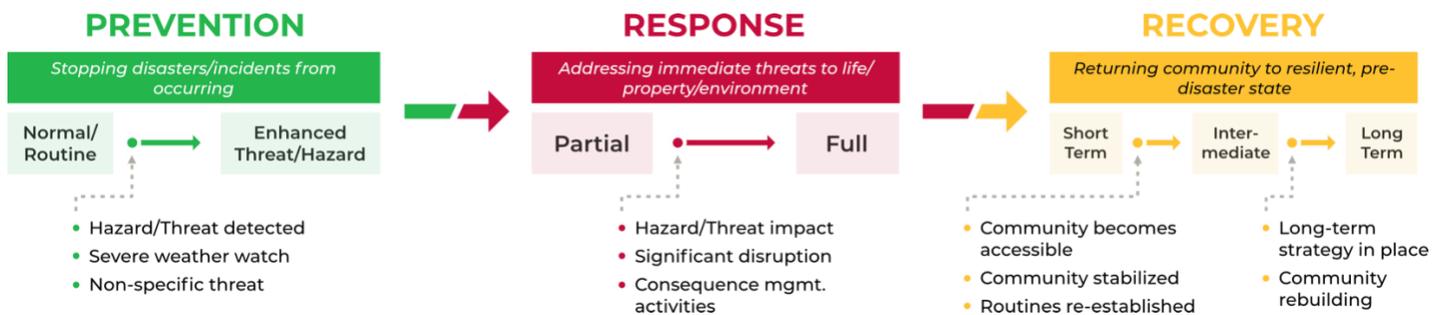
Triggers and considerations for the transition between phases are detailed in the CMOP Operational Chapters.

3. **Escalation Process to Response**

When threats/hazards impact and/or threaten Maryland, key stakeholders take deliberate actions to limit consequences. Figure 21 summarizes the escalation process, which initiates at the MJOC. Table 15 details the escalation process.

Figure 19: Escalation Process to Response
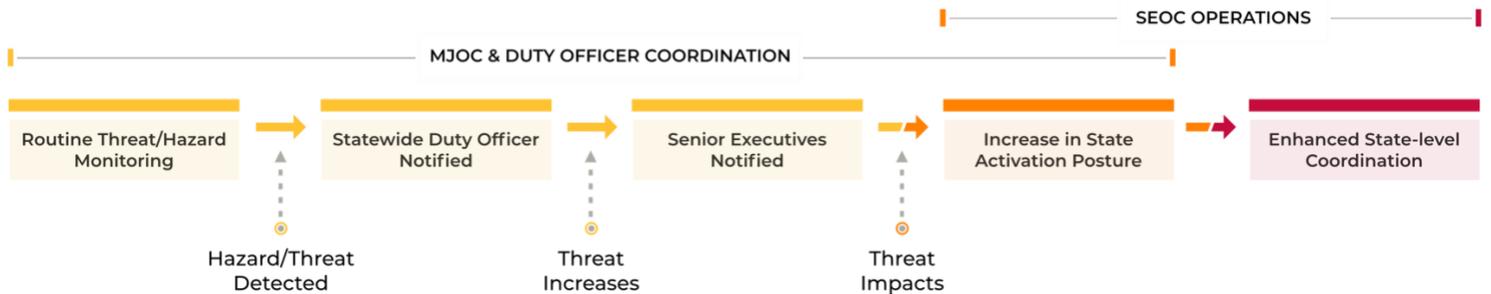
Table 15: Details of the Escalation Process

Step	Process	Details
1	Routine Threat/Hazard Monitoring	The MJOC and the State's other 24/7 watch centers monitor for threats/hazards. The MJOC, as the State's all-hazards 24/7 watch center, initiates the consequence management process when an incident meets pre-established MJOC criteria by consulting the State Critical Information Reporting Requirements (SCIRRs). The MJOC coordinates with discipline-specific watch centers, synthesizing and packaging incident information into statewide notifications.
2	State Duty Officer (SDO) Notified	When the impacts of a threat/hazard reach a level requiring enhanced coordination, the MJOC notifies the SDO. From there, the SDO analyzes the incident, and if necessary: • Notifies MDEM Senior Leadership, • Requests further analysis from the Risk Analyst (RA) team, • Initiates a call-down of State consequence management personnel, and • Initiates conversations with local emergency management agencies to include a Statewide Emergency Management call (if appropriate).

Step	Process	Details
3	Senior Executive Notification	After notification of a significant or anticipated impact, the MDEM Director on Call (DoC) notifies State Executive Leadership, including: • Secretary of Emergency Management, • DCoS-PS and HSA, • Director of GOHS, • SPG, • Governor's Chief of Staff, and • Governor of Maryland (if appropriate). After notification, MDEM leadership conducts an SPG conference call to discuss the impact and anticipated actions. This conversation also includes a discussion of State actions and measures to limit consequences and to prevent cascading impacts of the threat/hazard. *The composition of the State Executive Leadership team can expand and contract as warranted.*
4	Increase in State Posture	If warranted, the State posture increases, and State entities will enhance efforts to resolve the threat and limit the impacts. MDEM will designate a Lead State Agency to provide subject matter expertise and drive support to local jurisdictions. Upon an increase in the state's posture, State entities initiate enhanced State-level coordination.
5	Enhanced State-Level Coordination	Once the State posture increases, state entities begin enhanced operations. Coordination occurs either in the SEOC or through the State virtual coordination process. Enhanced State-level coordination continues throughout all Mission Areas until the issue is resolved or the operation transitions to a long-term recovery committee.

4. **SEOC Coordination**

The SEOC is the main coordination tool to facilitate consequence management activities across the State.

i. *SEOC Activation*

The activation of the SEOC as part of response operations requires the factoring of the SAL, the transition of duties from the SDO, and/or the transition of duties and functions from an SEOC Advanced Team. The SEOC is staffed with trained MDEM employees, SCF partners, SMEs, and SPG members.

ii. *Advance Team*

The Advanced Team is a team of MDEM personnel who are trained in SEOC positions. The purpose of an Advance Team is to create a base

level of coordination and planning efforts to initiate a partial/state or full activation while other personnel are notified. The Advance Team may also include personnel from SCFs depending on the evolving threat/hazard. The SDO may activate the Advance Team upon recognition of a potentially large threat/hazard that is impacting or may impact Maryland and/or when the level of response activity requires additional support from State Coordinating Functions and agencies.

> Advance Team protocol and triggers for activation are in the WebEOC File Library. If an incident does not meet the triggers, but is deemed by the MJOC Supervisor, the SDO or the DoC to be pertinent, the Advance Team can be activated.

5. **State Activation Level**

The State Activation Level (SAL) is a reference to the level of activity and the posture assumed by State entities in coordination of consequence management activities.

> The SAL is not tied to a specific Mission Area or phase; rather, it is used to communicate the actions the State is taking and the impact of a threat/hazard.

Triggers and considerations for SAL change are based on real or perceived threats. Increases and decreases in the SAL are done to be certain the response remains proportional and appropriate to the incident/event, and to properly support state, regional, and/or local entities during response. Figure 22 illustrates the SAL.

Figure 20: State Activation Levels
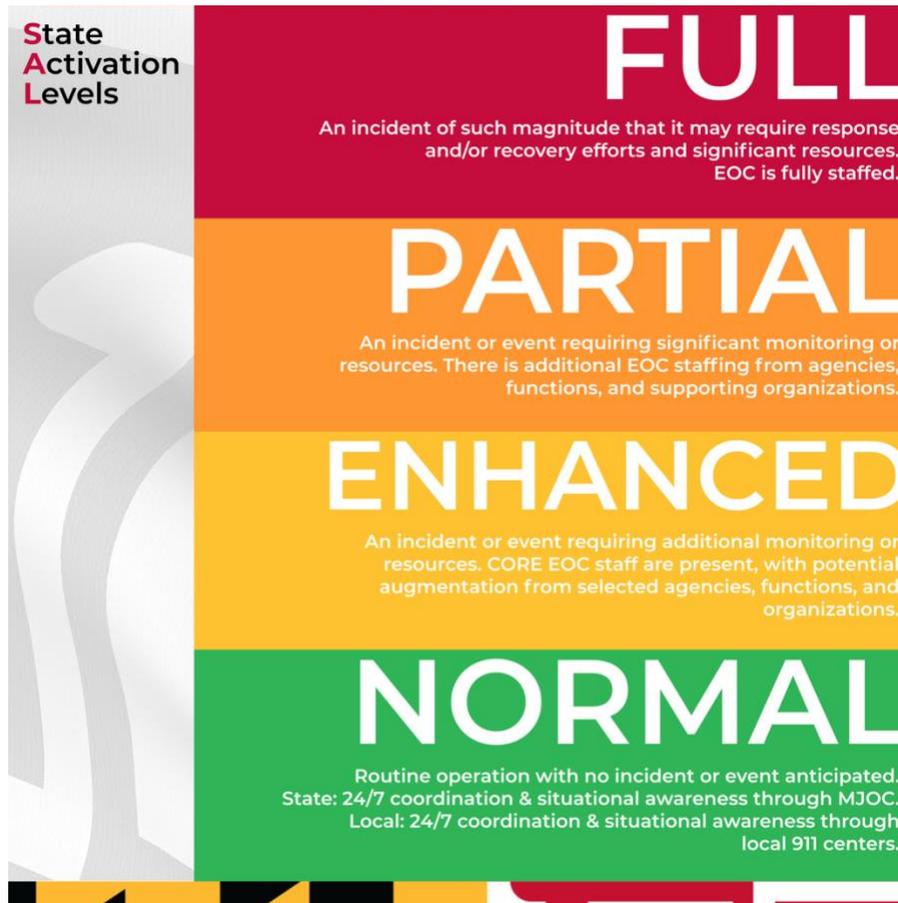
i. *Relationship Between SAL and Consequence Management Operations*

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

6. Field Operations

In times of heightened coordination, MDEM will send a liaison to a local EOC or State Department Operations Center (DOC) to be a direct, face-to-face contact for coordination, information sharing, and resource request assistance. Primarily, these positions are filled with the existing MDEM LOs but are supplemented through the SEOC Operations Section when needed.

During times of critical need, a State Coordinating Officer (SCO) can be designated by the Governor or the Secretary of Emergency Management to oversee disaster operations for declared disasters. Additionally, the SEOC will coordinate the request for the MD-IMT if necessary.

7. Catastrophic Incident Operations

A catastrophic incident results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic incident could result in sustained impacts over a prolonged period; almost immediately exceeds resources normally available to State, local, and private-sector authorities in the impacted area.

Catastrophic incidents significantly interrupt governmental operations and emergency services to such an extent that national security could be threatened. Catastrophic incidents would result in a full activation of the SEOC and include numerous operations periods, possibly for months. Due to the sustained response activities, catastrophic incidents are demanding on SCFs, ESFs, Public Information, Resource Management, Incident Coordination, and Continuity of Operations.

8. Multi-Incident/Event Operations

Maryland's many events and unique threat/hazard profile makes it vulnerable to numerous incidents or events that may need the attention of consequence management entities simultaneously. These can occur in many forms such as an incident unfolding during a large state-sponsored event or multiple hazards impacting the state directly or through cascading effects (e.g., Ongoing COVID-19 operations during sheltering for seasonal hurricanes).

The SEOC organization structure, like all Incident Command System structures, is designed to be flexible, scalable, and adaptable to manage the evolving incident. The SPG may deem it necessary or applicable to create a separate organizational structure if the incidents/events have minimal or no overlapping personnel, information sharing, or resource requirements. Although separate incidents/events can be independently operated for consequence management activities, it is still best practice to coordinate these parallel efforts through the SPG or a designated MAC Group.

9. After Action Reports and Improvement Plans

To improve performance of personnel and to validate plans, MDEM uses After Action Reports (AARs) and Improvement Plans (IPs) to identify and disseminate the experience gained by individuals and groups during and after an incident. AARs are "lessons learned" during the implementation and oversight of daily operational, long-term strategic and tactical activities executed during an incident. In the field of emergency

management, the lessons-learned approach stands on the assumption that learning from experience, whether it be our own experience or others, and whether it be from real events or simulations, improves practice and minimizes negative economic and social consequences of disasters.

After AARs have been compiled showing the gaps in planning, organization, training, exercise, equipment, policy, and procedure; an Improvement Plan (IP) is written to implement change and address deficiencies. Completing an AAR and IP for every major incident and event is the best way for consequence management stakeholders to continually improve in preparedness and response functions.

VI.   Concept of Information Management

Information management is the totality of gathering, analyzing, and disseminating information relevant to an active, potential, or future threat/hazard. Information management includes maintaining situational awareness and Common Operating Picture (COP) platforms, performing various reporting methods, and conducting long and short-range assessment. Information management achieves the goal of a Shared Situational Picture (SitPic) during incidents/events. Figure 23 illustrates the Information management concepts.

Figure 21: Information Management Concepts
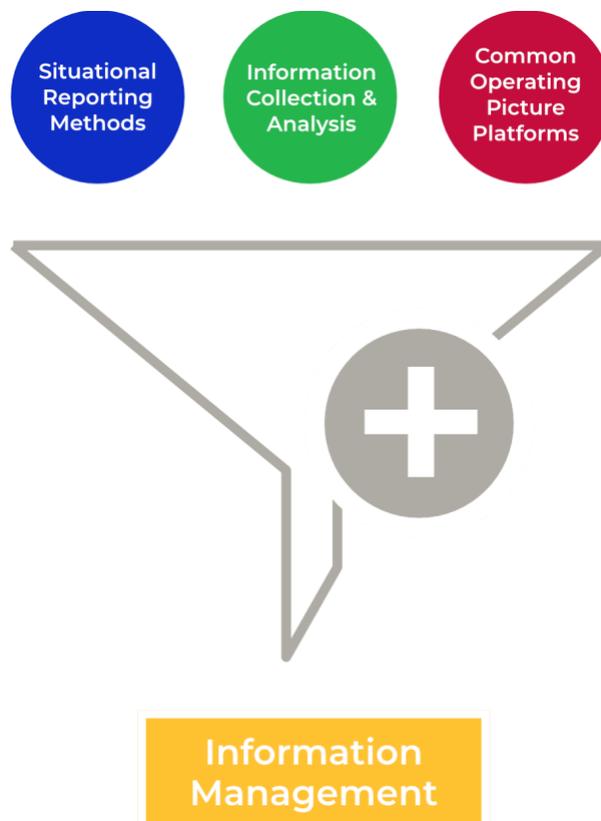
A. Situational Awareness

Situational awareness is a key principle of consequence management. Having up-to-date information regarding an evolving incident is the starting point for decision-making for evolving incidents/events. Situational awareness is the practice of maintaining and the monitoring of COP platforms and conducting various methods of reporting. Figure 24 illustrated the components of situational awareness.

Figure 22: Situational Awareness

1. **Common Operating Picture Platforms**

   The State of Maryland hosts and maintains numerous COP platforms. These platforms are dynamic and respond to live updates provided by users or automated updates. The most important platform for Maryland's emergency management functions is WebEOC. WebEOC is a secure, internet-based emergency information management application that provides real-time information sharing for operational details from various government and public safety groups.

   WebEOC is flexible and customizable to the evolving threat/hazard by being accessible by numerous stakeholders who are able to share updates, documents, and manipulate tracking boards. WebEOC also works as an ongoing log of incident products and updates and is utilized by federal, state, and local entities. WebEOC is used for normal steady-state operations and different boards can be created for unique incidents or events as needed. Other COP platforms and situational awareness tools utilized by the state during all Mission Areas are listed in Table 16.

Table 16: Common Operating Picture Platforms in Maryland

Common Operating Picture Platforms Utilized by Maryland Stakeholders
- WebEOC,   - Operational and Situational Preparedness for Responding to an Emergency (OSPREY),   - Homeland Security Information Network (HSIN),   - State Special Events Dashboard,   - Maryland View (MVIEW),   - Regional Incident Communication and Coordination System (RITIS),   - HURREVAC,   - CHARTWeb/Maryland 511, and   - National Capital Region - Regional Incident Communication and Coordination System (NCR RICCS).

Further information on these platforms can be found within the Normal, Enhanced, and Prevention Operational Chapter.

2. **Situational Reporting Methods**

Complimentary to COP platforms, situational reporting is a more direct way to engage stakeholders and decision-makers. Situational reporting methods are either dynamic or static and are utilized for a wider audience than COP platforms. COP platforms are utilized for live and actionable updates related to operations while situational reporting provides situational awareness to those who may not be actively participating in prevention, response, or recovery activities.

Dynamic methods are those that allow for two-way communication and are conducted in a group setting. Static reporting methods are used as a one-way communication tool to provide alerts or reports on the situation. Table 17 lists ways in which MDEM and stakeholders conduct situational awareness reporting. This table is not inclusive to all types of methods as each incident/event has its own communication cadence and requirements.

Table 17: Dynamic and Static Reporting Methods

Dynamic Reporting Methods	Static Reporting Methods
 • Statewide Emergency Manger (SWEM) Calls, • MDEM Weekly Duty Officer Situational Brief, • SEOC All-Hands Briefs, and • SEOC Command and General Staff Brief.	• Daily Executive Briefs, • MJOC Bottom-Line-Up-Front (BLUF) Briefs, • MJOC-MDEM Alerts via Everbridge, • FEMA and NCR Watch Desk Briefs, • MCAC Threat Briefs, • Incident /Events Specific Situational Reports, and • Other Alert/Warning/Notification Tools.

B. **Information Collection and Analysis**

The last aspect of information management is the collection and analysis of threat intelligence, hazard profiling, and short-term and long-range forecasting.

1. **Threat Intelligence**

Threat intelligence is the data that is collected, processed, and analyzed to understand a threat actor's motives, targets, and attack behaviors. The MCAC coordinates with the Maryland Department of State Police (MDSP) and numerous federal partners to provide threat intelligence briefings to relevant state partners to conduct Prevention activities or for situational awareness.

2. **Risk Analysis**

   The Risk Analysis team at MDEM provide ongoing analysis of the risks that are currently or could affect Maryland. This team publishes products to inform planning efforts, such as Hazard Profiles and Geographic Information System (GIS) mapping tool products in each phase of consequence management. Additionally, the RAs supplement the MJOC by providing predictive knowledge of impacts to Maryland due to weather, to include staffing a meteorologist to review and provide forecasting data.

3. **Hazard Profiling**

   While threat intelligence addresses human-caused threats, profiling the technological and natural hazards provides hazard-specific information about immediate and cascading effects. Hazard profiling is the act of reviewing historical data and trends for hazards that endanger Maryland's diverse geographical and social populations and natural resources and making future predictions on how the hazard will affect Maryland again. A Hazard Profile articulates both the facts of previous impacts and assumptions of potential future effects to assist emergency managers and first responders in anticipating which actions to take to mitigate and response to the hazard and its lasting impacts.

4. **THIRA and Long-Range Forecasts**

   Maryland conducts and maintains the Threat, Hazard Identification and Risk Assessment (THIRA) process which identifies threats/hazards that have the opportunity to adversely impact the State. The data collected between the THIRA and the Risk Analysts provide information that contributes to Hazard Profiles. Additionally, Maryland uses long-range forecasts from the National Oceanic and Atmospheric Administration's (NOAA) National Weather Service (NWS) and National Hurricane Center (NHC) to review models and predictions for anticipated weather patterns.

