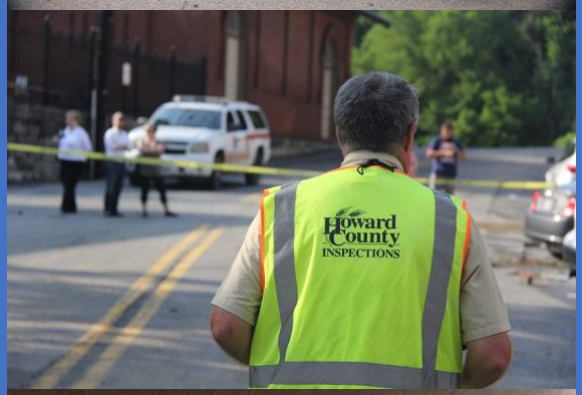
HOWARD COUNTY, MARYLAND

COMPREHENSIVE EMERGENCY RESPONSE AND RECOVERY PLAN



SEPTEMBER 2019

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In Memory of Sean Kelly

The Howard County Comprehensive Emergency Response and Recovery Plan is written in memory of Sean Kelly, former Chief of Inspections for the Howard County Department of Inspections, Licenses, and Permits (DILP) for his tireless efforts in response to both Ellicott City floods, his constant dedication, leadership, and friendship.

In addition to his work in Howard County, Sean deployed on a number of occasions to lead and teach damage assessment teams in other jurisdictions across the State of Maryland as well as the U.S. and its territories.

Sean was not only a good leader and a hard worker, but also had the unique ability to be a source of comfort for those around him and could always provide a laugh. He was one of our most trusted partners and cared deeply for the preparedness of Howard County. Howard County is a better place because of Sean and his work. He is missed deeply.

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Acknowledgements

The Howard County Office of Emergency Management would like to thank the following departments and organizations for their assistance with the development of this plan as well as their dedication and continued commitment to making Howard County a more resilient County:

- Columbia Association
- Community Foundation of Howard County
- Department of Community Resources and Services
- Department of Corrections
- Department of County Administration
- Department of Finance
- Department of Fire and Rescue Services
- Department of Inspections, Licenses and Permits
- Department of Planning and Zoning
- Department of Public Works
- Department of Technology and Communication Services
- Howard County Economic Development Authority
- Howard County General Hospital
- Howard County Health Department
- Howard County Police Department
- Howard County Public School System
- Howard County Sherriff's Office
- Maryland Emergency Management Agency
- Office of Law
- Office of Public Information
- Office of Publishing
- Office of Risk Management
- Office of Transportation
- Recreation and Parks Department

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Executive Order

County Executive

of

Howard County, Maryland

Executive Order: 2019-10
Dated: September 26, 2019
Subject: Howard County Comprehensive Emergency Response and Recovery Plan (Emergency Operations Plan)

WHEREAS, the primary role of government is to provide for the health, safety, and welfare of its citizens, which are never more threatened than during disasters; and

WHEREAS, the goal of emergency management is to ensure that mitigation, preparedness, response, and recovery actions exist so that public health, safety, and welfare are preserved; and

WHEREAS, pursuant to Section 17.109(c)(1) Howard County Code, the Office of Emergency Management must prepare an emergency operations plan in accordance with applicable federal, State, and local laws and regulations; and

WHEREAS, an effective emergency operations plan provides a comprehensive framework for emergency management of disasters throughout Howard County; and

WHEREAS, an effective emergency operations plan designates the roles and responsibilities of County Government agencies and personnel, as well as those of partners from federal, State, and other local government agencies, and private and charitable organizations that may assist the Howard County Government in addressing disasters and emergencies within the County; and

WHEREAS, an effective emergency operations plan ensures consistency with current policy guidance while, at the same time, is flexible enough to evolve to reflect lessons learned from actual disaster and emergency incidents and responses, ongoing planning efforts, training, and updated guidance from federal and State agencies.

NOW, THEREFORE, BE IT ORDERED that the Emergency Operations Plan adopted on this date is the official plan for the Howard County Government's emergency operations.

IN WITNESS WHEREOF, I, Calvin B. Ball, as County Executive of Howard County, Maryland and pursuant to my authority under Section 17.109(c)(2) of the Howard County Code have hereunto set my hand and caused the seal of Howard County to be affixed this 26th day of September, 2019.

Calvin B. Ball
County Executive

Executive Summary

The Howard County Comprehensive Emergency Response and Recovery Plan (CERRP) establishes the framework to ensure Howard County will be adequately prepared to respond to, recover from, and mitigate any hazard threatening the lives and property of residents and visitors in Howard County. The CERRP serves as the County's Emergency Operations Plan and Disaster Recovery Plan. The response and recovery plans are consolidated because the response and recovery phases are intertwined and mutually bound. The CERRP outlines the responsibilities and coordination mechanisms of County departments and external partner organizations in the response and recovery to an emergency or disaster. This Plan defines the responsible organizations ("Who") and their responsibilities ("What"), and points to supporting documentation to detail how these responsibilities will be implemented ("How"). The CERRP incorporates the National Incident Management System (NIMS) as the standard for incident management and has been developed in compliance with Emergency Management Accreditation Program (EMAP) standards.

The CERRP is organized into five (5) parts, with parts 1-3 being the Base Plans and parts 4-5 being the annexes: 1) the Introduction and Planning Overview, 2) the Response Base Plan, 3) the Recovery Base Plan, 4) the County Coordinating Functions (CCFs) Annexes, and 5) the Support Annexes.

Part one is the Introduction and Planning Overview. This Base Plan includes the federal, state, and local laws and authorities, and other references that provide the foundation and basis for the CERRP. This area of the Plan establishes the purpose, scope, and planning assumptions. The Introduction and Planning Overview also contains background information on Howard County, including demographic data, a description of the County, and a summary of the County's Hazard Identification and Risk Assessment (HIRA). Furthermore, this portion of the Plan includes the integration of other regional, state, and local planning efforts, while incorporating how the County will respond to various levels of an emergency or disaster.

Part two is the Response Base Plan. This portion details the activation of response efforts and integration of response operations with partners, and defines the emergency management roles and responsibilities for County leadership. Additionally, the concept of operations for response and actions related to emergency declarations are specified in this portion of the Plan.

Part three is the Recovery Base Plan, which provides an overview of recovery activities, transitions, and concept of operations for recovery. This portion of the Plan details the coordination efforts and interactions with the community, internal and external organizations, and the various levels of government during the recovery phase.

Part four includes sixteen (16) County Coordinating Function (CCF) Annexes that define the purpose and scope of the CCFs, and that state the policies, planning assumptions, and concept of operations from response through recovery. Each CCF annex identifies specific County departments and external partner roles and responsibilities related to the CCF. Relevant supporting data, laws and authorities, and references to other plans and operating procedures are included where appropriate. The CCF Annexes will consistently undergo review and maintenance to remain timely, accurate, and effective.

Part five includes Support Annexes that provide specific details for how essential tasks are to be conducted during response or recovery operations. These annexes also include examples and templates to be used and referenced during response and recovery. Similar to the CCF Annexes, the Support Annexes will consistently undergo review and maintenance to remain timely, accurate, and useful.

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12. Provision of Medical Care CCF
13. Public and Behavioral Health CCF
14. Technology and Communications CCF
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Acronyms

Below is a complete acronyms list for the entire Comprehensive Emergency Response and Recovery Plan (CERRP). Acronyms from the Introduction & Planning Overview, Response Base Plan, Recovery Base Plan, Supporting Annexes, and County Coordinating Function (CCF) Annexes are included.

ACRONYM	DEFINITION
AAR	After Action Report
ACS	American Community Survey
ADA	Americans with Disabilities Act
BEA	Bureau of Economic Analysis
BGE	Baltimore Gas and Electric
BMC	Baltimore Metropolitan Council
CAO	Chief Administrative Officer
CCF	County Coordinating Function
CCP	Crisis Counseling Assistance and Training Program
CDBG	Community Development Block Grants
CDBG-DR	Community Development Block Grant-Disaster Recovery
CERRP	Comprehensive Emergency Response and Recovery Plan
CGC	Continuity Guidance Circular
CMOP	Consequence Management Operations Plan
COAD	Community Organizations Active in Disaster
COG	Continuity of Government
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CTN	Critical Transportation Needs

ACRONYM	DEFINITION
DCM	Disaster Case Management
DCRS	Department of Community Resources and Services
DFRS	Department of Fire and Rescue Services
DHCD	Department of Housing and Community Development
DILP	Department of Inspections, Licenses, and Permits
DLOC	Disaster Loan Outreach Center
DLS	Disaster Legal Services
DOC	Department Operations Center
DOD	Department of Defense
DPW	Department of Public Works
DPZ	Department of Planning and Zoning
DTCS	Department of Technology and Communications Services
DUA	Disaster Unemployment Assistance
EAS	Emergency Alert System
EDA	Economic Development Authority
EHS	Extremely Hazardous Substance
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMOG	Emergency Management Operations Group
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FAQ	Frequently Asked Questions
FAST	Functional Assessment Service Team
FCC	Federal Communications Commission

ACRONYM	DEFINITION
FCD	Federal Continuity Directive
FCO	Federal Coordinating Officer
FDRC	Federal Disaster Recovery Coordinator
FDRO	Federal Disaster Recovery Officer
FEMA	Federal Emergency Management Agency
FIOP	Federal Interagency Operations Plan
FLSA	Fair Labor Standards Act
GIS	Geographic Information System
HCGH	Howard County General Hospital
HCHD	Howard County Health Department
HCPD	Howard County Police Department
HCPSS	Howard County Public School System
HIRA	Hazard Identification and Risk Assessment
HMA	Hazard Mitigation Assistance
HMGP	Hazard Mitigation Grant Program
HSPD	Homeland Security Presidential Directive
HUD	Department of Housing and Urban Development
I D E A	Individuals with Disabilities Education Act
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
IHP	Individuals and Households Program
IMT	Incident Management Team
IPAWS	Integrated Public Alert & Warning System
IT	Information Technology
JFO	Joint Field Office

ACRONYM	DEFINITION
JIC	Joint Information Center
JIS	Joint Information System
LDRM	Local Disaster Recovery Managers
LGIT	Local Government Insurance Trust
LTRC	Long-Term Recovery Committee
MD IMT	Maryland Incident Management Team
MDE	Maryland Department of Environment
MDVOAD	Maryland Voluntary Organizations Active in Disasters
MEMA	Maryland Emergency Management Agency
MEMAC	Maryland Emergency Management Assistance Compact
MEMS	Maryland Emergency Management System
MIEMSS	Maryland Institute of Emergency Medical Services System
MJOC	Maryland Joint Operations Center
MOA	Memoranda of Agreement
MOU	Memoranda of Understanding
MRC	Medical Reserve Corps
MSCA	Military Support to Civil Authorities
MTA	Maryland Transit Administration
MUNIS	Municipal Information Systems
NAWAS	National Warning System
NDRF	National Disaster Recovery Framework
NGO	Non-Governmental Organization
NIFOG	National Interoperability Field Operations Guide
NIMS	National Incident Management System
NOAA	National Oceanic & Atmospheric Administration
NPG	National Preparedness Goal

ACRONYM	DEFINITION
NSPD	National Security Presidential Directive
NWS	National Weather Service
OEM	Office of Emergency Management
PAFN	People with Access and Functional Needs
PCA	Procurement Card Administrator
PDA	Preliminary Damage Assessment
PDD	Presidential Decision Directive
PIO	Public Information Office
PNP	Private Non-Profit
POC	Point of Contact
POD	Points of Distribution
PPD	Presidential Policy Directive
RACES	Radio Amateur Civil Emergency Services
RIMS	Retention Information Management System
RPSD	Regional Plan for Sustainable Development
RRCC	Regional Response Coordination Center
RSF	Recovery Support Function
RSS	Recovery Support Strategy
RTA	Regional Transportation Agency
SAIPE	Small Area Income and Poverty Estimates
SARA	Superfund Amendments and Reauthorization Act
SBA	Small Business Administration
SBDC	Small Business Development Center
SCF	State Coordinating Function
SCO	State Coordinating Officer
SDO	State Duty Officer

ACRONYM	DEFINITION
SDRC	State Disaster Recovery Coordinator
SEOC	State Emergency Operations Center
SitReps	Situation Reports
SNS	Strategic National Stockpile
SOP	Standard Operating Procedure
SPG	Senior Policy Group
SRAL	State Response Activation Level
SWMD	Stormwater Management Division
THIRA	Threat and Hazard Identification and Risk Assessment
U.S.C	United States Code
UASI	Urban Area Security Initiative
UAWG	Urban Area Working Group
USDA	United States Department of Agriculture
VOAD	Voluntary Organizations Active in Disasters
VOLAG	Voluntary Agencies
WEA	Wireless Emergency Alerts

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Howard County

Comprehensive Emergency Response and Recovery Plan

Introduction & Planning Overview

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Introduction

Howard County Code Section 17.109 requires the preparation of "an emergency operations plan in accordance with applicable state and federal laws and regulations." This Comprehensive Emergency Response and Recovery Plan (CERRP) provides a framework through which Howard County may prepare for, respond to, and mitigate the impact of various emergencies. The CERRP reflects federal, state, and local legislation and regulations.

Activities taken under the CERRP will be coordinated using the Incident Command System (ICS) and the National Incident Management System (NIMS).

Purpose

It is the purpose of this Plan to define the actions and roles necessary to provide a coordinated response and recovery within Howard County in the event of an emergency or disaster event. This Plan provides guidance to agencies within Howard County, with a general concept of potential emergency assignments before, during, and after emergency situations. It also provides for the systematic integration of emergency resources when activated, but does not replace subsequent County or local emergency operations plans or procedures.

The CERRP establishes standardized policies and procedures for effective coordination of response to and recovery from emergencies. It is designed to accomplish the following:

1. Prepare for and prompt efficient emergency response operations to protect lives, property, and the environment;
2. Provide an emergency management system that encompasses the key areas involved in addressing prevention, protection, response, recovery, and mitigation for any threat or hazard; and
3. Document Howard County emergency management plans, policies, protocols, and procedures.

Scope and Applicability

The scope of emergency and disaster response and recovery in this CERRP applies to: Howard County government departments; relevant state agencies with Howard County specific missions, and non-governmental organizations (NGOs); private sector entities; and residents and visitors contained within the geographical boundary of Howard County.

Objectives

This Plan is designed to accomplish the following objectives:

- Protect life safety;

- Protect and preserve the health of the public;
- Sustain public safety, health services, and social and human services;
- Protect and preserve natural resources and the environment;
- Preserve and restore cultural and historic resources;
- Increase overall county-wide preparedness;
- Enhance existing plans and identify additional planning needs;
- Equip County leadership with the ability to maximize community recovery resources;
- Leverage the private and non-profit sectors by using existing relationships and creating new ones;
- Promote inclusive and equitable coordination, planning, and information sharing processes;
- Encourage the whole community to leverage opportunities to increase resilience and mitigation measures pre- and post-disaster;
- Identify key factors, activities, and considerations for pre- and post-disaster recovery planning;
- Provide effective management and coordination in response and recovery;
- Facilitate a seamless transition from response to recovery;
- Maximize funding opportunities pre- and post-disaster;
- Communicate effectively both internally and externally;
- Promote mitigation, and foster resilient redevelopment and construction;
- Maintain and enhance the County's economic base in a post-disaster environment;
- Provide and/or ensure quality housing; and
- Sustain lifelines, and restore infrastructure and public facilities.

Mission and Vision

Mission

The Howard County emergency management program's mission is to provide centralization, coordination, and facilitation of multi-agency emergency planning, and to minimize and reduce the impacts of natural and human-caused disasters through proactive prevention, mitigation, preparedness, response, and recovery.

Vision

The vision is a resilient county that is safe, secure, and well prepared to confront emergencies and disasters with: resources committed to protecting and preserving the environment and the quality of life for all residents, businesses, and visitors; and the ability to rapidly recover and return to pre-disaster conditions with improved resiliency whenever and however impacted.

Laws and Authorities

Federal:

a. Robert T. Stafford Emergency Relief and Emergency Act, Pub. L. 93-288, as amended. The Act is codified at 42 U.S.C. 5121, et. seq

b. The Disaster Mitigation Act of 2000, Pub. L. 106-390
c. Superfund Amendments and Reauthorization Act (SARA), Title III, Pub. L. 99-499, as amended
d. The Disaster Recovery Reform Act of 2018, Pub L. 115-254, as amended
e. Federal Civil Defense Act of 1950, Pub. L. 81- 920, as amended
f. Emergency Relief Act of 1974, Pub. L. 93-288, as amended
g. USA PATRIOT Act of 2001, Pub. L. 107-56, as amended
h. Flood Disaster Protection Act, Pub. L. 93-234, as amended
i. Hazardous Materials Transportation Uniform Safety Act, Pub. L. 101-615, as amended
j. "Emergency Management and Assistance," Code of Federal Regulations, Title 44, Chapter I
k. Presidential Policy Directive (PPD) 8 (National Preparedness)
l. Presidential Decision Directive (PDD) 39 (U.S. National Policy on Terrorism)
m. Presidential Decision Directive (PDD) 63 (Critical Infrastructure Protection)
n. Homeland Security Presidential Directives (HSPD)
    1) HSPD-1: Organization and Operation of the Homeland Security Council (October 2001)
    2) HSPD-2: Combating Terrorism Through Immigration Policies (October 2001)
    3) HSPD-3: Homeland Security Advisory System (March 2002)
    4) HSPD-4: National Strategy to Combat Weapons of Mass Destruction (December 2002)
    5) HSPD-5: Management of Domestic Incidents (February 2003)
    6) HSPD-6: Integration and Use of Screening Information (September 2003)
    7) HSPD-7: Critical Infrastructure Identification, Prioritization, and Protection (December 2003)
    8) HSPD-9: Defense of U.S. Agriculture and Food (January 2004)
    9) HSPD-10: Biodefense for the 21st Century (April 2004)
    10) HSPD-11: Comprehensive Terrorist-Related Screenings Procedures (August 2004)
    11) HSPD-12: Policy for a Common Identification Standard for Federal Employees and Contractors (August 2004)
    12) HSPD-13: Maritime Security Policy (December 2004)
o. Department of Defense (DOD) Directive 3025.1: Military Support to Civil Authorities (MSCA)
p. Emergency Management Assistance Compact (EMAC), Pub L. 104-321; 110 Stat. 3877
q. Post-Katrina Emergency Management Reform Act
r. Rehabilitation Act of 1973, as amended
s. Americans with Disabilities Act (ADA), as amended
t. Fair Housing Act of 1968, as amended
u. Architectural Barriers Act of 1968
v. Communications Act of 1934, as amended
w. Individuals with Disabilities Education Act (I D E A) of 1975, as amended
x. Title VI of the Civil Rights Act of 1964, as amended
y. The Age Discrimination Act of 1975, as amended

State of Maryland:

a. Public Safety Article, Emergency Management, Md. Code Regs. § 14.101, et seq.
b. Public Safety Article, Maryland Emergency Management Assistance Compact (MEMAC), Md. Code Regs. § 14.701, et seq.

c. Executive Order 01.012005.09, The State of Maryland Adoption of the National Incident Management System

Regional:

a. Memorandum of Regional Cooperation
b. Baltimore City Healthcare Facilities Mutual Aid System Memorandum of Understanding

Local:

a. Howard County Code, Title 6: County Executive and the Executive Branch, § 6.103, et seq.
b. Howard County Code, Title 17 Subtitle 1: Fire and Rescue Services, § 17.198, et seq.
c. Howard County Executive Order 2005-02: NIMS
d. Howard County Executive Order 2006-03: COOP/COG

Plan Overview

Developed through a compilation of best practice guidance, local stakeholder expertise, and community engagement, the CERRP is an all-encompassing plan that is applicable to Howard County. This Plan Overview section explains the contents of the CERRP, how it was developed, who was involved, and how it fits into Howard County's overall emergency management program.

