



# State of Maryland Disaster Recovery Operations

## Plan (SDROP)

FINAL DRAFT V.2

August 13, 2014



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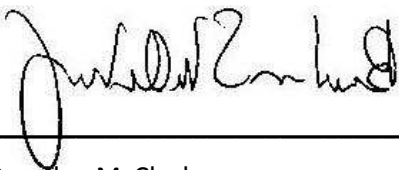
18 The State of Maryland is committed to a consistent and inclusive approach to ensuring all stakeholders  
19 have the tools they need to save lives, protect public health and safety, and protect property and the  
20 environment.

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## 145 **ACRONYMS AND DEFINITIONS**

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

149

150	AAR	- After Action Report
151	AET	- Advanced Evaluation Team (Federal)
152	AFNC	- Access and Functional Needs Coordinator
153	DBED	- Department of Business and Economic Development (Maryland)
154	DGS	- Department of General Services (Maryland)
155	DHCD	- Department of Housing and Community Development (Maryland)
156	DHMH	- Department of Health and Mental Hygiene (Maryland)
157	DHR	- Department of Human Resources (Maryland)
158	DNR	- Department of Natural Resources (Maryland)
159	DoIT	- Department of Information Technology (Maryland)
160	EI	- Essential Elements of Information
161	EMAC	- Emergency Management Assistance Compact
162	EOC	- Emergency Operations Center
163	ESF	- Emergency Support Function
164	FCO	- Federal Coordinating Officer
165	FEMA	- Federal Emergency Management Agency
166	GAR	- Governor's Authorized Representative
167	GOCI	- Governor's Office on Community Initiatives
168	HIRA	- Hazard Identification and Risk Assessment
169	HSPD-5	- Homeland Security Presidential Directive 5
170	IA	- Individual Assistance
171	IAP	- Incident Action Plan
172	ICS	- Incident Command System
173	IMP	- Information Management Process
174	IOF	- Initial Operating Facility
175	IP	- Improvement Plan
176	IT	- Information Technology

177	JFO	- Joint Field Office
178	JIC	- Joint Information Center
179	JIS	- Joint Information System
180	JOG	- Joint Operations Group
181	LDRM	- Local Disaster Recovery Manager
182	MDE	- Maryland Department of the Environment
183	MDOD	- Maryland Department of Disabilities
184	MDOT	- Maryland Department of Transportation
185	MDP	- Maryland Department of Planning
186	MEA	- Maryland Energy Administration
187	MEMA	- Maryland Emergency Management Agency
188	MEMAC	- Maryland Emergency Management Assistance Compact
189	MEPP	- Maryland Emergency Preparedness Program
190	MIEMSS	- Maryland Institute of Emergency Medical Services Systems
191	MJOC	- Maryland Joint Operations Center
192	MMD	- Maryland Military Department
193	MSP	- Maryland State Police
194	NCR	- National Capital Region
195	NCS	- National Coordinating State
196	NDRF	- National Disaster Recovery Framework
197	NEMA	- National Emergency Management Association
198	NIMS	- National Incident Management System
199	NPG	- National Preparedness Goal
200	PA	- Public Assistance
201	PDA	- Preliminary Damage Assessment
202	PIO	- Public Information Officer
203	PPD-8	- Presidential Policy Directive 8
204	PSC	- Public Service Commission (Maryland)
205	PSIP	- Private Sector Integration Program
206	RLO	- Region Liaison Officer
207	RSFLG	- Recovery Support Function Leadership Group
208	SBA	- Small Business Administration (Federal)

209	SCO	- State Coordinating Officer
210	SDRC	- State Disaster Recovery Coordinator
211	SDROP	- State Disaster Recovery Operations Plan
212	SEOC	- State Emergency Operations Center
213	SITREP	- Situation Report
214	SMOP	- State Mitigation Operations Plan
215	SOP	- Standard Operating Procedure
216	SPG	- Senior Policy Group
217	SROP	- State Response Operations Plan
218	SRSS	- State Recovery Support Strategy
219	SSP	- State Support Plan
220	THIRA	- Threat Hazard Impact Risk Assessment
221	USCG	- United States Coast Guard
222	VOAD	- Voluntary Organizations Active in Disaster (Maryland)

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## 239 **DISASTER RECOVERY OPERATIONS MISSION STATEMENT**

240 Ensure the ability of the State of Maryland to recover from a catastrophic incident that overwhelms the  
241 State or any of its political subdivisions by engaging all necessary state, local, federal, private sector, and  
242 voluntary, faith-based, and nongovernmental agencies in order to address the needs of Maryland  
243 residents, visitors, and communities.

### 244 **I. PURPOSE**

245 The Maryland State Disaster Recovery Operations Plan (SDROP) describes the roles and responsibilities  
246 of entities within Maryland during disaster recovery operations. Disaster recovery operations focus on  
247 ensuring that the State is able to effectuate the timely restoration, strengthening, and revitalization of  
248 infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historical, and  
249 environmental fabric of communities impacted by a catastrophic incident.

### 250 **II. SCOPE**

251 The SDROP is the Recovery Mission Area Operations Plan within the Maryland Emergency Preparedness  
252 Program (MEPP). The SDROP outlines processes that are to be followed for all-hazards, State-level  
253 disaster recovery efforts. The identified actions and activities in this Plan are based on existing State  
254 agency statutory authorities.

255  
256 *While providing a structure with procedures and guidelines, at no time is the SDROP intended to inhibit the*  
257 *use of experience and common sense by Maryland Emergency Management Agency leadership and staff,*  
258 *State of Maryland department/agency representatives, or organizations and businesses when determining*  
259 *the actions and resources needed to restore, strengthen, and revitalize infrastructure and housing;*  
260 *Maryland's economy; government, nonprofit, and business operations; and the health, social, cultural,*  
261 *historical, and environmental fabric of communities impacted by a catastrophic incident in the State of*  
262 *Maryland. The details described in this Plan may or may not apply to specific situations. State employees*  
*must use their discretion in each situation to determine the best course of action. Procedures listed in this*  
*Plan serve as guidance, but are not intended to replace the best judgment of those who are directly handling*  
*a specific disaster recovery-related task.*

263 **III. OBJECTIVES**

264 The objectives to be met throughout the execution of the SDROP are as follows:

265 **A. Support local-level disaster recovery operations.**

266 All emergencies are locally-driven events, and it is the State of Maryland’s role to provide assistance to  
267 the local jurisdictions in the form of personnel, resources, technical assistance, and operational  
268 coordination, at their request.

269 **B. Facilitate the transition from incident response, under the State  
270 Response Operations Plan (SROP), to disaster recovery, under the  
271 State Disaster Recovery Operations Plan (SDROP).**

272 This Plan identifies short-term, intermediate, and long-term disaster recovery activities. The phases of  
273 recovery may overlap with each other and with the initial response given that an incident may not  
274 progress in the same manner for all elements of an impacted community. Generally, short-term  
275 recovery assistance includes the coordination of all federal, State, local, private-sector, and volunteer  
276 efforts to restore the public and private sectors to a functional, pre-incident (or better) state, and to  
277 support the transition of impacted communities towards long-term recovery efforts, as needed. Short-  
278 term recovery typically overlaps response and intermediate recovery actions. Intermediate recovery  
279 occurs when the vital services have been restored, but the community has not returned to “normal.”  
280 Long-term recovery consists of those activities and ongoing projects that facilitate the development and  
281 achievement of a community’s post-disaster vision.

282 **C. Coordinate the activities of State, local, and federal agencies,  
283 nonprofit organizations, and private-sector partners in support of  
284 disaster recovery operations.**

285 The SDROP supports a collaborative recovery effort between all State departments/agencies, local  
286 government, the federal government, nonprofit, and private organizations tasked with providing  
287 resources and executing mission assignments during disaster recovery operations. It describes the  
288 actions of the State to provide assistance to one or more affected counties or municipalities, and, under  
289 catastrophic circumstances, to other state governments.

#### 290 **IV. DISASTER RECOVERY OPERATIONS PLANNING FACTS AND ASSUMPTIONS**

291 The State of Maryland has developed this Plan to address the recovery-focused risks identified in the  
292 State's Threat and Hazard Identification and Risk Assessment (THIRA), which is updated annually, and  
293 the Hazard Identification and Risk Assessment (HIRA), which is updated every five years. Both  
294 assessments are developed through statewide coordination and input from Maryland's 23 counties and  
295 the cities of Baltimore, Annapolis, and Ocean City. This Plan takes all threats and hazards into account  
296 to provide a standard framework for State-level disaster recovery.

297

- 298 • Every disaster presents unique challenges. The roles and responsibilities presented in this Plan  
299 represent the full deployment of the State's recovery resources; however, not all of the  
300 functions included may be necessary for each recovery operation.
- 301 • Local jurisdictions have, or will develop, a disaster recovery plan to establish local recovery  
302 organizations.
- 303 • Working within policy, regulatory, and financial constraints, Maryland departments/agencies  
304 need to provide effective and timely assistance to help communities recover, at their request,  
305 when the needs of the community exceed the available resources.
- 306 • The State is prepared to commit resources in support of local disaster recovery operations. The  
307 full authorities and resources of the State are made available to aid county and municipal  
308 governments when disaster recovery operations exceed local capabilities.
- 309 • The State of Maryland integrates, and encourages its local jurisdictions to integrate, issues  
310 related to planning for people with disabilities and others with access and functional needs into  
311 all departmental emergency plans.
- 312 • The State requests support from other states and requests federal assistance when the State's  
313 capabilities to recover from a disaster are insufficient or have been exhausted. The federal  
314 government provides assistance following a Presidential Disaster Declaration for the State.
- 315 • The State Recovery Organization can be activated with or without a Presidential Disaster  
316 Declaration. As federal assistance becomes available, it is integrated with the appropriate  
317 Recovery Support Function (RSF).
- 318 • Participating federal entities build their recovery staffing structure around the Maryland State  
319 Recovery Organization established by this Plan.
- 320 • Existing State laws and regulations will play a role in disaster recovery.



- 321       • Private and nonprofit organizations are an essential part of recovery operations, and the State  
322       will take action to support the resumption of private and nonprofit services.

## 323 **V. DISASTER RECOVERY OPERATIONS DOCTRINE**

### 324 **A. All Hazards Planning**

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

### 328 **B. National Standards**

329 This Plan is consistent with Presidential Policy Directive 8 (PPD-8), Homeland Security Presidential  
330 Directive 5 (HSPD-5), and the National Incident Management System (NIMS) – the primary components  
331 of national preparedness doctrine. This supports seamless coordination and integration of national  
332 (federal and other states’) resources to supplement State and local resources during disaster recovery  
333 operations. Together, the National Preparedness Goal (NPG), National Disaster Recovery Framework  
334 (NDRF), and NIMS present the guiding principles that enable all partners to recover from disasters of  
335 varying sizes and scope. The State implements and adapts national standards through the Maryland  
336 Emergency Preparedness Program, which is outlined in the section below.

### 337 **C. All Emergencies are Locally-Driven**

338 Local jurisdictions have the capability to perform recovery operations following most disasters, and  
339 initial recovery operations begin with local jurisdictions working with county emergency management  
340 agencies.

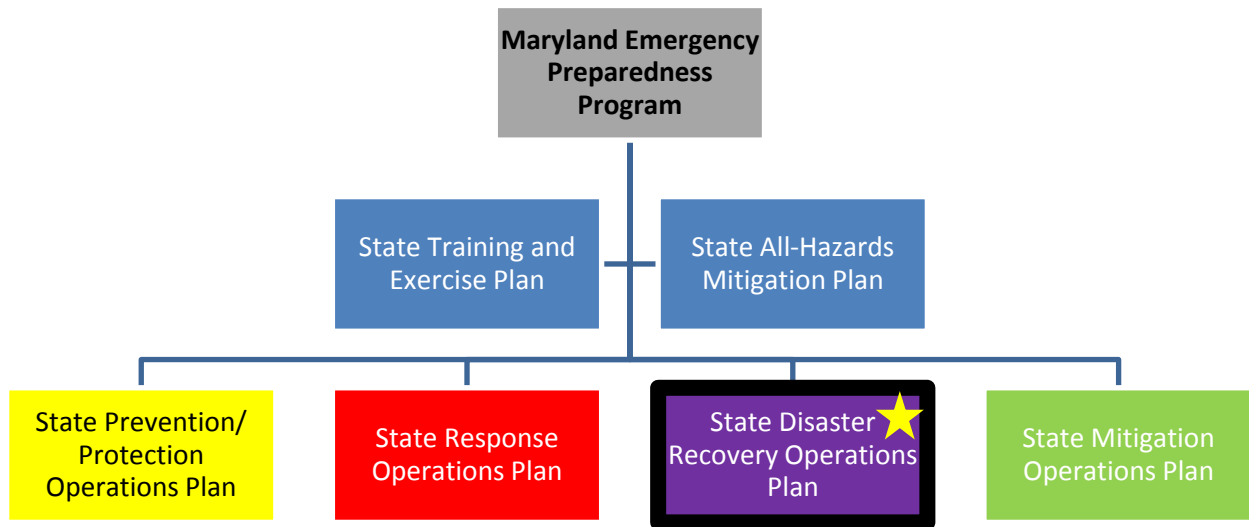
341  
342 Assistance from the State may be provided once local disaster recovery resources are exhausted, or  
343 resources are needed that the jurisdiction does not possess. When a disaster evolves such that the  
344 resources and/or coordination requirements exceed local capabilities, local authorities may request  
345 State disaster recovery resources and assistance.

346 **VI. DISASTER RECOVERY OPERATIONS PLAN ORGANIZATION**

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

351

352 **Figure 1 – Maryland Emergency Preparedness Program Plan Hierarchy**



353

354 The MEPP is the State’s overarching construct for emergency preparedness. The MEPP is an all-hazards  
 355 approach to the delivery of specific capabilities for each of Maryland’s four mission areas (listed above)  
 356 to address the State’s risk. This document serves as the operations plan for the Recovery Mission Area  
 357 and is maintained by the Recovery Support Function Leadership Group (RSFLG).

358

359 The SDROP is supplemented by Recovery Capability Annexes that identify capability targets, and the  
 360 resources that are needed and available to achieve those targets. The SDROP and Recovery Capability  
 361 Annexes describe common management and coordination processes that apply to all hazards.

362

363 The detailed actions of individual departments/agencies to  
 364 support their assigned RSF and recovery capabilities are  
 365 outlined in the appropriate Recovery Support Function Plans.

366  
 367 Additional procedures for exceptionally complex or uncommon  
 368 emergencies are addressed in contingency plans within the  
 369 MEPP. Contingency plans are intended to supplement the  
 370 SDROP and Capability Annexes with details specific to the  
 371 recovery operations necessary for the specific hazard or threat.  
 372 Contingency plans span multiple mission areas.

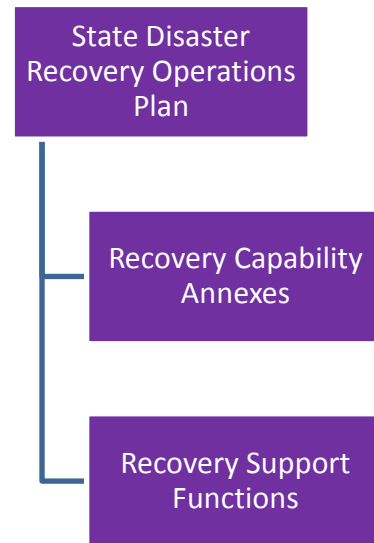
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374 **A. Mission Area Interdependencies**

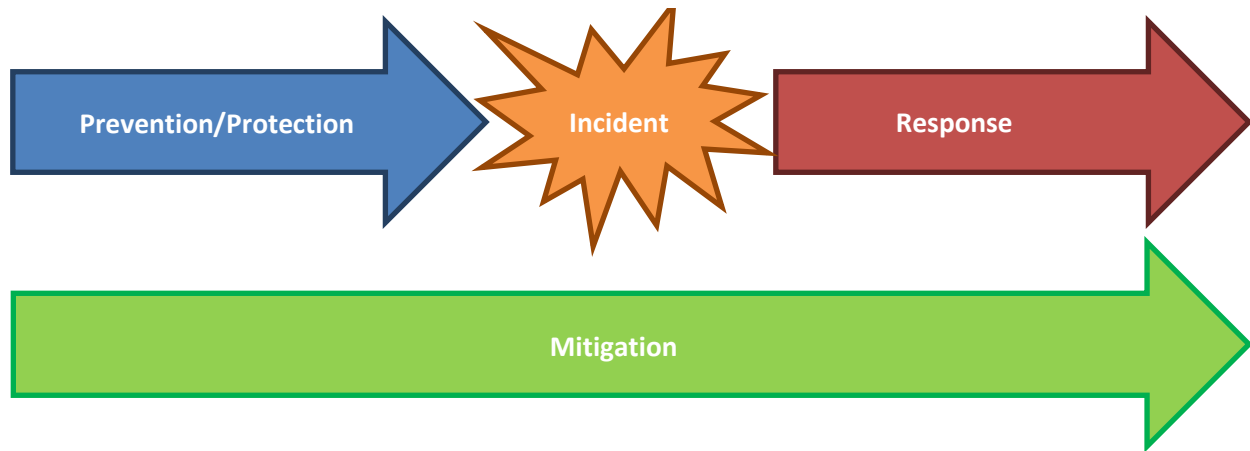
375 **1. The mission areas are divided between crisis management and**  
 376 **consequence management, each with distinct focuses and operational**  
 377 **activities.**

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

**Figure 2 – State Disaster Recovery Operations Plan Components**



**Figure 3 – Mission Area Interdependence**



385

386 Capabilities involved in the Prevention/Protection, Mitigation, and Response Mission Areas greatly  
 387 impact Recovery Mission Area operations. Many of the resources used daily to deliver the capabilities  
 388 of the other three mission areas are utilized to support recovery operations. Capabilities within the  
 389 Mitigation Mission Area reduce the impact and severity of a disaster, and generate the risk-based  
 390 planning assumptions that the MEPP is based upon.