5. **National Special Events Data Call**

   The DHS requires states to conduct an annual National Special Events Data Call (NSEDC) for all special events taking place within a calendar year. The State is responsible for collecting all special events information, regardless of event size, and submitting them to the DHS Special Events Office for review. Once reviewed, each event will be given a federal Special Events Assessment Rating (SEAR) and a Maryland Special Events Assessment Rating (MSEAR) score to provide a snapshot of the perceived complexity and strain on public safety resources. Maryland compiles this data in the State Special Events Dashboard as a situational awareness tool. More information on the NSEDC is in the State Special Events Program Guide.

VII. Consequence Management Decision-Making Process

In implementing the CMOP, a defined yet flexible process for decision-making and decision implementation is necessary for effective and efficient incident coordination and incident management. The process includes the following elements as illustrated below. Figure 25 illustrates the decision-making and Implementation process elements.

Figure 23: Decision-Making & Implementation Process Elements
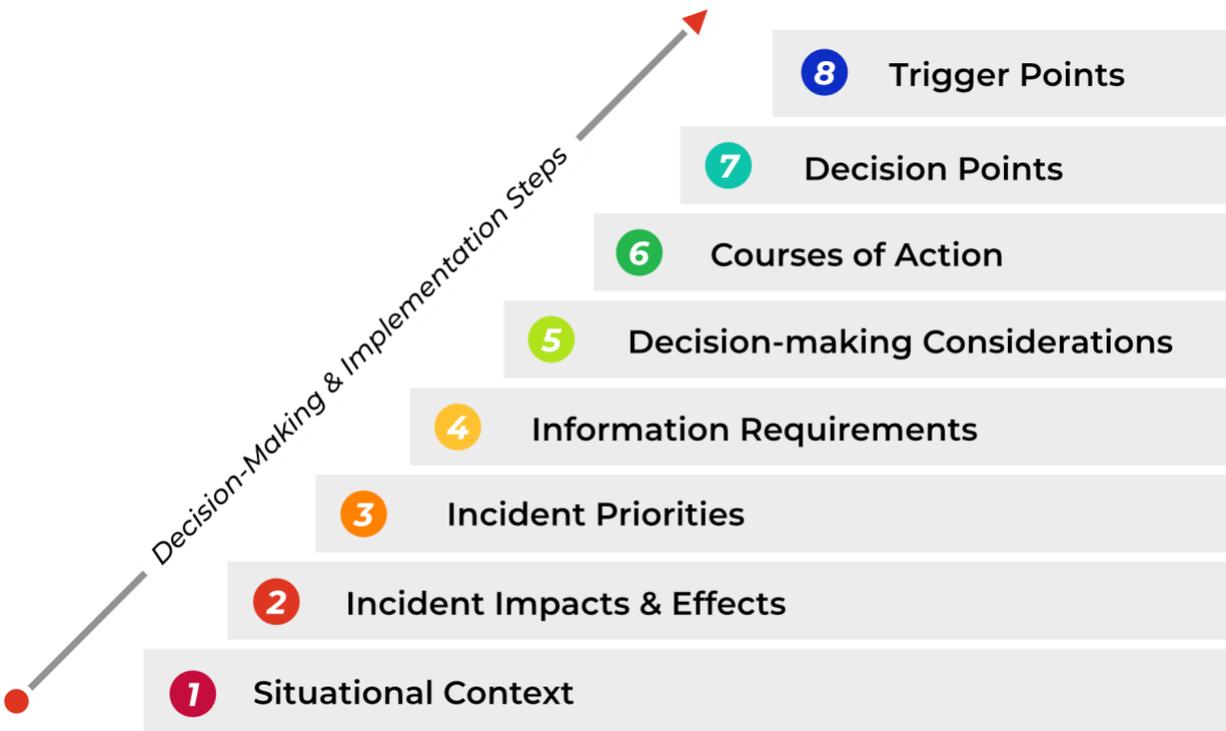
A. Situation

The foundational step in the decision-making process is to gain situational context. The situation is composed of the "Five Ws and H" of who, what, where, when, why, and how. Contextualizing the situation allows for a more holistic understanding of the incident, leading to better decision-making. Table 18 details the situation components and details.

Table 18: Situation Component Details

Description	Details
Who was impacted/involved?	Which local jurisdiction(s), community, or specific entity is impacted by the incident/event?
What happened?	What is the threat/hazard? What are the cascading impacts? What are details of the incident/event?
Where did it happen?	Where is the exact location or the area of the incident/event? Are there any boundaries for the incident/event?
When did it happen?	At what date/time did the incident/event occur and what is the duration?
Why did it happen?	What are the details of the conditions that caused the incident/event? Are they a direct impact from a threat/hazard or are they cascading effects?
How did it happen?	What is the root cause of the incident?

B. Impacts

MDEM and other emergency management partners use Community Lifelines to snapshot the impacts from threats/hazards on the community and provide an added lens to the situation for the most fundamental services in the community. Community Lifelines are the integrated network of assets, services, and capabilities that provide continual and critical government and business functions and services that are essential to public health and safety and/or economic security. When disrupted, decisive intervention (e.g., rapid re-establishment or employment of contingency response solutions) is required to stabilize the incident.

Figure 26 illustrates the Community Lifelines and the lifeline components and subcomponents.

Figure 24: Community Lifeline Components and Subcomponents

(image via FEMA)

Community Lifelines assess the impact of the threat/hazard on the community. They operate as a reporting tool to snapshot the status, impact, actions, and limiting factors of the subcomponents.

C. Incident Priorities

Based on the situation and impacts to the community lifelines, the SPG or a MAC Group will determine the incident priorities. The SPG can utilize priorities from established and standing priorities for response, restoration, and recovery or they can develop priorities specific to the incident/event. Standing priorities include:

- Life Safety,
- Incident Stabilization,
- Infrastructure and Essential Services Restoration,
- Property and Environment,
- Unity of Effort, and
- Recovery.

Establishing incident priorities is essential because it will drive which partnerships are engaged and will benchmark progress in responding to and recovering from the incident/event. The standing response and restoration priorities are detailed in the Response Operational Chapter and the recovery priorities are detailed in the Recovery Operational Chapter.

D. Information Collection Requirements

Information collection requirements support decision-making, inform incident planning, direct operational activities, and support resource allocations. Information collection requirements include both Essential Elements of Information and Critical Information Requirements.

1. **Essential Elements of Information**

   Essential Elements of Information (EEIs) are important standard information requirements that incident leadership needs to make timely and informed decisions. EEIs also provide context and contribute to analysis. EEIs are divided into two categories, All-Hazards EEIs and Hazard-Specific EEIs, and are broken down between the incident phase of response or recovery.

   All-Hazards EEIs will be included in the Response and Recovery Operational Chapters of this plan. Hazard-Specific EEIs are detailed in the Hazard Specific Annexes, Contingency Plans, or other deliberate planning products. Standing EEIs, are determined pre-incident and are documented in deliberate planning products. Additional incident-specific EEIs will be developed in response to the incident.

   The SEOC Planning Section may develop a Data Collection Plan (DCP) that describes what EEI is required for informed decision-making, which personnel will collect/provide the EEI, and how the information will be shared or communicated. An EEI Matrix is used to identify and assist SEOC personnel in the management of the DCP. The EEI Matrix summarizes the information items required for decision-making. The information fields included in an EEI Matrix are:

   - EEI #,
   - EEI,
   - Information Required,
   - Units of Measure,
   - Collector(s),
   - Source(s),
   - Validate Method(s),
   - Update Method/Time, and
   - Remarks.

2. **Critical Information Requirements**

   Critical Information Requirements (CIRs) are information requirements that incident leadership specifically requests regarding the situation and the environment. These items are of such importance that leaders are notified immediately when the Planning or Operations Section receives updates on a CIR item. CIRs may also be requested by a specified time to assist in reaching decisions.

   Standing CIRs are information requirements that incident leadership needs to know regardless of the incident, threat, or hazard. Standing CIRs support decision-making, create a greater understanding of the Shared Situational Picture, and provide the ability to keep elected and appointed leadership briefed. Table 19 details the State's standing CIRs.

Table 19: Standing CIRs

CIR #	Critical Information Requirement
1	Death, serious injury, or hospitalization of First Responders, State Employees, or Elected Officials.
2	Causality numbers (death, serious injury, hospitalization) of Maryland residents resulting from a disaster/emergency.
3	Degradation and restoration of Information, Communication, and Technology (ICT) infrastructure and systems critical to statewide operations.
4	Cyber disruption of ICT infrastructure, systems, and applications critical to State operations.
5	Opening or closing of transportation facilities and infrastructure, including airports, ports/harbors, train stations/railheads, major highways, and other Main Supply Routes (MSRs).
6	Degradation and restoration of critical infrastructure and key resources, including power, water, wastewater, transportation, supply chain, ICT/cyber, and economic/finance infrastructure.
7	Opening and closing of emergency shelters, warming/cooling centers, and other mass care or human service facilities.
8	Evacuation of facilities, communities, or jurisdictions as part of an emergency protective measure due to potential or current threat/hazard.
9	Activation or deactivation of a State Departmental Operations Center (DOC) or local jurisdiction Emergency Operations Center (EOC).
10	Request for Assistance (RFA) from a local jurisdiction.
11	Any event, not captured above, that poses a significant and imminent threat to public health and safety, property, or the environment.

In addition to the standing CIRs, incident leadership will determine incident specific CIRs that will be disseminated to the State Coordinating Functions (SCFs), State department/SEOC representatives, local jurisdiction EOCs, and appropriate Incident Commanders.

E. Decision-Making Considerations

Decision-making considerations are factors that the SPG and incident leadership should use to develop priorities, allocate resources, and make incident decisions. These factors should be incorporated into the incident specific CIRs. Table 20 details the decision-making considerations.

Table 20: Decision-Making Considerations

Consideration	Description
Legal Requirements	Requirements that are stipulated by law in the Code of Maryland Regulations, as enacted from legislation, or a Governor's Executive Order.
Political Guidance	Guidance or tasking requirements from the Governor or the Secretary of Emergency Management.
Political Climate	The political climate at the local, State, or Federal levels of government.
Optics	The way the incident or actions taken will be viewed by the media and/or public.
Current Events	The context of the incident considering other current or recently occurred incidents/events.
Weather Forecast	The forecast of upcoming weather and how that forecast will impact response and recovery operations.
Direct Impacts	The direct impacts of the threats or hazards of the incident and how they impact the community and residents of Maryland.
Cascading Effects	The series of events triggered by the direct impacts of the current incident, and the understanding how those effects will affect the overall incident, optics, and perceptions.
Indirect Impacts	The impacts that due to the incident's direct impacts or cascading effects that could not be conceived of and now need to be addressed.
History of Repeat Incidents	The history of the same or similar incident/event occurring in the same or nearby area that could bring negative media and optics.

Consideration	Description
Effect on State and Local Capabilities	The effect of the incident on capacity, viability, and effectiveness of State and local capabilities.

F. Courses of Action

Courses of Action (COAs) are executable tasks or operational actions to accomplish the mission, priorities, and/or incident strategy determined by the SPG, MAC Group, or incident leadership. The SEOC Planning Section in conjunction with the Operations Section, SCFs SMEs, and possibly with the impacted local jurisdiction develop COAs.

G. Decision Points

Decision Points are established points in the progression of an incident that requires a re-evaluation of the strategic approach, incident priorities, implementation of COAs, and operational activities. Decision Points are established at the onset of the incident or determined as part of a pre-incident deliberate planning process.

Decision Points developed as part of the incident are determined with the approval of the SPG, MAC Group, and other incident leadership. The Planning and Operations Section Chiefs will provide updates on the situation, impacts on Community Lifelines, progress in achieving priorities, progress in completing operational activities, and status of resources and unmet needs.

H. Trigger Points

Trigger Points are established points in the progression of an incident or thresholds in the escalation or de-escalation of an incident that initiates a previously defined operational action(s). Trigger points are developed specific to each incident or event and are approved by the SPG, MAC Group, or other incident leadership. Trigger points can include increasing or decreasing of the SAL, SEOC staffing, operational period actions, and more.

VIII. Concept of Crisis Communication

Utilized in times of disaster, crisis communications are the foundation of information sharing when isolated or widespread incidents create chaos, public emotions are heightened, and there is a need to provide critical information to the public to protect life and property while alleviating fears.

While much of the messaging creation and dissemination is consistent, many individual and group responsibilities are adaptable and may change based on the response needed, duty tiers, and title changes for organizational structural needs. Crisis communications encompass those representatives within the Joint Information System (JIS) who will produce and share information with the public.

A. Joint Information System

The Joint Information System (JIS) is part of the NIMS Command and Coordination structure which integrates incident information and public affairs into a cohesive organization designated to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations to the public and stakeholders. The JIS is intended to function in conjunction with the other NIMS Command and Coordination structures by supporting ICS structures such as an EOC.

Informing the public during disasters is a core function of entities during events. Those individuals whose responsibility is to notify and educate the public are considered members of the External Affairs (EA) team. The goal of the JIS is to present a consistent, unified message to the public before, during, and after incident operations. Figure 27 illustrates the JIS integration concept.

Figure 25: JIS Integration Concept
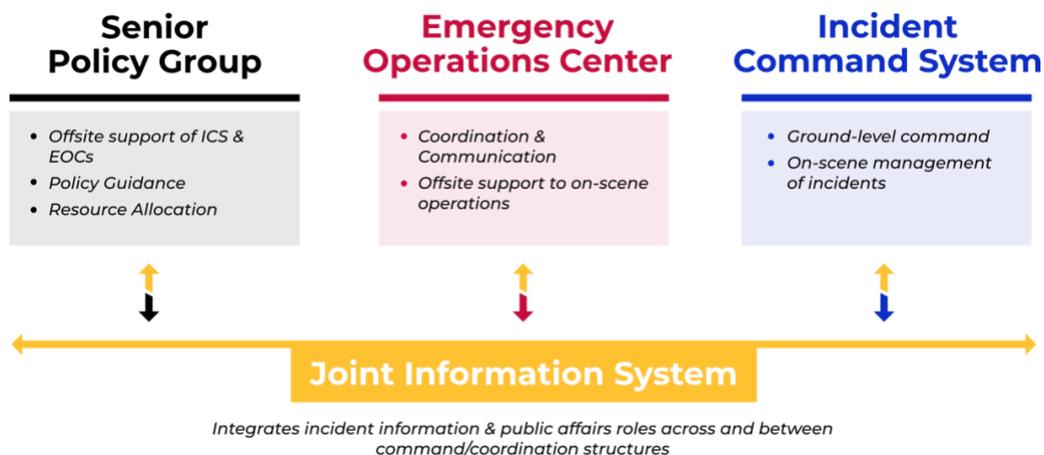
Government officials and response entities need to disseminate information timely and accurately to promote confidence in incident response and to empower the public and stakeholders to make the right decisions to protect life, property, and the environment. The JIS is the framework for EA and Joint Information Center (JIC) operations during an incident. The JIS serves several important functions:

- Helps ensure multiple agencies are speaking with a common voice through coordinated interagency messaging to avoid confusion and increase public confidence in the response,
- Allows for the development and implementation of public information plans and strategies in effectively responding to an incident,
- Aids in gathering and disseminating information to incident management that may impact response, and
- Addresses inaccurate information that could undermine public confidence.

1. **Joint Information Center**

   An incident Joint Information Center (JIC) is a physical location or facility in which PIOs carry out the functions of the JIS. While a JIC can be established for any type of incident, it is typically used during response and recovery operations.

   > The State JIC is generally located adjacent to or within the SEOC and/or UC; however, under extraordinary circumstances and depending on the nature of the threat/incident, the JIC may be established at an alternate location.

   Two other types of JICs may be utilized for staffing necessities and manageability: Virtual Joint Information Centers and Hybrid Joint Information Centers. The ultimate format of the JIC is determined by the SDO/IC after discussion with the MDEM External Affairs, MDEM Leadership, and/or the lead agency in an incident.

2. **JIS Concept of Coordination**

   The JIS is designed to be flexible and scalable. The staffing level and positions can be filled based on the scope of the event, public/media interest, and staffing capabilities. This establishes a common platform for multiple PIO to assemble information and formulate an approach to address the messaging strategy. PIOs are the authority representing their entity that are responsible for communicating with the public, media, and other agencies relating to information dissemination.

   State entities meet the needs of a dynamic environment during consequence management activities by participating through the JIS. Together they receive inputs from internal and external stakeholders and

provide cohesive and official messaging to multiple platforms as a united front of information sharing.

Figure 28 illustrates the JIS concept of coordination.

Figure 26: JIS Concept of Coordination

On a continual basis, Maryland coordinates the development of public information messages. Depending on the complexity and extent of the impact, operators activate various components of the JIS. If needed, additional Public Information Officers (PIO) and JIC capabilities can be requested through outreach to other Maryland PIOs, and through the Resource Request Process.

3. **Inputs**

The JIS receives, processes, and distributes information from a variety of sources. The JIS receives, synthesizes, and analyzes information from internal and external inputs. The message is then developed and disseminated to the public through a variety of platforms. Depending on the public message presented, the PIO may need to coordinate with numerous public information parties.

i. *Internal Inputs*

Internal inputs refer to those stakeholders who have a responsibility for consequence management activities. Table 21 details illustrates internal JIS inputs.

Table 21: Internal JIS Inputs

Stakeholders	Details
Governor's Office	The Governor's Office provides input into the official message, which aids PIOs with message development. The Governor's Office may relay key citizen concerns or recommend priorities for public messaging during incidents that PIOs use to develop final messaging to the public.
FEMA External Affairs	State PIOs collaborate with public affairs staff from FEMA Region 3 and/or FEMA Headquarters. FEMA staff provide information about regional impacts, actions of other states, and the messages coming from a specified region and FEMA. Collaboration with FEMA Region 3 is particularly helpful for large, regional, or national incidents impacting Maryland.
State Entity PIO	Most state entities have dedicated public information staff. When developing the message, state entity PIOs collaborate to include appropriate discipline-specific information within the message. Depending on the nature of the incident, a state entity other than MDEM may be assigned as the lead agency (e.g., public health emergency).
Local Jurisdiction PIO	Other smaller agencies may have staff assigned part-time to public information duties. MDEM occasionally provides press release templates to local jurisdictions. Like coordination with regional entities, message unity at the local and state levels is critical for gaining confidence from the public. Local, state, and federal PIOs collaborate to distribute a unified message.

ii. *External Inputs*

External inputs of information for PIOs originate from two main sources: the public and the media. The general public can provide important information prior to incidents/events as well as incidents/events in progress. The media acts as a conduit of information by aiding in message dissemination to the general public. Table 22 details external JIS inputs.

Table 22: External JIS Inputs

Stakeholder	Details
Media	The media provides a connection to the public and operates both as an input to government administrators, community leaders, and state entities as well as the messenger to the public. Information is received through a variety of mechanisms (e.g., printed and digital media), vetted, and, if appropriate, becomes a part of the official messaging. Information received through these sources can be relayed to others in the SEOC or partner agencies at all levels of government for their awareness/response. The traditional media typically includes newspapers, magazines, television, radio, and their digital counterparts. Bloggers and other online writers straddle the line between traditional media and social media.
Public	The public can call or email pre-established hotlines or call centers, constituent services offices, or PIO staff directly. Increasingly the public can use agency social media accounts. This information can provide useful situational awareness on several levels. For public information officers, it can help identify gaps in messaging or rumors that need to be addressed. It also can provide real-time information about an incident that can help inform Emergency Operations Centers or first response agencies about urgent response needs. The JIC needs to have processes in place to identify these and handle them appropriately.