Plan Organization

The Howard County CERRP describes the roles and responsibilities of county-level entities to effectively deliver response and recovery capabilities within the County. The CERRP is divided into five parts: 1) the Introduction and Planning Overview, 2) the Response Base Plan, 3) the Recovery Base Plan, 4) the County Coordinating Function (CCFs) Annexes, and 5) the Support Annexes. Additionally, several CCFs have developed tactical plans (e.g., a Shelter Plan) and standard operating procedures (SOPs) that ensure CCFs can execute assigned tasks during response and recovery.

Comprehensive Emergency Response and Recovery Plan

The CERRP provides an overview of Howard County's unique characteristics and outlines the authority of the County's leadership. Additionally, the Base Plans (Introduction and Planning Overview, Response, and Recovery) 1) describe the processes and procedures for maintaining, distributing, and implementing the CERRP, and 2) outline the overall strategy for how the County will organize and operate for response and recovery in the event of a planned event, incident, emergency, or disaster.

Promulgation

In order to remain timely and accurate, and because other components of the CERRP will likely change as a result of continuous improvement efforts, the Base Plans (Introduction and Planning Overview, Response, and Recovery) are the only parts of the CERRP adopted by the County Executive through Executive Order.

County Coordinating Functions

The CCF Annexes provide the structure for coordinating function-specific county response and recovery operations.

Support Annexes

The Support Annexes supplement the CERRP by detailing specific processes and operating procedures.

Planning Process

The CERRP was completed in four phases through a comprehensive and coordinated approach. The figure below outlines the steps taken to develop the CERRP.

Figure 1: Key Steps in the Planning Process

PLANNING PHASE	KEY STEPS
Phase 1	**Development of Recovery Base Plan** • Reviewed 2016 Ellicott City Flood After Action Report (AAR) for lessons learned. • Reviewed 2018 Ellicott City Flood AAR for lessons learned. • Reviewed Maryland Consequence Management Operations Plan (CMOP). • Reviewed the Urban Area Security Initiative (UASI) Regional Recovery Coordination Framework. • Drafted the Recovery Base Plan. • Presented the Recovery Base Plan to the Howard County Emergency Management Operations Group (EMOG). • Provided a review and comment period for all primary and support agencies. • Reviewed by the Office of Law for any legal implications. • Held adjudication and modification period during which comments were either incorporated or the planning team provided an explanation as to why changes were not incorporated.
Phase 2	**Development of Response Base Plan** • Reviewed 2016 Ellicott City Flood AAR for lessons learned. • Reviewed 2018 Ellicott City Flood AAR for lessons learned. • Updated the Response Base Plan. • Presented the Response Base Plan to EMOG. • Provided a review and comment period for all primary and support agencies. • Reviewed by the Office of Law for any legal implications. • Held adjudication and modification period during which comments were either incorporated or the planning team provided an explanation as to why changes were not incorporated.
Phase 3	**Development of County Coordinating Functions (CCFs):** • Presented the CCF concept to EMOG. • Drafted CCF Plans for all CCFs. • Facilitated the review of CCF Annexes by their respective primary and support agencies. • Disseminated letters to all cooperating partners regarding their roles and responsibilities, and updated contact information accordingly. • Briefed Howard County leadership on the planning process. • Provided a review and comment period for all primary and support agencies. • Reviewed by the Office of Law for any legal implications. • Held adjudication and modification period during which comments were either incorporated or the planning team provided an explanation as to why changes were not incorporated.
Phase 4	**Refinement Period:** • Edited all draft documents for formatting and grammatical issues, and made modifications where appropriate.

Note: *The phases and corresponding key steps were not necessarily completed in sequential order.*

Planning Partners

The following planning partners were involved in the development of the CERRP:

Core Planning Team: Facilitated the plan development process through extensive research, meetings, and plan drafting.
Cabinet Members: Provided senior leadership guidance to the plan development process and offered support in making policy decisions.
Emergency Management Operations Group (EMOG): Provided operational-level guidance to the plan development process and served as plan reviewers.
Primary Agencies: Guided the development of their respective CCF Annexes.
Support Agencies: Assisted in the documentation of their roles and responsibilities pertaining to the CCFs for which they are identified as a Support Agency.
Cooperating Partners: Assisted in the documentation of their roles and responsibilities pertaining to the CCFs for which they are identified as an external partner to Howard County.
Other Supporting Partners: Received support from subject matter experts, industry professionals, and other community stakeholders.

Plan Integration

Process Overview

A county-wide emergency management planning gap analysis was conducted using a cross-walk of federal guidance, best practices, and the Emergency Management Accreditation Program (EMAP) standards. The findings of the gap analysis were then used to develop an all-encompassing platform for a county-wide emergency management program.

This section sets forth the programmatic foundation for how the plans will align and the interdependencies associated with each mission area and corresponding plans. Since plans are considered “living documents” and are under constant review and modification, it is important to note that at any moment, some plans might be in the development phase. All planning must be community-based, representing the whole population and its needs.

Figure 2: Howard County Emergency Management Plan Integration

Local Plan Integration

A number of plans, policies, and procedures support the overarching emergency management program in Howard County. The following figure shows how the plans fit together from the strategic level plans, which provide the overall direction for the emergency management program, to the tactical plans that detail the specific actions that need to be taken to meet objectives during an incident.

Figure 3: Howard County Emergency Management Plan Hierarchy

<table>
<tr><td rowspan="2">Strategic Plans</td><td colspan="7">Howard County Strategic Plan</td></tr>
<tr><td colspan="7">Howard County Hazard Identification and Risk Assessment (HIRA)</td></tr>
<tr><td rowspan="2">Operational Plans</td><td colspan="2">Comprehensive Emergency Response and Recovery Plan (CERRP)</td><td colspan="3">Hazard Mitigation Plan</td><td colspan="2">Continuity Planning</td></tr>
<tr><td>Response Base Plan</td><td>Recovery Base Plan</td><td>Natural Hazard Mitigation Plan</td><td>Manmade Hazard Mitigation Plan</td><td>Flood Mitigation Plan</td><td>Continuity of Operations (COOP) Plans</td><td>Continuity of Government (COG) Plan</td></tr>
<tr><td rowspan="4">Annexes</td><td colspan="2">CCFs</td><td colspan="5" rowspan="4"></td></tr>
<tr><td colspan="2">Damage Assessment</td></tr>
<tr><td colspan="2">Financial Management</td></tr>
<tr><td colspan="2">Persons with Access and Functional Needs</td></tr>
<tr><td colspan="8">Tactical Plans</td></tr>
</table>

The following plans make up the plan hierarchy in Howard County:

Strategic Plan

The Howard County Strategic Plan is a five (5) year plan designed to accomplish measurable results, ensure accountability, and assist senior leadership in directing programmatic efforts and establishing funding priorities. This planning effort helps ensure that limited resources are properly allocated over a five-year span, and that operational level staff from a variety of departments and organizations are provided a common roadmap of coordinated emergency management activities.

Hazard Identification and Risk Assessment (HIRA)

It is essential that planning efforts consider the landscape of the jurisdiction's specific hazard environment. The Hazard Identification and Risk Assessment (HIRA) provides a detailed examination of the manmade and natural hazards that may affect Howard County. The HIRA combines best practice guidance with local and regional stakeholder expertise that meets or exceeds industry standards while remaining relevant and specific to the Howard County context. The HIRA provides an in-depth profile, risk assessment, and consequence analysis of 16 manmade hazards and 10 natural hazards. These figures may change to reflect Howard County's shifting hazard landscape.

Hazard Mitigation Plan

Hazard mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. As part of the Hazard Mitigation Plan development process, Howard County engages in hazard mitigation planning to identify risks and vulnerabilities associated with natural disasters, and to develop long-term strategies for protecting people and property from future hazard events. Mitigation plans are key to breaking the cycle of disaster damage, reconstruction, and repeated damage. The Hazard Mitigation Plan is updated on a five (5) year cycle.

Response

Response embodies the actions taken in the immediate aftermath of an incident to save and sustain lives, meet basic human needs, reduce the loss of property, and reduce the effect on critical infrastructure and the environment.

Recovery

Recovery encompasses the short-term, intermediate-term, and long-term efforts for the revitalization, restoration, and/or rebuilding of affected communities.

Tactical Plans

Tactical plans describe with specificity the tasks that comprise the actions and activities that need to occur as well as the personnel needed to accomplish the tasks. Tactical plan examples include the Shelter Plan, Evacuation Plans, etc.

Regional, State, and Federal Plan Integration

While all disasters start locally, it is important that Howard County's plans be aligned with the emergency management plans developed by the region, by the State of Maryland, and by the federal government. Howard County emergency management plans are aligned with the following plans, organized by level of government.

Regional Integration

- Baltimore Regional Evacuation Coordination Supplement
- Opportunity Collaborative Plan
- Baltimore Urban Area Security Initiative (UASI) Regional Recovery Framework
- Baltimore UASI Threat and Hazard Identification and Risk Assessment (THIRA)
- Baltimore UASI Mass Care & Sheltering Coordination Supplement
- Baltimore UASI Tactical Communications Interoperability Plan
- Baltimore UASI Region III Health and Medical Coalition: Healthcare Recovery Plan

State Plan Integration

- State of Maryland Consequence Management Operations Plan (CMOP)
- State of Maryland Disaster Risk Reduction Plan
- State Hazard Mitigation Plan

Federal Plan Integration

- National Prevention Framework (May 2013)
- National Response Framework (May 2013)

- National Mitigation Framework (May 2013)
- National Protection Framework (July 2014)
- Federal Emergency Management Agency (FEMA) Guide for State and Local All-Hazard Emergency Operations Planning (SLG 101) (September 1996)
- FEMA Non-Stafford Act Recovery Guide: Developing and Coordinating Resources
- Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans (November 2010)
- CPG 201, Threat and Hazard Identification and Risk Assessment Guide (September 2013)
- Local Mitigation Planning Handbook
- Effective Coordination of Recovery Resources for State, Tribal, Territorial and Local Incidents
- Pre-Disaster Recovery Planning Guide for Local Governments

Plan Maintenance and Updates

The Howard County Office of Emergency Management (OEM) is responsible for developing, maintaining, and distributing the CERRP. The CERRP will be reviewed annually to incorporate best practices, and new state, federal, and regional guidelines or directives. Additionally, the CERRP will be reviewed following all Emergency Operations Center (EOC) activations for significant incidents (i.e., partial activation or higher). Below figure describes the County's activation levels.

Figure 4: EOC Activation Levels

ACTIVATION LEVEL	CRITERIA	STAFFING
Full Activation	An emergency that will require interagency coordination as well as possible state and federal assistance.	• All EOC positions filled. • CCFs activated and staffed accordingly. • State and/or federal representatives may be present.
Partial Activation	An emergency that will require some or limited interagency coordination.	• OEM personnel. • EOC positions filled as required. • CCFs activated and staffed as required.
Monitoring	An emergency or event that has the potential for interagency coordination.	• OEM personnel.
Normal Operations	Normal day-to-day operations for OEM.	• On-Call Emergency Manager available.

No proposed change will contradict or override authorities or other plans contained in statutes or regulations. All requests for changes will be submitted, in writing, to OEM for coordination, approval, and distribution.

Primary agencies are responsible for maintaining and updating their assigned CCF Annex. Annexes should be reviewed annually or as part of the after-action process. Proposed changes or updates to annexes will be coordinated with all other support agencies and external partners prior to submission to OEM. Any department or agency may propose and develop a change to the CERRP. Prior to submitting proposals to OEM, the proposing agency will obtain approval from the appropriate primary agency, if applicable. All final changes will be distributed to stakeholders.

OEM will submit any changes to the CERRP's Base Plans (Introduction and Planning Overview, Response, and Recovery) to the County Executive for review and approval, pursuant to Section 17.109(c) Howard County Code.

Plan Distribution and Records of Changes

OEM is responsible for the distribution of the CERRP and approved record of changes. Changes to the CERRP will be recorded and distributed by OEM. If updated versions of the CERRP are distributed, OEM will notify all primary and secondary agencies, and appropriate stakeholders. Version control will be ensured through proper plan distribution and tracking.

The CERRP will be distributed to all participating County departments, agency representatives, and appropriate stakeholders to ensure proper and efficient response and recovery efforts. Additional copies of the CERRP will be located in the EOC and are available from OEM upon request. The CERRP will be available electronically and in print form.

Situation

Howard County in Context

Howard County is located between Baltimore and Washington DC, in central Maryland (18 miles from Baltimore City and 27 miles from Washington D.C.). At about 254 square miles, it is the smallest of Maryland's 23 counties. Only Baltimore City, which is the 24th jurisdiction in Maryland, is smaller at 92 square miles. In terms of total population, however, Howard County ranks 6th in the state with an estimated population of 321,000 residents. The five other jurisdictions with greater populations are also located in central Maryland adjacent to Howard County. Including Carroll and Frederick Counties with these (ranked 8th and 9th in the state, respectively), a total of just over to 4.7 million residents live in central Maryland, which is 78% of the state's total 6.1 million residents. Howard County's 321,000 residents make up 5.3% of the state total.

Figure 5: Central Maryland Population Totals

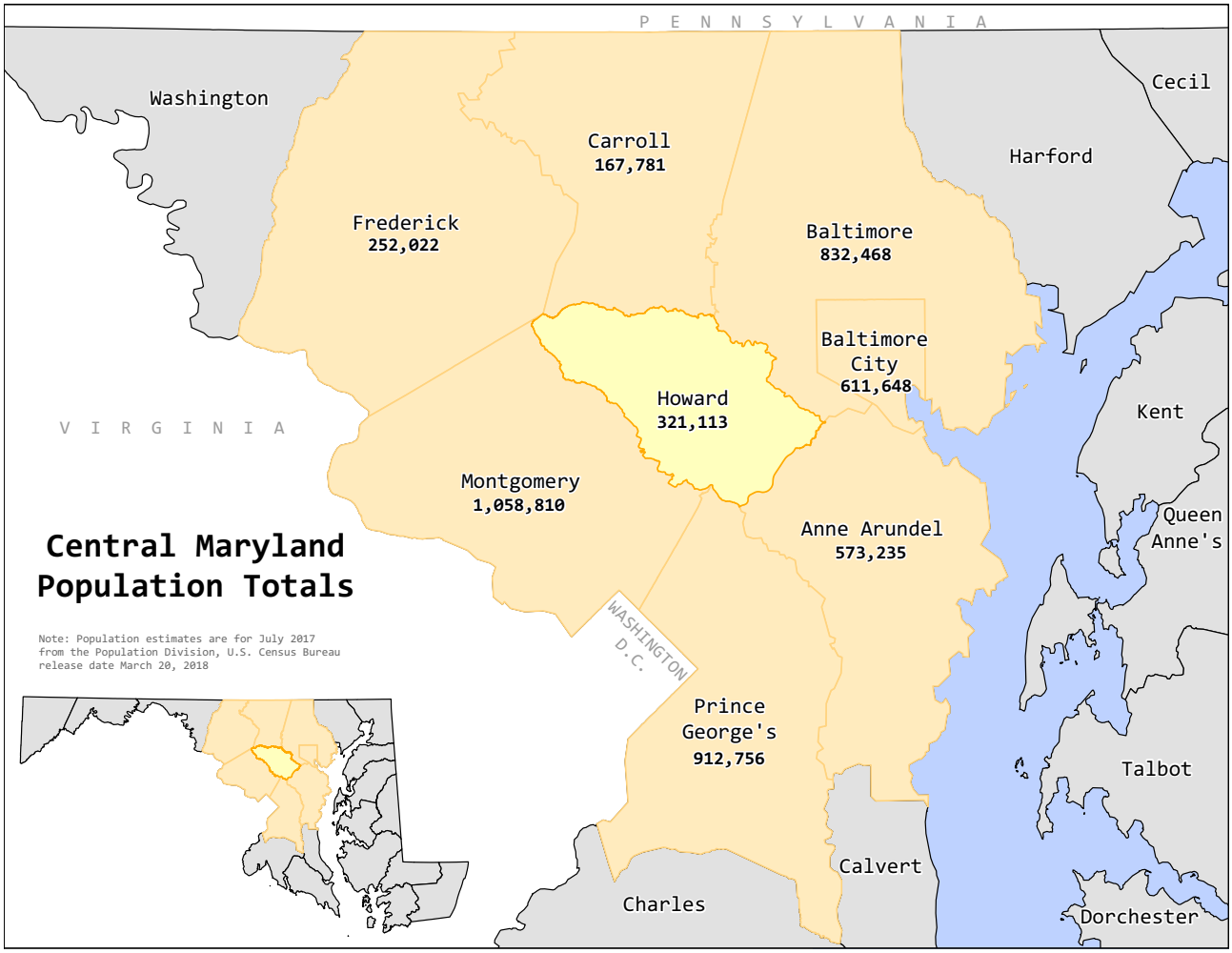


Figure 6: Howard County Population Ranking

Population Ranking of Maryland Counties and Baltimore City - July 1, 2017

1	Montgomery County	1,058,810	**13**	Wicomico County	102,923
2	Prince George's County	912,756	**14**	Cecil County	102,746
3	Baltimore County	832,468	**15**	Calvert County	91,502
4	Baltimore City	611,648	**16**	Allegany County	71,615
5	Anne Arundel County	573,235	**17**	Worcester County	51,690
6	**Howard County**	321,113	**18**	Queen Anne's County	49,770
7	Harford County	252,160	**19**	Talbot County	37,103
8	Frederick County	252,022	**20**	Caroline County	33,193
9	Carroll County	167,781	**21**	Dorchester County	32,162
10	Charles County	159,700	**22**	Garrett County	29,233
11	Washington County	150,578	**23**	St. Mary's County	25,918
12	Somerset County	112,667	**24**	Kent County	19,384
	Maryland Total				**6,052,177**

Source: Population Division, U.S. Census Bureau, release date March 20, 2018

Physical Geography and Climate

Howard County is in the Piedmont Plateau region of Maryland, with rolling hills making up most of the landscape. It is bounded on the north and northeast by the Patapsco River, on the southwest by the Patuxent River, and on the southeast by the Deep Run River and the CSX railroad line. Both the Patapsco and Patuxent run largely through publicly accessible parkland along the County borders. The Patuxent border includes the Triadelphia and Rocky Gorge reservoirs, which provide drinking water for residents in Montgomery County and Prince George's County as well as a small portion of southern Howard County. Howard County is the only "Maryland-locked" county in the state—that is, the only county bordered completely by other Maryland Counties.