391

392 In terms of its application to recovery, mitigation provides an opportunity to rebuild in a manner that  
 393 reduces future risk. To illustrate this point, following a disaster that results in flood damage, homes built  
 394 in floodplains must have their elevation levels raised based on new building standards designed to  
 395 prevent future flood damage. Standards and policies such as this, however, can negatively impact the  
 396 historic integrity of a property, causing an adverse effect for the purposes of Section 106 of the National  
 397 Historical Preservation Act. This example demonstrates the importance and interconnectedness of  
 398 recovery and mitigation, as well as the importance of using the expertise of State department/agency  
 399 RSF leads to determine appropriate courses of action.

400

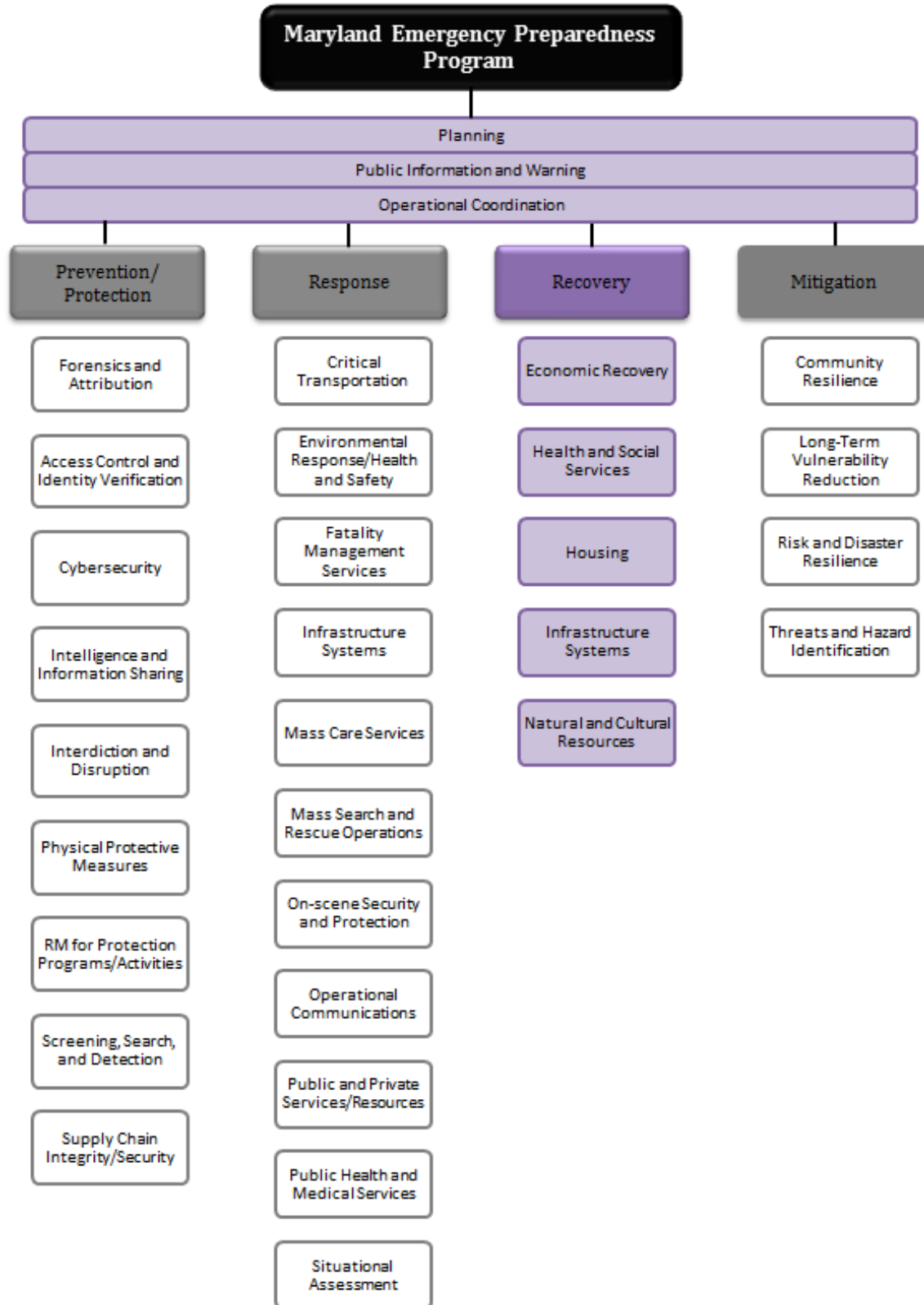
401 While this Plan pertains solely to those capabilities within the Recovery Mission Area, it is essential to  
 402 thoughtfully consider how capabilities are delivered in the context of this Plan, and how this may impact  
 403 the delivery of capabilities needed for concurrent operations within other mission areas.

**404 VII. CAPABILITIES FOR DISASTER RECOVERY**

405 The Recovery Mission Area capabilities are a list of the activities that, generally, must be accomplished  
406 during recovery operations, regardless of which levels of government are involved. The Recovery  
407 Mission Area includes eight (8) capabilities – four (4) that apply only to recovery, one (1) that applies to  
408 recovery and response, and three (3) that are common to all four mission areas. The figure below  
409 outlines the capabilities for each of the four mission areas as defined by the Maryland Emergency  
410 Preparedness Program Strategic Plan.

411

Figure 4 – Recovery Mission Area Capabilities



412

413 The Recovery Mission Area includes those capabilities that are necessary to assist affected communities  
 414 to recover effectively following a disaster. It is focused on ensuring that the State is able to effectuate  
 415 the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable  
 416 economy, as well as the health, social, cultural, historical, and environmental fabric of communities  
 417 impacted by a catastrophic incident, or threat/hazard, including those with cascading effects.

418  
 419 The table below provides a description of each recovery capability, and the targets to effectively deliver  
 420 each capability.

421  
 422

**Table 1 – Recovery Mission Area Capability Overview**

Planning	
Description	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Capability Targets	<p><b>Recovery Planning</b></p> <ol style="list-style-type: none"> <li>1. At the direction of the Mission Area Lead, develop and execute necessary crisis action plans within two operational periods, using existing contingency plans, where applicable.</li> <li>2. Create a State Support Plan (SSP) for every operational period.</li> <li>3. Conduct a long-term impact assessment to identify the scope of long-term recovery operations within 1 month of the appointment of the State Disaster Recovery Coordinator (SDRC).</li> <li>4. Using the results of the long-term impact assessment, develop a State Recovery Support Strategy (SRSS) within 6 weeks of activation of the Community Planning Capacity Building RSF.</li> <li>5. Update and revise the State Public Assistance Administrative Plan (SAP-PA) within 1 month of a Presidential Disaster Declaration.</li> <li>6. Update and revise the State Individual Assistance Administrative Plan (SAP-IA) within 1 month of a Presidential Disaster Declaration.</li> </ol>
Public Information and Warning	
Description	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Capability Targets	<p><b>Digital Media</b></p> <ol style="list-style-type: none"> <li>1. Within 30 minutes of an event, spread safety warnings through Twitter to four million people in the state (including Tweets and Retweets).</li> <li>2. Within 30 minutes of an event, spread safety warnings through Facebook to a million followers.</li> <li>3. Within 12 hours of an event, update the MEMA website to provide</li> </ol>



	<p>relevant safety information.</p> <ol style="list-style-type: none"> <li>4. Produce 1 YouTube video per quarter to highlight a threat or hazard.</li> </ol> <p><b>Traditional Media</b></p> <ol style="list-style-type: none"> <li>1. Deliver a coordinated media message to 50 different media outlets within 2 hours of a JIC activation.</li> <li>2. Maintain a media calendar highlighting threats and hazards throughout the year, and contact all media outlets in the State for each calendar entry.</li> <li>3. Within 1 hour of activation of the JIC, notify the media of SEOC activation and availability for interviews.</li> <li>4. Ensure 100% JIC staffing for 24/7 operations during an incident.</li> <li>5. Within 12 hours of a request being made, coordinate and facilitate visits of 100% of elected officials and other VIPs to the affected area.</li> </ol> <p><b>Public Outreach/Direct Contact</b></p> <ol style="list-style-type: none"> <li>1. Hold 1 public event per region per quarter.</li> <li>2. Present at 2 national conferences each year.</li> <li>3. Table or present at 4 major and 12 minor public events in Maryland throughout the year.</li> <li>4. Develop and implement a risk-based editorial calendar to target public outreach activities.</li> </ol> <p><b>Advertising/Signage</b></p> <ol style="list-style-type: none"> <li>1. For a no-notice event in an appropriate area (i.e., in a geographic area with digital billboard coverage), contact the billboard operator within 10 minutes to post notification.</li> <li>2. For an event with notice (e.g., hurricane, winter storm, etc.) contact billboard operator no later than 1 hour after appropriate National Weather Service notification about rotating safety messages.</li> </ol>
<b>Operational Coordination</b>	
<b>Description</b>	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of capabilities.
<b>Capability Targets</b>	<p><b>Recovery Operational Coordination</b></p> <ol style="list-style-type: none"> <li>1. Upon determination by the MEMA Executive Director that a recovery operation is necessary, appoint the State Disaster Recovery Coordinator.</li> <li>2. Within 72 hours of appointing the SDRC, create and release the State Response Organization chart.</li> <li>3. Within 24 hours of a request from a local emergency manager or RLO, meet with local emergency managers to support local-level disaster recovery operations.</li> <li>4. Within 96 hours of the appointment of the SDRC, assess the ability of all recovery agencies to meet goals.</li> <li>5. Within 1 week of the appointment of the SDRC, assess the capacity of all relevant private businesses and non-profits.</li> </ol>

<b>Infrastructure Systems</b>	
<b>Description</b>	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
<b>Capability Targets</b>	<p><b>Transportation and Shipping Infrastructure</b></p> <ol style="list-style-type: none"> <li>1. Restore service and reopen 100% of State-owned and operated airports within 7 days of disaster. Full repairs may take longer.</li> <li>2. Restore service and reopen 100% of State-owned marine terminals within 7 days of disaster. Full repairs may take longer. U.S. Coast Guard (USCG) is the lead agency for restoring maritime commerce.</li> <li>3. Restore service and reopen 100% State-owned commuter rail facilities within 7 days of disaster. Full repairs may take longer.</li> <li>4. Restore service and reopen 100% of impacted State-owned metro subway within 7 days of disaster. Full repairs may take longer.</li> <li>5. Restore service and reopen 100% of the impacted State-owned light rail within 7 days of the disaster. Full repairs may take longer.</li> <li>6. Within 1 week of the disaster, restore access to 75% State-owned blocked roads, bridges, and tunnels that are critical to recovery efforts. (passable)</li> <li>7. Within 30 days of the disaster, restore access to 100% of impacted State-owned roads, bridges, and tunnels.</li> <li>8. Restore access to state owned fueling stations that are the Maryland Department of Transportation’s (MDOT) property within 2 days of the disaster.</li> <li>9. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>10. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>11. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> </ol> <p><b>Energy Infrastructure</b></p> <ol style="list-style-type: none"> <li>1. In the first operational period, coordinate with Emergency Liaison Officers (ELOs) from 100% of affected electricity and gas companies in Maryland.</li> <li>2. Maintain situational awareness and projected time-to-restoration of critical lifeline utility outage figures, restoration staffing levels, and unmet restoration needs.</li> <li>3. Within 1 week of receiving a report from the utility companies affected during a disaster, analyze and provide feedback.</li> <li>4. As necessary, assist State partners in estimating and communicating restoration times for electricity services to people with disabilities and others with access and functional needs.</li> <li>5. Within 12 months, establish new regulations that determine restoration times for all utilities.</li> <li>6. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> </ol>

	<ol style="list-style-type: none"> <li>7. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>8. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> </ol>
<b>Economic Recovery</b>	
<p style="text-align: center;"><b>Description</b></p>	<p>Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.</p>
<p style="text-align: center;"><b>Capability Targets</b></p>	<p><b>Tourism Support</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>3. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> <li>4. Within 24 hours of receipt of a Presidential Disaster Declaration, coordinate with Economic Recovery Support Function (RSF) partners to send a unified message to businesses and the community regarding the process for requesting and receiving assistance.</li> <li>5. Within 2-6 weeks of the transition to recovery operations, Economic Recovery Support Function (RSF) partners identify and prioritize the distribution of available resources to support economic recovery operations.</li> <li>6. Upon the transition to recovery operations, conduct public messaging to alert tourists about the status of attractions and tourist destinations statewide through the duration of recovery operations.</li> <li>7. Within 1 month of the event, contact Destination Marketing Organizations (DMOs) and County Tourism representatives in each impacted jurisdiction to identify ways to support outreach efforts.</li> </ol> <p><b>Small Business Support</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>3. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> <li>4. Within 24 hours of receipt of a Presidential Disaster Declaration, coordinate with Economic Recovery Support Function (RSF) partners to send a unified message to businesses and the</li> </ol>

	<p>community regarding the process for requesting and receiving assistance.</p> <ol style="list-style-type: none"> <li>5. Within 2-6 weeks of the transition to recovery operations, Economic Recovery Support Function (RSF) partners identify and prioritize the distribution of available resources to support economic recovery operations.</li> <li>6. Make staffing available for all open Essential Service Centers (or Disaster Recovery Centers, if applicable) statewide within 1 week of opening, as needed.</li> </ol> <p><b>Agricultural Support</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>3. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> </ol> <p><b>Other Industry Support</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>3. Provide impact assessment data to the Community Planning Capacity Building Recovery Support Function (RSF) to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> <li>4. Within 24 hours of receipt of a Presidential Disaster Declaration, coordinate with Economic Recovery Support Function (RSF) partners to send a unified message to businesses and the community regarding the process for requesting and receiving assistance.</li> <li>5. Within 2-6 weeks of the transition to recovery operations, Economic Recovery Support Function (RSF) partners identify and prioritize the distribution of available resources to support economic recovery operations.</li> <li>6. Within 1 year of an event, assist local recovery organizations with identifying the needs of existing businesses, as well as potential new business and employment opportunities.</li> </ol>
<b>Health and Social Services</b>	
<b>Description</b>	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
<b>Capability Targets</b>	<p><b>Public Health Services Restoration</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> <li>4. Within 1 week following an incident, conduct a public health impact assessment for:             <ul style="list-style-type: none"> <li>• Environmental health conditions, including laboratory water and soil testing</li> <li>• Food safety and food establishments</li> <li>• Behavioral health interventions</li> <li>• Healthcare needs that can no longer be met by community resources</li> <li>• Structural, functional, and operational impacts to healthcare facilities</li> </ul> </li> <li>5. Within 1 week following an incident, ensure impacted residents have access to:             <ul style="list-style-type: none"> <li>• Trauma services</li> <li>• Acute care services</li> <li>• Mental and behavioral health services</li> <li>• EMS response services</li> <li>• Dialysis services</li> <li>• Pharmaceutical services</li> </ul> </li> <li>6. Prioritize the restoration of and begin the implementation of all other public health and medical services necessary to meet the demand of the population within 1 month of the transition to recovery operations.</li> <li>7. Return 100% of displaced patients remaining in other facilities to an appropriate facility within 30 days of the transition to recovery operations.</li> </ol> <p><b>Social Services Restoration</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> <li>4. Within 1 week following an incident, conduct a social services impact assessment for:             <ul style="list-style-type: none"> <li>• Behavioral health interventions</li> <li>• Family and social services needs that can no longer be met by community resources.</li> </ul> </li> <li>5. Within 1 week following an incident, ensure impacted residents have access to critical social services.</li> <li>6. Prioritize the restoration of and begin the implementation of all other social services necessary to meet the demand of the</li> </ol>
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	<p>population within 1 month of the transition to recovery operations.</p> <p>7. Sustain the simultaneous operation of at least 2 essential service center(s) in each impacted jurisdiction for 2 months.</p>
<b>Housing</b>	
<b>Description</b>	<p>Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.</p>
<b>Capability Targets</b>	<p><b>Transitional/Temporary Housing Options</b></p> <ol style="list-style-type: none"> <li>1. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>2. Convene a housing task force within 48 hours post event and determine residential damage assessment methods and strategies.</li> <li>3. Conduct assessments to determine how to fund programs and services using various available grant programs and sources.</li> <li>4. Assess whether the Maryland Housing Assistance Program (MDHAP) needs to be setup, and begin taking steps to provide services, if needed, if money is appropriated to the Maryland Housing Assistance Program.</li> <li>5. Administer MDHAP within 48 hours of the program being funded.</li> <li>6. Staff at least 1 Essential Services Center per impacted jurisdiction with appropriate personnel knowledgeable in available programs to assist applicants.</li> </ol> <p><b>Long-Term Housing Restoration</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> <li>4. Conduct housing and occupancy inspections in the most heavily impacted areas within 2 months and 100% of inspections within 6 months.</li> <li>5. Within one month of the transition to recovery operations provide building code and reconstruction guidance to voluntary/non-profit partners conducting recovery operations.</li> </ol> <p><b>Loan Assistance</b></p> <ol style="list-style-type: none"> <li>1. Staff 1 disaster recovery center per impacted jurisdiction to help eligible residents with applying to loan programs, as requested.</li> <li>2. Provide information about loan assistance programs and eligibility to impacted individuals within 1 week of the transition to recovery operations or in accordance with grant program requirements.</li> <li>3. Determine the eligibility and intake requirements that will be used for loan programs within 1 week post incident or in accordance with grant program requirements.</li> </ol>