4. **Outputs**

A variety of public information platforms support consequence management activities to release official messaging to target audiences. These range from traditional press releases to innovative tools that bring emergent messages to the public in real-time. The platform(s) used will be dependent on the incident severity, the target audiences, and the scope determined by the PIO. It is important to note that wherever technologically feasible, all messaging, regardless of the format or platform, must be compliant with Section 508 of the ADA.

i. *Information Dissemination and Rumor Control*

The purpose of public information is to provide comprehensible information in a timely manner so individuals can take action to save lives and minimize damage to property. Constant vigilance is needed by the PIO to ensure all information presented to the public is accurate. Coordination must be done within the JIS to establish key messaging

that is distributed promptly while suppressing false information through rumor control. Table 23 details JIS outputs.

Table 23: JIS Outputs

Method	Details
Press Release / Statement / Media Advisory	The traditional tool used by PIOs is the press release, press statement, or media advisory. A press release provides detail on the threat, the actions the public should take, and the actions being taken by departments or agencies. The press release is typically issued in anticipation of an impact. Statements are often brief comments acknowledging that an incident has occurred, and details will be made available as they are received. Media advisories typically alert the media to an impending press conference or important event. MDEM will work in conjunction with local PIOs to ensure unity of messaging.
Social Networking Platforms	Social Networking sites are an excellent source of information gathering and dissemination. MDEM and other state entities actively participate in several social media platforms, such as Twitter(X) and Facebook which allow for direct interaction between the government and the public. Providing valuable information on alerts and warnings, directives, and requests (e.g., evacuation orders, curfews, etc.), response status, family reunification, and relief efforts, these platforms support text and video messages that are widely followed and monitored, allowing timely dissemination of information.
Press Conference	Press conferences allow members of the media the opportunity to ask questions directly to officials by gathering at a specified location. Formal press conferences are typically appropriate for significant incidents with substantial impacts and may be used to reinforce official messages (e.g., evacuation orders) or address public concerns. Press conferences are often held at the SEOC with the Governor as the primary speaker. In those cases, the Governor's Press Office will invite the media to the events in coordination with the MDEM External Affairs Branch and/or External Affairs Officer.
Interviews	In anticipation of, or during a threat/hazard impact, as well as during recovery activities, PIOs may conduct print, television, radio, or online interviews. Local media markets remain one of the most effective ways to reach the community with verified information during a crisis. Interviews can also reinforce official messages.

Method	Details
MdReady App	The MdReady web application is the official emergency management mobile app to help Maryland families prepare for emergencies. MdReady is able to relay threat information directly to users' cellphones and can provide immediate warning. A link for the app can be accessed through the MDEM website.
Websites	The MDEM website is the official Maryland source of preparedness information for residents for various natural and human-caused hazards. When complex information needs to be given to the public, social media posts will often direct followers to the website. Reporters also will be asked to direct viewers/readers to the website for further information. The Joint Information Center (JIC) will also work with the webmaster to post the most current information on the website. If MDEM is not the lead State Department for an event, the JIC will work with the appropriate agency to help keep its website current.
Live Streaming	Live streaming or video uploads on a social networking website are a feature that can be used to share information in real-time. This feature provides the public with direct access to information and the ability to share, comment, and replay depending on the capabilities of the social network platform that is being used. Live streaming should be considered for use during press conferences.
211 Maryland	211 Maryland is a call center that typically handles phone calls from residents who need assistance with essential resources such as health or social services. During an incident, 211 Maryland can be used to provide vetted life safety information to callers. In addition, it can disseminate preparedness and safety information to those who have signed up to receive MD Ready messages through the 211 Maryland system. 211 Maryland is available year-round.
Audio and Visual Devices	Audio and visual devices are accessibility-friendly options for information dissemination. They provide additional conduits for PIOs to relay messaging to a wide range of residents. Clear Channel and MDOT aid in providing messaging equipment along major highway routes. • *Digital Billboards:* Located on major highways through the State of Maryland, digital billboards can be programmed to provide specific public messaging, • *Variable Message Signs:* Portable messaging trailer signs that can be placed by the Maryland State Highway Administration in specific locations to transmit critical information, and • *Sirens:* Five Maryland jurisdictions have siren capabilities for public warning and notification of a Nuclear Power

Method	Details
	Plant incident.
Targeted and Localized Public Notification Solutions	Several other low-technology platforms can be used to reach geographically limited areas in the event major communications have been compromised (e.g., power outages, internet outages, and cybersecurity incidents). These methods include: first responder public announcement (PA) systems, 800 mHz radios, ham radios, closed-circuit communications systems, fax machines, direct-contact, and trap lines (wildfires).

ii. *Alert, Notification, Warning*

In addition to the many output methods available to PIOs, there are several types of warning systems that allow for the mass dissemination of messaging. MDEM's third party vendor notification system, the National Warning System (NAWAS), and the Integrated Public Alert and Warning System (IPAWS) make up the three components of MDEM's Alert, Warning, and Notification systems. The two main components of IPAWS are Wireless Emergency Alerts (WEA) and the Emergency Alert System (EAS). Figure 29 illustrates the components and systems of MDEM's alert, notification, and warning capability. Table 24 details the alert, notification, and warning systems.

Figure 27: Components of MDEM Alert, Notification, & Warning Systems

Table 24: Alert, Notification, and Warning Systems

System	Details
Everbridge	Everbridge is a unified, third party notification system that allows for communication between stakeholders, jurisdictions, State Coordinating Functions, and alerting authorities before, during, and after an incident.
NAWAS	NAWAS is governed by the Civil Defense Warning System (CDWS) and was originally established for providing warning of nuclear attacks. Post-wartime, NAWAS can be utilized for disseminating peacetime civil emergency warnings.
IPAWS	Integrated Public Alert and Warning System (IPAWS) is an authenticated national system for local alerting. IPAWS is jointly overseen by the Federal Emergency Management Agency (FEMA), the Federal Communications Commission (FCC), and NOAA.
WEA	The Wireless Emergency Alert (WEA) system ensures that all weather-related WEA notifications are made in a timely fashion. The NWS is the only official agency that issues watch or warning products for weather-related warnings
EAS	Emergency Alert System (EAS) messaging is a national public warning system commonly used to deliver important emergency notifications by interrupting radio, television, and cable programming to issue emergency alerts on behalf of state or local emergency managers.

iii. *Local EM Notification System*

Local jurisdictions have the ability to distribute messaging and local area emergency alerts via their PIO or 911 Center. The local area emergency alert is an advisory issued by jurisdictional authorities through the EAS or other means. Some state entities and local jurisdictions also have varied capabilities to send WEA messages or notifications through a combination of text message, email, telephone, applications, local cable TV, websites, and other methods.

The purpose is to notify the public of an event that may pose a significant threat to public safety and/or property or a situation that could escalate, contribute to other more serious events, or disrupt critical public safety services in the respective locality.

5. **JIS Concept of Operations**

Effective public information dissemination requires agencies to collaborate in a systematic manner. Regardless of the size or scope of the incident, public information managers follow a standard process to provide information to the general public, disaster victims, affected jurisdictions,

elected officials, community leaders, private sector, media, NGOs, response and recovery organizations, volunteer groups, international interests, and other stakeholders. The methodology for Joint Information System (JIS) establishment is illustrated in Figure 30. In an extended incident, this process will need to be constantly analyzed and re-evaluated.

Table 25 details the establishment and operations of a JIS.

Figure 28: JIS Establishment and Operations

Table 25: JIS Establishment and Operations

Action	Details
Step 1: Select Lead State Department/ Agency	The first step in the process begins with selecting the appropriate Lead State agency PIO who will pilot the creation and distribution of the public-facing messages. Regardless of who leads messaging, MDEM can facilitate the coordination of those entities and dissemination of the information.
Step 2: Message Creation	The extent and focus of the message depends on the choice of the most effective platform. Once crafted, PIOs comment and revise the message (given ample time) and receive approval from command staff and/or leadership.
Step 3: Message Dissemination	The Lead PIO, in conjunction with the JIC Manager, distributes the message through selected mediums (e.g., traditional and social media). If appropriate, support PIOs amplify the message through their media conduits. In addition, MDEM will provide messaging amplification to their digital followers to assist in outreach efforts for the selected agency.

Action	Details
Step 4: Respond to Inquiries and Rumors	External Affairs, in conjunction with the Lead PIO and JIC staff, responds to questions and requests for additional information after message distribution. This step is important to quell concerns and to reassure the public of the steps the State is taking to address the issue. Supporting agencies should redirect questions back to the Lead PIO when appropriate. This is also the time to review all previous messages and monitor for effectiveness and accuracy, as well as establish rumor control.

For message initiation and to achieve messaging standards, the 8-Step Communication Model provides guidelines for the creation and implementation of a messaging protocol. The 8-Step Communication Model operates in a cyclical format, so the methodology is utilized and reassessed continuously.

Figure 31 illustrates, and Table 28 details, the 8-step communications model.

Figure 29: The 8-Step Communications Model

Table 26: JIS 8-Step Communication Model Details

CMOP - Base Plan

Action	Detail
Step 1: Assess the Current Situation	Every incident is distinct in nature and requires different responses depending on the circumstances. The Lead PIO and JIC Team will ascertain the communication needs based on the incident by understanding the immediate issues and actions they are requesting the public to take.
Step 2: Set Communication Goals	The development of a strategic plan is then created based on the incident response. The goals established should be Specific, Measurable, Achievable, Realistic, and Time bound (SMART).
Step 3: Identify Intended Audiences	Identification of the target population is key to effectively reach the most impacted communities. Messaging should consider the accessibility, beliefs, value systems, and responsiveness of that particular group.
Step 4: Develop and Test Messaging	The Lead PIO and JIC Team will collaborate to develop the message and determine methods for dissemination. Messaging should be concise and easy to understand. When crafting the message, the PIO should consider: • The type of incident • The extent/scale of the incident and potential growth • Staffing capacity of the department/agency • Implications of public messaging and the historical context All messaging will be approved by the Incident Commander, or designee, prior to dissemination.
Step 5: Select Channels and Activities	Message platforms need to be analyzed to create the most effective outreach. Messaging dispersal (e.g., press release, television interview, social media, etc.) is based on a number of factors that indicate which platforms are most appropriate for the intended audience: • The immediacy of the impact • Size/character limits of the various messaging platforms • Public protective measures • Media interest • Regulatory requirements
Step 6: Develop an Action Plan	The Lead PIO and JIC Team will develop an Action Strategy for message implementation and alternative means should the initial plan be ineffective.
Step 7: Develop and Test Materials	Evaluation should be conducted by the JIC Team to ensure message aspects such as readability, impact, relevance, etc. If applicable, distribution to a small segment should be conducted to determine the effectiveness of the message.
Step 8: Implement, Evaluate, and Modify Plan	Disseminate the message and monitor for success. Re-evaluation should be made to scan for usefulness and efficacy. Modify the communications strategies if problems are discovered.

IX. Concept of Resource and Logistics

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

A. Resource Management

The State of Maryland uses a programmatic resource management system/process for identifying and prioritizing resources and managing resource requests within the state. This process effectively and efficiently coordinates to fill, mobilize, track, and demobilize resources and capabilities requested by local jurisdictions during a time of need. As all disasters start at the local level, this system ensures that the local jurisdictions and State entities are able to obtain the necessary resources to manage incidents at the lowest level possible.

> MDEM does not pre-stage or store any commodities or equipment. MDEM's responsibility for resource management encompasses managing requests from local jurisdictions, coordinating state-owned resources and caches, and making requests for out-of-state and Federal resources on behalf of the State.

B. Maryland Resource Management Process

The Maryland Resource Management Process is a seven-step process for all resource requests. This process involves receiving a request, determining the mechanism to source the resource, tracking the resource's deployment, its demobilization and mission completion. The resource management process remains the same regardless of the SAL. Figure 32 represents the complete overview of the entire Maryland Resource Management Process.

Figure 30: Overview of the Maryland Resource Management Process

Mission
Capability
Size
Amount
Logistics
Location
Time
Type

Possible Declaration Status
- Local State of Emergency
- Maryland State of Emergency
- *Presidential Disaster Declaration*
  - Pre-Disaster Emergency
  - Emergency
  - Major Disaster
- *Presidential Declaration for National Emergency*

Assignments
- Local Jurisdiction
- State Coordinating Function (SCF)
- State Dept. / Agency / Office
- Federal Dept. / Agency / Office
- Non-Governmental Organization

① Identify Need

② Make Request

③ Review & Validate

④ Source

⑤ Assign

⑥ Monitor

⑦ Close Out

Request Options
1. WebEOC
2. Liaison Officer
3. SEOC Staff
4. MJOC

Sourcing Mechanisms
1. Mutual Aid (Local)
2. Mutual Aid (Regional)
3. MIEMAC
4. State Assistance
5. State Contracts
6. National Guard Civil Support
7. EMAC
8. NGOs
9. Federal Assistance
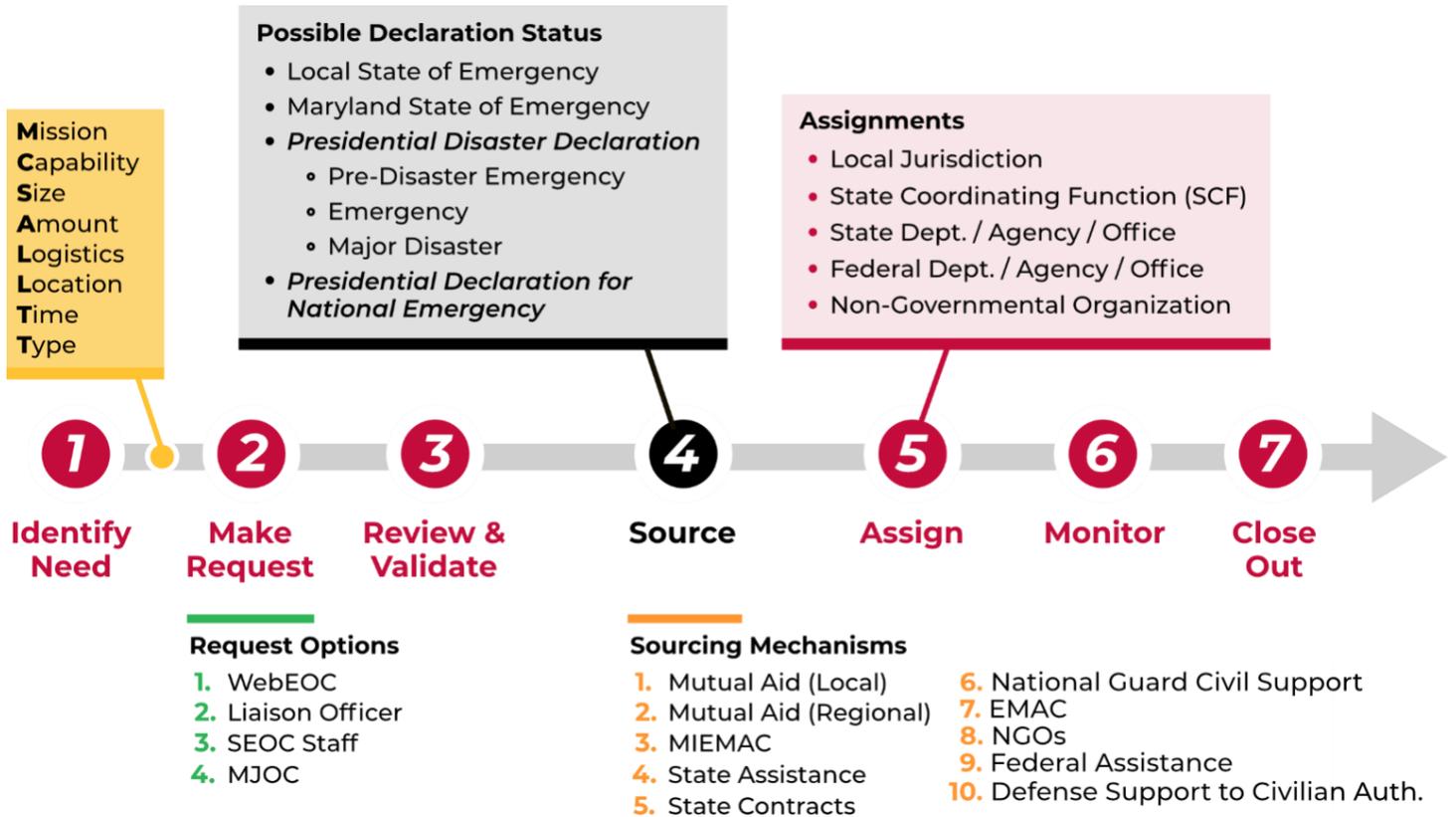10. Defense Support to Civilian Auth.

Table 27 provides in-depth details for each of the seven steps of the Maryland Resource Management Process.

Table 27: Seven Steps of the Resource Request Process

Action	Details
Step 1: Identify the Need	Resource requests originate from either local jurisdictions or from state entities. Resource requests will come to MDEM once internal resources have been exhausted (including resources available through existing mutual aid agreements), or when a local jurisdiction and/or state entity determines the need for a specialized capability that they do not currently possess.
Step 2: Make the Request	All resource requests begin with the local jurisdictions' emergency management office or state entities submitting a request through WebEOC, the state incident management software platform. For a resource request to be an official request, it must be entered into the Request and Tasks Board in WebEOC. If the request is initiated through informal communication, such as phone calls, face-to-face conversations, or e-mails it still must be entered into WebEOC. Ideally, the requestor of the resource enters the request; however, the following personnel may also enter resource requests: • MJOC • Statewide Duty Officer (SDO) • Liaison Officer (LO) • The Resource Management and Logistics Unit Coordinator or Officer or their designee • During an SEOC Activation, MDEM Staff working in the Resource and Logistics Section or Local Liaison Unit • The State Disaster Recovery Coordinator (SDRC) during a recovery operation or other MDEM staff The SDO, in conjunction with the MJOC, has the ability to initiate this process to support local jurisdictions and state entities. The SDO is capable of processing requests during incidents in which the SEOC is not activated. If necessary, the SDO can contact the Resource Management and Logistics Unit for support in handling resource requests and logistical needs. If the management of the incident has overwhelmed the capacity of the SDO and/or the SDO needs more support to sustain the ability to manage requests, the SDO can request assistance by using staff for resource request assistance or activate the SEOC. Note: Entities making requests do so by indicating the mission they wish to accomplish rather than requesting a specific resource.

Action	Details
Step 3: Review and Validate	Once a resource request has been entered, MDEM initiates a review of that request. This initial review of the resource request verifies that all necessary information has been included. Each request submitted must include the standard information requirements of Mission, Capability, Size, Amount, Logistics, Time, and Type (MCSALLTT), which allows for the effective and efficient processing of a resource request. The standard information requirements of MCSALLTT are detailed in Figure 33.
Step 4: Source	Once the request has been properly vetted, MDEM works to task that request to the following entities that can provide support in fulfilling the request: • SCFs, • State entity, • NGOs, • Local Jurisdiction, and • Federal entity There are several options available for sourcing requests, which are detailed in the Resource Management Mechanisms section below. MDEM ensures that the appropriate declaration status exists, if needed, to utilize a sourcing mechanism.
Step 5: Assign	Once a source for the request has been identified, that resource request will be tasked out and assigned in WebEOC to the appropriate entity to be fulfilled. The action of assigning a task also serves to document any conversations and updates related to the tasking of the resource.
Step 6: Monitor	Monitoring a resource request is a shared responsibility among MDEM, the requesting entity, and the entity providing the actual resource. WebEOC is the primary system used to monitor resource requests, tasks, and deployment, and subsequently demobilization of the resource.
Step 7: Close Out	Resource requests and tasks get closed out when the mission has been completed, the resource has returned to its home and is demobilized, and/or when the resource is no longer needed.