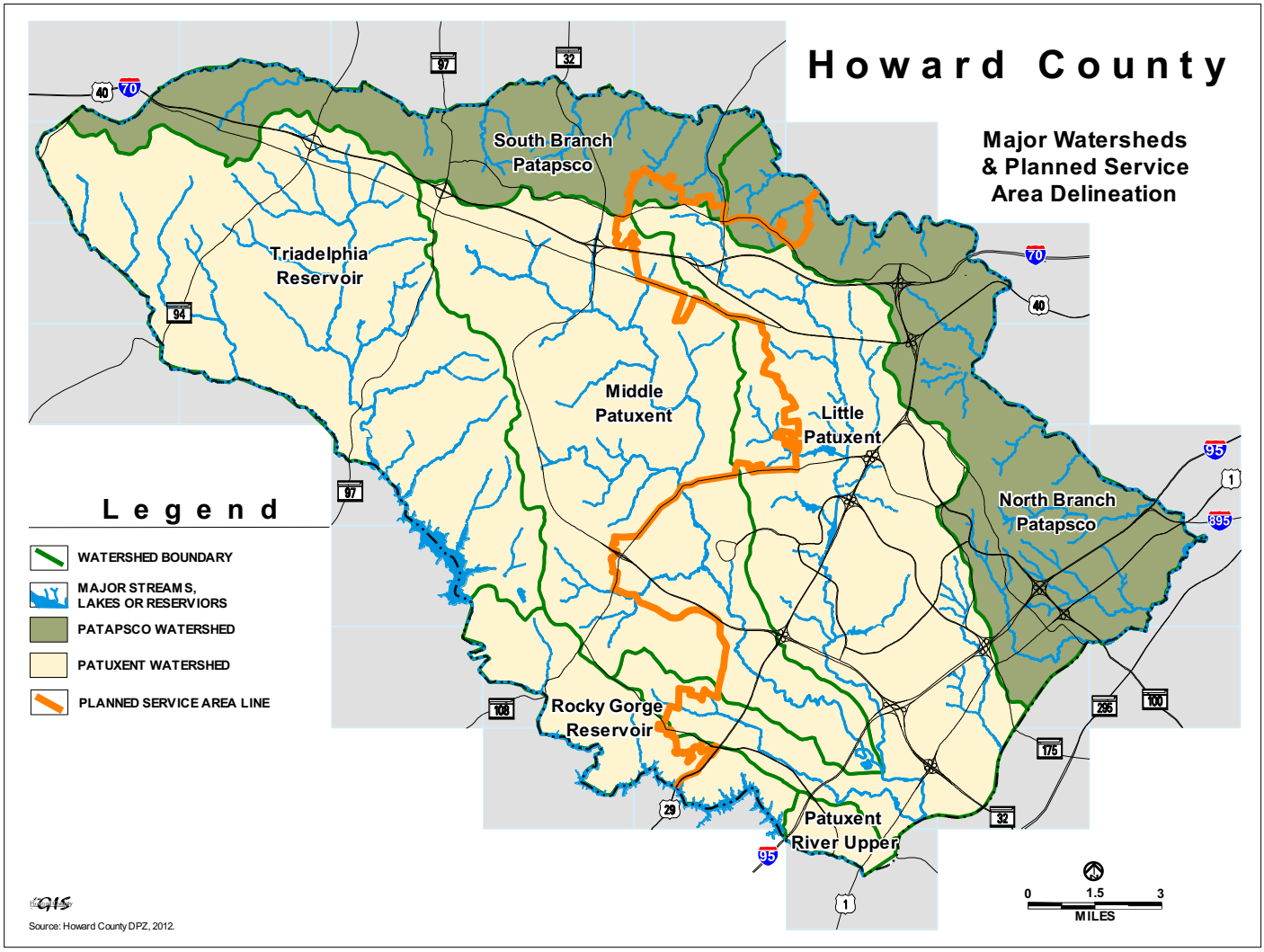
There are two major watersheds in Howard County—the Patapsco and the Patuxent. Most wastewater is treated by the Little Patuxent Water Reclamation Plant, which is owned and operated by Howard County. The Patapsco treatment plant, located in Baltimore City, treats waste from the Patapsco area. There are close to 1,000 miles of rivers and streams in Howard County and several moderately sized manmade lakes, including Centennial Lake just north of MD 108 and east of US 29, and Lake Kittamaqundi in downtown Columbia. These lakes are part of Howard County's storm water management system.

The western portion of Howard County primarily consists of large lot residential development, which run on well and septic systems, and farmland and forest. Much of the farmland and forest has been permanently preserved through county and state agricultural and environmental preservation programs. This area, known as the Rural West, is approximately 60% of the total County land area and is

delineated by the Planned Service Area line. The roughly 40% of County land east of this line is served by the public water and sewer system owned and operated by Howard County. The eastern portion of the County includes higher density suburban development with a population density about 8 times that of the West—3.9 persons per acre compared to 0.5 persons per acre.

Howard County lies in the humid subtropical climate zone of the World. Annual rainfall is about 43 inches throughout the County. Annual snowfall averages about 23 inches. Over a 60-year period, from 1950 to 2010, there were 394 National Climatic Data Center reportable events causing 617 injuries and 99 fatalities. There were 9 reported tornadoes reaching a maximum of F2, with no recorded fatalities.

Figure 7: Major Watershed and Planned Service Area Delineation for Howard County



Jobs and Economy

Howard County has a significant job base, ranking 6th highest in the state with 169,000 jobs, most of which are in the eastern portion of the County. This represents about 6.4% of the total 2.6 million jobs statewide. The eight jurisdictions in central Maryland have 2.1 million jobs of the 2.6 million total, representing about four out of every five jobs in the state.

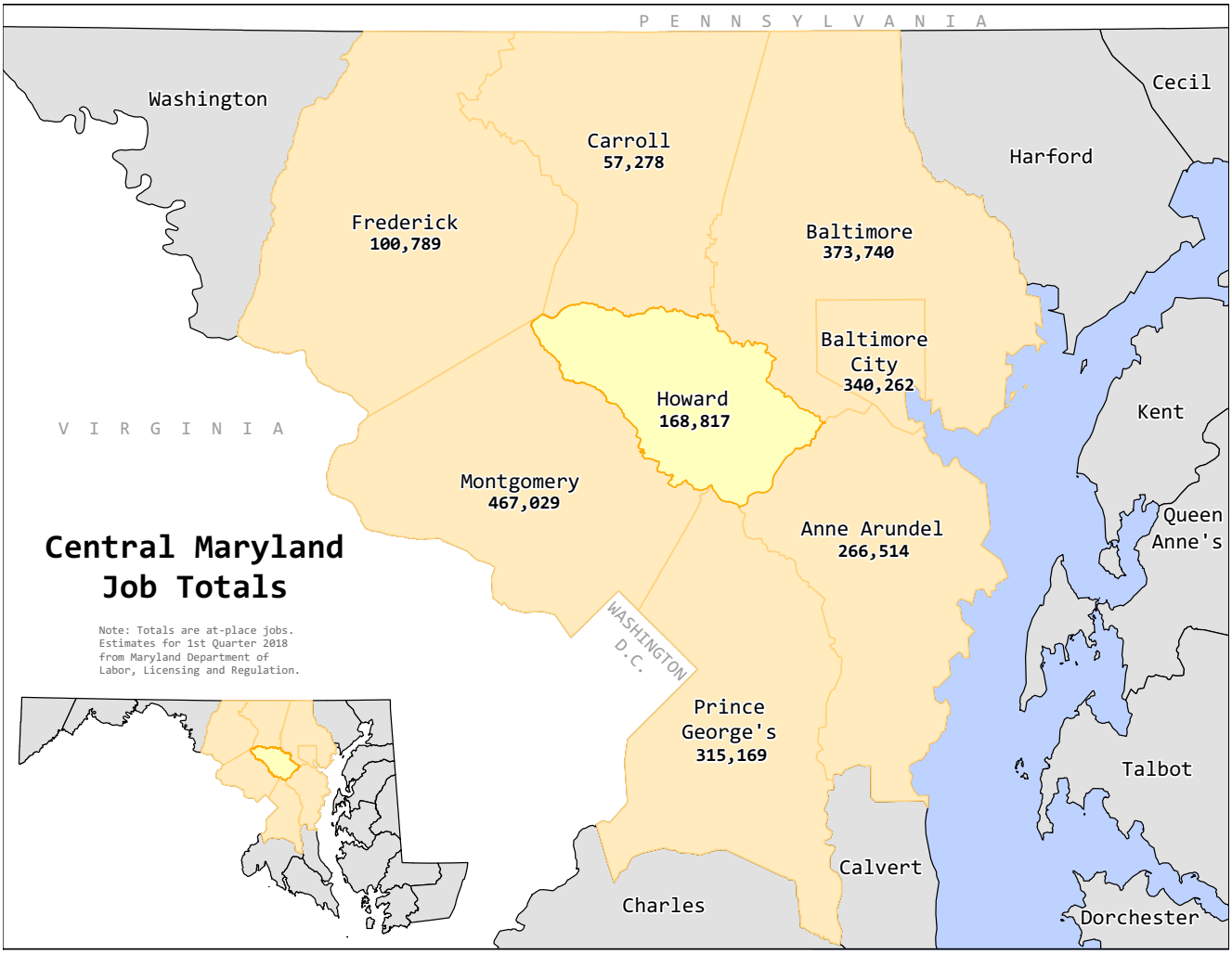
Figure 8: Howard County Job Ranking

Job Ranking of Maryland Counties (and Baltimore City) -- 1st quarter 2018

1	Montgomery	467,029	**13**	Charles	41,047
2	Baltimore County	373,740	**14**	Cecil	31,487
3	Baltimore City	340,262	**15**	Allegany	28,654
4	Prince George's	315,169	**16**	Calvert	22,235
5	Anne Arundel	266,514	**17**	Worcester	20,659
6	**Howard**	**168,817**	**18**	Talbot	18,731
7	Frederick	100,789	**19**	Queen Anne's	14,245
8	Harford	92,167	**20**	Garrett	11,516
9	Washington	65,096	**21**	Dorchester	10,397
10	Carroll	57,278	**22**	Caroline	9,584
11	Wicomico	45,048	**23**	Kent	7,556
12	St. Mary's	43,876	**24**	Somerset	6,656
				Nondistributable	72,562
	Maryland Total				**2,631,114**

Source: Maryland Department of Labor, Licensing and Regulation, 1st quarter 2018

Figure 9: Central Maryland Job Totals



About 78% of the 169,000 jobs[1] in Howard County are service providing jobs. About 12% are goods producing jobs, and the remaining 10% are government jobs. More than 25% of all jobs located in Howard County are for professional and business services. This is followed by trade, transportation, and utility jobs (20%); education and health services (11%); construction (7%); and, manufacturing (5%). The figure below summarizes all jobs by job type in Howard County.

[1] This statistic, reported by the Maryland Department of Labor, Licensing, and Regulation, does not include non-payroll proprietors. According to the latest available 2016 Bureau of Economic Analysis (BEA) data, there were an additional 50,623 proprietor jobs in Howard County.

Figure 10: Howard County Jobs by Type

Jobs in Howard County by Job Type - 1st Quarter, 2018

Job Type	Jobs	Percent
Government Sector		
Federal Government	663	0.4%
State Government	1,693	1.0%
Local Government	14,834	8.8%
Subtotal/Average	***17,190***	***10.2%***
Goods Producing		
Natural Resources and Mining	283	0.2%
Construction	11,736	7.0%
Manufacturing	8,204	4.9%
Subtotal/Average	***20,224***	***12.0%***
Service Providing		
Trade, Transportation, and Utilities	33,673	19.9%
Information	3,743	2.2%
Financial Activities	10,281	6.1%
Professional and Business Services	45,021	26.7%
Education and Health Services	19,062	11.3%
Leisure and Hospitality	15,213	9.0%
Other Services	4,407	2.6%
Subtotal/Average	***131,402***	***77.8%***
TOTAL	**168,817**	**100.0%**

Source: Maryland Dept. of Labor, Licensing, and Regulation

The latest labor force statistics from the Maryland Department of Labor, Licensing, and Regulation (August 2018) indicate that of the 184,777 Howard County residents in the labor force, 178,842 are employed. This results in a 3.2% unemployment, the second lowest unemployment rate in Maryland. Montgomery County has the lowest at 3.1%. The statewide average is 4.2%.

According to the latest American Community Survey (ACS) conducted in 2017 by the U.S. Census Bureau, 74,680 Howard County residents work in Howard County and 95,642 residents commute to work outside the County. The 2017 ACS also estimates that 91,438 out of county residents commute into Howard County for work. Subtracting the 95,642 Howard County residents who leave the County each day for work from the 321,113 estimated 2017 resident population and then adding the 91,438 out of county in-commuters results in a “daytime population” estimate of 316,909. Given out-commuters exceed in-commuters by a modest 4,204 workers, the daytime population is only slightly lower than the resident population total. Thus, during the workday Howard County does not “empty out” nor does the population swell—the County’s population remains relatively consistent over the course of the day amid a significant regional commuting pattern.

The figure below summarizes the major public and private sector employers in Howard County. The largest employer in the County is the Howard County Public School System, followed by the Johns Hopkins Applied Physics Laboratory and then the Howard County Government. These three entities employ 18,430 people combined and account for about 10% of all jobs in the County.

Figure 11: Major Employers in Howard County

Major Employers in Howard County - 2018

1	Howard County Public School System	8,230	**13**	Oracle	650
2	Johns Hopkins Applied Physics Lab	7,000	**14**	Enterprise Community Partners	505
3	Howard County Government	3,200	**15**	W.R. Grace	500
4	Howard County General Hospital	1,765	**16**	Humanim	475
5	Verizon	1,700	**17**	Leidos	450
6	Howard Community College	1,400	**18**	Tenable Network Security	415
7	Lorien Health Systems	1,190			
8	Coastal Sunbelt Produce	1,050			
9	Wells Fargo	807			
10	Nestle Dreyer's Ice Cream	735			
11	Sysco Food Services	680			
12	Maxim Healthcare Services	675			

Sources: Howard County Economic Development Authority (2018)

Race and Languages

Howard County has a racially diverse population. According to the latest ACS (2017), about 52% of Howard County residents are White, 19% Asian, 18% African American, and 7% Hispanic. The minority populations in Howard County have steadily increased over time, and the County is expected to be a "majority-minority" county by the next Census in 2020 when the White population is expected to be less than 50% of the total. The adjacent counties of Montgomery, Prince George's, and Baltimore City are already "majority-minority." Of all races, Howard County's Asian population has increased most significantly since 2010, growing by 45% from 2010-2017. During this same period the White population in Howard County has decreased by 2%. Asian Indians make up the greatest number of Asians in Howard County, followed by Chinese, Korean, other Asians, and then Filipinos, Vietnamese, and Japanese.