	<ol style="list-style-type: none"> <li>4. Determine resources and requirements necessary to process 100% of received loan applications for impacted and eligible residents within 1 month of the incident or in accordance with grant program requirements.</li> <li>5. Process 100% of received loan applications for impacted and eligible residents within 1 year of an incident or in accordance with grant program requirements.</li> </ol>
<b>Natural and Cultural Resources</b>	
<b>Description</b>	<p>Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices, and in compliance with appropriate environmental and historical preservation laws and executive orders.</p>
<b>Capability Targets</b>	<p><b>Natural Resource Restoration</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> <li>4. Establish protective action guidance for debris removal operations within 1 week of the transition to recovery operations.</li> <li>5. Within 60 days of an event, clear debris from all impacted State-owned natural resources.</li> <li>6. Within 90 days of the transition to recovery operations, conduct impact assessments and prioritize the restoration of State-owned natural resources.</li> <li>7. Within 1 month of an event, begin to identify federal and state grant programs (beyond traditional FEMA disaster recovery funds) to assist with restoration of natural resources.</li> <li>8. Develop a restoration plan for State-owned land/resources within 6 months of the transition to recovery.</li> </ol> <p><b>Cultural Resource Restoration</b></p> <ol style="list-style-type: none"> <li>1. Work with the Long-Term Recovery Committee to establish and accomplish applicable milestones.</li> <li>2. Provide data to inform the request for a Presidential Disaster Declaration with 1-4 weeks of an event.</li> <li>3. Provide impact assessment data and strategies to the Community Planning Capacity Building RSF to inform the development of the State Recovery Support Strategy (SRSS) within 6 months of an event.</li> <li>4. Establish protective action guidance for debris removal operations within 1 week of the transition to recovery operations.</li> <li>5. Within 60 days of an event, ensure debris are cleared from all impacted State-owned cultural resources, in accordance with the</li> </ol>

	<p>responsibility of the responsible agency that owns the resources</p> <ol style="list-style-type: none"><li>6. Stabilize State-owned cultural resources to protect from future damage within 30 days of an event.</li><li>7. Within 90 days of the transition to recovery operations, conduct impact assessments and prioritize the restoration of State-owned cultural resources.</li><li>8. Within 90 days of an event, identify impacted non-State-owned cultural resources (such as historic properties) and conduct damage assessments.</li><li>9. Develop a restoration plan for State-owned land/resources within 6 months of the transition to recovery.</li></ol>
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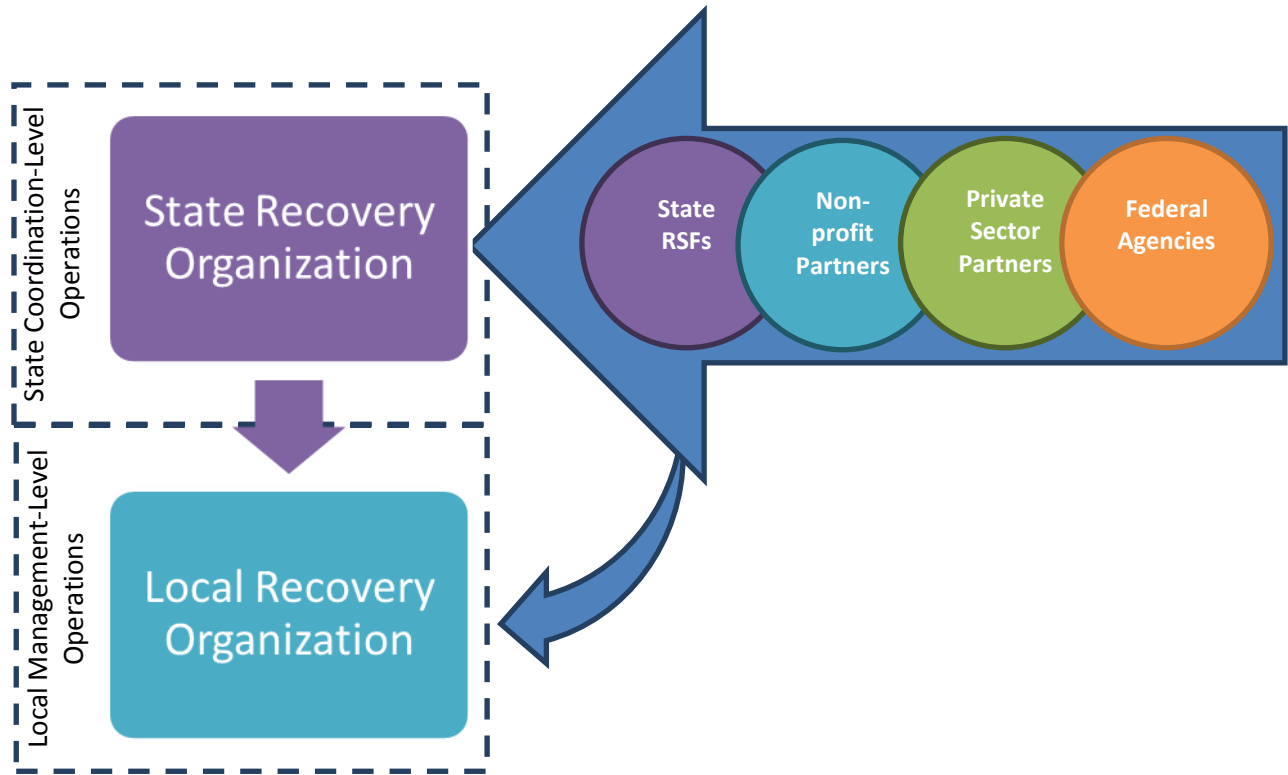
424 **VIII. CONCEPT OF COORDINATION**

425 The figure below illustrates the concept of coordination, as well as the recovery management-level  
 426 interactions.

427

428

**Figure 5 – Coordination Structure**



429

430

431 Recovery begins at the onset of a disaster, and operational control of the disaster is transferred to the  
 432 State Recovery Organization as the life-safety issues of response come to a close. Although local  
 433 jurisdictions have the capability to effectively engage in recovery operations for most disasters without  
 434 any outside assistance, if a disaster evolves such that resources and/or coordination requirements  
 435 exceed local capabilities, assistance from the State may be necessary. It is only after local disaster  
 436 recovery resources are exhausted, or resources that the jurisdiction does not possess are requested,  
 437 that local authorities may request State disaster recovery resources and assistance. When State  
 438 resources are exhausted, the State may need to request assistance from neighboring states through the  
 439 Emergency Management Assistance Compact (EMAC) (see the “Mutual Assistance Compacts” section of  
 440 the SROP for additional information), or the federal government, usually facilitated through the Federal  
 441 Emergency Management Agency (FEMA). Additionally, the State may request a Presidential Disaster

442 Declaration, which, if received, makes a wide array of federal programs and resources available to the  
443 State.

444  
445 The State is responsible for coordinating support operations, which are activities that assist with local  
446 disaster recovery, and include the coordination of State resources, as well as obtaining resources from  
447 the federal government. The Maryland Emergency Management Agency (MEMA) is the State agency  
448 designated to lead the coordination of recovery activities between the local jurisdictions and State  
449 departments/agencies at the support level. These activities are based on RSFs, which are the underlying  
450 coordinating structures that group resources and capabilities into the functional areas that are most  
451 frequently needed in recovery. RSFs also contribute to the delivery of capabilities (included in Table 1,  
452 above). More information on the RSFs is included in the “Maryland Recovery Support Functions”  
453 section, below. Local jurisdictions are responsible for managing operations, which are the activities  
454 within impacted communities (i.e., the “boots on the ground”).

455  
456 Due to the unique geographic and political position of the State, it is essential to plan and coordinate  
457 through the inter-State regions (i.e., National Capital Region [NCR], Delaware/Maryland/Virginia  
458 Peninsula [DelMarVa]). Additionally, Maryland falls within FEMA Region III, and participates in planning  
459 efforts with its state partners: Delaware, the District of Columbia, Pennsylvania, Virginia, and West  
460 Virginia. As a result of regional interdependencies, recovery operations may require partnerships for  
461 coordination at the local, State, regional, or federal levels.

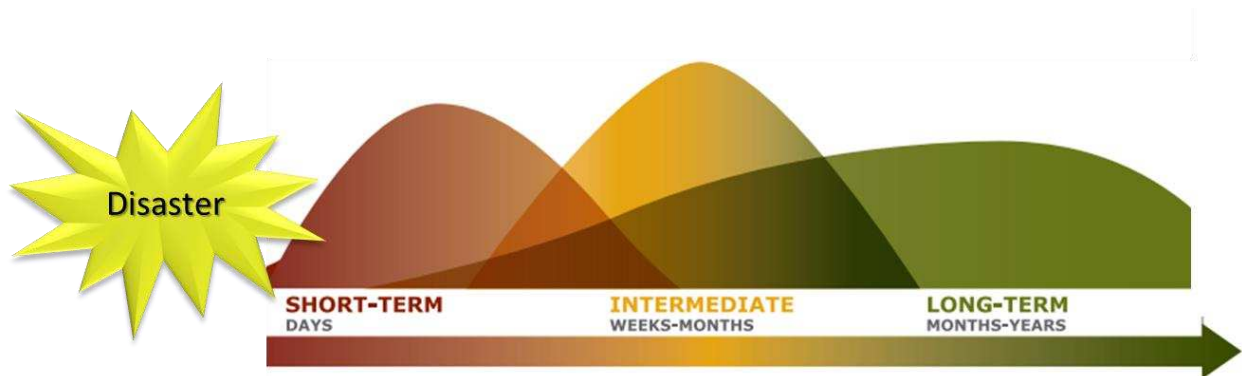
462 **IX. CONCEPT OF OPERATIONS**

463 As response activities scale down and transition away from life safety, incident stabilization, and the  
 464 protection of property and the environment, the focus shifts to recovery operations. The initial stages  
 465 of recovery are integrated with response operations. The transition from response to recovery (both  
 466 timing and management) must be carefully planned and implemented. The following section details the  
 467 phases of disaster recovery.

468 **A. Phases of Disaster Recovery Operations**

469 Recovery operations can span months or even years, depending on the severity of the disaster.  
 470 Operations occur along a “continuum” that begins with the final phase of response operations-  
 471 stabilization- when government, businesses, and utilities start to provide essential services to the  
 472 community again (even through temporary means), and continues through the restoration,  
 473 strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the  
 474 health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic  
 475 disaster. These restoration, strengthening, and revitalization activities are described as short-term,  
 476 intermediate, and long-term disaster recovery operations. Because each disaster impacts the State in  
 477 different ways, generalized timeframes are used to describe each of these phases of operations.  
 478 Additionally, the phases of recovery may overlap each other, as well as the initial incident response,  
 479 depending on the event, and activities may span multiple phases of disaster recovery operations. The  
 480 figure below illustrates the transition to and phases of disaster recovery operations.

481  
 482 **Figure 6 – Recovery Continuum: Description of Activities by Phase**



484

485                   **1.       Transition from Response Operations to Disaster Recovery Operations**  
486   The transition from response operations to recovery is a gradual process, the pace and timing of which  
487   depend upon the circumstances of the disaster. As response activities diminish, disaster recovery  
488   activities increase. During this time period, direction and control of the State’s operations are  
489   transferred from the State Emergency Operations Center (SEOC) Commander,<sup>1</sup> to the State Disaster  
490   Recovery Coordinator (SDRC).<sup>2</sup>

491  
492   The organizational charts detailed in the figure below represent the operations sections (not the entire  
493   organizational structure) for response and recovery, and the figure is intended to illustrate the transition  
494   from the response phase to the recovery phase – specifically, as response activities decrease, recovery  
495   activities increase.

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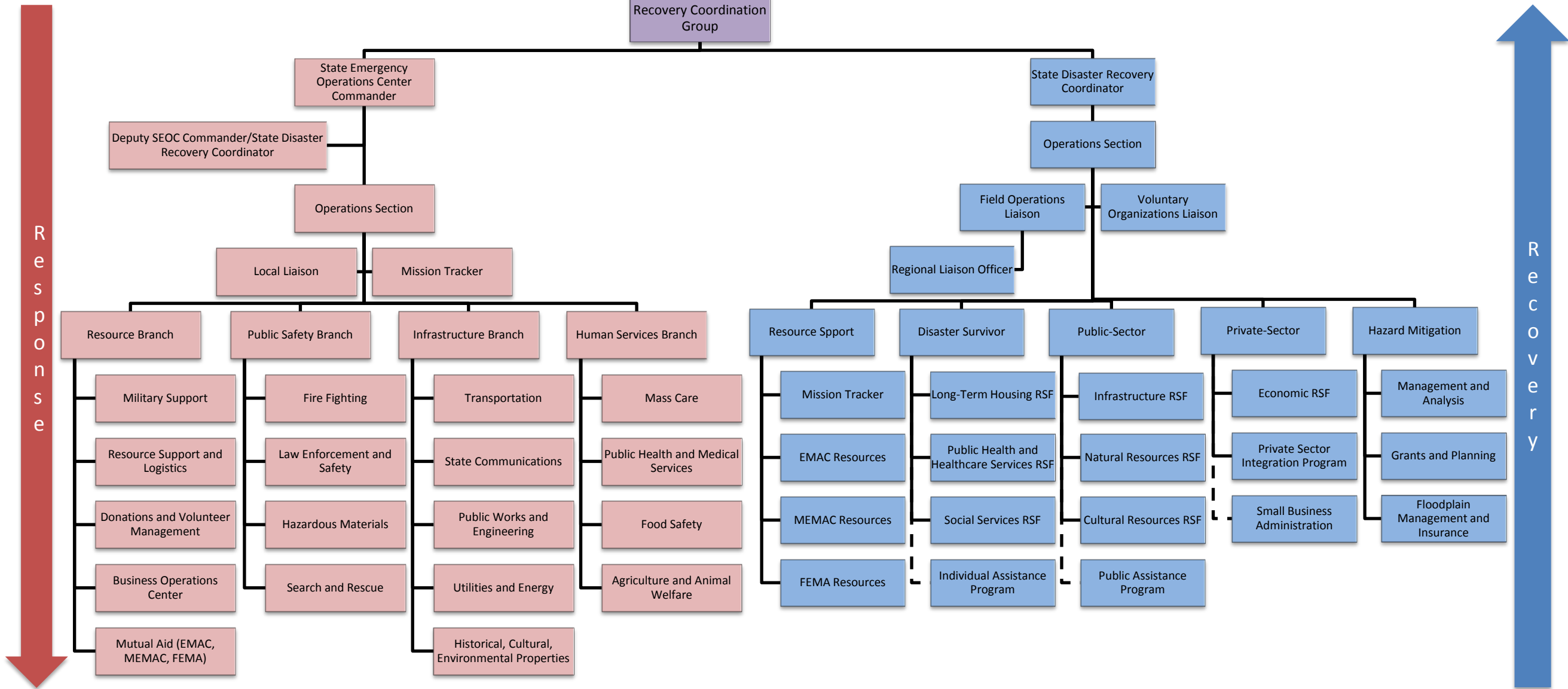
<sup>1</sup> The SEOC Commander is the designated leader of response operations. The roles and responsibilities of the SEOC Commander are outlined in the “Command Section Organization Position Descriptions and Responsibilities” section, below.

<sup>2</sup> The SDRC is the designated leader of recovery operations. The roles and responsibilities of the SDRC are outlined in the “Command Section Organization Position Descriptions and Responsibilities” section, below.

Figure 7 – Transition from Response to Recovery

496

497



498 **2. Short-Term Disaster Recovery Operations**

499 Short-term disaster recovery operations may overlap with response, and generally span the first days or  
500 weeks after a disaster; however, there is no pre-determined timeline for short-term disaster recovery.  
501 Short-term recovery operations continue to address the health and safety needs of disaster survivors  
502 that persist through the end of response operations. Additionally, operations in this phase are  
503 characterized by activities such as restoring basic infrastructure and essential community services.

504 **3. Intermediate Disaster Recovery Operations**

505 Intermediate disaster recovery operations occur when vital services have been restored, and generally  
506 span the initial weeks and months after a disaster. Like short-term recovery operations, there is no pre-  
507 determined timeline for this phase. Intermediate recovery operations involve returning individuals,  
508 families, critical infrastructure, and essential government or commercial services to a functional, if not  
509 pre-disaster, state. Additionally, intermediate disaster recovery operations are characterized by  
510 activities such as strategic planning to achieve permanent recovery measures.

511 **4. Long-Term Disaster Recovery Operations**

512 Long-term disaster recovery operations involve ongoing recovery projects moving towards self-  
513 sufficiency, sustainability, and resilience, and generally span the months and years after a disaster.  
514 Activities in this phase involve the completion of the redevelopment and revitalization of the impacted  
515 communities. Additionally, long-term disaster recovery operations are characterized by activities such  
516 as rebuilding or relocating damaged or destroyed resources.

517 **B. Disaster Recovery Operations**

518 Maryland has adopted an organizational structure to provide and coordinate support to local  
519 jurisdictions, and to receive and coordinate resource support from the federal government, other states,  
520 and nonprofit and private-sector partners. This structure is similar to the Incident Command System  
521 (ICS) used to manage incident response. The State Recovery Organization structure focuses on  
522 coordination of support and resources to local disaster recovery operations.

523

524 At the center of the recovery organizational structure are the Command, Finance/Admin, Recovery  
525 Organization Logistics, Planning, and Operations sections. The recovery structure is based on the use of  
526 Recovery Support Functions during a disaster. RSFs form the basis of the Operations Section and are the  
527 primary coordinating mechanism for building, sustaining, and delivering the capabilities of the Recovery  
528 Mission Area. The capabilities and the supporting RSFs are listed in the table below.