Figure 31: Information Requirements for a Resource Request

M Mission	A short, concise description of the mission, the resource, and/or any capability needs; additionally, include a description of what specific mission/task/function the resource will be used for.
C Capability	Detailed description of the needed capability for which you are requesting the resource. Since various resources might achieve a given capability, it is best to request a capability to be filled, rather than a specific resource item.
S Size	The size of the resource and/or capability. (e.g., 1000 gallon tank; 5 ton dump truck bed capacity)
A Amount	The quantity / amount / number of the resource needed.
L Logistics	Supporting information related to: Operating environment, lodging conditions, meals, logistical support requirements (e.g., communications), health & safety requirements
L Location	Information on the location(s) for the resource's application, including reporting location, staging area, work assignment location, and working conditions.
T Time	Information including the expected duration of the request, reporting time & date, specific mission duration, assignment operational hours, demobilization time & date.
T Type	The requested resource's type according to the FEMA Resource Typing scheme for specific resource/capability requirements.

C. Limited Resource Allocation Process

During widespread impacts, resources will be spread thin and resource allocation will likely need to be prioritized based on need. In situations such as this, State Executive Leadership makes the final determination of the priority of which impacted jurisdictions receive resources. The figure below outlines the process by which officials make limited resources decisions. This internal process is used only if the resource management process is overwhelmed, and all needs cannot immediately be met or there is a severe limitation of a particular resource or capability. Figure 34 details the Limited Resource Decision Making and Allocation Process.

Figure 32: Limited Resource Decision-Making & Allocation Process

RECEIVE REQUEST	GATHER INFORMATION	REVIEW REQUEST	APPROVE REQUEST
• More requests than available resources	• Existing/Projected requests • Available resources • Incident priorities • Threat/Hazard	• Consider resource priority factors • Weigh criteria • Make recommendations	• SPG Review • Final resource allocation decision

MDEM resource personnel will gather information about the resource status, incident priorities, and threats/hazards. They will consider factors such as life safety, resource effectiveness, etc., and make a recommendation to State Executive Leadership. Upon receipt of the recommendation, the Senior Policy Group (SPG) authorizes a final resource allocation decision. The final decision maker is the Secretary of Emergency Management or their designee.

D. Resource Management Mechanisms

Obtaining resources expediently and efficiently during a disaster is one of the most important activities within resource management operations. A significant incident may require MDEM to request resources from sources outside of the jurisdiction, region, or even the state.

MDEM obtains the resource by adhering to the resource management process of attempting to source resources through local mutual aid, MIEMAC, and State Assistance prior to seeking other mechanisms.

Some of these sourcing mechanisms will require a Declaration of a State of Emergency either from the Governor or in the case of receiving Federal funding, a Declaration of a Local State of Emergency from the local jurisdiction. Information and descriptions of the levels of disaster declaration are in the next section. Resources can come from many different venues and resource sourcing mechanisms.

1. Mutual Aid

Mutual aid includes the routine sharing of resources between jurisdictions with existing mutual aid agreements in place to support ongoing operations. These agreements are entered into and executed by the local jurisdictions without assistance from the State. There are three (3) types of Mutual Aid.

- Automatic Mutual Aid: Routine sharing of resources between jurisdictions,
- Local Mutual Aid: Resource sharing between jurisdictions with existing mutual aid agreements,
- Regional Mutual Aid: Resources are operated by regional organizations and purchased with regional funding that stipulates mandatory support within the region. Maryland has two (2) standing regional mutual aid organizational structures:
  - The Baltimore UASI and National Capital Region (NCR) UASI and
  - Five (5) Regional Healthcare Coalitions within the State

2. The Maryland Intrastate Emergency Management Assistance Compact

The Maryland Intrastate Emergency Management Assistance Compact (MIEMAC) is a state-wide mutual aid system within Maryland that allows any jurisdiction in Maryland to request and receive assets from another Maryland jurisdiction. It is an intra-state mutual aid agreement, which allows participating local jurisdictions (identified in the Public Safety Article of the Maryland Code) to share resources beyond normal mutual aid. MIEMAC provides for the procedures to request assistance and to resolve financial and liability issues for the assistance given. All 23 counties within the State and the cities of Annapolis, Baltimore, Bowie, Laurel, and Ocean City belong to the compact. MIEMAC also provides for mutual cooperation in emergency management-related exercises, testing, or other training activities.

The Senior Elected Official or Board of County Commissioners from each jurisdiction designates an Authorized Representative who may request assistance from another jurisdiction by contacting the Authorized Representatives of that jurisdiction. Requests may be verbal or in writing; however, each verbal request must be confirmed in writing within 10 calendar days by a Senior Elected Official or an Authorized Representative. MIEMAC addresses cost reimbursement, liability protections, and issues related to workers' compensation. MDEM acts as a facilitator between jurisdictions, broadcasts requests, and assists jurisdictions with locating available resources.

3. State Assistance

When requested, state entities can provide resource support, including specialized resources, to augment local jurisdictions' efforts. This support may be provided with or without the expectation of reimbursement, under conditions agreed upon prior to deploying the requested resources. State entities providing support to local jurisdictions may choose to enter into a contract with the requesting organization.

4. **State Contracts**

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

5. **State Facilitated Assistance**

   In certain circumstances, state departments and entities will assemble packages of resources to support local jurisdictions. In this capacity, the state draws upon a variety of sources (e.g. local, state, and non-governmental) to achieve the requested mission.

6. **National Guard Support**

   When authorized by the Governor, the National Guard can be put on State Active Duty and support State level special events, disasters and other incidents. Specific Civil Support team(s) provide subject matter expertise of federal military resource and resource allocation.

7. **Non-Governmental Assistance**

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

8. **Emergency Management Assistance Compact**

   When the resources needed to support an incident exceed those available within Maryland, MDEM can use the Emergency Management Assistance Compact (EMAC) to obtain outside assistance from other states. EMAC has been ratified by U.S. Congress (PL 104-321) and is law in all 50 states, the District of Columbia, Puerto Rico, Guam, the U.S. Virgin Islands, and the Northern Mariana Islands. EMAC is the national inter-state resource sharing system, which allows states and territories to assist one another during disasters. EMAC is only available once the Governor has declared a State of Emergency. MDEM, as the signatory to EMAC, makes requests for resources via EMAC on behalf of state entities or local jurisdictions. EMAC works in a similar manner as MIEMAC to facilitate the sharing of resources but on a state-to-state basis.

9. **Non-Stafford Federal Assistance**

   Federal resources local to the incident/event may be requested for use in a non-Stafford Act modality.

10. Direct Federal Assistance

Depending on the scope of the incident, federal resources, either through the Stafford Act with a Disaster Declaration or through regular federal mechanisms may be available. However, certain thresholds, established by FEMA, are considered by the President and DHS officials in the process of determining whether federal resources can be made available.

The FEMA Region 3 Regional Response Coordination Center (RRCC) coordinates the request for, and deployment of, assets. Federal ESF teams will report to the RRCC with adequate staff to support 24-hour operations. Simultaneously a FEMA 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.

Available federal resources include incident management personnel, SMEs, and tangible resources (e.g., communications equipment). In certain circumstances, direct federal aid from agencies outside FEMA may be available (e.g., assets from the United States Department of Agriculture during an animal-borne illness outbreak). For planning purposes, the RRCC will manage federal response operations for the first seventy-two (72) hours after an incident.

In order to access some resource sourcing mechanisms, State Executive Leadership must issue a Declaration for a State of Emergency, which legally opens the possibility to use certain resource mechanisms. Declarations that may be, or in some cases are, required to be enacted include:

- Local Declaration for a State of Emergency
- State Declaration of a State of Emergency
- Presidential Disaster Declaration (Robert T. Stafford Act)
- Presidential Declaration for a National Emergency

11. Defense Support to Civil Authorities

Defense Support to Civil Authorities (DSCA) is the process by which the National Guard military assets and personnel can be used to assist in mission normally carried out by civil authorities. This allows for a personnel force multiplier in times of greater personnel needs.

12. Summary of Resource Sourcing Levels

Table 28 summarizes the characteristics and applications of the various levels of resource sourcing mechanisms. Each declaration level provides additional provisions for support and assistance, especially for sourcing more complex resource requests.

Table 28: Levels of Resource Sourcing in Maryland

Mutual Aid (3 Types)
- Automatic Mutual Aid: Resource sharing between jurisdictions with existing mutual aid agreements,   - Local Mutual Aid: The routine sharing of resources between jurisdictions, and   - Regional Mutual Aid: Maryland has two (2) standing regional mutual aid organizational structures: - Baltimore and National Capital Region (NCR) UASIs, and   - Five (5) Regional Healthcare Coalitions
Maryland Intra-State Emergency Management Assistance Compact (MIEMAC)
Provides resources between Jurisdictions that are beyond normal mutual aid agreements.
Pre-existing State Contracts (Contracts from Department of General Services)
- Private Sector Vendors with active State of Maryland contracts which are used during significant events and incidents.   - Local jurisdictions can enter into their own agreements with vendors.
State Facilitated Assistance
Provides assembled packages from state departments and a variety of sources.
Non-Governmental Assistance
- Resources and Services provided by non-governmental entities and the Non-governmental SCF: - Maryland Voluntary Organizations Active in Disaster (MDVOAD), and   - Private Sector
Emergency Management Assistance Compact (EMAC)
- EMAC is the national interstate resource sharing system,   - Allows states and territories to assist one another during disasters, and   - Requires a Governor-Declared State of Emergency
Federal Assistance
- Federal resources provided to assist state or local operations   - May require Stafford Act declaration

E. Levels of Disaster Declarations

In order to access some resource sourcing mechanisms, a local jurisdiction, the State, or the federal government might need to issue a declaration for a State of Emergency (SOE), which legally opens the possibility to use specific resourcing venues. Each declaration level provides additional provisions for support and assistance, especially for sourcing increasingly more complex resource requests. Depending on the level at which this declaration is made, certain assets or resources may become available that can then be used to address the emergency. A local jurisdiction or the State may declare a SOE when a significant consequence management incident occurs or in anticipation of an impact. A declaration of an SOE allows for expedited resource procurement, waivers of regulations, and other mechanisms aimed at resolving the issue as quickly as possible. A SOE can also release emergency disaster funding and may make federal resources available to support the response.

Figure 35 below shows the escalation of Resourcing Sourcing Mechanisms along with the escalations of the disaster declarations needed for certain resource allocations.

Figure 33: Resource Sourcing Escalation

Resource Management Sourcing Escalation

LEVEL	MECHANISMS
Federal	• Defense Support to Civil Authorities • Direct Federal Assistance • National Contracts
NGO	• Non-Governmental Organization Assistance
National	• National Interstate Mutual Aid
State	• National Guard Civil Support • State Contracts • State Assistance
Regional	• Intrastate Mutual Aid (MIEMAC) • Regional Mutual Aid (UASI Regions / Regional Healthcare Coalitions)
Local	• Local Mutual Aid Agreements • Automatic Mutual Aid • Local Resources

1. **Local Declaration of Emergency**

   The Senior Elected Official or Board of County Commissioners can declare a State of Emergency when a significant consequence management incident occurs or in anticipation of an impact. A declaration of a Local SOE allows for resource mechanisms aimed at resolving the issue as quickly as possible. However, a local declaration cannot be continued or renewed for more than thirty days without the approval of the local governing body. Additionally, the declaration must be made public and filed with the appropriate record-keeping agency. (See the Annotated Code of Maryland, Public Safety, Title 14. Emergency Management §§ 14-101 et seq. for additional information.)

2. **State Declaration of Emergency**

   The Governor can declare a SOE anytime or at the recommendation of MDEM (or other State Agency) through an executive order (EO) or proclamation, which continues until the threat/hazard has passed or the emergency is manageable. The declaration designates the incident or event as an emergency and provides for emergency powers and authorities. Additional details are defined in Md. Code Ann., Public Safety §14-303. The Governor has three categories of declarations that may be issued including a standard State of Emergency, a Catastrophic Public Health Emergency, and an Energy Emergency.

   A Standard State of Emergency is declared for a specific geographic area, a single jurisdiction, several jurisdictions, or for the entire state of Maryland. This declaration gives the Governor the authority to take necessary action to protect life and property, including acquiring out-of-state resources through the Emergency Management Assistance Compact (EMAC) and authorizing the Governor to deploy the National Guard under the State Active-Duty designation. A SOE could also release emergency disaster funding and may make federal resources available to support the response. The process by which the Governor can declare a state of emergency is as follows:

   - The Governor receives notification of the emergency and automatically declares a SOE or,
   - A State Agency makes the recommendation and develops an Executive Order which includes the type of emergency, where it occurred, and the authority by which it is made.

   Termination of an SOE occurs by executive order and cannot last longer than 30 days unless the Governor renews the declaration. By joint resolution, the General Assembly may also terminate the state of emergency at any time, and the Governor must then issue an EO to terminate the declaration.

3. **Presidential Disaster Declaration**

A Presidential Disaster Declaration (PDD) is an official declaration made by the President of the United States in response to a significant disaster or emergency. It authorizes federal assistance and resources to support the state and local jurisdictions in their efforts to respond to and recover from the disaster. The primary purpose of a Presidential Disaster Declaration is to provide additional support to areas affected by a disaster that exceeds the capabilities of the state and local jurisdictions. It enables the affected jurisdictions to access a wide range of federal assistance programs and resources. To qualify for a Presidential Disaster Declaration, the impacted area must meet specific criteria outlined in the Stafford Act. This typically includes a demonstration of the severity and magnitude of the event, an assessment of the impact on public infrastructure, the need for federal assistance, and the capability of state and local resources. There are four (4) types of Presidential Disaster Declarations:

- Pre-Disaster Emergency Declaration,
- Emergency Declaration,
- Emergency Declaration with Federal Primary Responsibility, and
- Major Disaster Declaration.

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

i. The Robert T Stafford Disaster Relief and Emergency Assistance Act
The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 2007 (Stafford Act) authorizes the President of the United States to issue declarations for major disasters and emergencies. These declarations can be either a major disaster declaration or an emergency declaration. The declarations trigger the availability of federal assistance and resources to aid in the response and recovery efforts. The Stafford Act designates FEMA as the primary agency responsible for coordinating the federal response to disasters. FEMA works closely with the state and local jurisdictions, as well as other federal departments and agencies, to provide resources, coordination, and technical expertise.

The Governor requests a declaration by the President, stating that an emergency or major disaster is of such severity and magnitude that effective response is beyond the capabilities of the State and the affected local governments, and that federal assistance is necessary.

Before requesting a declaration under the Stafford Act, the Governor of the affected state must first respond to the emergency event and execute the state's emergency response plan. The Governor must

certify in writing that the magnitude of the event exceeds the state's capability to respond, and that supplemental federal assistance is necessary. In the absence of a specific request, the President may provide federal assistance where it is necessary to save lives or prevent severe damage.

Depending on the scope of the incident, federal assistance, either through the Stafford Act or through regular federal mechanisms, may be available. Available resources outside of the State agencies could include incident management personnel, SMEs, or tangible resources (e.g., communications equipment). In certain circumstances, direct federal aid from agencies outside FEMA may be available (e.g., assets from United State Department of Agriculture during an animal-borne illness outbreak).

Table 29 details the two types of disaster declarations provided for in the Stafford Act: emergency declarations and major disaster declarations. Both authorize supplemental federal disaster assistance; however, the type of event resulting in the declaration, and the associated type and amount of assistance differ.

Table 29: Disaster Declaration Types

Declaration Type	Details
Major Disaster Declaration	Provides a wide range of federal assistance programs and resources for individuals and public infrastructure, including funds for both emergency and permanent work. This type of declaration is issued when an event, such as a hurricane, tornado, flood, earthquake, or wildfire, causes significant damage and overwhelms the resources of the state and local jurisdictions. Major disasters are defined as any natural catastrophe (e.g., hurricane, snowstorm, etc.) or, regardless of cause, any fire, flood, or explosion that causes damage of sufficient severity and magnitude to warrant major disaster assistance.
Emergency Declaration	Declared in response to an event that requires immediate federal assistance to save lives, protect public health and safety, protect property, or lessen or avert the threat of a catastrophe. Examples of events that may prompt an Emergency Declaration include severe storms, terrorist attacks, or public health emergencies.

F. Logistics and Distribution Management

Continuous resource needs will be identified, validated, and refined during a major incident. This is due to the changing of resource availability, resource needs, and the evolution of an incident. The Distribution Management Unit Leader in the SEOC is responsible for implementing and coordinating the State Logistics and Distribution Management system.

Incident and/or EOC personnel request resources based on incident priorities and objectives. They base decisions about resource allocation on jurisdictional or organization protocol (e.g., minimum staffing levels) and, when applicable, the resource demands of other incidents.

Maryland's Distribution Management Plan serves to determine the state's responsibilities to receive commodities and support from federal and non-governmental organizations to distribute to local jurisdictions.

MDEM and the SEOC Resource and Logistics Section can predict commodity needs during disaster events based on data such as winds, storm tracks, population considerations, and potential power impacts. Such predictions will influence the state's posture regarding the procurement of commodities, requests for federal resources, activation of State Logistics Staging Areas, and/or prepositioning of commodities.

MDEM itself does not pre-stage resources or equipment. It focuses on coordination with other State entities during response and recovery operations that maintain a cache of commodities and other equipment, which may be deployed to support local jurisdictions when requested. These State entities are responsible for purchasing, warehousing, maintaining, and inventorying these items.

MDEM will assist these agencies by serving as a procurement mechanism to assist in the processing of necessary equipment and/or commodities during response and recovery operations. Individual state agencies that maintain a cache of supplies and other vital equipment are responsible for purchasing, housing, maintaining, and inventorying those items. These agencies may be deployed to support local jurisdictions when requested and assist in the procurement of needed items.

G. Supply Chain

Supply chain refers to the commercial commodities and supplies distribution system. The supply chain provides the commodities and items that stock the shelves of the local commercial business industry, including grocery stores, pharmacies, home improvement retailers, home goods stores, and fuel stations. The restoration of the supply chain is vital for an effective and quick recovery following a catastrophic incident. The supply chain can support the government distribution management system through state and national contracts and non-governmental assistance.

Supply chains can be complex, interconnected systems and networks, each unique based on the sector. All supply chains have the same basic components including those detailed on Table 30.