Figure 12: Howard County's Population by Race

Howard County Population by Race and Hispanic Origin - 2017

Race	Estimate	Margin of Error	%	% Margin of Error
White alone	165,566	+/-1,008	51.6%	+/-0.3
African American	57,918	+/-2,236	18.0%	+/-0.7
Asian	59,491	+/-1,306	18.5%	+/-0.4
Hispanic or Latino	21,973	****	6.8%	****
Two or More Races	13,023	+/-2,695	4.1%	+/-0.8
American Indian & Alaskan Native	951	+/-428	0.3%	+/-0.1
Some Other Race	2,191	+/-1,079	0.7%	+/-0.3
Native Hawaiian & Pacific Islander	0	+/-203	0.0%	+/-0.1
TOTAL	**321,113**	****	**100.0%**	****

Source: 2017 American Community Survey, US Census Bureau

Note that, other than the Hispanic or Latino category, all are non-Hispanic only

**** No sample observation, controlled to annual Population Division estimate

Figure 13: Howard County's Population by Select Minority Race

Howard County Population by Select Minority Race Detailed Breakdown - 2017

Race	Estimate	Margin of Error	%	% Margin of Error
Asian	**59,567**	**+/-1,409**	**18.6%**	+/-0.4
Asian Indian	17,026	+/-3,373	5.3%	+/-1.1
Chinese	12,382	+/-2,911	3.9%	+/-0.9
Korean	12,262	+/-2,350	3.8%	+/-0.7
Other Asian	11,327	+/-2,593	3.5%	+/-0.8
Filipino	3,015	+/-1,753	0.9%	+/-0.5
Vietnamese	2,924	+/-1,693	0.9%	+/-0.5
Japanese	631	+/-770	0.2%	+/-0.2
Hispanic or Latino	**21,973**	*****	**6.8%**	****
Other Hispanic or Latino	13,484	+/-2,228	4.2%	+-0.7
Mexican	5,268	+/-2,337	1.6%	+-0.7
Puerto Rican	2,690	+/-1,309	0.8%	+-0.4
Cuban	531	+/-618	0.2%	+-0.2

Source: 2017 American Community Survey, US Census Bureau

Note that percents are percent of total Howard County population

**** No sample observation, controlled to annual Population Division estimate

As expected in a place with a significant minority population, almost a quarter of Howard County residents 5 years and over speak a language other than English. However, most are also proficient in English—only 6.9% of the population 5 years and over speak English less than "very well" according to the latest ACS. The largest portion of the less than very well English speakers are Asians (4.1%). Despite these relatively low percentages, this represents a population of almost 21,000 residents; the number increases when this group's children under age 5 are considered. The County should be prepared to communicate with all residents in Howard County.

Figure 14: Languages Spoken in Howard County

Language Spoken at Home & English Proficiency in Howard County - 2017 (Population 5 years and over)

Language & English Proficiency	Estimate	Margin of Error	%	% Margin of Error
English Only	224,037	+/-5,184	74.2%	+/-1.7
Language other than English	**77,843**	**+/-5,184**	**25.8%**	**+/-1.7**
Speak English less than "very well"	**20,786**	**+/-2,338**	**6.9%**	**+/-0.8**
Spanish	16,596	+/-2,611	5.5%	+/-0.9
Speak English less than "very well"	2,980	+/-977	1.0%	+/-0.3
Other Indo-European languages	24,451	+/-3,907	8.1%	+/-1.3
Speak English less than "very well"	4,880	+/-1,406	1.6%	+/-0.5
Asian and Pacific Islander languages	32,068	+/-3,251	10.6%	+/-1.1
Speak English less than "very well"	12,461	+/-1,970	4.1%	+/-0.7
Other languages	4,728	+/-1,753	1.6%	+/-0.6
Speak English less than "very well"	465	+/-389	0.2%	+/-0.1
TOTAL	**301,880**	**+/-3**		

Source: 2017 American Community Survey, US Census Bureau

Children and the Elderly

According to the latest ACS conducted in 2017, the median age in Howard County is 38.6 years old. About 6% of the population is under 5 years old (19,233 residents), and 1.6% is 85 and over (5,001 residents). About 25% of the population is under 18, and 13% is 65 and over. School-aged residents in Howard County—those between 5 and 18 years old—amount to about 20% of the population, about 1 out of every 5 residents.

The baby-boomers—those born between 1946 and 1964—are currently aged 55 to 73 years old. The leading edge of this large demographic group began turning 65 in 2011. As this group continues to age, the 65 and older population is expected to almost double by 2030 when the youngest boomers turn 66. At that time, about 1 out of 5 Howard County residents will be 65 and older (20% of the population). By 2030 it is expected that there will be more than 8,000 residents in Howard County 85 and older, nearly

double the number currently in that age group. It is important that this rapid growth of the older, possibly more vulnerable population in Howard County be anticipated and planned for.

Figure 15: Howard County's Population by Age

Age of Howard County Residents - 2017

Age	Estimate	Margin of Error	%	% Margin of Error
Under 5 years	19,233	+/-3	6.0%	+/-0.1
5 to 9 years	22,705	+/-2,205	7.1%	+/-0.7
10 to 14 years	21,953	+/-2,206	6.8%	+/-0.7
15 to 19 years	21,088	+/-1,137	6.6%	+/-0.4
20 to 24 years	18,902	+/-1,423	5.9%	+/-0.4
25 to 29 years	18,831	+/-1,133	5.9%	+/-0.4
30 to 34 years	20,595	+/-812	6.4%	+/-0.3
35 to 39 years	23,496	+/-1,927	7.3%	+/-0.6
40 to 44 years	21,632	+/-1,856	6.7%	+/-0.6
45 to 49 years	24,031	+/-782	7.5%	+/-0.2
50 to 54 years	24,116	+/-482	7.5%	+/-0.2
55 to 59 years	21,964	+/-1,675	6.8%	+/-0.5
60 to 64 years	19,396	+/-1,742	6.0%	+/-0.5
65 to 69 years	14,600	+/-1,132	4.5%	+/-0.4
70 to 74 years	12,544	+/-1,202	3.9%	+/-0.4
75 to 79 years	7,315	+/-1,032	2.3%	+/-0.3
80 to 84 years	3,711	+/-786	1.2%	+/-0.2
85 years and over	5,001	+/-987	1.6%	+/-0.3
TOTAL	**321,113**	********	**86.5%**	
18 years and over	242,799	+/-133	75.6%	+/-0.1
21 years and over	232,468	+/-1,644	72.4%	+/-0.5
62 years and over	53,590	+/-1,293	16.7%	+/-0.4
65 years and over	43,171	+/-511	13.4%	+/-0.2

Source: 2017 American Community Survey, US Census Bureau

**** No sample observation, controlled to annual Population Division est.

Income and Poverty

Howard County is the wealthiest jurisdiction in Maryland and one of the wealthiest in the United States. In 2017, the median household income in Howard County was $111,473. The mean was $139,444. By comparison, the statewide median household income in 2017 was $80,776; the mean was $106,035. For the United States the median and mean household incomes were an even lower—$60,336 and $84,525, respectively.

According to the most recent ACS, the poverty rate in Howard County was estimated to be 6.3% in 2017. For residents under 18, the poverty rate is a higher 7.9%. Given the small sample size, there is a large margin of error associated with this data, and the actual numbers or residents are thus not reported. A separate dataset from Census Bureau's Small Area Income and Poverty Estimates (SAIPE) program reports that the overall poverty rate in Howard County was 5.2% (+/-1.0%) in 2016. Overall, poverty in Howard County is relatively low compared to Maryland as a whole, which had a reported SAIPE poverty rate of 9.7% (+/-0.2%) in 2016.

Figure 16: Household Income Statistics for Howard County

Howard County Household Income - 2017
(Occupied Housing Units)

Household Income	Estimate	Margin of Error	%	% Margin of Error
Less than $5,000	2,261	+/-763	2.0%	+/-0.7
$5,000 to $9,999	1,964	+/-785	1.7%	+/-0.7
$10,000 to $14,999	2,050	+/-912	1.8%	+/-0.8
$15,000 to $19,999	1,311	+/-513	1.1%	+/-0.4
$20,000 to $24,999	2,677	+/-914	2.3%	+/-0.8
$25,000 to $34,999	4,744	+/-1,311	4.1%	+/-1.1
$35,000 to $49,999	5,609	+/-1,145	4.9%	+/-1.0
$50,000 to $74,999	13,634	+/-1,580	11.8%	+/-1.4
$75,000 to $99,999	15,738	+/-2,034	13.7%	+/-1.7
$100,000 to $149,999	24,813	+/-2,397	21.5%	+/-2.0
$150,000 or more	40,488	+/-2,324	35.1%	+/-2.0
TOTAL	115,289	+/-1,695	115,289	+/-1,695
Median household income	$111,473	+/-2,666		
Mean household income	$139,444	+/-5,301		

Source: 2017 American Community Survey, US Census Bureau

Individuals with Disabilities

An estimated 7.8% of all noninstitutionalized residents in Howard County are disabled, and 26.0% of noninstitutionalized residents 65 years and older are disabled. Statewide, these rates are higher—11.1% of all residents and 31.2% of residents 65 years and older. And for the United States, the rates are even higher—12.7% of all residents and 34.6% of residents 65 years and older. Given the Howard County population is rapidly aging, these disability rates are expected to increase in the future. It is important that the County plan for a corresponding increase in the number of residents who may require enhanced assistance during an emergency in the years ahead.

Figure 17: Disability Status of the Civilian Noninstitutionalized Population in Howard County

Disability Status of the Civilian Noninstitutionalized Population in Howard County - 2017

Disibility Status	Estimate	Margin of Error	%	% Margin of Error
Total Population	317,477	+/-1,201		
With a disability	24,709	+/-2,397	7.8%	+/-0.8
Under 18 years	78,267	+/-151		
With a disability	2,852	+/-694	3.6%	+/-0.9
18 to 64 years	196,554	+/-1,211		
With a disability	10,771	+/-1,932	5.5%	+/-1.0
65 years and over	42,656	+/-564		
With a disability	11,086	+/-1,314	26.0%	+/-3.0

Source: 2017 American Community Survey, US Census Bureau

Household Composition

Of the more than 115,000 households in Howard County, about three-fourths are family households and one-fourth non-family households. Family households are defined as two or more people living together related by birth, marriage, or adoption. About half of the 83,000 family households include families with children under 18 years old, representing 35% of all households in the County. Statewide, only 28% of households are family households with children under 18; nationally 27% are. Howard County is clearly more of a bedroom community with a relatively high percentage of family households with children.

About 23%, almost 1 out of every 4 households in the County, are single occupancy households where the residents live alone. This compares to 27% statewide and 28% nationally. About 8% of households in Howard County include residents 65 years and older living alone. This compares to a higher 10% statewide and 11% nationally.

Figure 18: Households by Type in Howard County

Households by Type in Howard County - 2017

Household Type	Esstimate	Margin of Error	%	% Margin of Error
Family Households	82,981	+/-2,764	72.0%	+/-2.3
With own children under 18 years	39,834	+/-2,007	34.6%	+/-2.2
Nonfamily households	32,308	+/-2,642	28.0%	+/-2.3
Householder living alone	26,165	+/-2,460	22.7%	+/-2.0
65 years and over	8,627	+/-1,407	7.5%	+/-1.1
TOTAL HOUSEHOLDS	**115,289**	**+/-1,729**	**100.0%**	

Source: 2017 American Community Survey, US Census Bureau

Commuting to Work and Access to Transportation

Slightly more than 80%, or 4 out of every 5 commuters in Howard County, drive alone to work. Slightly more than 6% carpool to work, and only 4% use public transportation. Of the remaining commuters, 7% work at home, 1% commute by other means, and 0.6% walk. Statewide, 74% of workers drive alone, 9% carpool, and 9% use public transportation. Nationally, 76% drive alone, 9% carpool, and 5% use public transportation.

Figure 19: Employed Population Commuting to Work in Howard County

Commuting to Work in Howard County (civilian employed population 16 years and over) - 2017

Commuting to Work	Estimate	Margin of Error	%	% Margin of Error
Car, truck, or van—drove alone	138,749	+/-3,447	81.5%	+/-1.6
Car, truck, or van—carpooled	10,400	+/-1,945	6.1%	+/-1.1
public transportation (excluding taxi)	6,525	+/-1,547	3.8%	+/-0.6
Walked	1,078	+/-688	0.6%	+/-0.5
Other means	1,628	+/-804	1.0%	+/-0.6
Worked at home	11,942	+/-1,639	7.0%	+/-1.0
TOTAL COMMUTERS	**170,322**	**+/-3,627**	**100.0%**	

Source: 2017 American Community Survey, US Census Bureau

The Maryland Transit Administration (MTA) provides limited commuter bus service from within Howard County to Baltimore City and Washington, D.C. Buses stop at park and ride lots, village centers, and Downtown Columbia. MTA also operates the MARC commuter trains along Route 1 that provide rail access to Baltimore and Washington, D.C. The Regional Transportation Agency (RTA) also provides more

localized bus service in Howard County, Anne Arundel County, the City of Laurel, and Northern Prince George's County. Like most suburbs, however, transit ridership in Howard County is limited.

Rider surveys have concluded that the local bus system in Howard County primarily attracts riders who are transit dependent (i.e., those without another mode of transportation) rather than riders who choose to take transit as an alternate means. Transit dependent riders typically choose to live near public transportation; the surveys determined that two-thirds of Howard County riders live within three blocks of a bus stop. The figure below summarizes the availability of vehicles to Howard County workers. A relatively small number of Howard County residents do not have access to a vehicle.

Figure 20: Workers' Vehicle Availability in Howard County

Vehicles Available for Howard County Workers (workers 16 years and over) - 2017

Vehicles Available	Estimate	Margin of Error
No vehicle available	1,255	+/-700
1 vehicle available	26,355	+/-3,265
2 vehicles available	79,801	+/-5,181
3 or more vehicles available	62,775	+/-4,221
TOTAL WORKERS	**170,186**	**+/-3,623**

Source: 2017 American Community Survey, US Census Bureau

Situation Summary

Howard County has a diverse and growing population. It is a wealthy county located in the middle of a vibrant metropolitan area surrounded by other wealthy counties that are also diverse and growing. Located between Washington, D.C. and Baltimore, Howard County is in the heart of one of the largest regional economies in the United States. There is much activity and movement with commuters and commercial freight coming into and leaving the County every day. The diverse economy attracts jobs and industries of all types, from basic services and retail, to manufacturing and warehousing, to the high-tech jobs of the future.

Despite being the center of all this activity and regional growth, a large portion of Howard County remains rural with its western half made up of low density housing and acres of farmland and natural resources, much of which is permanently preserved. The County's eastern half consists of higher density housing, including many apartment and townhome communities, and a significant number of jobs. The variety of housing draws a diverse population comprised of many races who speak a variety of languages.

Given the high quality of its school system, Howard County attracts many families with children. As a result, it has a higher proportion of families with children compared to Maryland and the United States. However, like most places around the United States, Howard County's population is rapidly aging, with increasing numbers of residents living alone and with disabilities.

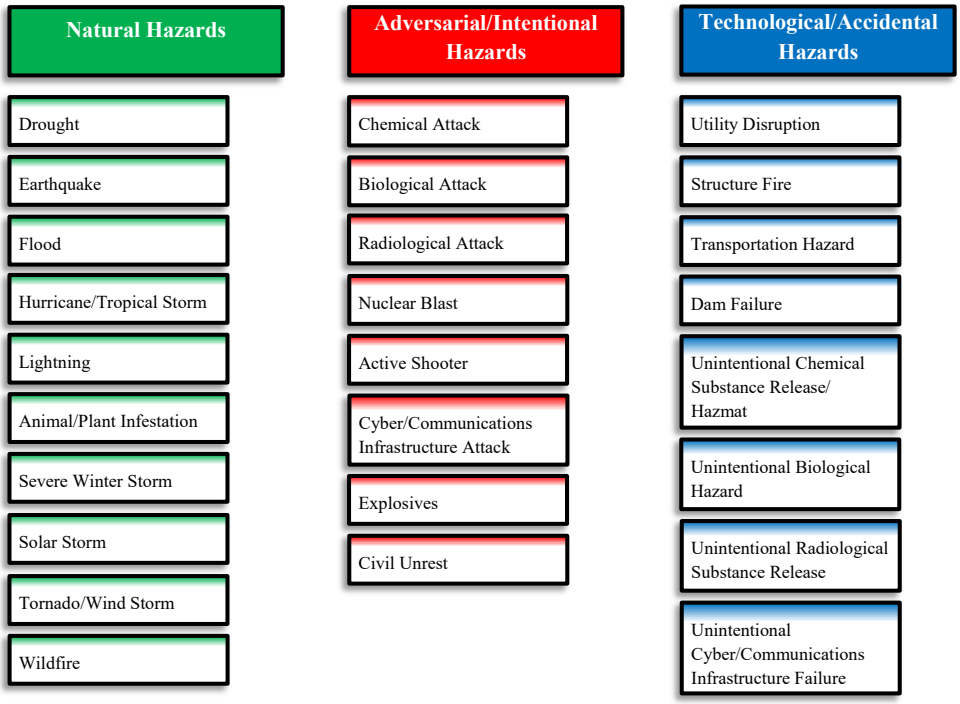
This diversity in people, workers, and household types, all of which constantly change over time, requires a flexible emergency response system. The leaders of OEM are keenly aware of this, and it is the goal of the CERRP to put in place an emergency response system to meet the needs of all Howard County residents, job holders, and visitors.

Hazard Identification and Risk Assessment (HIRA), and Vulnerability Analysis

This section provides a summary of the hazard risk assessment, likelihood estimates, consequence analyses, and local vulnerabilities that are detailed extensively in the Howard County HIRA. The HIRA reflects a whole-community approach to risk assessment in Howard County. OEM leads hazard risk assessments in collaboration with a multi-disciplinary team of government leaders, private sector representatives, and citizen stakeholders.