529

530

**Table 2 – Maryland Capabilities and Recovery Support Function Primary Agency(ies)**

Capability	Recovery Support Function	Primary Agency(ies)
<b>Planning</b>	Community Planning and Capacity Building	MEMA* and MDP
	All RSFs	MEMA
<b>Public Information &amp; Warning</b>	All RSFs	MEMA
<b>Operational Coordination</b>	All RSFs	MEMA
<b>Economic Recovery</b>	Economic Recovery	DBED
<b>Health and Social Services</b>	Public Health and Healthcare Services	DHMH
	Social Services	DHR
<b>Housing</b>	Long-Term Housing	DHCD
<b>Infrastructure Systems</b>	Infrastructure	MDOT and PSC
<b>Natural and Cultural Resources</b>	Natural Resources	DNR
	Cultural Resources	MDP: Maryland Historical Trust

531

532

\*Note: As per State of Maryland Executive Order 01.01.2013.06 (Maryland Emergency Preparedness Program), “[t]he Maryland Emergency Management Agency is the lead agency for carrying out the mission areas of hazard mitigation, incident response, and disaster recovery...”

533

534

535

**536 X. ACTIVATION PROCEDURES**

537 The State Disaster Recovery Operations Plan is activated during the Response phase of operations with  
538 the appointment of the State Disaster Recovery Coordinator. Upon activation of the State Emergency  
539 Operations Center to Level 1, the Senior Policy Group (SPG) will meet to discuss the appointment of the  
540 SDRC. The appointment process is handled by the Executive Director of MEMA and is subject to the  
541 approval of the Governor. If the SEOC is activated to a Level 2, the SPG will consider the appointment of  
542 the SDRC, but may elect not to appoint anyone to serve that position. Finally, the Executive Director of  
543 MEMA can appoint an SDRC at his/her discretion regardless of the SEOC activation level. The SDRP,  
544 and thereby the State Recovery Organization, is officially activated once the SDRC has been appointed.

545

546 In the period before the full transition to recovery operations, the SDRC serves as a deputy to the SEOC  
547 Commander. Additionally, the SDRC can convene the Recovery Support Functions while response  
548 operations are ongoing to begin planning and preparing for the transition to recovery. To facilitate  
549 recovery planning efforts, a member of the SEOC Planning Section may be assigned to the Recovery  
550 Organization. This provides continuity between operational phases. If the SDRC and the SEOC  
551 Commander, in concert with the Senior Policy Group, determine that the State Recovery Organization  
552 will not be necessary, it can be stood down.



## 553 **XI. STATE DISASTER RECOVERY ORGANIZATION**

554 The State Recovery Organization should be physically located in close proximity to impacted  
555 jurisdiction(s). The location of disaster recovery operations is determined based on the nature, size, and  
556 scope of the disaster, and serves as the site for information sharing and resource coordination at the  
557 State-level. The Recovery Organization Logistics Section, described in more detail below, is responsible  
558 for determining the location of the State Recovery Organization in conjunction with the MEMA  
559 Executive Director and the SDRC.

### 560 **A. Organizational Structure**

561 The State Recovery Organization is organized into five major sections, in accordance with ICS:  
562 Command, Finance/Admin, Recovery Organization Logistics, Planning, and Operations. Each of these  
563 sections is divided into functional branches, groups, or units, as needed. MEMA's Executive Director has  
564 overall responsibility for the State's recovery operations and MEMA has the overall responsibility for  
565 carrying out the mission area of disaster recovery.<sup>3</sup> MEMA's Executive Director appoints the SDRC who,  
566 in turn, assigns section chiefs for Finance/Admin, Recovery Organization Logistics, Planning, and  
567 Operations, as needed. The section chiefs determine requirements for their respective organization and  
568 staffing, in accordance with the State Recovery Organizational Chart shown below.

569

570 The organizational structure of the State Recovery Organization may expand and contract, as the  
571 recovery effort requires, under the direction of the SDRC, in coordination with MEMA's Executive  
572 Director. The organizational structure is depicted in the following Recovery Organization Organizational  
573 Chart figure.

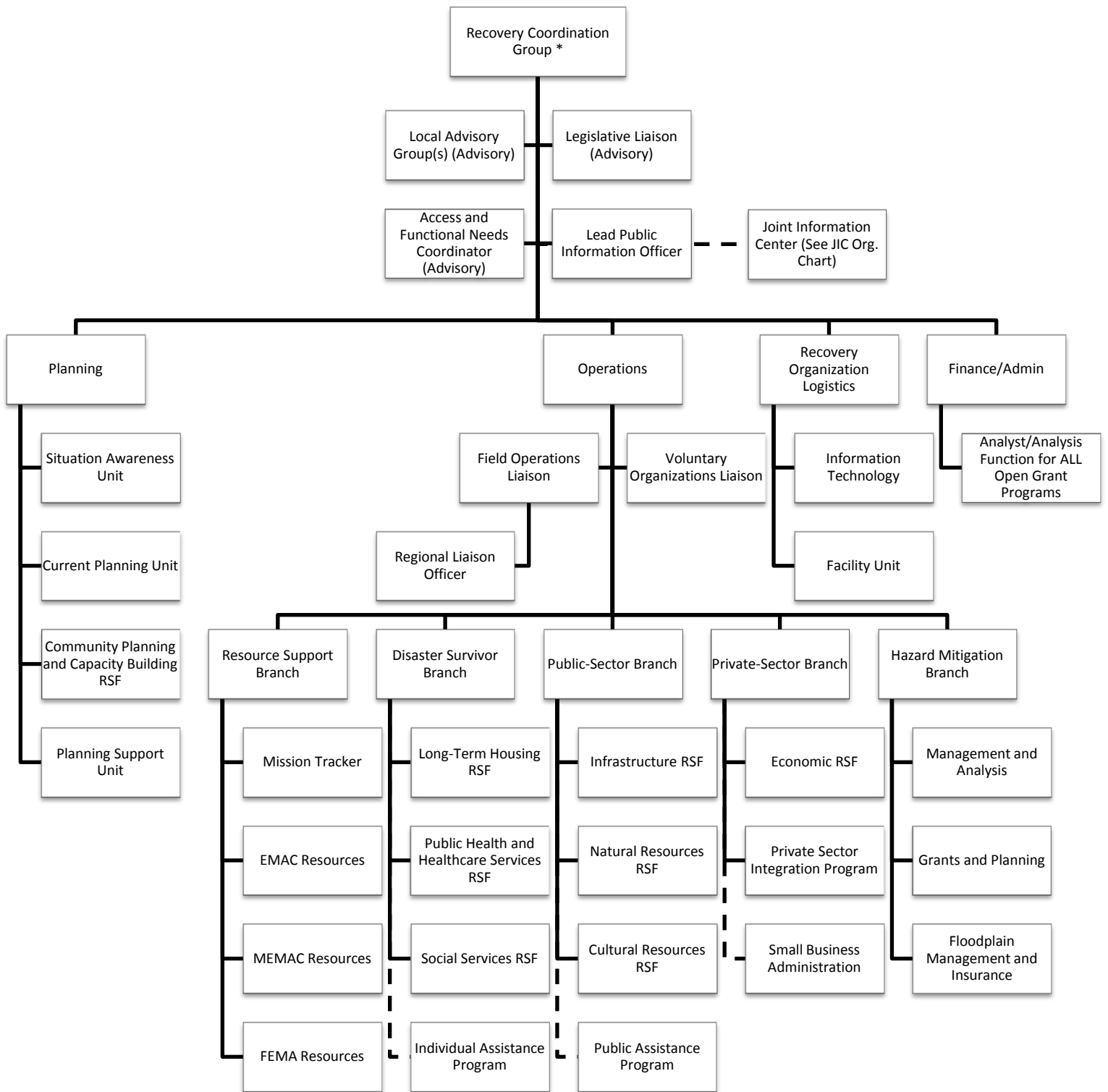
574

575 The Small Business Administration, Individual Assistance (IA), and Public Assistance (PA) components all  
576 have crosscutting programs, but the majority of their services apply to the branch where they are  
577 included.

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<sup>3</sup> State of Maryland Executive Order 01.01.2013.06 (Maryland Emergency Preparedness Program).

Figure 8 – State Disaster Recovery Operations Organizational Chart



\*Note: The structure of the Recovery Coordination Group is outlined in the “State Disaster Recovery Organization Command” section, below.

**Figure 9 – SPG and JOG SEOC Structure**

579 **XII. SENIOR LEADERSHIP**

580 The Senior Policy Group and Joint Operations Group (JOG) are  
 581 intended to be the oversight and policy-setting body put in  
 582 place to ensure the State Recovery Organization is working  
 583 effectively, and provide senior leadership over State Disaster  
 584 Recovery Operations.

585 **A. Senior Policy Group**

586 The Senior Policy Group serves as a policy- and strategic-level  
 587 deliberative body during ongoing or long-term emergency  
 588 situations to analyze critical information, and support the  
 589 Governor by identifying emergent needs and providing policy  
 590 recommendations for action, including public messaging. The  
 591 SPG works together to ensure consistent information is being shared across the various State  
 592 departments/agencies and the Maryland General Assembly.

593  
 594 The Senior Policy Group is chaired by the Governor (or, in his absence, by MEMA’s Executive Director),  
 595 and is comprised of the MEMA Executive Director, select Governor’s Executive Staff, and key senior  
 596 State government officials. The Senior Policy Group may also consult with senior officials from  
 597 organizations external to State government, to include the Maryland Voluntary Organizations Active in  
 598 Disaster (VOAD).

599  
 600 During recovery operations, the Senior Policy Group (SPG) is responsible for approving the selection of  
 601 the State Disaster Recovery Coordinator, who is designated by the State Coordinating Officer (SCO) (see  
 602 the SROP for additional information on the SCO). Additionally, the Governor of Maryland (or a designee,  
 603 such as the Lieutenant Governor) has final approval over the person selected to serve as the State  
 604 Disaster Recovery Coordinator.

605  
 606 The SPG’s standard operational procedure (SOP) outlines the roles and responsibilities of each  
 607 participant, the notification and activations process, and the Group’s deliverables. *Refer to the Senior*  
 608 *Policy Group SOP for more information.*



609           **B.     Joint Operations Group**

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

616  
617     The Joint Operations Group is facilitated by the MEMA directorate leads (Operations, Preparedness,  
618     and/or Administration), and is made up of deputy-level agency representatives and select senior  
619     executive staff.

620  
621     The JOG’s SOP outlines the roles and responsibilities of each participant, the notification and activations  
622     process, and the Group’s deliverables. *Refer to the Joint Operations Group SOP for more information.*

**623 XIII. STATE DISASTER RECOVERY ORGANIZATION COMMAND**

624 The Command Section of the Recovery Organization structure consists of:

- 625     • Recovery Coordination Group
- 626         ○ State Coordinating Officer (SCO)
- 627         ○ State Emergency Operations Center (SEOC) Commander
- 628         ○ State Disaster Recovery Coordinator (SDRC)
- 629     • Local Advisory Group (Advisory)
- 630     • Legislative Liaison (Advisory)
- 631     • Access and Functional Needs Coordinator (AFNC) (Advisory)
- 632     • Lead Public Information Officer (PIO)
- 633     • Joint Information Center (JIC)

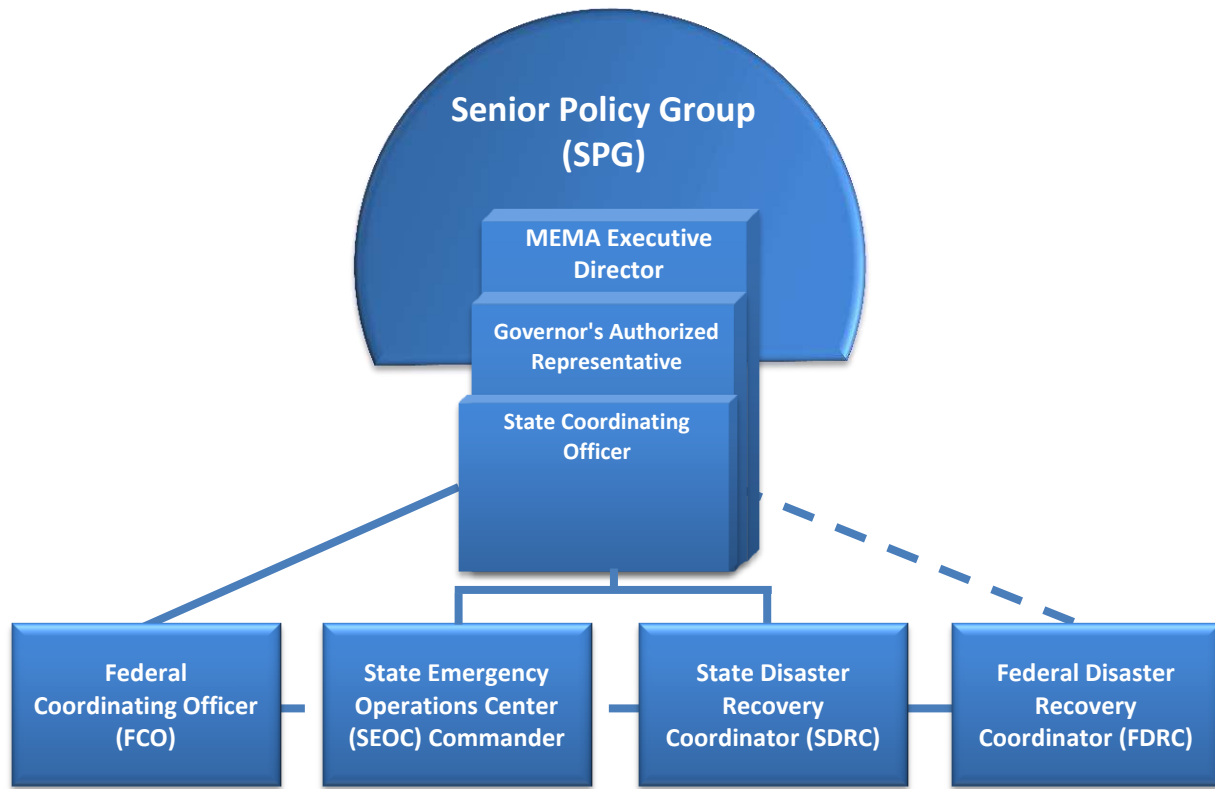
634 The figure below represents the Recovery Command Group.

635

636 The figures below represent the Recovery Coordination Group and the recovery command staff,  
637 respectively.

638  
639

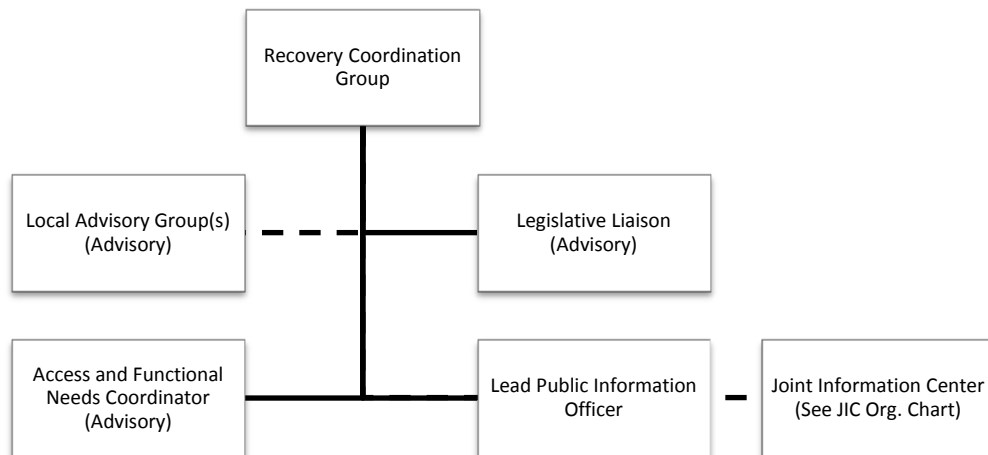
**Figure 10 – Recovery Coordination Group**



640

**Figure 11 – Command Staff**

641



642

643           **A.     Command Section Organization Position Descriptions and**  
644           **Responsibilities**

645                   **1.     MEMA Executive Director**

646     The Executive Director of MEMA serves as the State Coordinating Officer (SCO) unless otherwise  
647     directed by the Governor. The Executive Director is part of the SPG, and serves in a policy position for  
648     the State Recovery Organization. As SCO, the Executive Director's responsibilities include the following  
649     tasks:

- 650           • Appointing the SDRC;
- 651           • Interfacing with the Federal Coordinating Officer, as needed; and
- 652           • Serving as the Governor's Authorized Representative (GAR),<sup>4</sup> as needed.

653  
654     The Federal Coordinating Officer (FCO) is appointed by the President, and consults with the FEMA  
655     Regional Administrator.

656                   **2.     State Emergency Operations Center Commander**

657     The SEOC Commander's responsibilities are outlined in the State Response Operations Plan (see the  
658     SROP for more information). The SEOC Commander is included in this Plan because of the overlap  
659     between response and recovery operations.

660                   **3.     State Disaster Recovery Coordinator**

661     Once appointed, the SDRC observes response operations as a deputy to the SEOC Commander and  
662     begins to identify any outstanding issues that need to be addressed as recovery operations expand.

663  
664     The SDRC may request State resources be assigned, as needed, to support the Recovery Organization,  
665     and is also responsible for the following tasks:

- 666           • Serving as the Recovery Organization point of contact for the Governor and the SPG, including  
667           providing status updates and policy direction;
- 668           • Coordinating and providing direction and guidance to the section chiefs;
- 669           • Ensuring problems between different levels and functions of governmental emergency  
670           management are resolved in an expeditious manner;

---

<sup>4</sup> The GAR is designated as a part of the FEMA/State Agreement after a major disaster is declared under the Stafford Act. The GAR is responsible for executing documents on behalf of the State. Additionally, the GAR has a role in ensuring that federal funding received following a disaster declaration is monitored appropriately. The specific responsibilities of the GAR are outlined in the administrative plans for each federal grant.