Table 30: Supply Chain Basic Components

Component	Details
Supply Nodes	Entities that manufacture, process, store, and/or ship goods and services. They generally include raw materials providers, suppliers, manufacturers, and distributors. (Also known as origins, outputs, vertices, terminals, warehouses, distribution centers, cross docks, and push places.)
Demand Nodes	Entities that purchase and/or signal for goods and services from supply nodes. They generally include individuals, families, businesses, and governments. (Also known as destinations, inputs, vertices, retailers, and pull places.)
Tiers	A common way to group nodes and identify upstream and downstream relationships within the supply chain. Tier 1 suppliers provide products or services to the producer/processor; Tier 2 suppliers provide products or services to Tier 1 suppliers; Tier 3 suppliers provide products or services to Tier 2 suppliers. As the Tier numbers get higher, the further that supplier is from the producer/processor of the finished product.
Links	The physical and functional connections between nodes, such as communication, transportation, or transaction connections. Links can also relate to service infrastructure, such as power. (Also known as edges, arcs, paths, tracks, and routes.)

Supply chains involve the movement of products, information, and money. Products flow from supply nodes to demand nodes, while money usually follows in the reverse direction. Information sharing occurs across all nodes and humans are agents within the nodes and links. Figure 36 depicts the supply chains and their components.

The ability of external supply chain resources to access impacted areas within the state and the local jurisdiction through the restoration of critical transportation routes is the highest restoration priority. Allowing access to critical transportation, the flow of commodities, supplies, equipment, and personnel who are able to conduct and/or support recovery operations is paramount to effective recovery efforts. Figure 36 illustrates a basic supply chain flow.

Figure 34: Supply Chain Flow Diagram
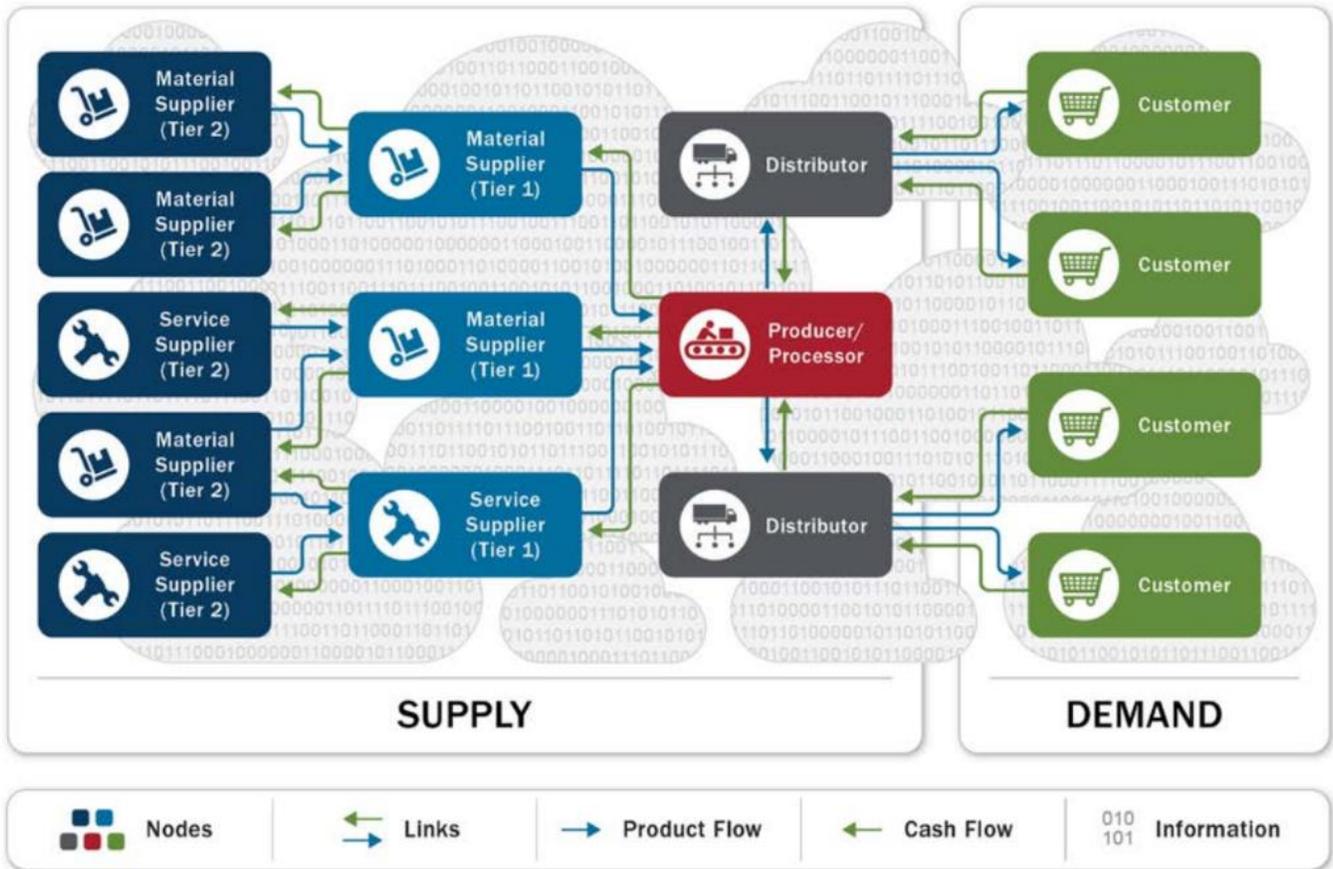
(image via FEMA)

X. Concept of Finance and Administration

The concept of Finance and Administration covers the incident workforce, financial administration, emergency finance and procurement, and the State Surge Capacity Force.

A. Incident Workforce Administration

Incident workforce administration is the overall management of personnel assigned to the incident. Incident workforce administration includes timekeeping, accountability, and personnel support.

1. Timekeeping

During consequence management operations across known incident preparedness, prevention, response, and recovery operations, it is critical to implement a timekeeping method that allows for accurate tracking of hours worked by incident personnel. When tracking time, the following details need to be documented per person:

- Total Hours Worked Per Day,
- Regular Hours, and
- Overtime Hours.

The Finance and Administration Section staff will aggregate the timekeeping records for each operational period and for other periods of time, as requested by incident leadership or Public Assistance program staff.

2. Accountability

The accountability of all incident workforce personnel that are operating at the SEOC, other operational coordination centers, deployed as a liaison to a local jurisdiction EOC, or deployed to the field is critical to ensure the well-being and safety of the workforce. During each operational period, an Accountability Officer will be staffed to oversee the accountability functions.

3. Personnel Support

During significant incidents or catastrophic disasters, personnel supporting the incident may face extreme stress, emotional trauma, and physical manifestations of the pressures of working the incident. It is important for the SEOC, State Recovery Organization (SRO), and other operational elements to provide Critical Incident Stress Management (CISM), behavioral health services, peer counselors, and/or therapy animals as means for personnel to mitigate or reduce the impacts of working an incident or disaster.

B. Financial Administration

Financial administration is identifying and collecting of all incident cost data, performing cost-effectiveness analyses, providing cost estimates and cost-saving recommendations to incident leadership, and developing documentation to support the acquisition of Federal disaster assistance.

1. Cost Tracking

During all incidents and disasters, cost tracking is a critical function to have a global view of the cost of the incident, understand the financial impact on the State, and determine the thresholds for accessing Federal disaster assistance. Cost tracking covers all areas of cost incurred, including personnel, equipment, supplies, services, contracts, equipment rental, and food and sustainment.

Personnel costs include both merit and contractual employees but do not include personnel as part of a service contract. The following components are required to calculate personnel costs:

- Regular Hourly Rate,
- Overtime Hourly Rate,
- Benefit Factor or Individual Benefit Rates, and
- Funding Source (State Operating Budget or Grant Program).

2. Cost Estimates

During the incident and prior to final costs, the Finance and Administration Section will need to develop cost estimates to inform incident leadership and support financial analyses. There are four (4) types of cost estimates that include:

- Actual Cost,
- Standard Component Cost,
- Estimated Cost, and
- Composite Cost.

Actual costs are based on fully known costs that are identified from invoices, purchase orders, or other bills.

Standard component costs are those costs set based on state or federal rate tables. These costs are established during steady-state and updated on a set schedule. The typical standard component cost includes the following:

- FEMA Schedule of Equipment Rates,
- State Per Diem Rates,
- GSA Per Diem Rates, and
- GSA Pricing Rates.

There are two (2) methods for estimating costs including preliminary cost estimate and the resource cost estimate. The preliminary cost estimate method leverages market research and historical knowledge. The resource cost method is a formula of (# of resources) x (unit cost per day) = resource cost per day.

Composite cost is the most common, with a mix of all types of costs, and the most accurate approach. It involves detailed management information and accurate use of component costs.

3. **Burn Rate Calculation**

A burn rate is the rate of financial expenditure and cost for a specific incident. Burn rates are typically calculated for each operational period or another measure of time, as appropriate. The burn rate will provide a detailed understanding of the cost of the incident to the SEOC Commander and incident leadership. The burn rate will also be used in the development of future cost projections and the monitoring of cost control points.

4. **Future Cost Projections**

Based on the cost tracking data and the burn rate calculations, the Finance and Administration Section will produce future cost projections at a set interval in coordination with the SEOC Commander and incident leadership. The future cost projections will provide forecast total incident cost and forecast of cost by category. Included in future cost projections should be cost-saving recommendations. The future cost projections will support decision- making by incident, assist the SEOC Commander in determining staffing levels, and ensure cost-efficient methods of fulfilling resource requests.

5. **Expenditure Notification Threshold**

The SPG, incident leadership, and/or the SEOC Commander may create expenditure notification thresholds. Expenditure notification thresholds are financial thresholds that trigger notifications when the incident cost crosses the defined thresholds. An example of an expenditure notification threshold is the SEOC Commander established a notification threshold of the state has expended $5 million during incident response. The expenditure notification thresholds are used to monitor incident expenditures and costs to ensure spending is not out of control.

6. **Financial Procedures**

All state entities and state operational elements are required to follow and comply with the State Finance and Procurement Code, Department of Budget and Management regulations and policies, and Department of General Services regulations and policies. For the SEOC, the Command

and General Staff will comply with MDEM policies. Additionally, the State must comply with the financial requirements and reimbursement procedures of executed inter-state mutual aid agreements and Federal disaster assistance programs.

7. **Financial Records and Maintenance**

All financial records produced or generated as part of the incident are to be collected both in physical and digital formats. Physical files should be collected at the end of the incident and turned over to the MDEM Records Management and Retention Officer for inventory and storage. Digital records should be filed on WebEOC, in the appropriate incident folder on the Google shared drive, or within the state's systems of record. All financial records are to be maintained according to the MDEM Records Management and Retention Plan including the retention schedule for incident records and the use of record holds to comply with legislative, legal, and statutory requirements or orders.

C. Pre-Disaster Contracts

Pre-disaster contracts are contracts for services, supplies, and equipment that are issued during steady-state and prior to an incident or disaster. Pre-disaster contracts are no-cost standby contracts that provide fixed pricing covering defined items or capabilities for operational support, just-in-time services, vendor-managed inventory, and vendor-maintained inventory. The types, categories, and functional areas of necessary pre-disaster contracts include:

- Personnel Services,
- Disaster Commodities,
- Transportation and Fuel,
- Facilities and Lodging,
- Logistics and Distribution Management,
- Debris Management Services,
- Information, Communications, and Technology Services,
- Security Services,
- Food Services,
- Laundry Services,
- Mass Care Services, and
- General Supplies.

D. Emergency Finance and Procurement

Emergency finance and procurement includes the activities and elements to ensure fiscal and procurement operations continue seamlessly, efficiently, and effectively during an incident or disaster.

1. **Emergency Expenditures**

In preparation for, during, and after an emergency, State entities may have the need to make emergency expenditures that were not accounted for as part of the normal budget process. State entities are required to first use regularly appropriated funds to make necessary emergency expenditures. In the event that regularly appropriated funds are inadequate to cope with

the emergency, the Board of Public Works (BPW) may make contingency money available in accordance with the state budget.

2. **Emergency Procurement**

The Maryland State Finance and Procurement Code (SFP) provides for the ability and sets the conditions for emergency procurement. SFP §13-108 defines "emergency" as an occurrence or condition that creates an immediate and serious need for services, materials, or supplies that (1) cannot be met through normal procurement methods; and (2) are required to avoid or mitigate serious damage to public health, safety, or welfare. Emergency procurement still requires adherence to all relevant statutes and regulations when making the procurement. During a declared State of Emergency, additional provisions are provided under Md. Code Ann., Public Safety §14-117 for the utilization of emergency procurement. It allows for an emergency procurement, authorized by the Governor or a state entity head of unit, with notification to the Legislative Policy Committee. In addition to the SFP, State entities should follow the policy of the Maryland Procurement Manual in executing all procurement activities. Table 31 details the State's emergency procurement procedures.

Table 31: Emergency Procurement Procedures

Step	Procedure
1	The Procurement Officer must submit a request to use the Emergency Procurement method along with a justification for the Emergency and the approval of the Agency Head, or designee, via email to DGS.OSP-EmergencyRequest@maryland.gov for the Chief Procurement Officer (CPO) or designee to approve or deny the request within 48 hours. If a response is not provided within 48 hours after receipt, the request is automatically approved. Include this "Agency Emergency Request Email" and CPO or designee approval or denial in the procurement file.
2	The justification for the Emergency included in the Agency Emergency Request email will become part of the Procurement Officer's Determination (POD) as to why the procurement meets the criteria of an Emergency (COMAR 21.05.06.02.D). This official POD signed by the Procurement Officer and the Agency Head must be included in the procurement file.
3	If the Procurement Officer determines that the use of the Emergency Procurement method is immediately necessary and cannot wait 48 hours to obtain the CPO's approval, the POD must include an explanation of why a 48-hour delay would cause imminent harm. A copy of the POD should be sent to DGS.OSP-EmergencyRequest@maryland.gov within 48 hours of determining the Emergency.

Step	Procedure
4	The procurement officer is to obtain as much competition as possible under the circumstances, including by making reasonable efforts to solicit at least three (3) oral quotes.
5	The Procurement Officer should limit the emergency procurement to only those items, both in type and quantity, necessary to avoid or mitigate serious impact to public health, safety, or welfare. For real property leases, the term shall be for the minimum period of time practicable.
6	Before awarding an emergency procurement contract to a prospective vendor, evaluate the contractor's ability to perform the requirements of the contract based on: • The length of time the contractor has been in business; • The contractor's level of experience providing the types and amounts of supplies, services, maintenance, commodities, construction, or construction–related services required under the contract; and, Emergency Procurements Policy and Procedures • The contractor's history of successful procurement contracts with the state and other jurisdictions.
7	Execute a written contract with the successful contractor which includes the terms of the emergency procurement.
8	Notice of award shall be published in eMaryland Marketplace Advantage (eMMA) by the procurement agency on the day of execution and approval of the contract, or as soon as practicable thereafter, but not more than 30 days after the execution and approval of the contract.

Step	Procedure
9	Using the documents/templates provided in BPW Advisory 2009-2, within 15 days after awarding an emergency contract or an emergency contract modification, the Agency shall submit to the Board of Public Works (BPW) and copy the appropriate Control Agency, Department of General Services Office of State Procurement (DGS OSP), at DGS.OSP-BPW@maryland.gov, and manny.welsh@maryland.gov in the Governor's Office, a report that includes: • The basis and justification for the Emergency Procurement, including the date the emergency first became known; • A listing of supplies, services, maintenance, commodities, construction, or construction–related services procured; • The names of all persons solicited and a justification if the solicitation was limited to one person; • The prices and times of performance proposed by the persons responding to the solicitation; • The name of and basis for the selection of a particular contractor; • The amount and type of the contract or contract modification; • A listing of any prior or related emergency contracts, including all contract modifications, executed for the purposes of avoiding or mitigating the emergency, including the aggregate costs; and, • The identification number, if any, of the contract file.
10	Not later than seven days after awarding an emergency procurement contract with a value of $1,000,000 or more, the Agency shall submit a copy of the contract to BPW.
11	In advance of, or concurrent with, the execution of an emergency procurement contract, an entity may not pay an amount that exceeds $2,000,000, plus 30% of the contract value in excess of $2,000,000. Unless authorized by the BPW, the entity may not make any additional payment under the contract until at least 30 days after the execution of the contract.
12	If supplies or commodities procured under an emergency procurement contract are not delivered and used within one (1) month after the date the contract is awarded, the entity shall: • Prepare a report describing the delivery and use status of supplies and commodities procured under the contract at least once per month until all supplies and commodities have been delivered and used, • Submit the reports prepared under this paragraph to the BPW and the appropriate Control Agency, DGS OSP at DGS.OSP-BPW@maryland.gov; and, • If applicable, in accordance with Md. Code Ann., State Government §2–1257 also submit the reports to the Senate Budget and Taxation Committee, the Senate Education, Health, and Environmental Affairs Committee, the House Appropriations Committee, the House Health

Step	Procedure
	and Government Operations Committee, and the Joint Audit and Evaluation Committee

3. **Emergency Contracting**

The Department of General Services – Office of State Procurement (DGS-OSP) will support the SEOC and state entities with emergency procurement, especially through contracting. DGS-OSP oversees statewide contracts and assist state entities with specific contracts. DGS-OSP manages eMMA, which is a single-stop platform from procure-to-pay.

In alignment with the Maryland Procurement Manual, the state should leverage Intergovernmental Cooperative Purchasing Agreements (ICPAs) to create cost and administrative efficiencies and to leverage economies of scale. Metropolitan Washington Council of Governments (MWCOG) facilitates consortium purchasing and contracting for the benefit of the NCR and wider regional area. If the incident or disaster impacts the NCR, this contracting option should be considered.

If the State does not have an existing state contract, and to reduce the timeframe for the development of a new contract, the state can leverage the U.S. General Service Administration's (GSA) Schedule for State and Local Government. The local GSA Customer Service Director can assist in utilizing these contract programs. The GSA Schedule for State and Local Government provides four (4) programs including:

- Disaster Purchasing Program,
- Public Health Emergency Program,
- 1122 Program, and
- Cooperative Purchasing Program.

The Disaster Purchasing Program covers supplies and services to facilitate recovery from disasters as well as preparedness and response. The 1122 Program covers equipment and services in support of counter-drug, homeland security, and emergency response. The Cooperative Purchasing Program covers various categories, but mainly information technology and security.

4. **Emergency Purchasing Cards**

State entities are provided with several Emergency Purchasing Cards, which are state issued credit cards, to make purchases to support response or recovery operations. The Emergency Purchasing Cards are not activated during steady-state. Upon the declaration of a State of Emergency, the Department of Budget and Management activates all Emergency Purchasing Cards.

5. **Emergency Funds**

In preparation for a known and potentially significant incident or catastrophic disaster, state entities should withdraw an amount of cash from their bank account to ensure their ability to continue operations in an austere environment with impact to the power and electronic infrastructure. These funds come from a state entity's regularly appropriate working funds. Each state entity is authorized an amount of working funds approved by the State Treasurer's Office. The primary purpose of the state entity's working funds is to provide payroll advance. Additional use of a state entity's working funds needs to be approved by the State Treasurer's Office.

6. **Catastrophic Event Account**

The Catastrophic Event Account (CEA) is a contingency fund within the state budget that covers emergency expenses and expenditures for state government and state entities. The CEA was established in 1990 and administered by the Department of Budget and Management. The CEA enables the state to respond quickly to a natural disaster or catastrophe for expenditures that could not be addressed within existing state appropriations. Additionally, the CEA may be utilized in the event of a full or partial federal government shutdown due to a lapse in appropriations.