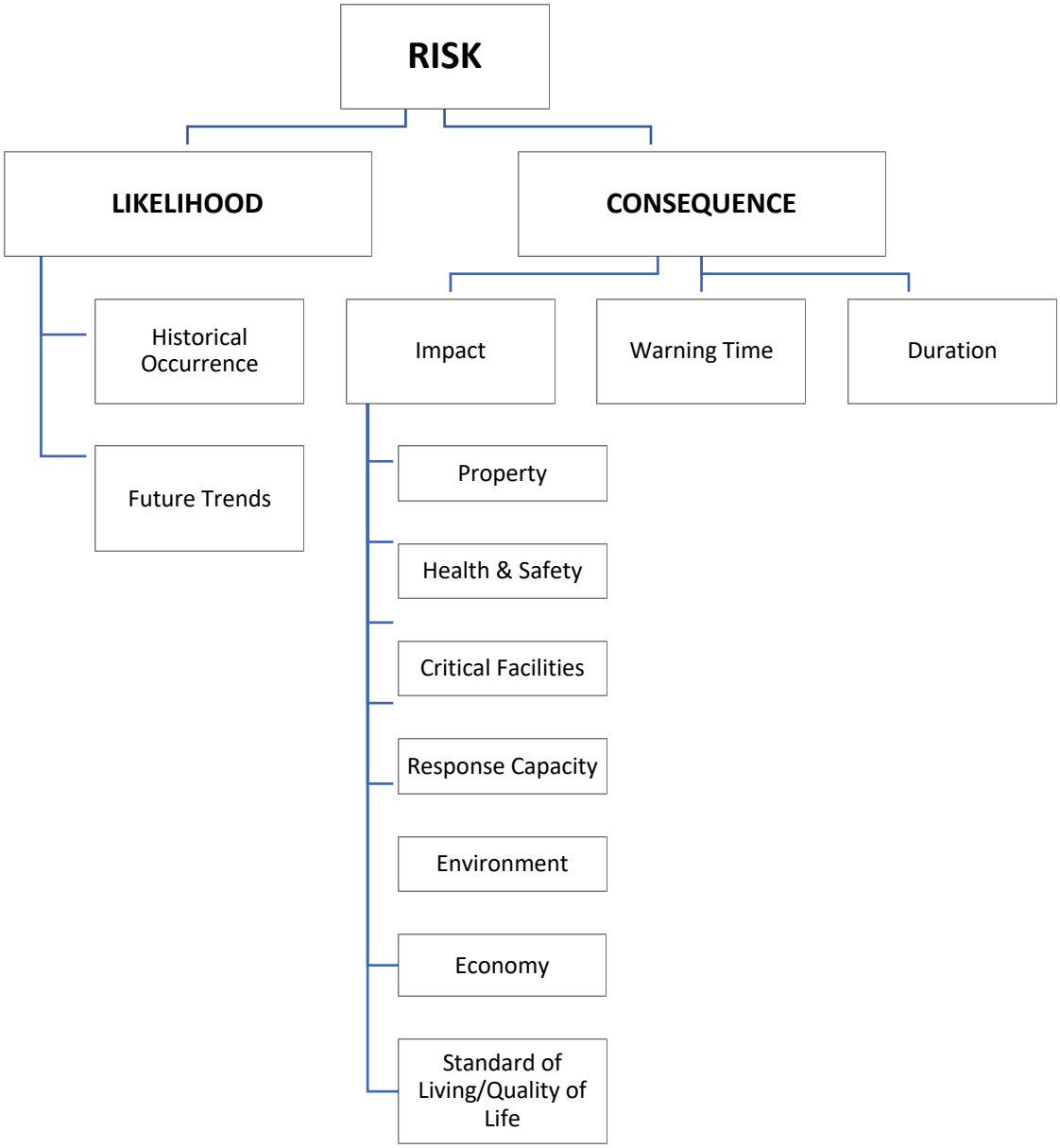
Twenty-six hazard (26) categories have been identified as potential sources of harm or difficulty in Howard County. Hazard categories fall into three hazard types: Natural Hazards, Adversarial/Intentional Hazards, and Technological/Accidental Hazards. The latter two hazard types can be grouped together under the umbrella term Manmade Hazards, where Adversarial/Intentional Hazards are the result of deliberate actions, and Technological/Accidental Hazards are created by negligence, error, unintended failure, or human actions without harmful intent. The following hazard categories have been included in Howard County risk assessment efforts:

Figure 21: Hazard Categories for Howard County



Hazard Risk is assessed for each hazard category based on the likelihood that a hazard will occur in the jurisdiction and the severity of the consequences that would be expected if the hazard were to occur. For the purposes of this assessment, Hazard Risk is a numerical score that incorporates both Likelihood and Consequence. Likelihood represents the estimated probability of hazard occurrence based on historical occurrence and future trends. Consequence represents the expected impact to property, health and safety, critical facilities, response capacity, the environment, the economy, and standard of living/quality of life. Analysis of Consequence also incorporates the anticipated Warning Time and Duration of the hazard. The figure below demonstrates this relationship visually:

Figure 22: Visualizing Risk



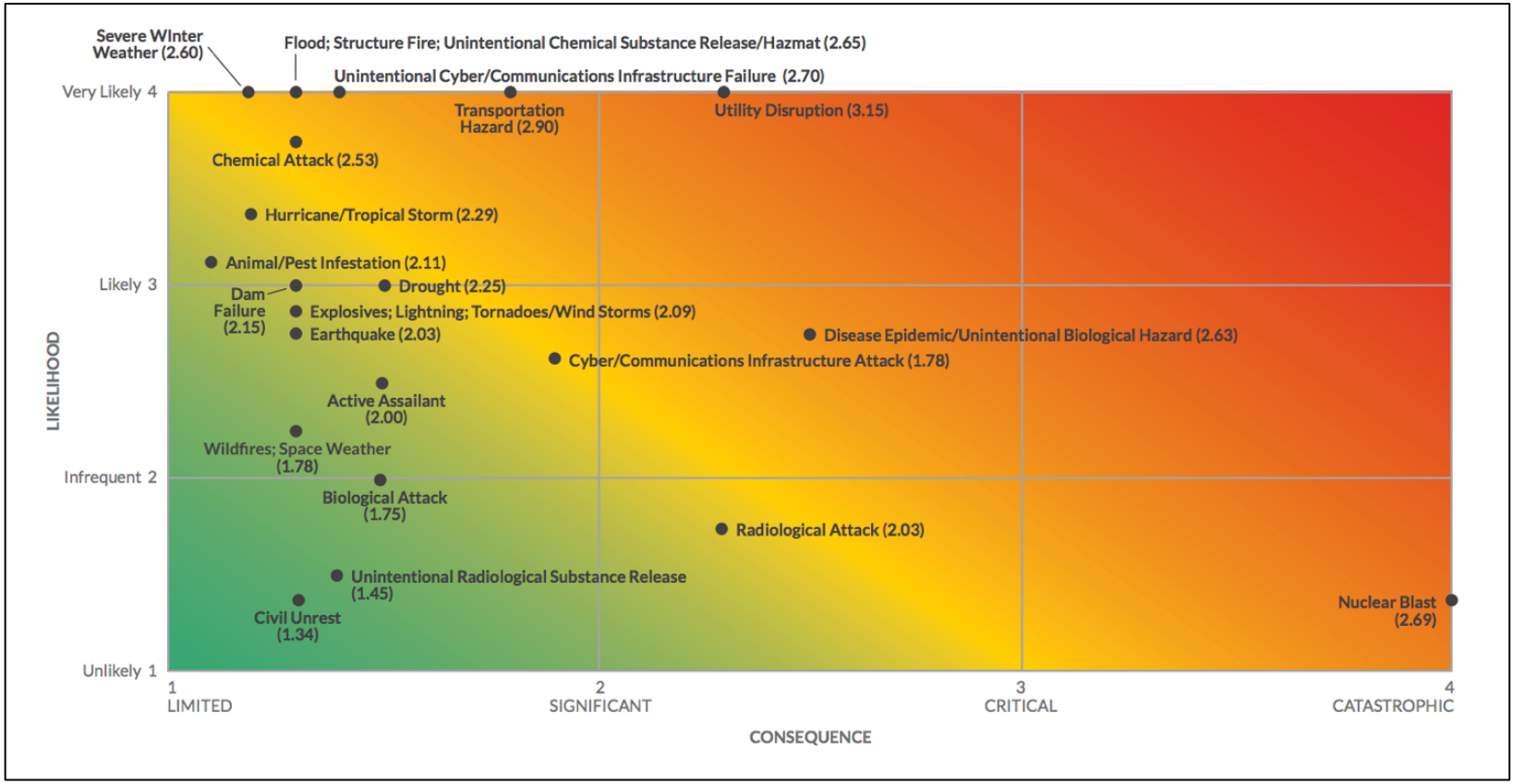
Howard County assesses the risk of emergency-level hazard scenarios that require a response from at least two Howard County agencies or partners. When possible, information regarding the likelihood of occurrence and the expected consequence of each hazard is obtained from local historical and demographic information within the jurisdiction. In the case of infrequent hazards or evolving hazard trends, the historical occurrence and impact may not be an accurate indicator of future likelihood or consequence. In these cases, a multi-disciplinary team of subject-matter experts estimates Likelihood and Consequence based on scenario modeling, familiarity with the local context, and knowledge of future trends.

An explanation of the risk assessment process, risk management tools, and a comprehensive risk profile for each hazard category can be found in the Howard County HIRA. HIRA risk profiles include detailed descriptions of hazard characteristics, risk factors, and local vulnerabilities for both likely and worst-case hazard scenarios. The complete HIRA Likelihood Analysis elaborates on the historical occurrence of each hazard, likelihood estimates, and future trends. The complete HIRA Consequence Analysis elaborates on the expected impacts of each hazard to property, health and safety, critical facilities, response capacity, the environment, the economy, and standard of living/quality of life. The HIRA also documents the risk assessment process, offers guidance for the maintenance and update of existing risk assessment documents, and provides tools to support the use of risk assessment data in all risk management and planning efforts.

Risk Matrix

The Risk Matrix section contains a graphical illustration of the hazard and its associated Likely and Worst-Case risk. The Risk Matrix demonstrates Likelihood on the graph's Y-axis and Consequence on the graph's X-axis with the numerical risk score assigned to each hazard in parentheses. The matrix below combines all of the hazards into one figure.

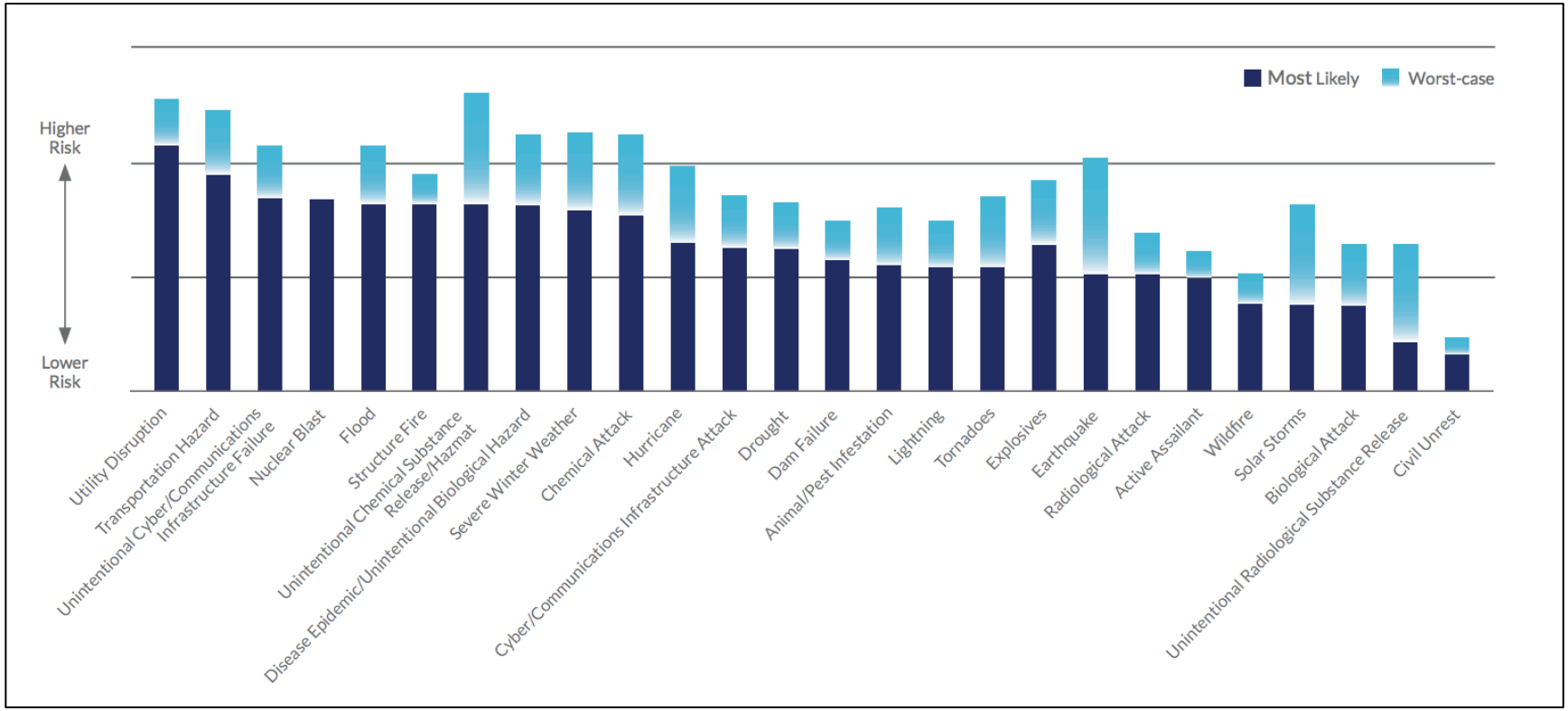
Figure 23: Risk Matrix



Risk Ranking

The Risk Ranking section contains a graphical representation of the Likely and Worst-Case risk scores for each hazard. The hazards are organized from highest risk to lowest risk based on Likely risk score. Worst-Case risk score is demonstrated by a light-blue extension above each risk bar. Where no Worst-Case bar is visible, Worst-Case risk is equivalent to Likely risk.

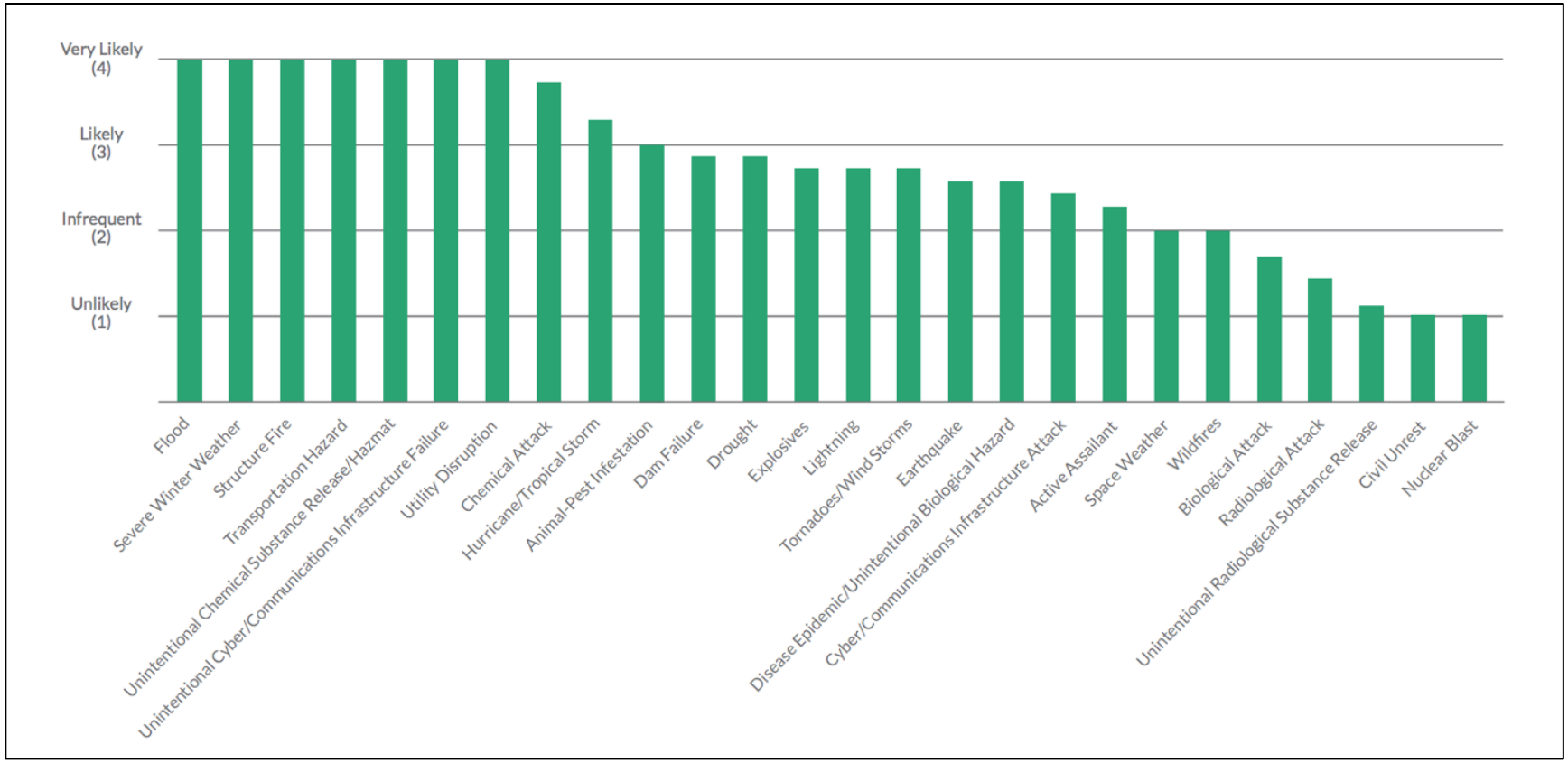
Figure 24: Risk Rankings



Likelihood Ranking

The Likelihood figure lists hazards by the anticipated future annual likelihood of the hazard's occurrence. Very Likely = 30%+ chance of annual occurrence. Likely = 11-30% chance of annual occurrence. Infrequent = 1-10% chance of annual occurrence. Unlikely = Less than 1% chance of annual occurrence. The likelihood that a hazard will occur does not differentiate between Likely and Worst-Case.