- 671 • Establishing objectives, planning strategies, and implementing tactics;
- 672 • Ensuring adequate financial support and resources are available for the response operations;
- 673 • Coordinating with federal counterparts to ensure adequate State support is provided for federal
- 674 response and recovery activities; and
- 675 • Maintaining full authority over the Recovery Organization.

676 **a) *Appointing a State Disaster Recovery Coordinator***

677 The SDRC is selected and appointed by the Executive Director of MEMA and is subject to the approval of  
 678 the Governor. The person selected to serve as the SDRC depends on the event. Potential candidates for  
 679 the SDRC include State employees, and an individual with the following skills and experience would be  
 680 preferable: 1) experience managing large, complex, inter-departmental/agency projects; 2) knowledge  
 681 of and/or experience with disaster recovery; and 3) an understanding of State emergency operations  
 682 and experience with ICS.

683 **4. Local Advisory Group**

684 The Local Advisory Group is made up of the leadership of local recovery efforts in the impacted  
 685 jurisdiction(s). The highest ranking person or position (or their designee) should serve on the Local  
 686 Advisory Group; however, it may not necessarily be comprised of local government representatives.  
 687 The Local Advisory Group could be made up of the Local Disaster Recovery Managers (LDRMs) (see the  
 688 “Local Integration” section, below, for more information).

689  
 690 The Local Advisory Group is responsible for advising the SPG and SDRC regarding the general direction  
 691 and overarching policy guidance as they apply to local jurisdictions. The Local Advisory Group does not,  
 692 however, have the authority to encumber funds, or to make commitments that are binding on the State  
 693 or local jurisdiction(s). The purpose of the Local Advisory Group is to provide advice on policy related to  
 694 the disaster recovery efforts, and its responsibilities include the following tasks:

- 695 • Impacting policy decisions as an advisory group, and giving the local jurisdictions a voice;
- 696 • Advising on policy-related matters;
- 697 • Meeting with the SDRC;
- 698 • Meeting with the local impacted jurisdiction(s); and
- 699 • Maintaining the Recovery Organization’s transparency and accountability to the general public.

700  
 701 The Federal Disaster Recovery Coordinator is appointed to the disaster, and works with the FCO.



702 **5. Legislative Liaison**

703 The Legislative Liaison is responsible for staying abreast of what is occurring in Congress related to  
704 appropriations for impacted jurisdictions, and for developing federal funding opportunity lists to help  
705 the State pursue grant awards. This may involve coordinating with the Governor’s Director of Federal  
706 Relations. In addition, this position provides regular updates to the State’s elected officials and the  
707 Maryland General Assembly regarding disaster recovery activities. The Legislative Liaison is also  
708 responsible for staying abreast of issues in the Maryland General Assembly related to State recovery.

709 **6. Access and Functional Needs Coordinator**

710 The AFNC is responsible for providing policy guidance to the Recovery Organization. The AFNC will  
711 coordinate with the State agencies and departments that provide services to and advocate for people  
712 with disabilities and others with access and functional needs to ensure people’s needs are met. The  
713 AFNC is included in the Command Staff to provide guidance on the integration of issues related to  
714 planning for people with disabilities and others with access and functional needs, including in both  
715 recovery planning and operations.

716 **7. Lead Public Information Officer**

717 The Lead PIO advises the SDRC and the SPG on information dissemination and media relations. The  
718 Lead PIO also obtains information from and provides information to the Planning/Intel Section, and to  
719 the community and media, and maintains constant communication and coordination with the JIC.

720 **8. Joint Information Center**

721 **a) Joint Information System**

722 The Joint Information System (JIS) is the process by which information is obtained, evaluated, and  
723 checked for accuracy before being released to the media and the public, so that the information is  
724 timely, accurate, consistent, and easy to understand. The goal is to contribute to the safety and well-  
725 being of the citizens of Maryland before, during, and after a disaster. This information must explain  
726 what people can expect from the State’s departments/agencies, their local governments, and the  
727 federal government. The ultimate goal of the JIS – “many voices, one message” – is to provide uniform,  
728 coordinated, and consistent messaging to the public.

729  
730 The challenge is for participants to speak with one voice. This requires close coordination with  
731 emergency managers, and departments and agencies at the State, federal, and local levels, using every  
732 device and technology available. The JIS also may include two or more JICs involved in the same

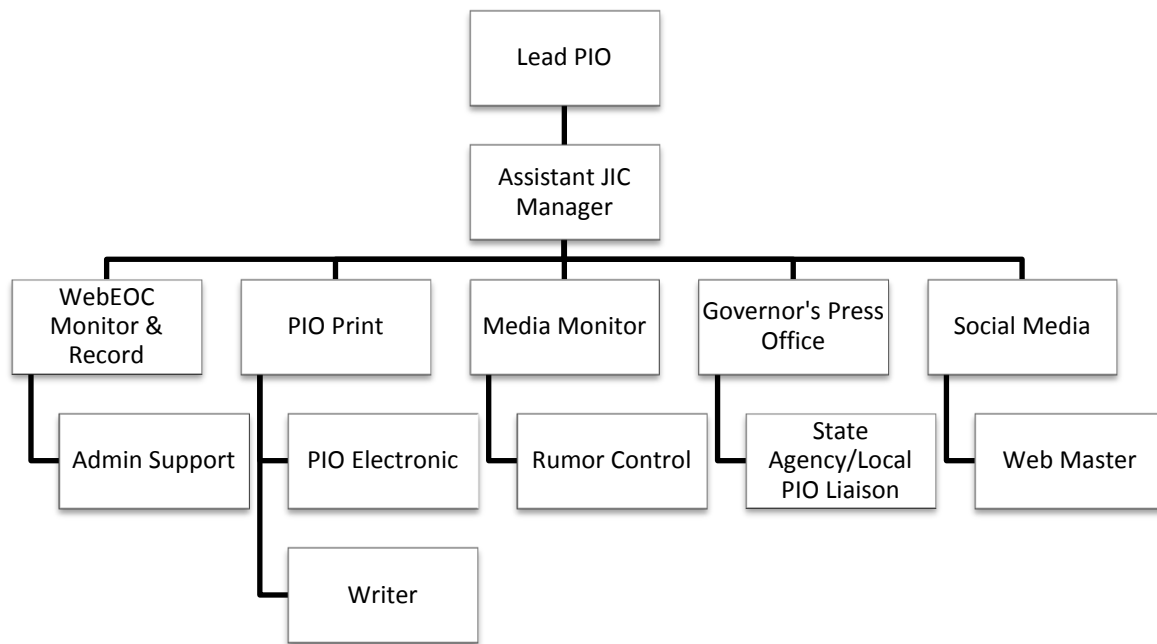
733 incident. It is vital that all JIC leaders involved in one incident remain in frequent contact to ensure a  
 734 common message is being given to the public.

735 ***b) Joint Information Center Staffing***

736 The number of staff assigned to the JIC depends upon the size, nature, and/or complexity of the  
 737 disaster. Additionally, JIC staff may be participating remotely or virtually. In general, there is a Lead PIO,  
 738 an Assistant JIC Manager (or more, if needed), and staff public information specialists, who are  
 739 responsible for the various JIC functions. In small-scale operations, the PIO may work alone or with a  
 740 few staff to perform all of the functions associated with public information activities.

741

742 **Figure 12 – Joint Information Center Organization**



743  
 744 Depending upon the circumstances, senior State officials may become the designated spokesperson(s)  
 745 to provide routine updates to the public, through the media, on the State’s disaster recovery efforts.  
 746 The spokesperson, by his/her position, lends credibility to the State’s posture on the issue. The  
 747 spokesperson may be designated by his/her statutory authority, or by the Governor (e.g., Secretary of  
 748 the Department of the Environment briefs on environmental issues, Secretary of Health and Mental  
 749 Hygiene briefs on health and medical issues, etc.). A disaster that impacts multiple State  
 750 departments/agencies may require several senior State officials to comment on their part of the disaster

751 recovery. All of the resources of the Joint Information Center (JIC) are at the disposal of these  
752 designated spokespersons to assist with talking points for media briefings.

753

754 Certain disaster recovery efforts may require the dispatch of State PIOs to respond to media demands at  
755 or near the scene of the incident. Additionally, disaster recovery efforts, such as an accident involving a  
756 nuclear power plant, may require the establishment of a near-site news media center. State public  
757 information personnel may join the local jurisdictions' PIOs, and the PIOs of other departments/agencies  
758 or organizations to establish these centers and refer media queries to them. Otherwise, the media  
759 center function is a component of the JIC.

760

761 In all JIC operations, the staff reports to the Lead PIO, who may delegate responsibility for specific  
762 functions to an assistant or JIC staff member. During Presidential Disaster Declarations, the Lead PIO (or  
763 designee) is a member of the State Coordinating Officer's (SCO) immediate staff, serving as the  
764 spokesperson for the SCO, and advisor to the SCO on public information issues. Duties within the JIC  
765 during a Presidential Disaster Declaration are coordinated with the Lead Federal PIO, who may actually  
766 be located in the State JIC before the establishment of a Joint Field Office (JFO). Disaster recovery-  
767 related messaging focuses on providing the public with information about the availability of resources  
768 that can help with disaster recovery.

769

770 Information received is shared and coordinated with PIOs of State, local, and federal government  
771 agencies, and nongovernmental agencies involved in the disaster recovery effort.

772 **XIV. FINANCE/ADMIN SECTION**

773 The Finance/Admin Section of the State Recovery Organization consists  
774 of:

- 775 • Finance/Admin Chief
- 776 • Analysts/Analysis Function for All Open Grant Programs

777

778 The Finance/Admin Section within the Recovery Organization is  
779 responsible for collecting, analyzing, and reporting the costs associated  
780 with State recovery operations, and assisting with collecting data for  
781 the request for a Presidential Disaster Declaration (if a Declaration has  
782 not already been requested). Additionally, if a request for a  
783 Presidential Disaster Declaration has been made and that request has  
784 been denied, the Finance/Admin Section works to collect data to  
785 provide in the State’s appeal, if applicable.

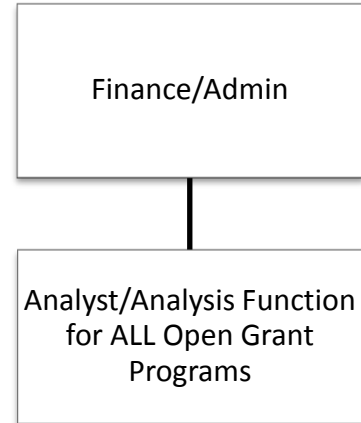
786

787 The individual positions within the section are assigned, as needed, and multiple positions may be held  
788 by one individual, when reasonable. The Finance/Admin Section works with State  
789 departments/agencies and local jurisdictions to assist in obtaining the necessary financial information.  
790 All State departments/agencies supporting statewide disaster recovery operations are required to track  
791 costs associated with their activities, and report those costs to the Finance/Admin Section. The  
792 Finance/Admin Section Chief reports on the total running costs, and reports any problems that may  
793 arise from the current and projected financial situation to the SDRC, as requested.

794

795 The Finance/Admin Section also tracks the status of all open recovery-related grant programs with funds  
796 being expended in the State. The section establishes a format and reporting requirements to accurately  
797 track the funds that are available in the State and the status of those funds.

**Figure 13 – Finance/Admin Section Organization**

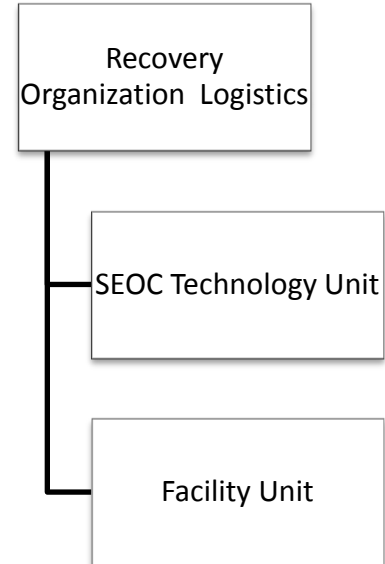


798 **XV. RECOVERY ORGANIZATION LOGISTICS SECTION**

799 The Recovery Organization Logistic Section consists of:

- 800 • Logistics Chief
- 801 • SEOC Technology Unit
- 802 • Facility Unit

**Figure 14 – Recovery Operations Logistics Section Organization**



803  
 804 The Recovery Organization Logistics Section is responsible for supporting  
 805 the physical operations of the State Recovery Organization (note that the  
 806 location of operations may vary based on the nature, size, and scope of  
 807 the disaster, and is determined by the Recovery Organization Logistics  
 808 Section). This includes supporting the assigned personnel with facilities,  
 809 food services, transportation, and lodging accommodations, as  
 810 necessary.

811  
 812 The Recovery Organization Logistics Section is also responsible for  
 813 maintaining the SEOC Technology used in the location of disaster recovery operations, including the IT  
 814 infrastructure and software. The software includes WebEOC© and all its functionality, as well as WebEX  
 815 webinars.

816  
 817 Additionally, the Recovery Organization Logistics Section maintains the telecommunications  
 818 infrastructure of the disaster recovery operations site within these four areas:

- 819 • Telephone
  - 820 ○ Land Lines
  - 821 ○ Cellular
  - 822 ○ Satellite
- 823 • Wide Area Network
- 824 • Radio Communications
- 825 • Video Telecommunications

826  
 827 In addition to maintaining the telecommunications infrastructure, the Recovery Organization Logistics  
 828 Section is responsible for answering phone calls, and maintaining the phone and email directory for the  
 829 State Recovery Organization.

830 The Recovery Organization Logistics Section is responsible for monitoring access to the facility, providing  
831 credentialing to authorized guests, and maintaining an accurate and up-to-date list of visitors and staff.

832 **XVI. PLANNING SECTION**

833 The Planning Section of the State Recovery Organization  
 834 consists of:

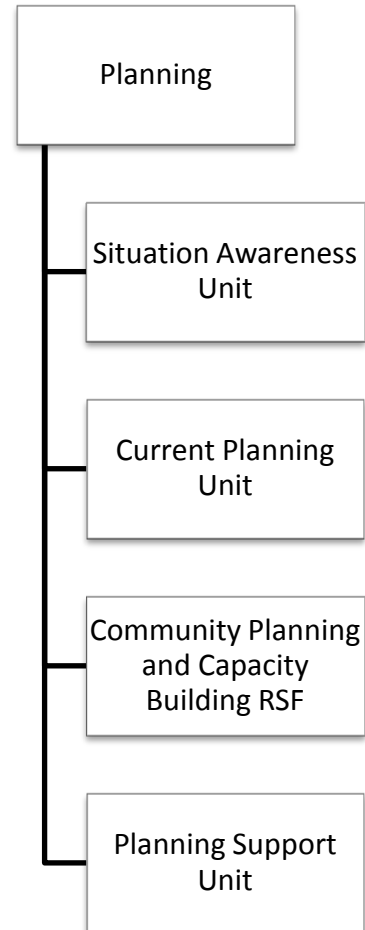
- 835 • Planning Chief
- 836 • Situation Awareness Unit
- 837 • Community Planning and Capacity Building RSF
- 838 • Current Planning Unit
- 839 • Planning Support Unit

840

841 The Planning Section is responsible for maintaining situational  
 842 awareness during State disaster recovery operations, and for leading  
 843 the development of a variety of planning deliverables throughout all  
 844 phases of disaster recovery operations. To that end, the various units  
 845 within the Planning Section have a responsibility to produce Situation  
 846 Reports (SITREPs), the State Recovery Support Strategy (SRSS), the  
 847 State Support Plan (SSP), and any needed Crisis Action Plans. The  
 848 coordinated development of these documents is facilitated through  
 849 the Information Management Process (IMP), which is detailed in the  
 850 figure below.

851

**Figure 15 – Planning Section Organization**



852

**Figure 16 – Information Management Process**



853

854

855

856

**A. Inputs**

857

858 Inputs to the IMP vary greatly based of the size and scope of each disaster. In general terms, all data  
 859 from the various damage and impact assessments happening around the State are used to inform the  
 860 development of the various planning deliverables. Additionally, the Planning Section uses information  
 861 from activated RSFs and from impacted local jurisdictions. Finally, status updates on the processes and  
 862 expenditures of the active grant programs in the State are important for the Planning Section.

**B. Planning Deliverables**

863

**1. Situation Reports**

864

865 The Situation Awareness Unit produces a SITREP once every operational period for the duration of  
 866 recovery operations. The operational periods are determined by the Planning Section Chief and the  
 867 SDRC, and may be significantly longer than the operational periods of response operations (e.g.,



868 depending on the scope of recovery operations, operational periods could span weeks or even a month  
869 at a time).

870

871 Much like the SITREPs produced during response operations, these documents serve as detailed reports  
872 of all activities that have happened or are currently happening in the operational period. SITREPs are a  
873 compilation of data received through the various inputs of the IMP, which have been analyzed and  
874 displayed in an effective way by the Situation Awareness Unit. Final SITREP documents are distributed  
875 to the appropriate stakeholders, and archived as a part of the official documentation for the disaster.