E. State Surge Capacity Force

The State Surge Capacity Force (SSCF) is tiered implementation of surge capacity forces to augment the normal staff capacities of MDEM and the wider state incident workforce. The SSCF had seven (7) tiers of escalation. Figure 37 illustrates and Table 32 details the tiers of SSCF.

Figure 35: State Surge Capacity Force Tiers

Table 32: State Surge Capacity Force Tiers

Tier	Details
Tier 1: Surge Capacity Personnel	Surge capacity personnel are those state entity employees that have volunteered, been trained, and are rostered to support the SEOC, the EMAC A-Team, and/or the SRO. These personnel are rostered during steady-state and activated during response or recovery operations, as needed. Depending on the incident and the impacted lifelines, surge capacity personnel may be engaged in operations for their primary state entity.
Tier 2: Maryland Incident Management Team	The Maryland Incident Management Team (MDIMT), based on the team's existing deployment status, may be able to provide personnel to augment the SEOC, SRO, or task forces. MDIMT personnel are cross-trained in incident and EOC management and operations. Depending on the type, complexity, and geographic dispersion of the incident, the MDIMT may be deployed to support local jurisdictions with field tactical operations and/or to augment local EOCs.

Tier	Details
Tier 3: Maryland Defense Force	The Maryland Defense Force (MDDF) is the volunteer uniformed state military under the Maryland Military Department (MMD). Many of the MDDFs members have earned the Military Emergency Management Specialist Badge denoting proficiency in general emergency management, NIMS, and ICS as well as have been trained to staff positions in the SEOC. MDEM can request the support of the MDDF from the MMD. Depending on the needs of the MMD or the Maryland National Guard, MDDF be deployed or assigned to support other operational requirements.
Tier 4: DBM Temporary State Staff Reassignment	During disasters, emergencies, or other catastrophic incidents, the Secretary of the Department of Budget and Management (DBM), has the authority to reassign state employees to fulfill the needs of the response or recovery operations. These reassignments are temporary and for the duration of the incident and/or operational needs. Under the temporary State staff reassignment program, a determination of the needed knowledge, skills, abilities, certifications, and/or licenses will be determined to fill the gaps in needed response or recovery operational capabilities. DBM will coordinate with all state entities to source employees that can fulfill the needed capabilities
Tier 5: Emergency Contractual Staff Support	During a significant or catastrophic incident that results in strain on the state's existing workforce, state entities can leverage emergency contractual staff to support the overall incident workforce. Emergency contractual staff are positions directly hired by a department or agency as contractual employees to support the incident. The state entity conducting the hiring of emergency contractual staff will need to develop a position description, Form MS-22, that details the position's duties and responsibilities.
Tier 6: Emergency Contracted Staff Support	As a last resort or in parallel with the other previous surge capacity options, state entities during a significant or catastrophic incident, can utilize either pre-disaster contracts or leverage emergency procurement to hire a third-party vendor, either a consultant or contractor, that can provide personnel resources to support response or recovery operations.

Tier	Details
Tier 7: Volunteers	In a catastrophic incident where all normal and contractual resources are strained, the state may need to leverage the utilization of volunteers to support the execution of response and recovery operations. The best practice is to identify, validate, train, and roster volunteers pre-incident. But, in some circumstances, a process will need to be established to acquire and validate the volunteers on an as-needed basis and then provided 'just-in-time' job training.

XI. Supporting Documentation

Table 33 lists the numerous documents that support the CMOP. Appendices are attached to the CMOP Base Plan.

Table 33: Supporting Documents List

Appendices
A. Appendix A: Acronym List B. Appendix B: Record of Distribution C. Appendix C: Record of Review and Evaluation D. Appendix D: Record of Plan Changes E. Appendix E: SCF Roles and Responsibilities by Mission Area F. Appendix: F: State Coordinating Function Integration and SCF-ESF Crosswalk Tables G. Appendix G: CMOP Quick Reference Guide for Senior Leadership
Consequence Management Operational Chapters
1. CMOP Chapter 1: Normal, Enhanced, and Prevention Operations 2. CMOP Chapter 2: Response Operations 3. CMOP Chapter 3: Recovery Operations
Annexes
Incident Annexes • Catastrophic Incident Annex • Multi-Incident / Event Operations Annex
Functional Annexes • State Emergency Operations Center (SEOC) Annex • Resource Management and Logistics Program Annex • Private Sector Integration and Coordination Annex • External Affairs Annex • Emergency Public Information and Joint Information System Annex • Aviation Coordination Annex • Maritime Coordination Annex
Operational Support Annexes • Community Lifeline Annex • Intelligence and Information Sharing Annex • Volunteer and Donations Management Annex • Alert, Notification, and Warning Annex • Critical Infrastructure and Key Resource Annex • Communications Annex • Evacuation Annex • Statewide Communications Interoperability Plan (SCIP)

Recovery Annexes
- Disaster Assistance Annex
- Damage Assessment Annex
- Debris Management Annex
- Long-Term Recovery Annex

Administrative Annexes
- Emergency Finance and Procurement Annex
- Virtual Operating Environment Annex
- State of Emergency Declaration Annex

Hazard Specific Annexes
Human-Caused Threats Hazard Specific Annexes:
- Active Assailant
- Civil Unrest
- Terrorism (all forms/types)
- CCTA
- CBRNE/WMD (IND and RDD)
- Domestic Violent Extremism
- Aircraft and UAS Incident
- Maritime Incident
- Electromagnetic Pulse (EMP)
- Labor Action/Strike
- Cyber Disruption (determine if needed)

Technological Hazards Hazard Specific Annexes:
- Dam and Flood Control Infrastructure Failure Plan (include Levees)
- Pipeline Accident
- Electrical Grid Failure
- IT Infrastructure Disruption
- Mass Communication Interruption
- Mine Accident
- Train Derailment
- Chemical Facility Accidents
- Hazardous Materials Release
- Urban Conflagration
- Industrial Accident
- Bridge Collapse
- Space Debris
- Water Supply Disruption

Natural Hazards Hazard Specific Annexes:
- Pandemic/Public Health Emergency
- Severe Winter Weather/Winter Storm (Blizzard and Ice Storm)
- Flooding (Forecasted, Riverine, Areal, Coastal, Urban/Flash Flooding, Unpredicted – Seiche/Standing Wave)
- Drought
- Earthquake
- Space Weather
- Tropical Cyclone/Hurricane

- Tornado/Derecho/Straight-line Winds
- Tsunami
- Landslide/Erosion
- Wild Fire
- Extreme Temperatures (Heat/Cold)

State Coordinating Function Annexes
- Agriculture SCF Annex
- Communications SCF Annex
- Cultural and Historic Resource SCF Annex
- Cybersecurity SCF Annex
- Electronic Infrastructure SCF Annex
- Economic Impact SCF Annex
- Environmental Protection SCF Annex
- Fire and Emergency Services SCF Annex
- Human Services and Mass Care SCF Annex
- Law Enforcement SCF Annex
- Long-Term Housing SCF Annex
- Military Support SCF Annex
- Natural Resources SCF Annex
- Non-Governmental Services SCF Annex
- Power Infrastructure SCF Annex
- Public Health and Medical SCF Annex
- Public Works and Infrastructure SCF Annex
- State Resources SCF Annex
- State Services SCF Annex
- Transportation SCF Annex
- Whole Community

Attachments

CMOP - Base Plan

Contingency Plans
- Tropical Cyclone Contingency Plan
- Avian Influenza (High and Low Path) Contingency Plan
- Cyber Disruption Contingency Plan
- Fixed Nuclear Facility (FNF) Contingency Plan (need to expand and add NIST and other sites)
- Nuclear Waste Contingency Plan (spent nuclear waste)
- Cove Point Liquefied Natural Gas Terminal Contingency Plan
- NCR National Security Special Event Contingency Plan
- Maryland National Security Special Event Contingency Plan
- Gubernatorial Inauguration Contingency Plan
- Election Contingency Plan
- Black Sky Contingency Plan
- Emerging Infectious Disease Contingency Plan
- Pandemic Contingency Plan
- Medical Countermeasure Plan (CHEMPACK)
- Strategic National Stockpile (SNS) Contingency Plan
- Repatriation Contingency Plan
- Mass Fatality and Fatality Management Contingency Plan
- Mass Casualty Contingency Plan
- Emergency Power and Fuel Plan

Guides
- Maryland Emergency Management System (MEMS) Guide
- Maryland Plan Development Process (MPDP) Guide
- State Planning Scenarios Guide
- State NIMS Guide
- State Coordination and Direction Guide (State EM, GAR, ALEM, Laws and Authorities, etc.)
- State Special Events Program Guide
- Direct Federal Assistance Guide (FEMA, FBI, other Federal)
- Defense Support of Civil Authorities (DSCA) Guide
- National Guard Civil Support (NGCS) Guide
- Maryland Civil Air Patrol (CAP) Guide
- Disabilities, Access and Functional Needs Guide

A. Appendix A: Acronym List

Section 508 of the Rehabilitation Act of 1973

AAA Area Agency on Aging

AAC Accident Assessment Center

AAR After-action reports

ADA Americans with Disabilities Act

ADOC Alternate Department Operations Center

AIP Airport Improvement Program

AIR Assess, Inform, and Report

AOC Authority Operations Center

APR Annual Percentage Rate

ARC American Red Cross

BEOC Business Emergency Operations Center

BLUF Bottom-Line-Up-Front briefs

BPW Board of Public Works

BRC Business Recovery Center

CAPC Community Assistance Program Coordinator

CCATP Crisis Counseling Assistance and Training Program

CDBG Community Development Block Grant

CDBG-DR Disaster Recovery

CDBG-MIT Mitigation

CDC Centers for Disease Control and Prevention

CDWS Civil Defense Warning System

CEA Catastrophic Event Account

CFATS Chemical Facility Anti-Terrorism Standards

CFR Code of Federal Regulations

CIP Critical Infrastructure Protection

CIR Critical Information Requirements

CISA Cybersecurity and Infrastructure Security Agency

CISM Critical Incident Stress Management

CMOP Consequence Management Operations Plan

COADs Community Organizations Active in Disaster

COA Courses of Action

COI Community of Interest

COMAR Code of Maryland Regulations

CONOPS Concept of Operations

COP common operating picture

CPG Comprehensive Preparedness Guide

CPO Chief Procurement Officer

CPU Cyber Preparedness Unit

CSA Cyber Security Advisor

CSI Chemical Security Inspector

CRP Conservation Reserve Program

CWMD DHS- Countering Weapons of Mass Destruction Office

DAC Disaster Assistance Center

DAFN Disabilities and Others with Access and Functional Needs

DAT Damage Assessment Team

DBM Department of Budget and Management

DC District of Columbia

DCERS District of Columbia Emergency Response System

DCM Disaster Case Management

DCoS-PS Deputy Chief of Staff for Public Safety

DCP Data Collection Plan

DEMOB Demobilization Plan

DFA Direct Federal Assistance

DFCO Deputy FCO

DGS OSP Department of General Services Office of State Procurement

DHCD Maryland Department of Housing and Community Development

DHD Disaster Household Distribution

DHS Department of Homeland Security

DIPP Dairy Indemnity Payment Program

DLOC Disaster Loan Outreach Center

DLS Disaster Legal Services

DMS Dynamic Message Signs

DNR Department of Natural Resources

DOC Department Operations Center

DoC Director on Call

DOI Department of the Interior

DoIT Maryland Department of Information Technology

DPA Defense Production Act

DRC Disaster Recovery Center

DRRA Disaster Recovery Reform Act

DSA Disaster Survivor Assistance

DSAT Disaster Survivor Assistance Team

DSCA Defense Support to Civil Authorities

D-SNAP Disaster Supplemental Nutrition Program

DSP Departmental Support Plan

DSS Department of Social Services

DUA Disaster Unemployment Assistance

DVM Donations and Volunteer Management

DWG Dislocated Worker Grant

E.O. 13985 Executive Order: Advancing Racial Equity and Support for Underserved Communities through the Federal Government and State Authorities

EA External Affairs

EAS Emergency Alert System

EC Emergency Coordinators

ECC Event Command Center

ECP Emergency Conservation Program

EDA Economic Development Administration

EEI Essential Elements of Information

EFRP Emergency Forest Restoration Program

ELAP Emergency Assistance for Livestock, Honeybees, and Farm-Raised Fish

ELRP Emergency Livestock Relief Program

EM Emergency Management

EMAC Emergency Management Assistance Compact

EMAP Emergency Management Accreditation Program

eMMA eMaryland Marketplace Advantage

EMRC Emergency Medical Resource Center

EO Executive Order

EOC Emergency Operations Center

EQIP Environmental Quality Incentives Program

ER Emergency Relief

ERFO Emergency Relief for Federally Owned Roads

ERT Emergency Response Team

ESF Emergency Support Function

ETA Employment and Training Administration

EWP-FPE EWP Floodplain Easements

EWP-Recovery Emergency Watershed Program

ExBrief Executive Briefing

FAC Family Assistance Center

FBI Federal Bureau of Investigation

FCC Federal Communications Commission

FCO Federal Coordinating Officer

FDRC Federal Disaster Recovery Coordinator

FEMA Federal Emergency Management Agency

FIC Family Information Center

FIT Field Integration Team

FNS Food and Nutrition Service

FOCE Field Operations Center East

FOUO For Official Use Only

FRC Family Reunification Center

GAR Governor's Authorized Representative

GIS Geographic Information System

GOHS / HSA Governor's Office of Homeland Security / Homeland Security Advisor

GSA General Service Administration's

HHS Health and Human Services

HMGP Hazard Mitigation Grant Program

HMP Hazard Mitigation Plan

HSA Homeland Security Advisor

HSIN Homeland Security Information Network

HSPD 5 Homeland Security Presidential Directive 5

HUD Housing and Urban Development

IAP Incident Action Plans

IAPPG Individual Assistance Program and Policy Guide

IB Incident Briefing

IC Incident Commander

IC3 Information Collection and Coordination Center

ICP Incident Command Post

ICPA Intergovernmental Cooperative Purchasing Agreements

ICS Incident Command System

ICT Information, Communication, and Technology

IDA Initial Damage Assessment

IHP Individual and Households Program Assistance

IMATs Incident Management Assistance Teams

IMT Incident Management Team

IMST Incident Management Support Team

IP Improvement Plan

IPAWS Integrated Public Alert and Warning System

IPP Integrated Preparedness Plan

IRC Interagency Recovery Coordination

IRS Internal Revenue Service

ISB Incident Storyboard

ISP Incident Support Plan

IWI Incident within an Incident Plan

JAHOC Joint All-Hazard Operations Center

JET Joint Enabling Team

JEC Joint Enabling Capability

JFO Joint Field Office

JFHQ – Joint Force Head Quarters

JIC Joint Information Center

JIS Joint Information System

JISS Joint information System Strategy

LFP Livestock Forage Disaster Program

LHD Local Health Department

LIP Livestock Identity Program

LO Liaison Officer

LTRC Long-Term Recovery Committee

MAC Multi-Agency Command

MAA Maryland Aviation Administration

MBEOC Maryland Business Emergency Operation Center

MBP Media Briefing Plan

MCAC Maryland Coordination and Analysis Center

MCEA Mass Care and Emergency Assistance

MCSALLTT Mission, Capability, Size, Amount, Logistics, Location, Time and Type

MD Maryland

MDA Maryland Department of Agriculture

MDC Maryland Dept of Commerce

MDDF Maryland Defense Force

MDE Maryland Department of the Environment

MDEM Maryland Department of Emergency Management

MDERS Maryland Emergency Response System

MDH Maryland Department of Health

MDHS Maryland Department of Human Services

MDIMT Maryland Incident Management Team

MDL Maryland Department of Labor

MDNG Maryland National Guard

MDOA Maryland Department of Aging

MDOD Maryland Department of Disabilities

MDOT Maryland Department of Transportation

MDRC Mobile Disaster Recovery Center

MDSP Maryland Department of State Police

MDVOAD Maryland Voluntary Organizations Active in Disaster

MEMS Maryland Emergency Management System

MEPP Maryland Emergency Preparedness Program

MHU Manufactured Housing Units

MIA Maryland Insurance Administration

MIEMAC Maryland Intrastate Emergency Management Assistance Compact

MIEMSS Maryland Institute for Emergency Medical Services Systems

MJOC Maryland Joint Operations Center

MMD Maryland Military Department

MRIC Mobile Registration Intake Center

MSR Main Supply Route

MSEAR Maryland Special Events Assessment Rating

MTA Maryland Transportation Authority

MVIEW Maryland View

MWCOG Metropolitan Washington Council of Governments

NAP Noninsured Disaster Assistance Program

NAWAS National Warning System

NCR National Capital Region

NDRF National Disaster Recovery Framework

NGCS National Guard Civil Support

NGS Non-Governmental Services

NHC National Hurricane Center

NIMS National Incident Management System

NMF National Mitigation Framework

NOAA National Oceanic and Atmospheric Administration's

NOC Network Operations Center

NPEP Non-Profit Engagement Program

NPG National Preparedness Goal

NPO Non-profit organization

NPS National Preparedness System

NRF National Response Framework

NRC Nuclear Regulatory Commission

NRSC Natural Resources Conservation Service

NSEDC National Special Events Data Call

NTIC National Capital Region Threat Intelligence Consortium

NVERS Northern Virginia Emergency Response System

NWS National Weather Service

OEM Office of Emergency Management

ONCRC Office of National Capital Region Coordination

OPS Operational Period Summary

OSA DHS- Office of Homeland Security Situational Awareness

OSP Office of State Procurement

OSPREY Operational and Situational Preparedness for Responding to an Emergency

PA Public Assistance

PAP Public Affairs Plan

PAPPG Public Assistance Program and Policy Guide

PDA Preliminary Damage Assessment

PDD Presidential Disaster Declaration

PDRP Post-Disaster Recovery Plan

PIO Public Information Officer

PKEMRA Post-Katrina Emergency Management Reform Act

POD Procurement Officer's Determination

PPD Presidential Policy Directive

PPD-8 Presidential Policy Directive 8

PSAP Public Safety Answering Points

PSIP Private Sector Integration Program

PSMA Pre-Scripted Mission Assignments

RA Risk Analyst

RD Rural Development

REPP Radiological Emergency Preparedness Program

RFA Request for Assistance

RIC Registration Intake Center

RICCS Regional Incident Communication and Coordination System

RITIS Regional Incident Transportation Information System

RLF Revolving Loan Fund

RMA Risk Management Agency

RRCC Regional Response Coordination Center

RRF Resource Request Form

RRIF Railroad Rehabilitation and Improvement Financing

RSF Recovery Support Function

RTP Recovery Transition Plan

SAL State Activation Level

SCF State Coordinating Functions

SCIP Statewide Communications Interoperability Plan

SCIRR State Critical Information Reporting Requirement

SCO State Coordination Officer

SCU State Continuity Unit

SDO Statewide Duty Officer

SDRC State Disaster Recovery Coordinator

SDRF State Disaster Recovery Fund

SEOC State Emergency Operation Center

SEAR Special Events Assessment Rating

SEPLO – State Emergency Preparedness Liaison Officer Team

SFP State Finance and Procurement

SHA State Highway Administration

SHMO State Hazard Mitigation Officer

SIAO State Individual Assistance Officer

SITREP Situational Report

SMART Specific, Measurable, Achievable, Realistic, and Time bound

SOC Statewide Operations Center

SOE State of Emergency

SOP Standard Operating Procedure

SPAO State Public Assistance Officer

SPG Senior policy groups

SPR Stakeholder Preparedness Review

SRIA Sandy Recovery Improvement Act

SRO State Recovery Organization

SSP State Support Plan

SSEPG State Special Events Program Guide

SSCF State Surge Capacity Force

SSPOPS State Support Plan Operational Period Summary

SVI Social Vulnerability Index

SWEM Statewide Emergency Manger calls

SYSCOM Statewide Communications

TAP Tree Assistance Program

THIRA Threat, Hazard Identification and Risk Assessment

THU Temporary Housing Units

TSA Transitional Sheltering Assistance

UASI Urban Area Security Initiative

UC Unified Command

USACE US Army Corps of Engineers

USAR Urban Search and Rescue

USCG United States Coast Guard

USDA US Department of Agriculture

USSS United States Secret Service

VA Virginia

VAC Volunteer Agency Coordination

VAL Volunteer Agency Liaison

VBEOC - Virtual Business Emergency Operations Center

VOAD Voluntary Organizations Active in Disaster

WEA Wireless Emergency Alerts

B. Appendix B: Record of Distribution

Delivery Date	Number of Copies Delivered	Distribution Method	Receiver		
			Name	**Title**	**Organization**
Example: July 1, 2023	*Numerous*	*Virtual*	*Harrison Brown*	*Planning Unit Supervisor*	*MDEM*
September 2023	Numerous	Virtual	MDEM Staff, SCF's, Public	N/A	