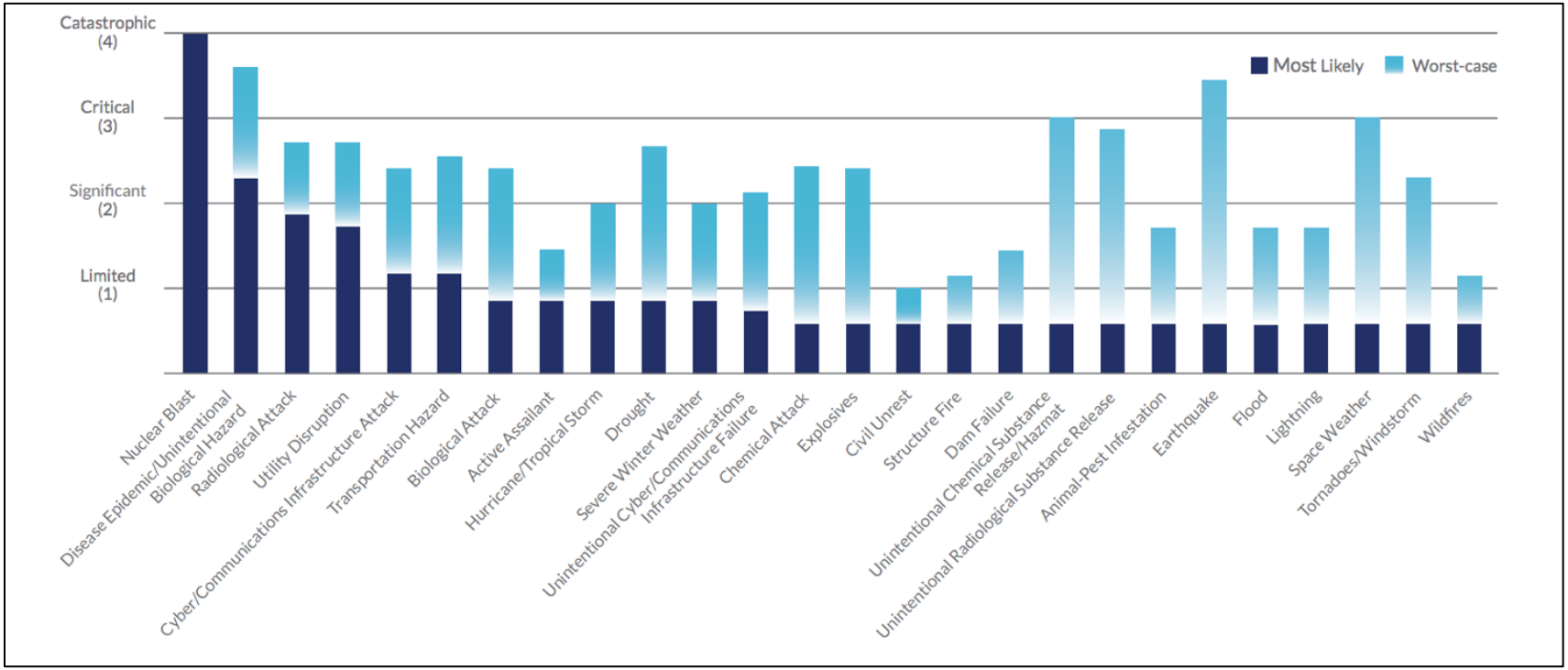
Figure 25: Likelihood Ranking



Impact Ranking

The Total Impact figure lists hazards by Total Impact Score. Total Impact is a combined measure that includes impact to property, health and safety, critical facilities, response capacity, the environment, and the economy.

Figure 26: Impact Ranking



Planning Assumptions

These planning assumptions were developed to address uncertainties and unexpected outcomes that may occur in the aftermath of a disaster. The below list includes the most important assumptions identified for the development of this Plan:

1. County personnel responsible for response and recovery operations may become victims of the emergency or disaster.
2. County personnel will be extremely tired, stressed, and overwhelmed when responding to a catastrophic disaster.
3. The impact from a significant incident may last weeks, months, or even years.
4. Federal disaster assistance may or may not be available to support operations, may not be timely, and will not always come in the form of monetary assistance.
5. There will be competition among residents and communities for scarce resources.
6. Widespread power and communication issues may require the use of alternate methods of providing information to the public and delivering essential services.
7. As the population of the Baltimore-Washington metropolitan area increases, so will the consequence of the impact from emergencies or disasters.
8. Howard County can also suffer from emergencies occurring elsewhere that, due to the impact on the supply of goods and services, induce critical shortages of essential resources such as electricity, petroleum products, natural gas, water, and food.
9. A major emergency or disaster impacting Howard County will bring a significant amount of media presence and attention.
10. The County cannot directly provide grants to individuals or businesses, or perform work on private property.
11. Maintaining morale for County personnel and the community will be critical in the aftermath of a disaster.
12. County leadership will need to make tough decisions regarding recovery measures, which will not always be popular with the community.
13. Training and exercising of this Plan will be critical to the ability of County personnel to effectively respond to and recover from an emergency or disaster.

Preparedness Actions

Relationship Building

The most effective form of emergency management is one in which every member of the community, from the individuals to the federal government, understands their indispensable role before, during, and after a disaster. During the preparedness phase, it is important to establish relationships with NGOs, the private sector, and our governmental partners (regional, state, and federal) to ensure effective collaboration before, during, and after emergency operations. Built in advance, these relationships enable Howard County Government to know whom to contact for assistance/additional resources, and clarify how response and recovery plans across different entities fit together to ensure cohesive response and recovery for the community. The following relationships are developed, maintained, and advanced prior to an incident.

Non-Governmental

NGOs, such as voluntary organizations and nonprofit organizations, provide specialized services and expertise during incidents. These organizations provide assistance in areas where the government is unable. Howard County partners with NGOs through daily working relationships, outreach events, the Local Emergency Planning Committee, the Howard County Community Organizations Active in Disaster (COAD), and ReadyHoCo initiatives.

Private Sector

The private sector is also an important stakeholder. Like NGOs, private sector organizations fill gaps that government cannot. They are also key partners in jumpstarting the economy after a significant incident. Howard County regularly engages the private sector through the Howard County Economic Development Authority (EDA), Leadership Howard, outreach events, the Local Emergency Planning Committee, and ReadyHoCo initiatives.

The Baltimore UASI Region

Howard County is part of the Baltimore UASI, which is comprised of the cities of Baltimore and Annapolis and the additional counties of Anne Arundel, Baltimore, Carroll, and Harford. The Baltimore UASI was established in 2003 to promote coordinated response and recovery operations across jurisdictional boundaries.

The Baltimore UASI is governed by an Urban Area Working Group (UAWG). The Baltimore UAWG's purpose is to guide the delivery of direct services in the form of planning, organizing, equipping, training, exercising, and providing technical assistance for first responders and community stakeholders in the Baltimore Urban Area.

Baltimore UASI stakeholders, including Howard County, participate in the UASI to provide both representation and subject matter expertise through a series of committees and work groups. The UASI committee structure was revised in August 2013 to a "capability based" structure to address all of the federally established core capabilities as well as additional core capabilities created by the Baltimore UAWG. This structure aligns with the federal core capabilities and fits with the recommended approach of organizing the Baltimore UASI Strategy to align with the National Preparedness Goal (NPG). The work groups and committees are organized as follows:

Workgroups

- Regional On-Scene Operations – Operational initiatives and projects,
- Regional Coordination – Coordination within and among the UASI jurisdictions as well as with the National Capital Region,
- Regional Training and Exercise – Regional training and exercise programs,
- Grant and Fiscal – All grant and financial management issues, and
- UASI Policy – Matters of governance, policy, and procedure.

Committees

- Whole Community,
- Special Operations,
- Law Enforcement,
- Emergency Management,
- Health and Medical,
- Public Information and Outreach,
- Recovery,
- Cybersecurity, and
- Interoperable Technology.

The work groups and committees serve under the direction of the UAWG. The Baltimore UASI Strategy's goals, objectives, and initiatives were designed to support member jurisdictions' local emergency preparedness and homeland security strategies, plans, and initiatives, and to align with state and federal programs.

State Coordination

The Maryland Emergency Management Agency (MEMA) implements the Maryland Emergency Management System (MEMS), which is the state's comprehensive system for ensuring agencies and stakeholders can efficiently and effectively work together to prevent, protect from, mitigate, respond to, and recover from incidents, emergencies, and disasters.

MEMA's Liaison Program assigns a MEMA Liaison Officer to interface, assist, and communicate with Howard County during the preparedness phase. The MEMA Liaison Officer assists with formulating

continuous MEMA situational awareness of incidents occurring throughout Maryland, and helps ensure continuous communication occurs between Howard County and MEMA.

In addition, MEMA's preparedness programs (which include planning, and training and exercise) produce preparedness plans and involve Howard County stakeholders in emergency management planning efforts. The Training and Exercise Branch develops and conducts training programs and exercises for state and local partners; Howard County uses these programs and exercises to practice local to state communication and coordination pathways prior to an emergency. Finally, MEMA's Mitigation Unit coordinates with the County to develop and oversee projects in Howard County communities that are designed to reduce or eliminate the impact of future disasters.

Federal Coordination

The Federal Emergency Management Agency's (FEMA) role is to build relationships with their emergency management partners (including state and local emergency management structures), ideally before disasters occur, so that FEMA can understand the partners' unique conditions and needs. FEMA is responsible for identifying best practices and working within the emergency management community to encourage proactive risk assessment, preparedness activities, and mitigation investments.

During the preparedness phase, FEMA provides funding via grants for preparedness and mitigation that Howard County uses to help ensure constant operational readiness. Through their mitigation grant program, FEMA plays a critical role in enabling and incentivizing investments that reduce risk and increase pre-disaster mitigation. Additionally, FEMA provides Howard County with planning guidance built around national best practices. Through this, emergency management activities are federally supported but locally executed. In addition to using FEMA planning guidance, Howard County regularly participates in FEMA trainings, exercises, and workshops, and participates in FEMA's plan/guidance reviewing process.

Outreach

The Outreach Program, Ready HoCo, was launched in August 2017 and spearheads efforts to better prepare the community for emergencies through social media, community events, presentations, and workshops. Ready HoCo preparedness packets are provided at all events and available online at www.readyhoco.com. Ready HoCo aims to make preparedness easy and follows a four-step approach: 1) Get Informed, 2) Make a Plan, 3) Build a Kit, and 4) Be Involved. Community outreach is essential for a prepared and resilient community. Preparedness information is tailored to individuals, businesses, houses of worship, people with access and functional needs (PAFN), children, older adults, pets, etc. to ensure a whole community approach.

Training and Exercise

The Training and Exercise Program plays a vital role in emergency management by enabling stakeholders and the whole community to receive training on plans, to test and validate planning capabilities, and to

refine plans through the identification of capability gaps and areas for improvement. The Training and Exercise Program expands across all mission areas – Prevention/Protection, Response, Recovery, and Mitigation. Howard County is developing a Multi-Year Training and Exercise Plan to ensure that plans are trained and exercised on a regular basis.

Levels of Disaster Assistance

Overview

This section aims to provide a general overview on the typical government funding programs available to County government and individual members of the public. These programs will vary based on the severity of the disaster and whether or not pre-defined damage thresholds are met. Resources will build upon each other as the disaster scope escalates to different levels.

Howard County or the State of Maryland may declare a state of emergency when a significant incident occurs, or in anticipation of an impact. A declaration of a state of emergency allows for expedited resource procurement, waivers of regulations, and other mechanisms aimed at resolving the issue as quickly as possible. A state of emergency can also release emergency disaster funding and may make federal resources available to support the response.

The following figure provides an overview of the primary disaster relief programs at the county, state, and federal level. The listed examples are disasters that have occurred in the State of Maryland within the past ten years.

Figure 27: Levels of Disaster Declarations and Assistance

DISASTER SCENARIO	RESOURCES	EXAMPLE

No Declaration	• County resources
	• Voluntary Organizations Active in Disasters (VOADs), COADs
	• Mutual Aid
	• Memoranda of Understanding (MOUs)
	• State Contracts
	• Maryland Incident Management Team (MD IMT)
	• State Resources:
	  ○ Maryland Department of Housing and Community Development
	  ▪ Strategic Demolition Fund
	  ○ Maryland Department of Disabilities
	  ▪ Maryland Technology Assistance Program
		Some disasters do not meet the lowest threshold for assistance but still require additional resources to meet community needs. Here are recent examples:
		• 2016 Western Howard County Tornado
		• 2016 Montgomery County Arliss Street Explosion

County Declaration	• Maryland Emergency Assistance Compact (MEMAC) • State Support	Often when the County has issued a declaration, the state will make a declaration to support the local effort. However, there are a few examples where local jurisdictions have made local declarations without a state declaration.

DISASTER SCENARIO	RESOURCES	EXAMPLE
		Recent examples of a county declaration without a state declaration include: • 2018 Frederick County flash floods • 2018 Harford County flash floods • 2018 Carroll County Cascade Lake Dam incident • Garrett County – Numerous times for winter weather

State Declaration	• Emergency Management Assistance Compact (EMAC)
	• National Guard
	• Additional state support (waivers)
	  ○ Maryland Department of Housing and Community Development
	  ▪ Disaster Relief Housing Program
	  ▪ Maryland Disaster Housing Assistance Program
	  ▪ Maryland Business Recovery Loan Program
	  ▪ Community Legacy
	  ▪ Sustainable Communities
	  ▪ Maryland Business Recovery
	• Federal Non-Stafford Act Programs
	  ○ Small Business Administration (SBA) Disaster Loans
	  ○ FEMA
	  ▪ Pre-Disaster Mitigation Grant Program
		As mentioned previously, often when a county has issued a declaration the state will declare an emergency to support the provision of state resources. Recent examples of a state declaration absence of a Presidential Declaration include:
		• 2010 Tropical Storm Sandy
		• 2012 Derecho
		• 2015 Baltimore Unrest
		• 2016 Blizzard

Federal Declaration	• Public Assistance • Individual Assistance • Hazard Mitigation Assistance (HMA) • U.S. Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG)	Recent Presidential Disaster Declarations at the federal level include the following: • 2014 February Snow Storm • 2016 Ellicott City Flood (note, Individual Assistance and HUD CDBG programs were not available) • 2018 Ellicott City Flood (note, Individual Assistance and HUD CDBG programs were not available)

No Declaration

There are some disasters that do not meet the minimum threshold for a disaster declaration at any level but require the activation of local EOCs to coordinate county resources, mutual aid, and connect the community's unmet needs to NGOs.

County Resources

The CCFs handle the provision of county resources to meet the needs of the disaster. County-level resources can be accessed without any declaration.

Non-Governmental Organizations (NGOs)

NGOs, such as voluntary organizations and nonprofit organizations, provide specialized services and expertise during incidents. These organizations are able to provide assistance in areas where the government is unable.

Memoranda of Understanding (MOU)/Mutual Aid

MOUs/mutual aid include the routine, pre-agreed upon sharing of resources between jurisdictions. During incidents, jurisdictions with existing mutual aid agreements in place share resources to support ongoing operations. These agreements are entered into and executed by the local jurisdictions without assistance from the state. Resources deployed under normal mutual aid and MOUs do not require additional contracts or agreements; rather, they execute missions freely.

County Declaration

A local jurisdiction declares a local state of emergency when an incident/event is/will impact their community. A declared local state of emergency enables jurisdiction-to-jurisdiction resource sharing outside normal mutual aid through the Maryland Emergency Management Assistance Compact (MEMAC).

Maryland Emergency Management Assistance Compact

MEMAC is Maryland's intra-state mutual aid agreement, which allows participating local jurisdictions (identified in the Code of Maryland Regulations) to share resources beyond normal mutual aid and addresses cost reimbursement, liability protections, and issues related to workers' compensation. MEMA acts as a facilitator between jurisdictions, broadcasts requests, and assists jurisdictions with locating available resources.

Maryland Incident Management Team (MD IMT)

The MD IMT can be requested by a local jurisdiction from MEMA as a resource to support special event planning and in response to a disaster.

State Support

When requested, state departments/agencies may provide resource support, including specialized resources, to augment local jurisdictions' efforts. The support may be provided with or without the expectation of reimbursement, but this should be agreed upon prior to deploying the requested resources. While state departments/agencies providing support to local jurisdictions are not eligible to use MEMAC, they may choose to enter into a contract with the requesting organization.

State Declaration

The Governor may declare a state of emergency for a single jurisdiction, for several jurisdictions, or for the entire State of Maryland (Md. Code Reg, § 14-107). A state of emergency declaration gives the Governor the authority to take necessary action to protect life and property. This authority allows MEMA to acquire out-of-state resources through the Emergency Management Assistance Compact (EMAC) when additional support is needed but unavailable within Maryland. Additionally, a state of emergency declaration authorizes the Governor to deploy the National Guard under the State Active Duty designation.

Emergency Management Assistance Compact

EMAC is a state-to-state mutual aid agreement between each of the 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. EMAC was developed to facilitate state-to-state assistance (104 Pub. L. 321). This assistance can be provided before federal programs are in place. It can also be implemented to fill the gaps during a federal response.

When the resources needed to support an incident exceed those available within Maryland, MEMA can use EMAC to obtain outside assistance. EMAC can be initiated between states without any federal disaster declarations. However, EMAC is only available once the Governor has declared a state of emergency for a single jurisdiction, for several jurisdictions, or for the entire State of Maryland. MEMA must make requests for resources via EMAC on behalf of state departments/agencies or local jurisdictions.

National Guard

When authorized by the Governor, the National Guard can be employed to support statewide response activities, provide resources, and serve as subject matter experts in the application of military resources.

State Contracts

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

Federal Non-Stafford Act Programs

In the event that a Presidential Disaster Declaration is not granted to a state on behalf of its local jurisdictions following a disaster, there are several support mechanisms for recovery operations that do not fall under the Robert T. Stafford Disaster Relief and Emergency Assistance Act ("Stafford Act") reimbursement programs. Through the National Disaster Recovery Framework (NDRF) and established processes, the state can request federal recovery coordination support through the FEMA Regional Office.

One primary federal partner that can support state and local jurisdictions following a disaster absent of a Stafford Act Declaration is the US Small Business Administration (SBA). The SBA is an independent agency of the federal government with the mission to preserve free competitive enterprise, to maintain and strengthen the overall economy of the country, and to aid, counsel, assist, and protect the interests of small business concerns. The SBA offers disaster assistance in the form of low-interest loans to businesses, renters, and homeowners located in regions affected by SBA-declared disasters. MEMA coordinates with the SBA directly to conduct damage assessments and apply for an SBA declaration.

For more information on the application for SBA, refer to *Annexes D and G.*

Federal Declaration

When the magnitude of an incident exceeds the state's capability to respond and supplemental federal assistance is necessary to support response activities, the Governor may request a Presidential Disaster Declaration. Additionally, in the absence of a specific request, the President may provide federal assistance if it is necessary to save lives or prevent severe damage.