## 876 **2. State Support Plan**

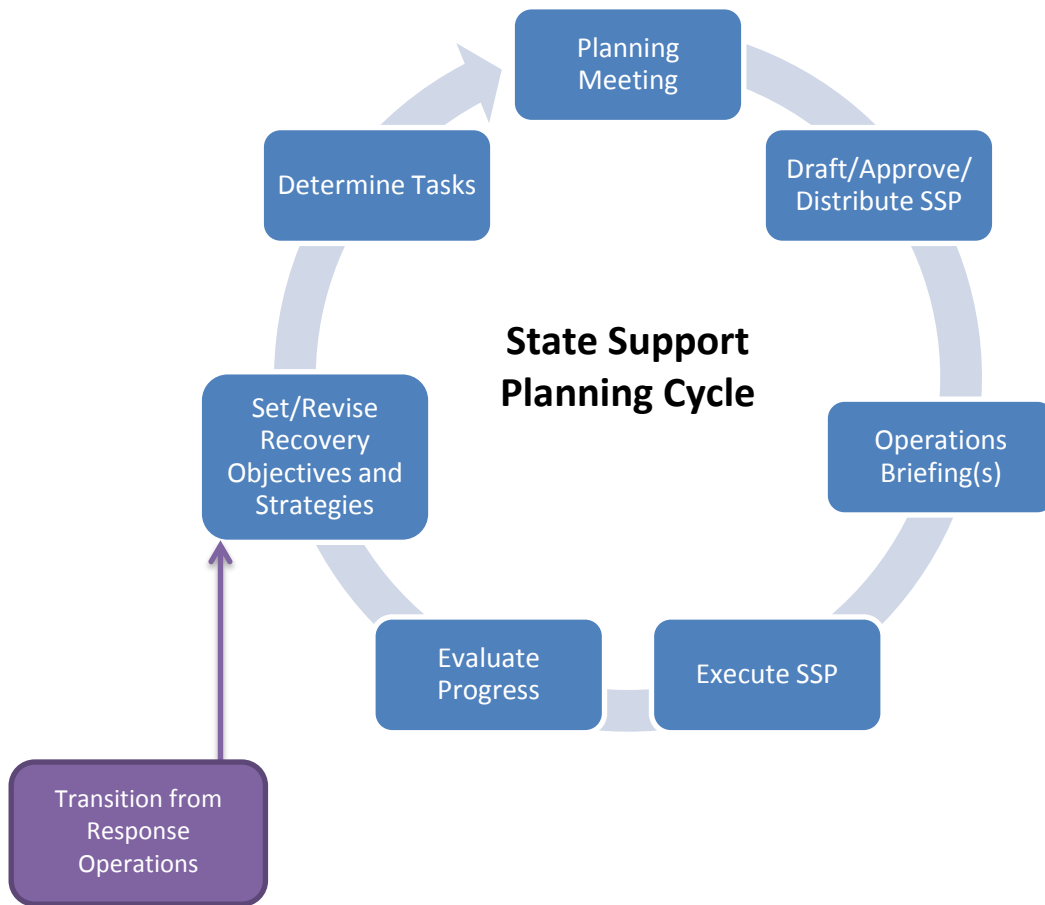
877 Development of the State Support Plan is led by the Current Planning Unit. A continuation of the SSPs  
878 that are implemented during response operations, the SSP serves as the State Recovery Organization  
879 version of an Incident Action Plan (IAP). The Current Planning Unit, in collaboration with the Operations  
880 Section Chief and the SDRC, facilitates the development of leadership priorities, objectives, and  
881 operational tasks for the State Recovery Organization during the defined operational period. The SSP is  
882 intended to address the current activities of the recovery organization.

883

884 The development of the SSP during recovery operations is facilitated through the State Support Planning  
885 Cycle, outlined in the figure below.

886

**Figure 17 – State Support Planning Cycle**



887

888

**a) State Support Planning Cycle**

889 The steps of the State Support Planning Cycle collectively ensure that the State Recovery Organization  
 890 has a clear and consistent direction, and the process is continually monitored and evaluated throughout  
 891 disaster recovery operations. Initially, some objectives that were not fully completed during response  
 892 operations carry over into short-term recovery operations.

893

894 As the planning cycle continues, the Operations Section (and, thereby, the RSFs) identifies new  
 895 objectives based on unmet needs, within their scope of operations. Initially, the planning cycle may  
 896 occur over operational periods defined by hours or days, and may expand, over time, to weeks or  
 897 months. These objectives are formulated based on all of the inputs to the Information Management  
 898 Process. The RSFs are responsible for developing and executing tasks to achieve those objectives during  
 899 the operational period. Progress in completing objectives is monitored throughout recovery operations,  
 900 and objectives are modified, as necessary.

901 ***b) Joint State and Federal Incident Action Planning***

902 During recovery operations where a JFO has been established, the State Support Planning Cycle is  
903 integrated with the FEMA Incident Action Plan Process.<sup>5</sup> The resulting document is a Joint State and  
904 federal IAP that provides both State and federal objectives. The steps in the planning process are very  
905 similar, and stakeholders from both the State and federal operations participate in planning meetings in  
906 order to set objectives, strategies, and tasks.

907 **3. State Recovery Support Strategy**

908 In contrast with the SSP, the State Recovery Support Strategy is a visionary document that outlines the  
909 “new normal” after a disaster event, and establishes strategic goals for achieving that vision. Due to the  
910 dynamic nature of post-disaster operations (both response and recovery), it may take several months  
911 for all of the information to be available to produce a complete SRSS document. Significant effort must  
912 be expended to conduct the necessary long-term impact assessments and damage assessments in the  
913 impacted communities because these inputs guide the development of the SRSS and all of the other  
914 planning deliverables. The SRSS is updated periodically, as recovery operations stretch into the months  
915 and years following a disaster, and as recovery milestones are achieved.

916 ***a) Integration with the State Support Planning Cycle***

917 While the SSP and the SRSS differ in many ways, they are designed to inform one another, and to  
918 collectively guide the State’s recovery operations toward rebuilding stronger and safer communities. In  
919 the early phase of recovery operations, transition from response operations is still occurring, and  
920 intermediate and long-term recovery operations are being activated. During this time period, progress  
921 is still made to advance recovery operations (through the SSP), but no long-term guidance exists.

922  
923 As the various impact assessments are conducted and completed (i.e., inputs to the Information  
924 Management Process), the SRSS is developed. The long-term strategic goals and priorities that are  
925 developed through this planning process are used to inform the State Support Planning Cycle.  
926 Specifically, after the SRSS is developed, the outlined long-term goals for recovery direct the objectives,  
927 strategies, and tasks that are developed during the State Support Planning Cycle for the defined  
928 operational period. As recovery operations move through the months and years following a disaster,

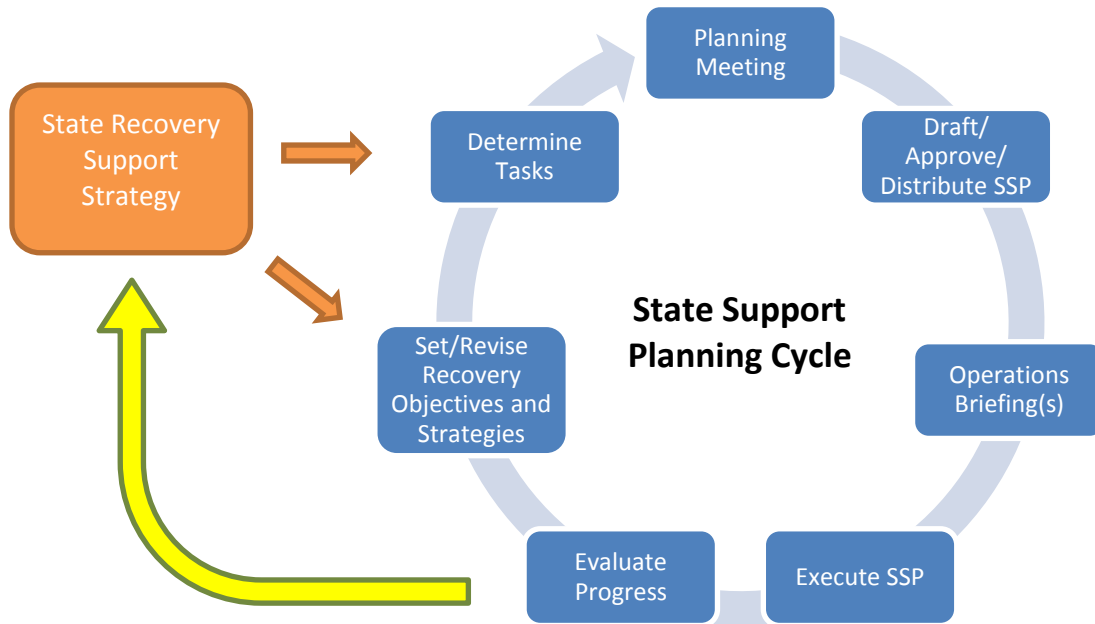
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<sup>5</sup> FEMA, FEMA Incident Action Planning Guide (Jan. 2012), *available at*  
[http://www.uscg.mil/hq/cg5/cg534/nsarc/FEMA%20Incident%20Action%20Planning%20Guide%20\(IAP\).pdf](http://www.uscg.mil/hq/cg5/cg534/nsarc/FEMA%20Incident%20Action%20Planning%20Guide%20(IAP).pdf) (last  
visited Mar. 7, 2014).

929 full integration of the two deliverables occurs, and the SSP becomes the operational execution of the of  
 930 the vision outlined in the SRSS.

931

932 **Figure 18 – State Support Strategy Integration with the State Support Planning Cycle**



933

934

935 Likewise, the development of the SRSS is influenced by the SSPs. The unmet needs and outstanding  
 936 issues identified through the SSP cycle are used to revise the SRSS goals.

**4. Crisis Action Plans**

937

938 Led by the Planning Support Unit, Crisis Action Plans may need to be developed as disaster recovery  
 939 operations unfold. Crisis Action Plans address complex problems that require interagency coordination  
 940 to meet the immediate needs of the impacted communities or the State. These plans expand upon the  
 941 State Support Plan, which is broader in scope, and serve to solve particular recovery-related issues in the  
 942 short term. Examples of the types of issues that would warrant the development of Crisis Action Plans  
 943 are listed in the following figure.

944

**Figure 19 – Types of Situations Warranting Crisis Action Plans**

- Maritime Debris Removal
- Underground Utility Infrastructure Restoration
- Transitional Housing
- State Highway Access Restoration

945

946 **XVII. OPERATIONS SECTION**

947 Recovery operations begin during the response phase as life safety and incident stabilization activities  
 948 are winding down. The figure below demonstrates how the Operations Section is organized during  
 949 recovery operations.

950

951 The Operations Section of the State Recovery Organization consists of:

- 952 • Operations Chief
- 953 • Field Operations Liaison
  - 954 ○ Regional Liaison Officer(s) (RLOs)
- 955 • Voluntary Organizations Liaison

956

Resource Support Branch

- Mission Tracker
- EMAC Resources
- MEMAC Resources
- FEMA Resources

Disaster Survivor Branch

- Long-Term Housing RSF
- Public Health and Healthcare Services RSF
- Social Services RSF
- Individual Assistance Program

Public Sector Branch

- Infrastructure RSF
- Natural Resources RSF
- Cultural Resources RSF
- Public Assistance Program

Private-Sector Branch

- Economic RSF
- Private Sector Integration Program
- Small Business Administration

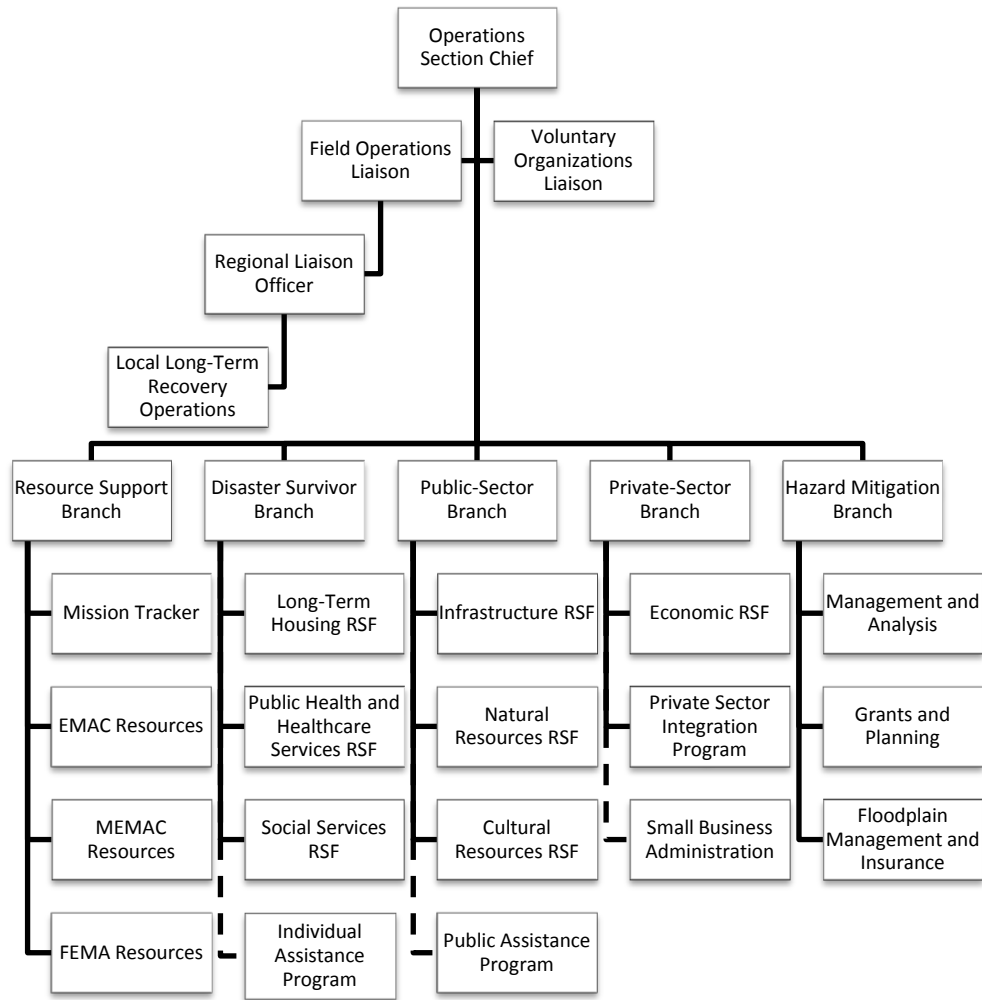
Hazard Mitigation Branch

- Management and Analysis
- Grants and Planning
- Floodplain Management and Insurance

957

958

**Figure 20 – Operations Section Organization**



959

960

961 The Operations Section is responsible for ensuring RSFs and other critical recovery operations functions  
 962 coordinate activities as they carry out the objectives set forth by the SDRC and the Senior Leadership.  
 963 With regard to recovery, and particularly long-term recovery, the SDRC works with the relevant  
 964 departments and agencies with roles in disaster recovery, with the primary focus on maintaining  
 965 communication and coordination among members of the recovery effort who are working within their  
 966 department/agency’s scope.

967

968 The Operations Section helps to coordinate all elements at the State, local, and federal levels of the  
 969 recovery effort. To facilitate this, the Operations Section manages, assigns, and monitors mission  
 970 requests. Additionally, the branches of the Operations Section are expandable, as needed, and can even

971 be expanded geographically. The branches also contract, as needed, at the direction of RSF primary  
972 agencies, in coordination with the Operations Section Chief and the SDRC.

## 973 **A. Operations Section Roles**

### 974 **1. Operations Section Chief**

975 The Operations Section Chief serves in a coordination role to help funnel recovery information to and  
976 from the RSFs delivering services and resources to the impacted communities.

### 977 **2. Field Operations Liaison**

978 The Field Operations Liaison position is an “awareness” role, and serves to coordinate State-level  
979 resources, rather than dictate operations, in impacted communities. This position helps provide the  
980 Operations Section Chief and the SDRC with the “big picture” of the recovery effort, as well as  
981 information on county- and regional-level operations.

982

983 For events of extraordinary magnitude, where resources are deployed across a large portion of the  
984 State, the Field Operations Liaison may assign a supervisor for each division of the State (note that  
985 divisions vary based on the scope of each disaster) in order to facilitate information sharing across all  
986 regions and all impacted communities.

#### 987 **a) Regional Liaison Officer(s)**

988 The Regional Liaison Officers are critical links between the local jurisdictions and MEMA. They manage  
989 requests for resources or support, and help maintain situational awareness of local response activities.  
990 An RLO functions as a member of the local jurisdiction’s Command Staff as the Liaison Officer and is  
991 responsible for ensuring State and local operations are coordinated, and that the local jurisdiction  
992 receives the support they request. Responsibilities of deployed RLOs are to:

- 993 • Maintain a list of assisting and cooperating departments/agencies and department/agency  
994 representatives;
- 995 • Establish coordination between local activities and the State Recovery Organization;
- 996 • Monitor recovery operations to identify coordination challenges;
- 997 • Monitor recovery operations to identify local resource and mission support needs; and
- 998 • Participate in State Recovery Organization planning meetings, and provide current resource  
999 status information, including the limitations and capabilities of local resources.