C. Appendix C: Record of Review and Evaluation

Date	Reviewer	Review or Evaluation	Method	Suggested Outcomes
Example: July 1, 2023	*Harrison Brown*	*Review*	*Full Review for Accuracy*	*No changes*
Example: December 1, 2023	*Training and Exercise Specialist*	*Evaluation*	*Tabletop Exercise*	*Create Articulate360 Training for State Personnel*

D. Appendix D: Record of Plan Changes

Revision Number	Date	Name of Recorder	Section(s) Changed	Version Number	Distribution (Full, Limited, None)
Example: 1	*July 1, 2023*	*Harrison Brown*	*Section III: Concept of Planning*	*1.1*	*Limited*
1	September 29th, 2023	Harrison Brown	Numerous – Typo and graphical updates	2.1	Full

E. Appendix E: SCF Roles and Responsibilities by Mission Area

SCF	ALL
All Stages	• Provide available personnel, equipment or other resource support including subject matter experts, as requested • Work with partner agencies through established MOUs • Coordinate with local and federal counterparts as appropriate • Monitor and maintain the status and availability of resources pertaining to their functional group • Communicate situational awareness
Normal / Enhanced Operations	• Enhance response capabilities through integrated preparedness activities including resource management • Coordinate with MEMS entities for threat/hazard awareness • Conduct trainings and exercises • Conduct integrated planning processes
Response Operations	• Coordinate with press briefings with the JIC or Virtual JIC or JIS • Serve as a representative for their functional area in the SEOC • Support the transition to Recovery Operations
Recovery Operations	• Serve as a representative for their functional area in the SROC
SCF	**Agriculture**
Normal / Enhanced Operations	• Conduct agricultural industry monitoring for threats to agriculture and animals • Communicate with MJOC and other 24/7 watch centers for agricultural specific threats and hazards awareness • Coordinate with and/or establish relationships with agricultural industry partners throughout the state/region • Participates in efforts to strengthen food safety in the State • Coordinate with Public Health & Medical SCF for agricultural specific threats and hazards that have an public health nexus • Coordinate with MJOC & SDO for agriculture/zoonotic threats/hazards and recommend courses of action • Provide subject matter expertise for agriculture-specific threats/hazards that may impact or are impacting the State • Takes measures to lessen the likelihood or impact to agriculture due to active threats/hazards

Response Operations	• Provide coordination for animal management
	• Coordinate for the sheltering of pets with Human Services
	• Coordinate for sheltering of service animals with their companions
	• Assist in sampling and analysis with local agencies and Farm Service Agencies for an emerging or suspected zoonotic disease
	   o Submit samples to United States Department of Agriculture (USDA) if needed
	• Remove and decontaminate deceased animals
	• Monitor and perform surveillance and threat analysis as needed for farms, possible outbreaks, or contamination
	   o Track outbreaks within and out of the State
	   o Provide mapping for affected farms
	• Provide laboratory analysis for biological, chemical and radiological agents and plant diagnosis
	• Assists with food sampling for incidents affecting the food supply

Recovery Operations	• Clear and decontaminate deceased animals and crops • Coordinate with Human Services SCF for return of animals from shelters • Coordinate agricultural damage and economic loss assessments • Coordinate with agriculture businesses to repair and restore agricultural centers and support damage assessments • Utilizes agricultural damage and economic loss assessments to drive long term recovery and mitigation strategies • Identifies and support mitigation opportunities for agricultural centers and/or businesses
SCF	**Communications**
Normal / Enhanced Operations	• Maintain the State's communications infrastructure while building resilient systems with redundant backup capabilities • Coordinate with and/or establish relationships with communications and radio partners • Build capacity and depth in the Maryland Cyber Response Team • Build interoperable networks including Maryland 700MHz system • Coordinate with MJOC for specific threats and hazards that have a communications infrastructure nexus • Take measures to limit the impact to the State's communications infrastructure if dictated by actual or anticipated impact

Prevention Operations	• Monitor for threats to the State's communications networks including DoIT enterprise networks as well as threats to Maryland Citizens
Response Operations	• Coordinate enhanced threat/hazard operations specific to the communications sector • Develop and update assessments of the communications service situation and status in the impact area • Coordinate requests for communications and emergency portable communications equipment resources • Coordinate for the restoration of the communications system • Provide a coordinated use of the State's communication resources by facilitating the procurement of communication and protection technology related goods and services • Determine extent of communications impact, recommends/executes remediation efforts, & prepares for recovery operations as needed • Provides personnel and technology to systems involved in or threatened by communications acts of terrorism
Recovery Operations	• Restore essential communications services to ensure continuity of service and protection from malicious sources • Coordinate with vendors to support communications repairs • Ensure continuity of communications services to stakeholders • Coordinate with external vendors to identify areas for disaster risk reduction strategies in communications • Identify other mitigation opportunities for communications as appropriate
SCF	**Cultural & Historic Resources**
Normal / Enhanced Operations	• Identify key areas in Maryland with cultural significance • Coordinate with and/or establish relationships with cultural resources sector partners • Monitor for threats to culture resources in Maryland • Develop a list of cultural resources which may be impacted • Take measures to limit the impact on cultural resources • Suggest prioritization of operations to limit impact to cultural resources sites throughout Maryland
Response Operations	• Support local historical agencies in protecting and mitigating damage to historical properties • Monitors for potential impacts to cultural and historical properties • Coordinate with the local departments of planning and zoning and Maryland Historical Trust

Recovery Operations	• Assess damage to cultural centers • Coordinate with community leaders to support cultural center restoration and repair • Identify and support mitigation opportunities for cultural centers as appropriate • Support long term recovery committee with community restoration and cultural resource preservation opportunities
SCF	**Cybersecurity**
Normal / Enhanced Operations	• Maintain the State's cyber infrastructure while building resilient systems with redundant backup capabilities • Coordinate with and/or establish relationships with information technology and cyber partners • Build capacity and depth in the Maryland Cyber Response Team • Coordinate with MJOC for specific threats and hazards that have a cyber nexus • Take measures to limit the impact to the State's cyber infrastructure if dictated by actual or anticipated impact
Prevention Operations	• Monitor for threats to the State's cyber networks including DoIT enterprise networks as well as threats to Maryland Citizens • Monitor for threats to the State's cyber infrastructure through the State Network Operations Center
Response Operations	• Coordinate enhanced threat/hazard operations specific to cybersecurity • Develop and update assessments of the cybersecurity situation and status in the impact area • Coordinate cybersecurity related requests for • Coordinate the restoration of digital infrastructure • Maintain critical State information technology services and systems • Provide a coordinated use of the State's cyber security resources by facilitating the procurement of communication and protection technology related goods and services • Activate the Maryland Cyber Response Team as needed/appropriate • Determine extent of cyber impact, recommends/executes remediation efforts, & prepares for recovery operations as needed • Provides personnel and technology to systems involved in or threatened by cybersecurity acts of terrorism
Recovery Operations	• Restore essential electronic infrastructure services to ensure continuity of service and protection from malicious sources

	• Coordinate with vendors to support infrastructure repairs • Ensure continuity of electronic infrastructure services to stakeholders • Coordinate with external vendors to identify areas for disaster risk reduction strategies in cybersecurity • Identify other mitigation opportunities for cybersecurity as appropriate
SCF	**Electronic Infrastructure**
Normal / Enhanced Operations	• Maintain the State's electronic infrastructure while building resilient systems with redundant backup capabilities • Coordinate with and/or establish relationships with information technology, communications, radio, and cyber partners • Build capacity and depth in the Maryland Cyber Response Team • Coordinate with MJOC for specific threats and hazards that have an electronic infrastructure nexus • Take measures to limit the impact to the State's electronic infrastructure if dictated by actual or anticipated impact
Prevention Operations	• Monitor for threats to the State's cyber networks including DoIT enterprise networks as well as threats to Maryland Citizens
Response Operations	• Coordinate enhanced threat/hazard operations specific to the electronic infrastructure sector • Maintain critical State information technology services and systems • Provide a coordinated use of the State's communication and cyber security resources by facilitating the procurement of communication and protection technology related goods and services • Provides personnel and technology to systems involved in or threatened by electronic infrastructure acts of terrorism
Recovery Operations	• Restore essential electronic infrastructure services to ensure continuity of service and protection from malicious sources • Coordinate with vendors to support infrastructure repairs • Ensure continuity of electronic infrastructure services to stakeholders • Coordinate with external vendors to identify areas for disaster risk reduction strategies in electronic infrastructure • Identify other mitigation opportunities for electronic infrastructure as appropriate
SCF	**Economic Impact**

Normal / Enhanced Operations	• Monitor for threats/hazards with the ability to impact businesses in Maryland and the State's overall economy • Coordinate with and/or establish relationships with economic, financial, commerce and business sector partners • Participate in efforts to improve financial cyber security • Prioritize ways to limit the impact of the threat/hazard on the business community and the State's overall economy • Address issues related to continuity of government and services for the business community and advise on impacts to economy
Response Operations	• Anticipate the potential or realized economic impact on Maryland • Coordinate with businesses to provide preparedness information • Communicate with the private sector on potential impacts to businesses • Monitor for potential economic impacts to businesses • Coordinate with local tourism, parks, chambers of commerce • Provide information on road closures that could impact businesses • Monitor for potential economic impacts to infrastructure and businesses • Develop ways to limit economic impact of ongoing response operations to the State and the private sector • Waive regulations etc. in an effort to ensure economy will remain strong
Recovery Operations	• Begin economic impact analysis data collection • Communicate emergency operations and recovery information to affected businesses • Utilize economic impact analysis to drive business restoration and retention strategy for community • Support long term recovery committee and local chamber of commerce to identify new business opportunities and retention/return strategies
SCF	**Environmental Protection**
Normal / Enhanced Operations	• Coordinate with and/or establish relationships with environmental, hazardous materials, and CBRNE partners • Conduct routine environmental monitoring for threats/hazards • Ensures readiness of response partners for fixed nuclear facility incidents including environmental monitoring capabilities • Coordinate with the MJOC for specific threats and hazards that have an environmental, hazardous materials, or CBRNE nexus

	• Determine the potential environmental impact of the threat/hazard and recommend measures to limit adverse impacts to the State • Determine potential impacts to fixed nuclear facilities
Response Operations	• Lead the technical response to Fixed Nuclear Facility (FNF) incidents • Assist SCF Transportation, Law Enforcement, and local jurisdictions with hazardous materials disposal and mitigation • Coordinate with SCF Public Health and Medical and other State and local departments/agencies for decontamination operations of chemical, biological and radiological materials • Maintain awareness of local and state hazmat resources • Assist in the decision to evacuate and decontaminate populations • Assist in determining the scope of an environmental health or safety hazard incident • Identify the footprint of the incident • Assist local efforts to protect the health and welfare of the affected population, responders, and other individuals • Coordinate with local jurisdictions on the decision to allow for re-entry • Waive fees for of State dumps for debris removal as needed
Recovery Operations	• Assist Transportation and Law Enforcement SCFs with hazardous materials disposal and mitigation • Waive fees of State dumps for debris removal • Coordinate for decontamination and disposal of radiological or hazardous materials • Support Natural Resources SCF with identification and restoration of natural resources • Coordinate with SCF Public Health and Medical for decontamination and disposal of radiological or hazardous materials • Assess long-term environmental impacts and include guidance on remediation efforts • Identify mitigation opportunities for environmental protection and hazardous materials safety
SCF	**Fire & Emergency Services**
Normal / Enhanced Operations	• Coordinate with and/or establishes relationships with fire and medical partners • Take measures to alert emergency services personnel that an incident may occur and to make proper arrangements to support operations

	• Consider pre-positioning of emergency services resources to augment anticipated response efforts
Response Operations	• Coordinate non-mutual aid, non MIEMAC fire and emergency services resources to impacted areas • Support the tracking of patients from disaster areas to hospitals • Support the coordination with hospitals regarding relevant patient data & incident information
Recovery Operations	• Coordinate non-mutual aid, non MIEMAC fire and emergency services resources • Support the tracking of patients from disaster recovery areas to hospitals
SCF	**Human Services & Mass Care**
Normal / Enhanced Operations	• Monitors statewide/regional mass care services status and availability • Ensure readiness of State's mass care infrastructure and work with local jurisdictions to identify & resolve service gaps (including providing training and exercises) • Coordinate with and/or establishes relationships with human and social services partners • Determine likely threat/hazard impact and if needed place mass care services on standby such as shelters and feeding services • Prepare for possible opening of the reunification hotline
Response Operations	• Coordinate providing mental health assistance to affected citizens and response personnel • Support people with disabilities and others with access and functional needs with assistive technology support and rented equipment • Coordinate mass feeding services to displaced residents and evacuees • Provide caseworkers to impacted residents • Activates a reunification/referral hotline number on standby • Pre-stages shelter supplies in anticipation of shelter opening • Coordinate with partners to deploy volunteers to open shelters and other mass care facilities • Support the local and/or DHR Family Assistance Center and other type of Mass Care Centers • Designates facilities capable of sheltering animals • Activates the family reunification/referral hotline • Opens pre-staged shelters • Coordinate providing medical support to local/state shelters

	• Deploys volunteers to open shelters and/or family assistance centers
Recovery Operations	• Coordinate and support shelter operations of local jurisdiction shelters and State shelters • Support with assistive technology support and rented equipment • Coordinate mass feeding services to displaced residents and evacuees • Coordinate with disaster programs to provide case workers to impacted residents • Coordinate the return of shelter occupants to residences or interim housing solutions • Ensure people with disabilities and others with access and functional needs can safely and adequately return home. • Coordinate with partner agencies for the provision of continued case management support for affected residents
SCF	**Law Enforcement**
Normal / Enhanced Operations	• Coordinate with and/or establish relationships with allied law enforcement, security and intelligence partners • Disseminate, in a timely manner, threat and hazard awareness information to law enforcement operators in the field • Coordinate with local, state, and federal law enforcement agencies to enhance security posture in response to a threat/hazard • Prepare to assist with evacuations, sheltering, and other operations • Balance statewide law enforcement inventory limiting service gaps
Prevention Operations	• Provide leadership in the Prevention Mission Area including coordination of preparedness efforts both law enforcement and non-law enforcement centric activities
Response Operations	• Support local law enforcement efforts including investigation of law enforcement activities • Assist with scene security and ensuring safety of personnel deployed to incident scene • Coordinate with other law enforcement agencies for land, air, and maritime security and law enforcement response operations • Execute a SLECC agreement to assist with law enforcement activities • Provide available personnel, equipment or other resource support including subject matter experts, as requested by the SEOC Commander or local jurisdiction.

	• Gather intelligence regarding potential threats/hazards and suspicious activity • Track and process law enforcement sensitive response information ensuring distribution to appropriate partners • Adjust and mobilize additional resources in the event of an influx of people entering other local jurisdictions or the State • Implement and manage evacuations as required by the situation • Coordinate with higher levels of government for law enforcement support during emergency response activities • Coordinate the provision of security and traffic control at staging, areas, reception centers, mass care shelters and other critical facilities • Enhance posture, communication, and protection of other critical infrastructure and key resources as needed • Provide traffic management and access control
Recovery Operations	• Gather intelligence regarding potential threats/hazards and suspicious activity • Coordinate and respond to requested Transportation SCF activities and support transportation impacts to NSSE event area as appropriate • Coordinate the provision of security and traffic control at staging, areas, reception centers, mass care shelters and other critical facilities • Respond to and coordinate all emergency response State law enforcement activities in support of local jurisdictions
SCF	**Long-Term Housing**
Normal / Enhanced Operations	• Coordinate with and/or establishes relationships with housing partners • Monitor statewide and private sector housing status and availability • Consider potential impacts to housing stock and prepare to request and implement the state's housing program if appropriate
Response Operations	• Coordinate with The Human Services SCF to identify potential housing units that can be used for long term sheltering • Provide emergency vouchers for housing under the Maryland Disaster Housing Assistance Program
Recovery Operations	• Coordinate and Support SCF Human Services with interim housing for displaced residents • Provide business impact information to Economic Impact SCF • Provide loans to residents and businesses for repairs and restoration to property

	• Coordinate with Human Services SCF to transition evacuees from shelters to interim housing solutions • Provide long term housing solutions to displaced residents affected by disaster • Continue to distribute loans to residents and businesses for repairs and restoration to property • Identify mitigation opportunities for residents and businesses
SCF	**Military Support**
Normal / Enhanced Operations	• Coordinate with and/or establish relationships with Department of Defense and surrounding jurisdiction National Guard elements • Maintain an active cyber response capability • Consider potential threat/hazard impact and begin decision making process to place personnel on active duty status • Assess potential impact of threat/hazard and determine appropriate military support to operations • Participate with the Maryland Cyber Response Team (CRT) as needed
Response Operations	• Coordinate and utilize and County Liaison Teams (CoLT) to support disaster response operations as necessary • Prepare to deploy MMD resources if indicated through State Active Duty Status • Place staff on "alert" status in advance of Gubernatorial Executive Order • Coordinate Maryland MMD resources • Activate the Maryland National Guard • Support ongoing acceptable missions as dictated by the threat/hazard, executive order, and upon order of TAG • Support other SCFs with activities such as logistics, security, and emergency services • Track deployed resources ensuring mission fulfillment and anticipate long-term deployment issues
Recovery Operations	• Coordinate and utilize and County Liaison Teams (CoLT) to support disaster recovery operations as necessary • Coordinate MMD resources and assets as deployed
SCF	**Natural Resources**
Normal / Enhanced Operations	• Identify key natural resource areas vulnerable to threats/hazards • Coordinate with and/or establish relationships with natural resources sector partners • Coordinate with Public Health & Medical SCF for natural resources specific threats and hazards that have an public health nexus • Identify areas of the State likely to be impacted by threat/hazard and determine ways to limit threat/hazard impact