Depending on the impacts of an incident, supplemental financial assistance may be available through FEMA. Public Assistance may be available to assist state and local governments, and certain private nonprofit organizations with response and recovery efforts. Additionally, Individual Assistance may be available to support disaster survivors.

Congress has the ability to appropriate additional funding through Housing and Urban Development (HUD) Community Development Block Grant (CDBG) as Disaster Recovery grants.

Robert T. Stafford Disaster Relief and Emergency Assistance Act

The Stafford Act authorizes the President to issue major disaster or emergency declarations in response to catastrophes in the United States that overwhelm state and local governments. Such declarations result in the distribution of a wide range of federal aid to individuals and families, certain private nonprofit organizations, and public agencies.

There are two types of disaster declarations under the Stafford Act: 1) emergency declarations and 2) major disaster declarations. Both declaration types authorize the President to provide supplemental federal disaster assistance; however, the events related to the two different types of declaration and scope and amount of assistance differ.

The figure below outlines the characteristics and programs available for each declaration type.

Figure 28: Stafford Act Declarations

EMERGENCY DECLARATION	MAJOR DISASTER DECLARATION
Assistance for smaller emergencies not to exceed $5 million.*	Assistance for disasters overwhelming state/local agencies. No monetary limit.
• Public Assistance Program • Individual Assistance Program	• Public Assistance Program • Individual Assistance Program • HMA

**This amount can change based on Congressional action*

It is important to note that these FEMA programs are not intended to make those impacted by disaster whole. Therefore, to fully meet the community needs, it is vital to engage the full capacity of NGOs and the private sector, including businesses, faith-based, disability, and insurance organizations, and the general public.

Public Assistance

Public Assistance, which is oriented to public entities, can fund the repair, restoration, reconstruction, or replacement of a public facility or public infrastructure, which is damaged or destroyed by a disaster. FEMA annually updates public assistance thresholds for each state based on predetermined per capita indicators for each county. (As of Oct 1, 2018, the threshold for Howard County was $1,085,181.30.)

If disaster costs meet the established threshold for the County AND for the state, a Public Assistance Declaration is issued by FEMA. MEMA, assisted by FEMA, will conduct the applicant briefings for eligible state, local, and private/non-profit (PNP) officials to inform them of the assistance available and how to apply for it.

A *Request for Public Assistance* must be filed with MEMA within 30 days after the area is designated eligible for assistance.

Following applicant briefings, recovery scoping meetings are conducted where damages are discussed, needs assessed, and a plan of action put in place. All damages must be identified within 60 days of this meeting. A combined federal/state/local team proceeds with project formulation, which is the process of documenting the eligible facility, the eligible work, and the eligible cost for fixing the damages to every public or PNP applicant. Projects are prepared in the FEMA Grants Portal for each project. Each project must fall into at least one of seven eligible categories, including, but not limited to: debris removal, emergency protective measures, public utilities, etc.

For more information on the Public Assistance Program, see the *Public Assistance: Local, State, Tribal and Private Non-Profit* page of FEMA's website and the Public Assistance information on the state's website *Maryland's Public Assistance Program*.

Individual Assistance

The Individual Assistance program ensures disaster survivors have access to a full range of authorized programs and services to maximize recovery. Under Individual Assistance, the following sub-programs can be coordinated and delivered:

- Mass Care and Emergency Assistance,
- Crisis Counseling Assistance and Training Program (CCP),
- Disaster Unemployment Assistance (DUA),
- Disaster Legal Services (DLS),
- Disaster Case Management (DCM), and
- Individuals and Households Program (IHP).

The other Individual Assistance programs can be requested separately as necessary, depending on the needs of the jurisdiction(s); for more information, see the *Individual Assistance Fact Sheets* on FEMA's website.

Hazard Mitigation Assistance

Hazard mitigation assistance (HMA) involves aid to state and local governments and certain private nonprofit organizations for actions taken to prevent or reduce long-term risk to life and property from natural hazards. MEMA serves as the state applicant for the Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation program, and Flood Mitigation Assistance program.

Two sections of the Stafford Act—subsections 404 and 406—authorize hazard mitigation funds when a federal disaster has been declared:

- Subsection 404 of the Stafford Act authorizes HMGP. Communities can apply for mitigation funds through the State.
    - The State, as grantee, is responsible for notifying potential applicants of the availability of funding, for defining a project selection process, for ranking and prioritizing projects, and for forwarding projects to FEMA for funding.
- Subsection 406 refers to Public Assistance following a disaster declaration and is described above.

Housing and Urban Development Community Development Block Grant-Disaster Recovery

The Community Development Block Grant-Disaster Recovery (CDBG-DR), subject to availability of supplemental appropriations, helps cities, counties, and states recover from Presidentially declared disasters, especially in low-income areas. In response to Presidentially declared disasters, Congress may appropriate additional funding for the CDBG as Disaster Recovery grants to rebuild the affected areas and provide money to start the recovery process.

Disaster Recovery Reform Act

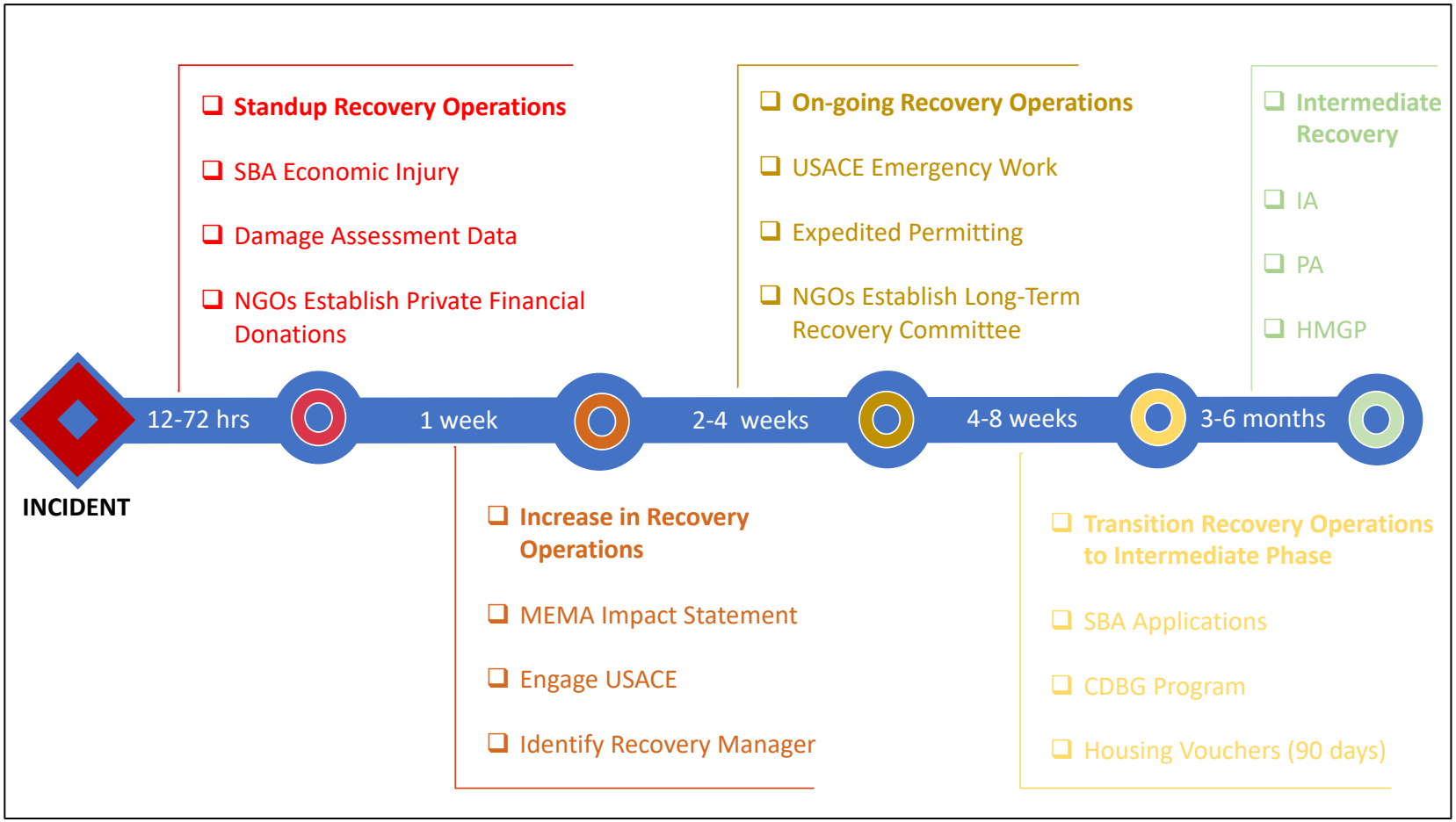
The Disaster Recovery Reform Act acknowledges the shared responsibility for disaster response and recovery, aims to reduce the complexity of FEMA, and builds the nation's capacity for the next catastrophic event. The legislation focuses on increasing FEMA accountability, and improving pre-

disaster planning, mitigation, response, recovery. The law contains approximately 50 provisions that require FEMA policy or regulation changes for full implementation, as they amend the Stafford Act.

Disaster Assistance Timeline

This timeline begins almost immediately following the disaster. More information regarding specific details on the types of disaster assistance aid can be found in the Planning Section Plan.

Figure 29: Disaster Assistance Timeline



Howard County

Comprehensive Emergency Response and Recovery Plan

Response Base Plan

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Activation and Notifications

Implementation of the CERRP and Activation of the Emergency Operations Center (EOC)

The implementation of the Comprehensive Emergency Response and Recovery Plan (CERRP) and activation of the Emergency Operations Center (EOC) will occur simultaneously. The level of CERRP implementation and EOC activation will be based upon the severity and scope of the incident, and at the discretion of the Director of Emergency Management.

The EOC may be activated at one of four levels of operations, which describe the emergency or event circumstances and staffing requirements. These levels may increase or decrease in accordance with the necessities of the emergency or event, or at the discretion of the Director of Emergency Management.

General EOC Activation Process

1. During normal operations, the Howard County 911 Communications Center is the primary source of emergency information.

2. If an emergency occurs that may require significant coordination due to its complex nature or severity, the on-duty 911 Communications Center Supervisor will notify the On-Call Emergency Manager.

3. When contacted by the 911 Communications Center Supervisor, the On-Call Emergency Manager will gather facts relevant to the emergency and will contact the Director of Emergency Management (or designee).

4. The Director of Emergency Management will notify the County Executive, County Administrative Officer (CAO), and Chief of Staff of the situation and will assign a level of EOC activation as necessary.

5. The incident characteristics will guide the levels of activation (see figure below) and the staff directed to report to the EOC. The Director of Emergency Management (or designee) will notify the department heads responsible for staffing the EOC. Agencies that are not requested to report will be kept aware of the situation.

If the On-Call Emergency Manager is notified of an incident through an alternate channel (e.g., the National Weather Service (NWS), County departments, etc.), EOC activation will proceed with steps 3-5 above regardless of notification source.

EOC Activation Policies

The EOC is activated when field response agencies require support or coordination. The activation level depends on the support required by the County. Some instances when the EOC will be activated include, but are not limited to:

- Certain incidents requiring coordination with multiple departments or agencies;
- The County Executive has declared a local state of emergency;
- The County Executive has requested a Governor's declaration of a state of emergency, as defined in the Maryland State Code 14-303;
- The Governor declares a state of emergency for Howard County;
- The County requests outside resources beyond those used in normal operations that are obtained through existing agreements such as fire or police mutual aid; and/or
- The County has received resource requests from outside its boundaries that are beyond those used in normal operations and that are obtained through existing agreements such as fire or police mutual aid.

EOC Activation Authority

- The County Executive, CAO, Director of Emergency Management, or their designees have the authority to order an activation of the EOC for a declared state of emergency, or whenever deemed appropriate.
- The Howard County EOC can be partially activated by the County Executive, CAO, the Director of Emergency Management, or their designees to provide interagency coordination in response to a major emergency or significant event. Staffing for a partial activation will be identified based on the needs of the incident.
- Any department head or cooperating organization leadership may request through the Office of Emergency Management (OEM) that the EOC be activated to support emergencies being managed by their department or organization. This may include monitoring activations to support non-emergencies or special events.
- Organization and agency representatives must have the authority to make decisions, coordinate resources, provide information, and advise the County Executive, their respective department heads, and EOC management and support staff.
- OEM will decide if the main EOC, alternate EOC, or virtual EOC will be used during an activation.

County Coordinating Function (CCF) Activation

- The County Coordinating Functions (CCFs) may be selectively activated by the Director of Emergency Management (or designee) to support response activities. Not all incidents requiring EOC support will result in the activation of CCFs.
- Departments with a primary or supporting role in an activated CCF may assign staff on-scene, to the EOC, or to a Department Operations Center (DOC).
- CCFs replace Emergency Support Functions (ESFs) and Recovery Support Functions (RSFs) from the previous Emergency Operations Plan. The figure below provides a crosswalk of which ESFs and RSFs correspond to which CCF.

Figure 1: Crosswalk of ESFs/RSFs to CCFs

PREVIOUS ESF/RSF	FUNCTION	CCF
Transportation	Evacuation	Evacuation of People and Pets
	Transportation of staff/responders	Logistics Section (NOT A CCF)
Tech & Communication	Tech and Comms responders/EOC	Logistics Section (NOT A CCF)
	Tech and Comms Community	Technology and Communications
Public Works and Engineering	Public works, snow removal, engineering	Infrastructure
Firefighting	Firefighting	Fire and Rescue Services
Planning & Public Info	Planning	Planning Section (NOT A CCF)
	Public information management, Public Information Office (PIO), etc.	Information Services (NOT A CCF)
Mass Care & Sheltering	Sheltering	Housing
	Mass feeding	Commodity Management
Logistics & Resources	Manage/procure resources	Resources Unit (NOT A CCF)
Public Health and Medical	Public health	Public and Behavioral Health
	Emergency medical services (EMS)/medical care	Provision of Medical Care
Search & Rescue	Search and rescue	Fire and Rescue Services
Haz Mat	Haz Mat	Fire and Rescue Services
Ag, Historical & Natural Resources	Agricultural	Natural Resources
	Historical	Historical and Cultural Resources
	Natural resources	Natural Resources
Energy & Utilities	Energy and Utilities	Infrastructure
Law Enforcement & Security	Law Enforcement and Security	Law Enforcement and Security
Volunteers and Donations Management	Volunteer Management	Volunteer Management
	Donations Management	Commodity Management
Damage Assessment	Damage Assessment	Damage Assessment
Community Restoration Planning	Recovery planning	Planning Section/HOT Team (NOT A CCF)
Economic Recovery	Economic recovery	Economic Services
Public Health & Medical Recovery	Public health recovery	Public and Behavioral Health
Human Services	Human services, community needs, disaster assistance center, etc.	Community
Housing Recovery	Housing	Housing
Infrastructure Recovery	Recovery of infrastructure	Infrastructure

PREVIOUS ESF/RSF	FUNCTION	CCF
Historical & Natural Resources	Historical & Natural Resources Recovery	Historical and Cultural Resources
		Natural Resources
County Services	Restoration of Government Services	Governmental Services
Safety & Security	Safety	Safety Officer (NOT A CCF)
	Security	Law Enforcement and Security
Education Recovery	Education Restoration	Governmental Services

EOC Activation Levels

The determination of the EOC activation levels is specific to the incident circumstances and required response. Activation levels are also based upon the staffing presence and/or staffing requirements for the EOC.

Figure 2: EOC Activation Levels

ACTIVATION LEVEL	CRITERIA	STAFFING
Full Activation	An emergency that will require interagency coordination as well as possible state and federal assistance.	• All EOC positions filled. • CCFs activated and staffed accordingly. • State and/or federal representatives may be present.
Partial Activation	An emergency that will require some or limited interagency coordination.	• OEM personnel. • EOC positions filled as required. • CCFs activated and staffed as required.
Monitoring	An emergency or event that has the potential for interagency coordination.	• OEM personnel.
Normal Operations	Normal day-to-day operations for OEM.	• On-Call Emergency Manager available.

Deactivation of the EOC

The Director of Emergency Management (or designee) will determine when EOC activation levels should be reduced. When a return to normal operations is established, EOC representatives will be released, and OEM will implement the Demobilization Plan to close the EOC. The Demobilization Plan will be developed by the Planning Section and approved by the Director of Emergency Management and EOC Manager.

Internal Emergency Notifications

All emergency management stakeholders will be notified of the EOC activation by OEM. In turn, EOC representatives from specific departments will be notified through the department's internal notification systems. Upon notification, internal department policies and procedures will be implemented as necessary. The appropriate department EOC representative(s) will report to the EOC or the appropriate DOC at the appointed time, and be prepared to carry out their emergency response roles and responsibilities. Depending on the situation, other County personnel with responsibilities under the CERRP will either be directed to report to the EOC or appropriate DOC, be alerted and placed on a stand-by status, or be directed to perform their required responsibilities from their homes, offices, or alternate locations. If a further expansion of EOC staff is required after a re-evaluation or a change in the extent of a specific incident, appropriate stand-by personnel will be notified and directed to report to the EOC or the appropriate DOC to assist in either the response phase or recovery phase.

The County's notification process can serve as a 24-hour warning system, and can provide initial notifications to County officials in accordance with established protocols and procedures and as directed by OEM.

OEM monitors potential and actual incidents, and directs additional notifications to County stakeholders using other communications capabilities as applicable. To ensure that information is conveyed to employees, the Public Information Office (PIO) will provide assistance to all departments in communicating with their employees during an emergency using the County's website, social media, and other communication channels. All departments will develop, test, and maintain internal notification procedures and contact rosters as part of their Continuity of Operations (COOP) Plan.

Public Information and Warning

Howard County maintains the capability to provide warnings and emergency information to the public through multiple communication modes. When an emergency event is imminent or anticipated, Howard County will make every attempt to notify residents and visitors of the nature of the emergency and what protective actions should be taken prior to and in the aftermath of the emergency event.