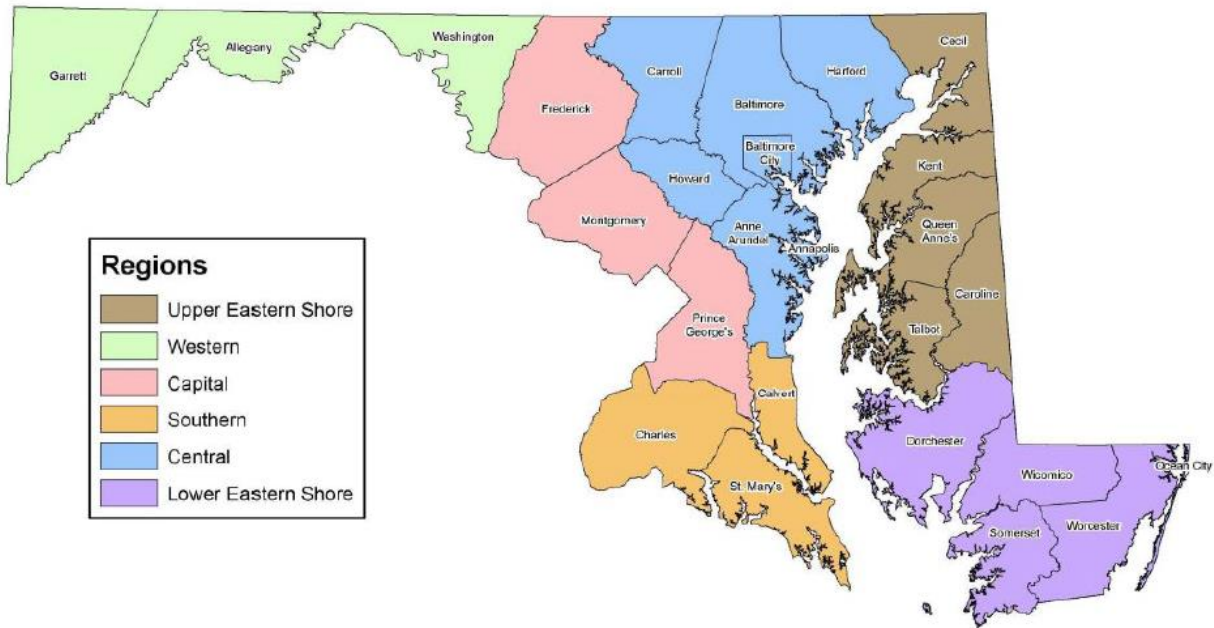
1000



1001 MEMA’s Western Region consists of Garrett, Allegany, and Washington Counties. The Capital Region  
 1002 consists of Frederick, Montgomery, and Prince George’s Counties. The Southern Region consists of  
 1003 Charles, St. Mary’s, and Calvert Counties. The Central Region consists of Anne Arundel, Howard, Carroll,  
 1004 Baltimore, and Harford Counties, and Baltimore City. The Upper Shore Region consists of Cecil, Kent,  
 1005 Queen Anne’s, Caroline, and Talbot Counties. The Lower Shore Region consists of Dorchester,  
 1006 Wicomico, Worcester, and Somerset Counties. Annapolis, the State Capitol, and Ocean City, and cities  
 1007 within Anne Arundel and Worcester Counties, respectively, are designated as significant cities.

1008  
 1009

**Figure 21 – Maryland Emergency Management Regions**



1010

**3. Voluntary Organizations Liaison**

1011 The Voluntary Organizations Liaison serves as a point of contact for the operations-level voluntary  
 1012 organizations that are engaged in recovery activities in impacted communities. This position interfaces  
 1013 with the leadership of the various voluntary agencies, and provides information about the activities of  
 1014 those agencies to the Operations Section Chief. Additionally, the Voluntary Organizations Liaison  
 1015 provides information to the operational organizations regarding activities of State government entities,  
 1016 and serves as a resource for any operational issues faced by the voluntary organizations.

**4. Branches**

1018 The branch directors collate information from the Recovery Support Functions, and supply information  
 1019 for briefings to the SPG. This structure is intended to help ensure all aspects of recovery are included,  
 1020

1021 and it is also intended to help reduce organizational conflict between the State and federal recovery  
1022 operations systems. Branch directors will be assigned based on the specific impacts of the disaster.

1023 ***a) Resource Support***

1024 The Resource Support Branch operates as a continuation of the Resource Support Branch of the SEOC,  
1025 coordinating with external recovery partners, federal, and inter- and intra-state mutual aid, and  
1026 maintaining situational awareness of all State-level recovery missions (see the “Operations Section” and  
1027 “Mutual Assistance Compacts” sections of the SROP for more information).

1028 **(1) Mission Tracking Processing**

1029 Within the operations of the Recovery Organization, there are two different forms of communications:  
1030 informal and formal. While informal communication is encouraged and expected when working in  
1031 groups, formal communication is required whenever the content is official and requires documentation.

1032  
1033 Resource and support requests (i.e., mission requests) are examples of formal communication that are  
1034 official and need to be documented. The Mission Tracking Process formalizes the request by  
1035 documenting and tracking each request until completed and closed.

1036  
1037 Mission requests come from two different locations: internally from within the State recovery  
1038 operations from a section or RSF, or externally from a local jurisdiction or a business partner. Mission  
1039 requests can be submitted by phone, fax, face-to-face interaction, or written documentation.  
1040 Regardless of whether the request is internal or external, and regardless of the form of communication,  
1041 all mission requests are formally documented.

1042  
1043 The Mission Tracker maintains awareness of all new and open requests for assistance. The Mission  
1044 Tracker then assigns the mission to the appropriate provider within the State Recovery Organization. If  
1045 there are any issues as to where the mission should be assigned, the Mission Tracker consults with the  
1046 Resource Support Branch Director.

1047 ***b) Disaster Survivor***

1048 The Disaster Survivor Branch is intended to meet the needs of survivors, and it is comprised of the Long-  
1049 Term Housing RSF, Public Health and Healthcare Services RSF, and Social Services RSF. For more  
1050 information on the responsibilities of each RSF, see the “Maryland Recovery Support Functions” section,  
1051 below.

1052

1053 This branch coordinates the State’s public, private, and nonprofit efforts to continue providing  
1054 sheltering and feeding services, and develop and implement programs and policies that promote,  
1055 incentivize, or directly provide for rehabilitation and reconstruction of destroyed and damaged housing,  
1056 and/or the development of new permanent housing options.

1057

1058 The Disaster Survivor Branch also coordinates activities related to the re-establishment of healthcare  
1059 services in impacted communities, including mental health services for survivors, and supports the  
1060 restoration of social services programs. Additionally, this branch coordinates assessments of  
1061 environmental conditions that impact public health, food safety at establishments, and pharmaceutical  
1062 services. If a Presidential Disaster Declaration has been received for the State, this Branch also  
1063 administers FEMA Individual Assistance Programs, when applicable.

1064

***c) Public-Sector***

1065 The Public-Sector Branch is intended to restore infrastructure, including transportation networks, lifeline  
1066 utility networks, natural resources, state parks, historic sites, etc. It is comprised of the Infrastructure  
1067 RSF, the Natural Resources RSF, and the Cultural Resources RSF. For more information, see the  
1068 “Maryland Recovery Support Functions” section, below. The public-sector administers the FEMA Public  
1069 Assistance Program, if applicable.

1070

1071 This branch is responsible for coordinating the State’s public, private, and nonprofit efforts to facilitate  
1072 maintenance and restoration of the State’s facilities, infrastructure systems, and related services.

1073

***d) Private-Sector***

1074 The Private-Sector Branch is intended to support the redevelopment of the State’s economy, and it is  
1075 comprised of the Economic RSF, and the Private Sector Integration Program (PSIP). For more  
1076 information, see the “Maryland Recovery Support Functions” section, below.

1077

1078 This branch is responsible for coordinating the State’s public, private, and nonprofit efforts to sustain  
1079 and/or rebuild businesses and employment, and develop economic opportunities with the goals of  
1080 sustainability and economic resilience following a disaster. Additionally, the Private-Sector Branch  
1081 interfaces with the U.S. Small Business Administration (SBA), when applicable.

1082 ***e) Hazard Mitigation***

1083 The Hazard Mitigation Branch is intended to support efforts to rebuild communities that are sustainable  
1084 and resilient, which may include new building standards or building techniques to better manage the  
1085 risks faced by communities. This Branch includes the activities related to floodplain management and  
1086 flood insurance, as well as applicable hazard mitigation grants and planning activities, as directed by the  
1087 State Mitigation Operations Plan (SMOP), and the State All-Hazards Mitigation Plan.

1088 **B. Maryland Recovery Support Functions**

1089 The grouping of State departments and agencies as RSFs represents the primary operational component  
1090 of the SDRP.

1091  
1092 Maryland has designated eight (8) RSFs to plan and carry out the various operational activities that may  
1093 be needed during disaster recovery operations (see Table 2 – Capabilities and Recovery Support  
1094 Function Primary Agency(ies), above, for additional information on the capability lead and supporting  
1095 agencies). RSFs form the basis of the Operations Section within the State Recovery Organization.  
1096 Maryland’s RSFs are as follows:

- 1097 • Community Planning and Capacity Building Recovery Support Function
- 1098 • Economic Recovery Support Function
- 1099 • Public Health and Healthcare Services Recovery Support Function
- 1100 • Social Services Recovery Support Function
- 1101 • Long-Term Housing Recovery Support Function
- 1102 • Infrastructure Systems Recovery Support Function
- 1103 • Natural Resources Recovery Support Function
- 1104 • Cultural Resources Recovery Support Function

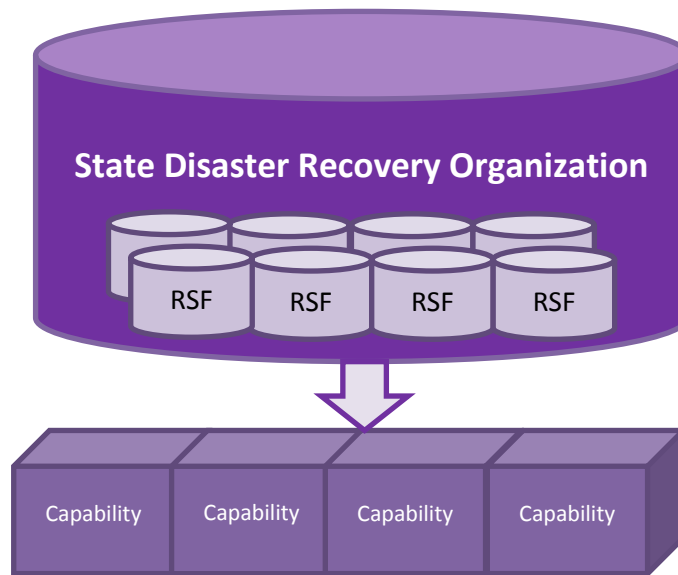
1105  
1106 RSFs are the primary coordinating mechanism for building, sustaining, and delivering the capabilities of  
1107 the Recovery Mission Area. RSFs bring together the capabilities of State departments/agencies and  
1108 other statewide organizations and assets. They are not based on the capabilities of a single  
1109 department/agency, but represent groups of organizations that work together to deliver capabilities and  
1110 support effective recovery operations.

1111

1112 During disaster recovery operations, individual State departments/agencies operate as a State-level  
 1113 enterprise, coordinating activities within their respective RSFs and amongst the branches of the  
 1114 Operations Section. RSFs support not only a number of recovery capabilities, but also a number of  
 1115 responsibilities and actions that extend beyond the scope of the capabilities of the Recovery Mission  
 1116 Area.

1117

1118 **Figure 22 – Recovery Organization Coordination Structure**



1119

1120 Not all local recovery efforts requiring State-level support result in the activation of RSFs. State  
 1121 departments/agencies acting under their own legal and regulatory authority may request MEMA to  
 1122 activate relevant RSFs to support their recovery operations.

1123 **1. Recovery Support Function Primary and Supporting Agencies**

1124 The State Recovery Mission Area Lead, in consultation with the Governor, selected a State  
 1125 department/agency to serve as the Primary Agency for each RSF, and designated specific roles and  
 1126 responsibilities to execute these duties. Supporting State departments/agencies, key federal  
 1127 departments/agencies, and nongovernmental organizations/partners, working with the Primary Agency,  
 1128 assist in the actions of the RSF. The Maryland RSFs generally correlate to the federal RSF system.

1129

1130 Each RSF identifies its Primary Agency and support organizations. A support organization may be a State  
1131 department/agency, a federal department/agency, a nongovernmental organization, or a private sector  
1132 organization.

1133 **a) Recovery Support Function Primary Agency**

1134 Only a State department/agency can serve as a Primary Agency, and a Primary Agency must be a State  
1135 department/agency with significant authorities, roles, resources, and/or capabilities for a particular  
1136 function within the RSF, and must have coordinating oversight for that particular RSF. The RSF Primary  
1137 Agency has ongoing preparedness responsibilities, as well as management responsibilities, within the  
1138 State Recovery Organization. The management role of the RSF Primary Agency is carried out through a  
1139 “unified command” approach, as agreed upon collectively by the designated Primary Agency and, as  
1140 appropriate, support organizations.

1141

1142 When a RSF is activated, RSF Primary Agencies are responsible for:

- 1143 • Providing staff to serve as the RSF Primary Representative within the State Recovery  
1144 Organization;
- 1145 • Notifying and requesting assistance from support organizations;
- 1146 • Supporting and keeping other RSFs and organizational elements informed of RSF operational  
1147 priorities and activities;
- 1148 • Coordinating with federal and local agency equivalents;
- 1149 • Coordinating efforts with applicable private-sector organizations to maximize the use of  
1150 available resources;
- 1151 • Executing department-specific contracts, and procuring goods and services, as needed;
- 1152 • Managing mission assignments and coordinating with support organizations, as well as  
1153 appropriate State officials, operations centers, and departments/agencies;
- 1154 • Maintaining situational awareness of RSF-related activities; and
- 1155 • Identifying and refining Essential Elements of Information (EEI) inputs for situational reporting.

1156

1157 For additional information, see *Appendix A: Recovery Support Function Cross Tables*, which includes  
1158 information on the primary and supporting State departments and agencies for each RSF.

1159 **b) Recovery Support Function Support Organizations**

1160 Support organizations are those entities with specific capabilities or resources that support the Primary  
1161 Agency in executing the mission of the RSF. Activated RSF support organizations are responsible for:

- 1162 • Providing staff to serve as RSF Support Representatives in the location of disaster recovery  
1163 operations;
- 1164 • Ensuring preparedness to execute recovery operations within the location of disaster recovery  
1165 operations;
- 1166 • Participating in planning for operations and the development of supporting operational plans,  
1167 checklists, or other job aids;
- 1168 • Conducting operations, when requested by the RSF Primary, consistent with their own authority  
1169 and resources;
- 1170 • Acting as Primary Agency in the location of disaster recovery operations in the absence of the  
1171 Primary Agency;
- 1172 • Acting on agency tasks, as applicable to the RSF function;
- 1173 • Identifying and refining EEI inputs for situational reporting; and
- 1174 • Assisting in the conducting of situational/damage assessments.

1175

1176 When requested, and upon approval of the Governor, the Maryland Military Department (MMD)  
1177 provides support, as needed, to all RSFs.

1178

1179

**Table 3 – Maryland’s Recovery Support Functions**

<b>Maryland Recovery Support Functions (RSF)</b>		
<b>Community Planning and Capacity Building</b>	RSF Description	<i>Support and build recovery capacities and community planning resources of local and State governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.</i>
	Primary Agency(ies)	Maryland Department of Planning (MDP) and Maryland Emergency Management Agency (MEMA)
<b>Economic</b>	RSF Description	<i>Assist local and State governments and the private sector in sustaining and/or rebuilding businesses and employment, and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.</i>
	Primary Agency(ies)	Department of Business and Economic Development (DBED)
<b>Public Health and Healthcare Services</b>	RSF Description	<i>Assist locally-led recovery efforts in the restoration of public health and medical services, as well as healthcare networks, to promote the health and wellbeing of affected individuals and communities.</i>
	Primary Agency(ies)	Department of Health and Mental Hygiene (DHMH)
<b>Social Services</b>	RSF Description	<i>Assist locally-led recovery efforts in the restoration of services networks to promote the resilience, and wellbeing of affected individuals and communities.</i>
	Primary Agency(ies)	Department of Human Resources (DHR)
<b>Long-Term Housing</b>	RSF Description	<i>Address pre- and post-disaster housing issues, and coordinate the delivery of resources and activities to assist local and State governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible permanent housing options.</i>
	Primary Agency(ies)	Department of Housing and Community Development (DHCD)
<b>Infrastructure Systems</b>	RSF Description	<i>Support local, State, and other infrastructure owners and operators in their efforts to achieve recovery goals.</i>
	Primary Agency(ies)	Maryland Department of Transportation (MDOT) and Maryland Public Service Commission (PSC)
<b>Natural Resources</b>	RSF Description	<i>Help local and State governments, and communities address long-term natural resource recovery needs after large-scale and catastrophic incidents.</i>
	Primary Agency(ies)	Department of Natural Resources (DNR)
<b>Cultural Resources</b>	RSF Description	<i>Help local and State governments and communities address cultural resource needs after large-scale and catastrophic incidents.</i>
	Primary Agency(ies)	Maryland Department of Planning (MDP): Maryland Historical Trust



1180                   **2. Maryland Voluntary Organizations Active in Disaster**  
1181   The Maryland VOAD is comprised of disaster relief agencies including faith-based, nonprofit, and  
1182   governmental and nongovernmental organizations with the goal of enabling more effective disaster  
1183   response and recovery efforts through sharing information and resources.<sup>6</sup>  
1184  
1185   To best be implemented in the State Recovery Organization, Maryland VOAD member organizations  
1186   provide assistance to the RSFs that align with the member organizations' functional expertise/core  
1187   competency related to a functional area.<sup>7</sup>  
1188  
1189   VOAD members are able to act independently, but the Maryland VOAD coordinates recovery activities  
1190   with the State and the RSFs via the Maryland VOAD Executive Committee (see *Appendix C: Maryland*  
1191   *Voluntary Organizations Active in Disaster Crosswalk with the Maryland Recovery Support Functions* for  
1192   more information on how VOAD member organizations align with the RSFs).<sup>8</sup>

---

<sup>6</sup> Maryland Voluntary Organizations Active in Disaster (Maryland VOAD), About, available at <http://mdvoad.org/about/> (last visited Nov. 1, 2013).