	• Coordinate with natural resources partners to warn of threat/impact
Response Operations	• Coordinate in the closure, evacuation, mitigation of local and state parks, the Chesapeake Bay rivers and streams • Act as the lead administrative and operational agency for wildfire fighting, protection for natural resources maritime and environmental properties • Assist with damage assessment as appropriate to determine impacts
Recovery Operations	• Assess the extent of impact on the natural environment and state parks following disaster • Coordinate debris management of natural resources • Determine the long-term impact to Maryland parks and natural resources and propose solutions • Reopens State Parks • Invests in mitigation projects for natural resource cleanup
SCF	**Whole Community Integration**
Normal / Enhanced Operations	• Coordinate with and/or establish relationships with non-governmental, private sector and surrounding jurisdiction governmental partners • Develop inventories of organizations and resources available to support response operations • Coordinate with MD Voluntary Organizations Active in Disaster (VOAD) on an ongoing basis • Notify NGO partners that an incident has the potential to occur and inform the community of ways assistance may be needed/requested • Maintain a list of offers of assistance from NGO organizations and resources which may be available to assist in response operations
Response Operations	• Notify non-governmental partners that response operations are ongoing • Coordinate participation of VOADs in acquiring resources • Coordinate with the private sector for resources to support operations • Track offers of assistance for personnel and resources • Liaise with other non-governmental partners as required/necessary • Identify missions for NGOs to fulfill based on outstanding local needs
Recovery Operations	• Coordinate participation of VOADs in short term recovery operations and donations and volunteer management

	• Coordinate participation of donations and volunteer management in recovery operations to support local jurisdiction unmet needs • Coordinate participation of VOADs in long term recovery organization • Coordinate distribution of donations to affected communities if appropriate or by appropriate VOAD
SCF	**Power Infrastructure**
Normal / Enhanced Operations	• Coordinate with and/or establish relationships with power infrastructure partners across electric, nuclear, hydroelectric, and natural gas sectors • Conducts routine network and system monitoring for potential threats and hazards • Coordinate with power providers in advance on an incident and take reasonable measures to prevent impacts to power infrastructure
Response Operations	• Coordinate with the energy/utilities to ensure that any utilities impacted by an incident are mitigated to restore critical infrastructure • Continuously communicate with utility critical infrastructures and provide timely updates on power outages and energy demands to State partners to assist local and state governments with decision-making and recovery objectives and operations
Recovery Operations	• Assist with locating out of state resources available to assist in the immediate short-term and long-term recovery phases • Coordinate with utility companies for status of electrical grid and infrastructure restoration • Support the identification and completion of appropriate hazard mitigation projects to electrical infrastructure
SCF	**Public Health & Medical**
Normal / Enhanced Operations	• Conduct public health and biological surveillance • Coordinate with and/or establish relationships with public health and medical systems and partners • Enhance bio surveillance procedures in advance of threat/hazard impact • Monitor hospital bed status
Response Operations	• Assist in coordination of patient flow among Maryland hospitals • Assist local jurisdictions and health care facilities with coordinating resources to ensure continuation of care for their patients • Inspect food facilities and conduct food safety food sample collections and test when appropriate

	• Consider deploying Maryland Responds volunteers to assist with public health, and medical response, including medical aid stations at shelters and/or family assistance centers • Coordinate with MIA to waive prescriptions refill time restrictions as appropriate for affected citizens • Coordinate behavioral health assistance to affected citizens and response personnel • Support radiological emergency response for the ingestion of Potassium Iodide to emergency workers and citizens • Coordinate with SCF Environmental Protection for monitoring and decontamination efforts and health issues related to radiological releases and contamination • Monitor ESSENCE and other biosurveillance tools for trends and report relevant data as appropriate. • Coordinate between EMS, hospitals and health department with the State Medical Examiner's Office for mass fatality response • Provide event information to hospitals and collect bed availability on a regular schedule • Coordinate with ambulance and EMS services for mutual aid response • Increases dissemination of bio-surveillance reports to local health departments and other stakeholders as appropriate
Recovery Operations	• Assist in coordination of patient flow among Maryland hospitals • Ensure impacted residents have access to healthcare services • Assist local jurisdictions and health care facilities with coordinating resources to return patients to appropriate facilities • Inspect food facilities and conduct food safety food sample collections and test when appropriate • Deploy Maryland Responds volunteers to assist with public health and medical response, including medical aid stations at shelters and/or family assistance centers • Coordinate with MIA to waive prescriptions refill time restrictions • Coordinate behavioral health assistance to affected citizens and response personnel • Assist local jurisdictions with conducting a public health impact assessment • Monitor and inspect food facilities related to areas to mitigate food-borne illnesses • Communicate with hospitals for continuity of care • Assist to return patients to appropriate facilities • Coordinate behavioral health assistance to citizens and personnel • Support health issues related to radiological releases and decontamination • Conduct laboratory sampling of food establishments, critical facilities debris and/or affected materials

	• Provide guidance on facility decontamination, detaining potentially adulterated foods for testing, organizing the laboratory testing • Provide guidance to retail establishments and retail food industry organizations and to food processors. • Coordinate long term behavioral health assistance to affected citizens and response personnel
SCF	**Public Works & Infrastructure**
Normal / Enhanced Operations	• Coordinate with and/or establish relationships with various sectors and entities of public works and infrastructure • Conduct routine system monitoring for potential threats/hazards • Monitor the status of State regulated facilities etc. and maintain a list of infrastructure vulnerable to threats/hazards • Develop a list of key infrastructure likely to be impacted by the threat/hazard and take steps to prevent impacts
Response Operations	• Assess damage to public infrastructure and the transportation network in the affected area • Waive fees and regulations for rapid restoration of critically damaged buildings if appropriate • Coordinate with SCF Transportation and Law Enforcement for first push debris clearance and repairs, and other emergency construction of transportation infrastructure or assets as needed in conjunction with SCF Transportation
Recovery Operations	• Coordinate with Transportation and Law Enforcement SCFs for debris clearance and repairs, and other emergency construction of transportation infrastructure or assets • Assess damage to public infrastructure and the transportation network in the affected area. • Waive fees and regulations for rapid restoration of critically damaged buildings • Coordinate with SCF Transportation and Law Enforcement for debris management and infrastructure repair • Support the identification of mitigation opportunities to infrastructure
SCF	**State Resources**
Normal / Enhanced Operations	• Execute contracts with venders supporting CMOP operations • Support resource needs and prevention efforts through State contracts and other mechanisms • Enhance security posture at DGS and other state-owned facilities
Response Operations	• Support local jurisdictions with contract support for operations • Notify vendors that resource support may be needed • Prepare DGS facilities for potential impact from the threat/hazard

	• Coordinate with State fuel vendor to oversee fuel management for the State • Take actions limiting impacts of threats/hazards on DGS facilities • Coordinate with transportation SCF to ensure state vehicles readiness or other vehicle/fueling requests may be fulfilled • Coordinate with Federal and State agencies to fulfill requests
Recovery Operations	• Support local jurisdictions with contract support for recovery operations such as debris management and infrastructure repair • Conduct damage assessments to State-owned facilities • Support the long term recovery committee with identification of future state contract support • Identify projects and strategies for mitigation opportunities to State-owned facilities
SCF	**State Services**
Normal / Enhanced Operations	• Coordinate with and/or establish relationships with various local, state, federal, and private sector sources for available resources • Monitor and maintain the status of State services and facilities as well as availability of funding and personnel • Provide support for state entities not engaged in another SCF
Response Operations	• Provide support from State Departments/Agencies ensuring continuity of government and services for Maryland citizens • Consider waivers and legal actions to facilitate response operations
Recovery Operations	• Support the damage assessment process and impact analysis to other State services as applicable and requested • Support the identification and completion of unmet needs through coordination with other State services • Support the identification and completion of mitigation opportunities for State services and local jurisdictions
SCF	**Transportation**
Normal / Enhanced Operations	• Coordinate with and/or establish relationships with transportation system partners across ground transportation, commercial ground transportation, maritime, aviation, and rail sectors • Conduct threat/hazard monitoring for potential impacts to the Maryland transportation networks • Disseminate, in a timely manner, threat and hazard awareness information to State 24/7 watch centers • Enhance security posture for transportation networks as appropriate

Response Operations	• Restores and maintain operating conditions of State owned air, highway, maritime and transit systems • Assesses the State transportation network to determine the status of air, rail, maritime and road travel conditions • Processes and coordinate requests for transportation and infrastructure support • Coordinate alternate transportation services as available • Report damage and service effects to transportation infrastructure as a result of the incident • Restore and maintain operating conditions at state owned air, highway, port, and highway systems • Coordinate and maintain evacuation routes with local jurisdictions and alternate transportation routes if needed • Issues or suspends transportation rules and regulations • Act as the lead agency providing law enforcement services at State owned transportation facilities • Coordinate the use of transportation resources and services necessary to support emergency operations or disaster assistance • Divert traffic out of incident locations to ease evacuation congestion
Recovery Operations	• Maintain Statewide situational awareness of transportation networks • Process and coordinate requests for transportation and infrastructure recovery support • Coordinate alternate transportation services as available • Provide resource support if available as requested to State/local departments/agencies • Report damage and service effects to transportation infrastructure as a result of the incident • Maintain public transportation services and increase services as necessary • Collect, analyze, and distribute information on the status of the State's accessible transportation systems, resources and infrastructure • Provide liaison with WMATA, local Maryland EOC's, and other regional transportation organizations as appropriate and requested • Coordinate mutual aid requests for transportation services and resources • Identifies projects and strategies for mitigation opportunities to transportation infrastructure
SCF	**Disabilities, Access, Inclusion, and Language (DIAL)**

Normal / Enhanced Operations	• Survey client populations for needs and disseminates to their information regarding assistance programs • Select, survey, and maintain relationships with suitable public, semi-public, and private partnerships throughout the state to access their products and services in support of an incident • Conduct emergency preparedness training and participate in exercises with state and local partners • Prepare for the enhanced monitoring and staffing of a constituent services hotline for expedited information referrals, and case management support • Contribute to Federal and State planning efforts related to the provision of emergency management services and products to people with disabilities and others with access and functional needs (DAFN) • Evaluate documents and websites for conformance to universal design and accessibility to assistive technology, upon request • Prior to occupying a congregate shelter, perform an accessibility evaluation, in collaboration with Human Services SCF • Prepare accessibility kits for deployment • Coordinate with all appropriate SCFs based on the imminent, perceived, or active threat/hazard • Prepare to supplement SCF activities in an effort to ensure assistance and services are accessible and inclusive • Develop a list of available supplies which would be deployed if needed • Advise all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with DAFN • Survey client populations for needs and disseminates to their information regarding assistance programs • Select, survey, and maintain relationships with suitable public, semi-public, and private partnerships throughout the state to access their products and services in support of an incident • Conduct emergency preparedness training and participate in exercises with state and local partners • Contribute to Federal and State planning efforts related to the provision of emergency management services and products to people with DAFN • Evaluate documents and websites for conformance to universal design and accessibility to assistive technology • Prepare accessibility kits for deployment • Prepare for the enhanced monitoring and staffing of a constituent services hotline for expedited information, referrals, and case management support
Response Operations	• Notify whole community partners that a threat/hazard is or may impact the community

	• Leverage whole community networks to assess potential needs and develops strategies to ensure inclusiveness • Advises all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with DAFN • Perform on-site accessibility Quality Assurance reviews at shelters and congregate care facilities • Deploy accessibility kits to shelters, service centers, repatriation operations, reunification centers, etc. • Construct a disability-focused demographic profile of the population in the affected area, when possible • Provide enhanced monitoring and staffing of a constituent services hotline for expedited information, referrals, and case management • Obtain timely field information regarding the status of affected individuals with DAFN and measures taken to address their unmet accessibility requirements • Coordinate to ensure inclusiveness of services for the whole community including people with DAFN are considered when implementing sheltering and evacuation procedures • Advise on the needs of people with DAFN, who are displaced by a disaster, and provide information on specialty programs available
Recovery Operations	• Identify immediate whole community needs and works to ensure inclusiveness • Forecast needs within the recovery mission area • Advise all SCFs on issues related to inclusiveness in an effort to incorporate services for individuals with disabilities and others with access and functional needs • Facilitate equipment loans of assistive technology, portable ramps, and durable medical equipment (per availability) for survivors to return home or to the workplace • Support case management involving individuals and families with disabilities who have complex circumstances and unmet needs. • Provide Maryland Department of Disabilities representation to the FEMA Joint Field Office (JFO), upon request • Administer specialty loan programs, when available

F. Appendix F: State Coordinating Function Integration and SCF-ESF Crosswalk Tables

State Coordinating Function	Functional Area	Support SCFs
Agriculture (MDA)	Agriculture Preservation and Sheltering	• Economic Impact • Human Services • Public Health and Medical • Environmental Protection • Law Enforcement • Transportation • DIAL
Communications (MDSP-SWIC and DoIT-MDFirst)	Communications	• Cybersecurity • Fire and Emergency Services • Law Enforcement • Military Support
Cultural and Historic Resources (Department of Planning Lead SCF)	Preservation	• Natural Resources • Environment Protection • Long Term Housing • State Services • Economic Impact • Public Works and Infrastructure • Transportation • DIAL
Cybersecurity (DoIT – OSM)	Cybersecurity and Cyber Resilience of IT Infrastructure, Systems, Applications, and Data.	• Economic Impact • Law Enforcement • Public Works and Infrastructure • Military Support • DIAL
Economic Impact (Department of Commerce Lead SCF)	Financial Management	• Human Services • Long Term Housing • Public Health and Medical • Public Works and Infrastructure • DIAL
Electronic Infrastructure (DoIT Lead SCF)	Communications	• Law Enforcement • Whole Community Integration • Military Support • State Services • DIAL
Environmental Protection	Hazardous Materials	• Agriculture • Natural Resources

State Coordinating Function	Functional Area	Support SCFs
(MDE Lead SCF)		• Public Health and Medical • Transportation • DIAL
Fire and Emergency Services **(MDEM Lead SCF)**	Firefighting/Fire Protection and Mutual Aid and Search and Rescue	• Agriculture • Cultural Resources • Electronic Infrastructure • Environmental Protection • Human Services • Military Support • Natural Resources • Whole Community Integration • Public Health and Medical • Public Works and Infrastructure • Law Enforcement • Transportation • DIAL
Human Services and Mass Care **(MDHS Lead SCF)**	Evacuation and Shelter-in-place and Mass Care and Sheltering	• Agriculture • Cultural Resources • Whole Community Integration • Power Infrastructure • Economic Impact • Electronic Infrastructure • Fire and EMS • Law Enforcement • Long Term Housing • Public Health and Medical • Public Works and Infrastructure • State Resources • State Services • Transportation
Law Enforcement **(MDSP Lead SCF)**	Law Enforcement	• Military Support • Electronic Services • Transportation
Long Term Housing **(DCHD Lead SCF)**	Housing	• Human Services, • Natural Resources, • Economic Impact, • Cultural Resources • Public Health and Medical Services, • State Services • Public Works and Infrastructure • DIAL
Military Support **(MMD Lead SCF)**	Military and Intelligence Support	• Electronic Infrastructure

State Coordinating Function	Functional Area	Support SCFs
Natural Resources (DNR Lead SCF)	Agriculture and Natural Resources	• Power Infrastructure • Environmental Protection • Law Enforcement • Fire and EMS • Agriculture • Cultural Resources • Economic Impact • Public Health and Medical • DIAL
Whole Community Integration (WCI) (MDEM WCI Branch Lead SCF)	Donation Management Volunteer Management	• Human Services • Public Health and Medical • Agriculture • State Services • Law Enforcement • Transportation • DIAL
Power Infrastructure (PSC and MEA Lead SCFs)	Energy and Utility Services	• Environmental Protection • Natural Resources • DIAL
Public Health and Medical (MDH and MIEMSS Lead SCFs)	Public Health and Medical and Fatality Management and Mortuary Services	• Agriculture • Military Support • Cultural Resources • Natural Resources • Economic Impact • Public Works and Infrastructure • Environmental Protection • Long Term Housing • Human Services • State Services • Law Enforcement • Transportation • DIAL
Public Works and Infrastructure (DLLR Lead SCF)	Critical Infrastructure and Key Resource Restoration and Debris Management	• Agriculture • Environmental protection • Military Support • Power Infrastructure • Transportation • DIAL
State Resources (DGS Lead SCF)	Resource Coordination	• Transportation, • DIAL
State Services (DBM Lead SCF)	Administration and Finance	• All SCFs

State Coordinating Function	Functional Area	Support SCFs
Transportation (MDOT Lead SCF)	Transportation Systems and Resources	• Human Services • Public Health and Medical • Law Enforcement • Public Works and Infrastructure • DIAL
Disabilities, Access, Inclusion, and Language (DIAL) (MD Dept. of Disabilities)	Whole Community	• All SCFs

The following table represents the federal interagency support provided by ESFs as they coordinate with the SCFs for state and federal-federal support. The crosswalk represents each SCF function related to the ESF designated for support. When the SEOC is activated, ESF #5 is utilized. When the JIC is activated, ESF #15 is utilized.

SCF	Federal ESF														
	#1 - Transportation	#2 – Communication	#3 – Public Works and Engineering	#4 - Firefighting	#5 – Information and Planning	#6 – Mass Care, Emergency Assistance, Housing, and Human Services	#7 – Logistics Management and Resource Support	#8 – Public Health and Medical Services	#9 – Search and Rescue	#10 – Oil and Hazardous Materials Response	#11 – Agriculture and Natural Resources	#12 - Energy	#13 – Public Safety and Security	#14 – Cross-Sector Business and Infrastructure	#15 – External Affairs
Agriculture											X				
Communications		X													
Cultural and Historic Resource											X				
Cybersecurity		X												X	
Economic Impact														X	
Electronic Infrastructure		X													

SCF	Federal ESF														
	#1 - Transportation	#2 – Communication	#3 – Public Works and Engineering	#4 - Firefighting	#5 – Information and Planning	#6 – Mass Care, Emergency Assistance, Housing, and Human Services	#7 – Logistics Management and Resource Support	#8 – Public Health and Medical Services	#9 – Search and Rescue	#10 – Oil and Hazardous Materials Response	#11 – Agriculture and Natural Resources	#12 - Energy	#13 – Public Safety and Security	#14 – Cross-Sector Business and Infrastructure	#15 – External Affairs
Environmental Protection										X					
Fire and Emergency Services				X					X						
Human Services and Mass Care						X									
Law Enforcement													X		
Long Term Housing						X									
Military Support													X		
Natural Resources											X				
Non-Governmental Services														X	
Power Infrastructure			X									X			
Public Health and Medical								X							
Public Works and Infrastructure			X												
State Resources							X								
State Services													X	X	

SCF	Federal ESF														
	#1 - Transportation	#2 – Communication	#3 – Public Works and Engineering	#4 - Firefighting	#5 – Information and Planning	#6 – Mass Care, Emergency Assistance, Housing, and Human Services	#7 – Logistics Management and Resource Support	#8 – Public Health and Medical Services	#9 – Search and Rescue	#10 – Oil and Hazardous Materials Response	#11 – Agriculture and Natural Resources	#12 - Energy	#13 – Public Safety and Security	#14 – Cross-Sector Business and Infrastructure	#15 – External Affairs
Transportation	X														
Whole Community					X	X									

G. Appendix G: Quick Reference Guide for Senior Leadership

Appendix G: Quick Reference Guide for Senior Leadership serves as an executive summary and reference sheet of the *CMOP Base Plan*. Appendix G will be a standalone document.