<sup>7</sup> MDVOAD Resource Directory, 2012 ed., available at <http://mdvoad.org/resources-2/> (last visited Nov. 4, 2013).

<sup>8</sup> Maryland VOAD, Executive Committee, available at <http://mdvoad.org/about/executive-committee/> (last visited Nov. 1, 2013).

## 1193 **XVIII.LOCAL INTEGRATION**

1194 The role of the State in disaster recovery is to support the local communities. Thus, the primary purpose  
1195 of local integration is to ensure the impacted local jurisdictions have a voice in the policy decisions that  
1196 affect them, and to ensure the needs of impacted communities are met. The level of local integration  
1197 varies depending on where a local jurisdiction is in the recovery process, and depending on the nature  
1198 and scope of the disaster. Local integration can be facilitated several ways, including by:

- 1199 • Incorporating the Local Advisory Group into the State Recovery Organization to assist with  
1200 advising on policy related to disaster recovery efforts impacting local jurisdictions (see the  
1201 “Local Advisory Group” section, above, for more information);
- 1202 • Ensuring communication between the SDRC and the Local Advisory Group and/or LDRM to  
1203 assist with making policy decisions; and
- 1204 • Establishing regional committees to distribute and share information from a group of impacted  
1205 local jurisdictions to the State, depending on the disaster.

1206

1207 Additionally, the State Recovery Organization will be located as close in proximity as practical to the  
1208 communities affected by the disaster.

1209

1210 Although the State does not dictate the actions that local jurisdictions should take in an emergency,  
1211 each local jurisdiction will need to appoint a Local Disaster Recovery Manager, who can serve as a  
1212 representative of the jurisdiction, if needed. Additionally, the State does not prescribe how  
1213 membership in the Local Recovery Organization should be structured, but is available, upon request, to  
1214 offer technical assistance in identifying appropriate stakeholders in a local recovery mission.

### 1215 **A. Local Disaster Recovery Manager**

1216 The LDRM is the single point of contact that provides a way for the State to coordinate with the  
1217 impacted local jurisdiction more effectively and efficiently. Additionally, the LDRM is responsible for  
1218 directing and executing recovery at the local level, and is accountable to community stakeholders.

1219

1220 The local jurisdiction selects its LDRM. Potential LDRM candidates may include a local planner, codes  
1221 official, zoning representative, local Emergency Operations Center (EOC) representative, county  
1222 executive, county commissioner, or community leader (e.g., from a faith-based or nonprofit  
1223 organization). The person selected should be able to think strategically, and take a long-term view of

1224 recovery, and should understand the community's needs. Additionally, the LDRM may be a person who  
1225 comes into the position organically, as the local impacted area works to develop a Local Recovery  
1226 Organization, or the local representative may be identified prior to a disaster and subsequent recovery  
1227 effort, but this may not always be possible. In addition to a primary LDRM, it may be desirable to have a  
1228 backup person who can provide support or take control of the local disaster recovery effort, if needed.

1229

1230 The State works with the LDRM, once they have been identified, to coordinate local disaster recovery  
1231 efforts and State assistance.

### 1232 **B. State Support Absent a Local Recovery Organization**

1233 If the local community does not setup a Local Recovery Organization and one is needed to coordinate  
1234 and direct local disaster recovery efforts, the State may step in to help coordinate and initiate a local  
1235 recovery effort. State assistance may come in the form of technical assistance to aid the local  
1236 jurisdiction in establishing a Local Recovery Organization. The Community Planning and Capacity  
1237 Building RSF coordinates this effort. Additionally, the level of State involvement depends on the severity  
1238 of the disaster, and the resources possessed by the local jurisdiction.

## 1239 **XIX. EXTERNAL COORDINATION AND SUPPORT**

1240 The State Recovery Organization coordinates recovery support activities on behalf of the local  
1241 jurisdictions, including providing technical support, and support in the form of resources and funding.  
1242 Specifically, the State manages federal recovery assistance programs and resources provided to the local  
1243 jurisdictions. In addition to coordinating with the local jurisdictions, the State is required to coordinate  
1244 with the federal government and the private and nonprofit sectors by:

- 1245 • Sharing information;
- 1246 • Establishing joint coordination entities (e.g., the Joint Field Office and State Recovery Office);  
1247 and
- 1248 • Establishing joint operations (e.g., through Unified Command).

1249  
1250 The federal government is the State’s recovery partner, and FEMA is prepared to support the State and  
1251 local jurisdictions in recovering from a disaster. When a disaster occurs that exceeds the capacity of  
1252 State resources, the federal government may use the National Disaster Recovery Framework (NDRF),  
1253 among other methods, to provide support to the State and enhance the ability to deliver recovery  
1254 capabilities. The impacts of each specific disaster determine the duration and extent of needed federal  
1255 support.

### 1256 **A. Integrating State and Federal Recovery**

1257 The State Recovery Organization is designed to facilitate seamless integration with the NDRF, as well as  
1258 the components of recovery led by FEMA. The goal is to enable FEMA to conform to the recovery  
1259 organizational structure set forth by the State when called upon to assist with recovery efforts. Ensuring  
1260 vertical plan integration at the State and federal levels helps enable coordination and communication  
1261 throughout all phases of recovery. State/federal coordination during recovery operations occurs  
1262 through FEMA’s advanced evaluation team (AET), the JFO, and programs (including those not in the  
1263 JFO).

#### 1264 **1. Advanced Evaluation Teams and Reports**

1265 An Advanced Evaluation Team is activated by FEMA, typically following a Presidential Disaster  
1266 Declaration, in order to assess the severity of the disaster, and to determine if subject matter experts,  
1267 in the form of federal RSF primary and supporting agencies, and/or resources are needed to support the  
1268 State’s recovery efforts and existing capacity. The AET works with the State, through the SCO and the  
1269 SDRC, to determine if federal RSFs are needed to provide technical assistance and/or resources.

1270

1271 To request the activation of a federal RSF, FEMA begins by generating the advanced evaluation team  
1272 report, which examines baseline and existing data about the impacted communities, and considers  
1273 whether it is beyond the ability of the State to provide adequate assistance. The report is structured to  
1274 describe existing capability gaps, and is intended to justify the mission assignments and deployment of  
1275 resources. Based on the report, the FCO and SCO make the determination as to whether the State  
1276 needs assistance. If assistance is necessary, FEMA works with the State to identify what specific  
1277 resources are needed.

1278

1279 Although there are no specific thresholds that must be met in order for federal RSFs to be activated, the  
1280 more clearly the State can articulate its needs, the more effectively FEMA and federal interagency  
1281 resources can work to fulfill them. After the determination is made, the SCO approves the decision,  
1282 brings in the appropriate departments/agencies, and assigns missions. The specifics of the evaluation  
1283 process depend on the severity of the disaster. In disasters with significant impacts, the evaluation  
1284 process can be bypassed, and a request can be made immediately based on the information provided by  
1285 the State.

1286

1287 It is important to note that the AET report is different than a Preliminary Damage Assessment (PDA)  
1288 because it does not involve an in-depth assessment of the impacts. Instead, the AET report focuses on  
1289 what is needed to resolve the long-term recovery issues. AET reports are generated within a few weeks,  
1290 typically, and mission scoping occurs within a few months. Recovery operations are ongoing while this  
1291 process takes place.

1292

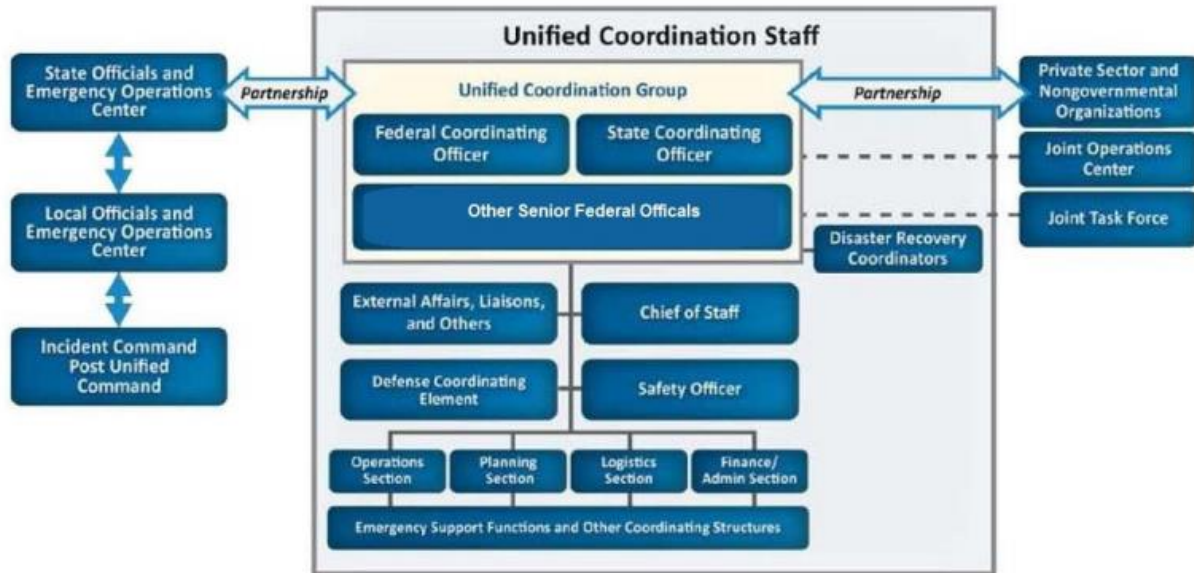
***a) Joint Field Office***

1293 The JFO is the primary location for State-federal coordination in administering federal assistance to the  
1294 State. The JFO is established, in accordance with NIMS, under a Unified Command consisting of  
1295 coordinating officers from the State and federal governments. It is established following a Presidential  
1296 Disaster Declaration (circumstances permitting, ideally within 72 hours), and serves as the temporary  
1297 duty station for most of the State and federal staff assigned to manage the disaster. The initial federal  
1298 contingent deploying to the State establishes an Initial Operating Facility (IOF) while logistics for the JFO  
1299 are being sorted out. The JFO coordinates mid- to late-phase response operations, and manages federal  
1300 recovery programs such as the Public Assistance, Individual Assistance, and Hazard Mitigation Program  
1301 activities, as well as State recovery programs. Additionally, it oversees the staging area operations,

1302 federal response team base camps, disaster recovery centers, area field offices, and other facilities  
 1303 activated for the relief effort. The JFO may remain open for months to years, depending on the life-  
 1304 cycle of the relief operation. The following figure illustrates the process for federal support and  
 1305 coordination.

1306  
 1307

**Figure 23 – Federal Support Coordination**



1308

**B. External Coordination with Private and Nonprofit Organizations**

1309 The private and nonprofit sectors are incorporated into the Recovery Organization in the Operations  
 1310 Section. The Private Sector Integration Program is included under the Private-Sector Branch, and  
 1311 nonprofit organizations coordinate through the Voluntary Organizations Liaison. Additionally, the VOAD  
 1312 members are included throughout the organization according to the functional area they serve (see  
 1313 *Appendix C: Maryland Voluntary Organizations Active in Disaster Crosswalk with the Maryland Recovery*  
 1314 *Support Functions* for more information).  
 1315

**C. External Coordination with Neighboring States and the National Capital Region**

1316 The State of Maryland may coordinate with neighboring states, as well as the inter-state regions: the  
 1317 NCR and DelMarVa, if the disaster impacts a broad area or requires assistance, such as mutual aid  
 1318 through the Emergency Management Assistance Compact (see the “Concept of Coordination” and  
 1319 “Mutual Assistance Compacts” sections of the SROP for additional information). External coordination  
 1320  
 1321

- 1322 may also occur through the Resource Support Branch of the Operations Section. Additionally, the RSFs
- 1323 may coordinate resource support.

1324 **XX. PLAN MAINTENANCE**

1325 The State Disaster Recovery Operations Plan is updated bi-annually by the RSFLG using the National Plan  
1326 Development Process, in accordance with the Maryland Emergency Preparedness Program Strategic  
1327 Plan. Capability Annexes are updated annually through the State's THIRA process.

1328

1329 Additionally, After Action Reports (AAR) and Improvement Plans (IP) from exercises or real-world  
1330 disasters may identify the need for incremental updates to the SDROP and Capability Annexes.



1331 **XXI. DISASTER RECOVERY OPERATIONS APPENDICES**

1332 A. Recovery Support Function Cross Tables

1333 B. Recovery Organization Command and General Staffing

1334 C. Maryland Voluntary Organizations Active in Disaster Crosswalk with the Maryland Recovery

1335 Support Functions

1336  
1337

**A. Recovery Support Function Cross Table**

1338

**Table 4 – Maryland State Departments and Agencies (Primary and Supporting)**

Agency Name/RSF	Community Planning and Capacity Building Recovery Support Function	Economic Recovery Support Function	Public Health and Healthcare Services Recovery Support Function	Social Services Recovery Support Function	Long-Term Housing Recovery Support Function	Infrastructure Systems Recovery Support Function	Natural Resources Recovery Support Function	Cultural Resources Recovery Support Function
<b>Comptroller</b>								
DBED	S	P	S	S		S		
DBM			S					
DGS						S		
DHCD		S			P			
DHMH			P					
DHR		S	S	P	S			S
DJS						S		
DLLR								
DMIL			S			S		
DNR	S	S	S	S	S	S	P	S
DoIT								
DPSCS								
GOCI								
MDA			S					
MDE			S			S		
MDoA								
MDOD			S					
MDOT			S			P		
MDP	P					S		P
MEA								
MEMA	P	S	S	S	S	S	S	S
MIA								
MIEMSS			S					
MSDE								
MSP						S		
MSP-OSFM						S		
PSC						P		
UM-MFRI								
Maryland VOAD	S	S	S	S	S	S	S	S

1339

1340 **B. Recovery Organization Command and General Staffing**  
 1341 The following table represents the operational supervisors for the Recovery Organization. The primary (P) and alternate (A) State departments  
 1342 and agencies are listed below.

1343  
 1344

**Table 5 – Recovery Organization Command and General Staffing Roles**

Agency Name/ RSF	SCO	SDRC	AFNC	Legislative Liaison	Lead PIO	Planning Section Staff	Operations Section Chief	Voluntary Organizations Liaison	Field Operations	Resource Support	Disaster Survivor	Public Sector	Private Sector	Hazard Mitigation	Recovery Organization Logistics Staff	IT	Facility Unit	Finance/Admin
<b>Governor's Office</b>				P														
<b>DBED</b>													A					
<b>DGS</b>										A					P		P	
<b>DHR</b>		A									P							
<b>DoIT</b>																P		
<b>GOCI</b>								A										
<b>MDOD</b>			P															
<b>MDP</b>		A				A												
<b>MEMA</b>	P	P	A		P	P	P		P	P	A	P	P	P	A			P
<b>Maryland VOAD</b>								P										

1345

1346 **C. Maryland Voluntary Organizations Active in Disaster Crosswalk**  
 1347 **with the Maryland Recovery Support Functions**

1348 The following chart depicts the resources and capabilities of the member organizations of Maryland  
 1349 VOAD. This list was compiled by the VOAD member organizations.

1350

1351

**Table 6 – Maryland VOAD Resources and Capabilities**

Organization	Donations Management	Mass Care/Feeding Operations	Volunteer Management	Crisis Counseling	Debris Clearance	Damage Assessment	Financial Assistance	Rebuilding	Training	Childcare	Animal Protection	Manpower Support	Personal Medical Equipment	Local Response and Recovery	Communications	Provision of Volunteers	Search and Rescue
<b>2-1-1 Maryland</b>																	
<b>American Red Cross-Chesapeake Region</b>	X	X	X			X	X		X					X			
<b>Baptist Convention of MD and DE</b>		X		X		X		X	X					X	X		
<b>Catholic Charities</b>																	
<b>Church of the Brethren-Brethren Disaster Ministries</b>								X		X							
<b>Civil Air Patrol</b>				X		XX			X			X		X	XX		XX
<b>Diakon/Lutheran Social Ministries/Social Services-NCA</b>	X		X	X	X	X	X	X	X					X	X	X	
<b>FEMA</b>																	
<b>The Humane Society of The US</b>	X		X				X		X					X			
<b>International Orthodox Christian Charities</b>				X			X	X				X		X		X	
<b>Lions/Lioness</b>													X			X	

Organization	Donations Management	Mass Care/Feeding Operations	Volunteer Management	Crisis Counseling	Debris Clearance	Damage Assessment	Financial Assistance	Rebuilding	Training	Childcare	Animal Protection	Manpower Support	Personal Medical Equipment	Local Response and Recovery	Communications	Provision of Volunteers	Search and Rescue
Clubs, District 22W																	
Maryland Department of Human Resources		X		X		X	X		X					X	X		
Maryland Emergency Management Agency						X			X						X		
Mercy Medical Airlift/Angel-Flight																	
National VOAD (NVOAD)																	
Presbyterian Church in America-Disaster Response Ministry																	
The Salvation Army	X	X	X	X	X		X	X	X	X		X		X	X		
Seventh Day Adventist Church-Adventist Community Services																	
United Methodist Church-UMCOR																	
University of Maryland, Center for Health & Homeland Security																	
World Relief																	

Organization	Donations Management	Mass Care/Feeding Operations	Volunteer Management	Crisis Counseling	Debris Clearance	Damage Assessment	Financial Assistance	Rebuilding	Training	Childcare	Animal Protection	Manpower Support	Personal Medical Equipment	Local Response and Recovery	Communications	Provision of Volunteers	Search and Rescue
Hope Animal-Assisted Crisis Response				X													
Team Rubicon			X		X	X								X			
Episcopal Churches of Maryland				X			X				X			X	X	X	

1352