- Emergency warnings may originate at the federal, state, or local level of government. Timely warning requires dissemination to the public by all available means.
- Howard County recognizes the availability and effectiveness of social media as an enhancement to traditional methods – not as a primary or sole means of issuing warnings and information.
- In accordance with the County's Social Media Policy, the County PIO, along with OEM, coordinates the use of social media in times of emergency and disaster, as well as day-to-day preparedness.
- The internet and social media are not intended for one-on-one emergency response during an incident. Members of the public requiring immediate emergency response should continue to use 911 or other appropriate emergency communication methods.

- Howard County uses the following systems to send warnings and information:
    - National Warning System (NAWAS);
    - NWS National Oceanic & Atmospheric Administration (NOAA);
    - Weather Radio Service NWS Sterling;
    - Emergency Alert System (EAS);
    - Wireless Emergency Alerts (WEA)
    - Local government radios;
    - Telephones;
    - Email;
    - Internet systems; and
    - Social media (Twitter, Facebook, etc.).
- OEM, PIO, and the 911 Communications Center share the responsibility to disseminate warnings to the general public for major emergencies and disasters, and may use one, some, or all of the following mechanisms, depending on the incident:
    - Integrated Public Alert & Warning System (IPAWS);
    - EAS;
    - Weather alert radios (NWS);
    - Howard County website;
    - Social media (Twitter, Facebook, etc.);
    - Amateur radio;
    - Media advisories and news releases;
    - House-to-house alert by emergency personnel; and
    - Message signs along major roadways.
- Dissemination of warnings to people with access and functional needs (PAFN) that are currently available include:
    - TDD/TTY (i.e., teletype or telecommunication device for communicating with deaf or hard of hearing);
    - Sign language interpretation; and
    - Foreign language interpretation and translation services.
- Once the CAO, Director of Emergency Management, or designated County official has directed notification to the public, the PIO is the lead agency for providing approved information messages to County residents. Depending upon the nature and scope of the incident, other County departments will support the PIO in developing the messages.

External Integration of Emergency Response Operations

Regional Integration – Baltimore UASI

Howard County is part of the Baltimore Urban Area Security Initiative (UASI), which is comprised of the cities of Baltimore and Annapolis, and the counties of Anne Arundel, Baltimore, Carroll, and Harford. The Baltimore UASI was established in 2003 to promote coordinated response and recovery operations across jurisdictional boundaries.

Direct coordination and communication is essential within the Baltimore region. Although there is no physical facility dedicated to regional operations coordination, the Baltimore regional jurisdictions will coordinate through the State Emergency Operations Center (SEOC) and telecommunications systems. The EOC Managers in the respective county EOCs will establish direct coordination and communication.

When an emergency crosses multiple jurisdictions, it is necessary to establish coordination with the affected jurisdictions. In a Unified Command structure, the jurisdictional representatives would coordinate with their jurisdictions through either a DOC or the EOC.

State Integration

Maryland Emergency Management Agency (MEMA) and the State Emergency Operations Center (SEOC)

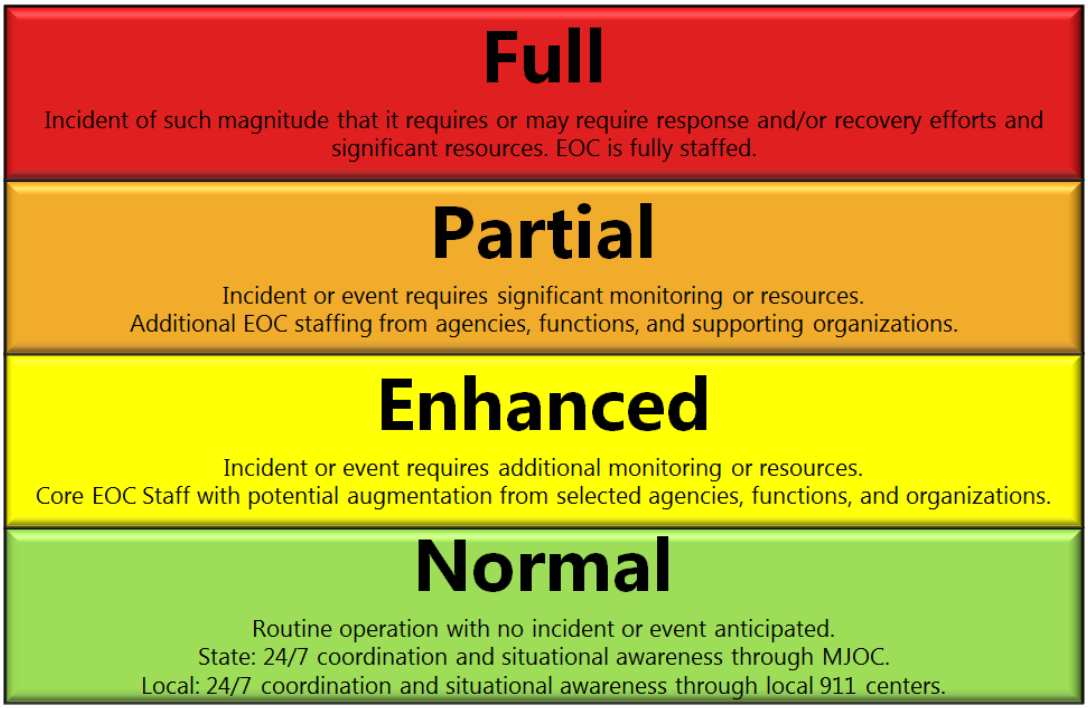
On an ongoing basis, the Maryland Joint Operations Center (MJOC) serves as the state's all-hazards 24/7 watch center. The MJOC coordinates with discipline-specific watch centers, synthesizing and packaging incident information into statewide notifications. When the Howard County EOC is activated, the MJOC is notified of the activation, and provided information on whether state support is needed or anticipated. By notifying the State Duty Officer (SDO), the MJOC will initiate the state process for increasing the state posture to assist Howard County during the emergency if needed.

From there, the SDO analyzes the incident, and if necessary:

- Notifies senior state leadership;
- Initiates a call-down of state consequence management personnel; and
- Initiates conversations with Howard County OEM to determine if a statewide emergency managers call is needed.

If warranted, the state posture increases. The State Response Activation Level (SRAL) is the level of activity and the posture assumed by state departments/agencies in coordinating a consequence management incident. The SRAL is used to communicate the actions the state is taking and the impact of a threat/hazard. The SRAL levels with descriptions are below.

Figure 3: State Response Activation Levels (SRALs)



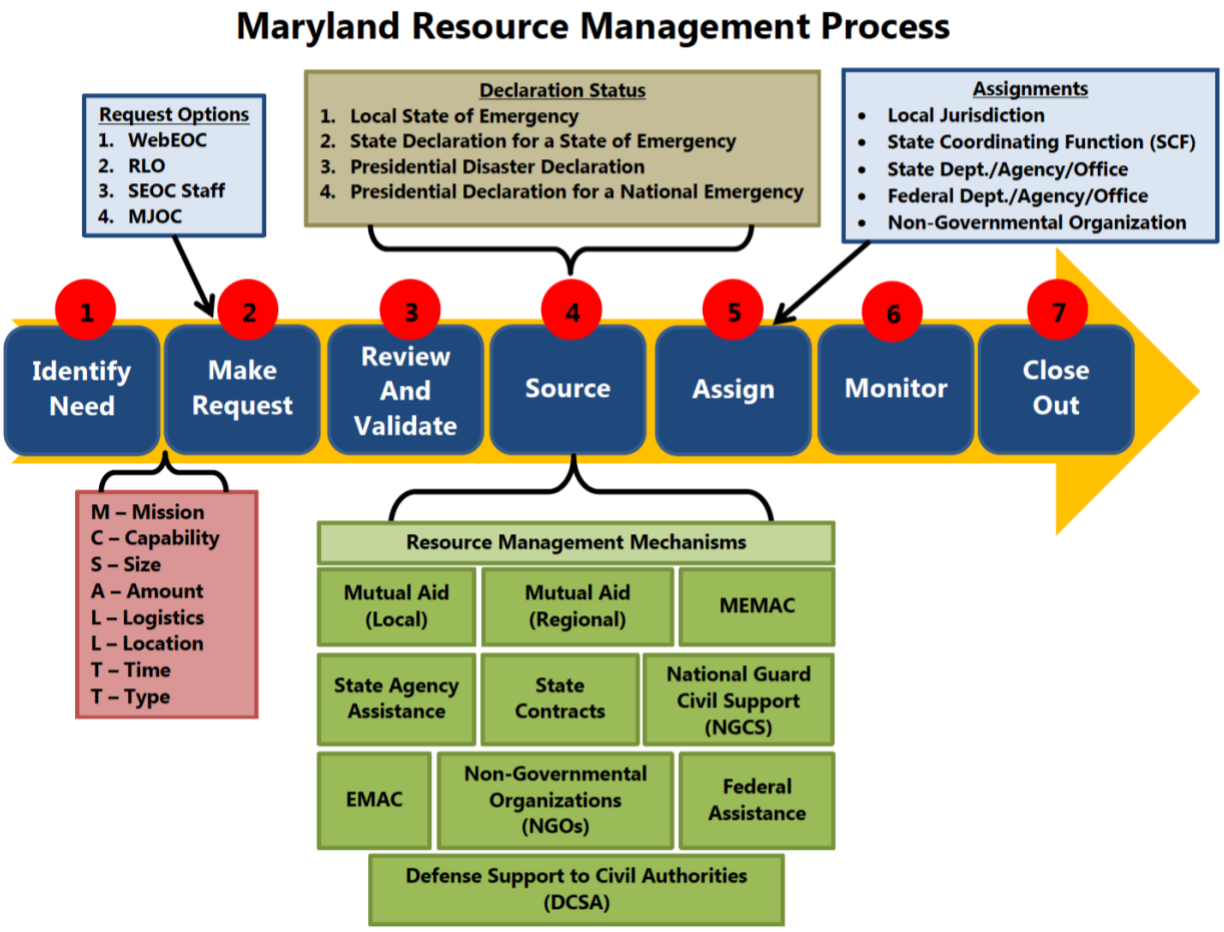
It is important to note that Howard County and the State of Maryland can be at different response levels during an incident since they are signaling the response postures of two different levels of government needed to effectively respond to the disaster.

Once the SRAL increase occurs, state departments/agencies enhance efforts to resolve the threat/hazard and to limit impacts. At this point, the Maryland Emergency Management Agency (MEMA) designates a lead state agency to provide subject matter expertise and drive the support to local jurisdictions. Upon an increase in the state's posture, state departments/agencies initiate enhanced state-level coordination.

Coordination occurs either in the SEOC or through the state virtual coordination process. The SEOC at MEMA can serve as a central coordination center for resource requests and for coordination outside of Howard County response efforts. Enhanced state-level coordination continues until the issue is resolved, Howard County and other local jurisdictions no longer require state support to manage the incident, or the operation transitions to a long-term recovery committee (LTRC).

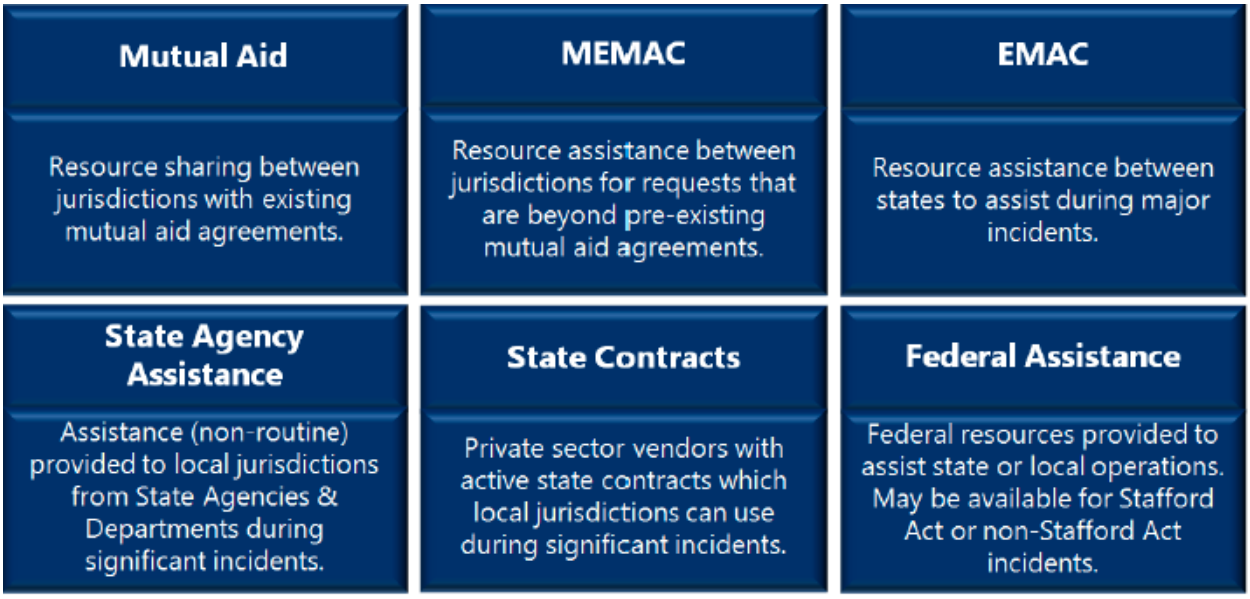
At the state level, resource management efforts aim to effectively coordinate resource requests to ensure local jurisdictions and state departments/agencies have the necessary resources to manage incidents at the lowest level possible. As such, the state responsibility for resource management encompasses coordinating state-owned resources for deployment, making requests for out-of-state and federal resources, and managing requests from Howard County, other local jurisdictions, and state departments/agencies. The following figure shows the Maryland Resource Management Process.

Figure 4: Maryland Resource Management Process



Obtaining resources quickly during a disaster is one of the most important activities within consequence management operations. A significant incident may require resources from outside the jurisdiction, region, or state. The following figure summarizes the characteristics and application of various resource management mechanisms.

Figure 5: Maryland Resource Management Mechanisms



Mutual Aid

Mutual aid agreements are entered into and executed by the local jurisdictions without assistance from the state. Mutual aid includes the routine sharing of resources between jurisdictions. During incidents, jurisdictions with existing mutual aid agreements share resources to support ongoing operations. Resources deployed under normal mutual aid do not require additional contracts or agreements; rather, they execute missions freely.

Maryland Emergency Management Assistance Compact

The Maryland Emergency Management Assistance Compact (MEMAC) is Maryland's intra-state mutual aid agreement, which allows participating local jurisdictions (identified in the Code of Maryland Regulations) to share resources beyond normal mutual aid. MEMAC addresses cost reimbursement, liability protections, and issues related to workers' compensation. MEMA acts as a facilitator between jurisdictions, broadcasts requests, and assists jurisdictions with locating available resources.

State Agency Assistance

When requested, state departments/agencies may provide resource support, including specialized resources, to augment local jurisdictions' efforts. Support may be provided with or without an expectation of reimbursement, but this should be agreed upon prior to resource deployment. State departments/agencies providing support to local jurisdictions are not eligible to use MEMAC; however, they may enter into a separate contract with the requesting organization.

State Contracts

Several state departments/agencies maintain databases of providers with active state contracts. Local jurisdictions have the ability to draw upon contractors from these databases to support consequence

management efforts. Local jurisdictions using providers from the databases enter into their own agreements with resource providers.

Federal Integration

Emergency Management Assistance Compact

The Emergency Management Assistance Compact (EMAC) is a state-to-state mutual aid agreement between each of the 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. EMAC was developed to facilitate state-to-state assistance. This assistance can be provided before federal programs are in place. It can also be implemented to fill gaps during a federal response.

When the resources needed to support an incident exceed those available within Maryland, MEMA can use EMAC to obtain outside assistance. EMAC can be initiated between states without any federal disaster declarations. However, EMAC is only available once the Governor has declared a state of emergency for a single jurisdiction, for several jurisdictions, or for the entire State of Maryland. MEMA must make requests for resources via EMAC on behalf of state departments/agencies or local jurisdictions.

Federal Emergency Management Agency (FEMA)

Depending on the scope of the incident, federal assistance, either through the Stafford Act or through regular federal mechanisms, may be available. The Federal Emergency Management Agency (FEMA) Region 3 Regional Response Coordination Center (RRCC) coordinates the request for and deployment of assets. Available resources include incident management personnel, subject matter experts, or tangible resources (e.g., communications equipment). In certain circumstances, direct federal aid from agencies outside FEMA may be available (e.g., assets from the United States Department of Agriculture (USDA) during an animal-borne illness outbreak).

County Leadership – Emergency Roles and Responsibilities

County Executive

ROLES AND RESPONSIBILITIES
• Holds the executive power of the County as the elected chief executive officer and the official head of the County government. (Howard County Charter, Section 302) • Declares a local state of emergency within Howard County by executive order if there is a threat/hazard or occurrence of an emergency. (Howard County Code, Section 6.103) • Designates/recommends the County's Director of Emergency Management for appointment by the Governor of Maryland. (Howard County Code, Section 17.109(b); Md. Public Safety Code Ann. Section 14-109(b)(1)) • Adopts the County's emergency operations plan (i.e., CERRP) by executive order or another procedure as may be required by state or federal law. (Howard County Code, Section 17.109(c)) • During a declared local state of emergency, issues executive orders that the Executive considers necessary to implement the emergency operations plan (i.e., CERRP), and to protect the health, safety, and welfare of persons within Howard County. (Howard County Code, Section 6.104(a)) • May act in accordance with the executive authority during a local state of emergency by and through the Director of Emergency Management or other County officials. (Howard County Code, Section 6.104(b)) • May call the County Council into emergency session for the purpose of introducing or enacting emergency legislation. (Howard County Charter, Section 208) • If the threat or occurrence of an emergency appears likely to last more than seven days, may call the County Council into emergency session prior to the end of the seventh day to consider a resolution that consents to the continuation of the local state of emergency for such time as may be appropriate. (Howard County Code, Section 6.103(c))

Chief Administrative Officer (CAO)

ROLES AND RESPONSIBILITIES
• Serves as the head of the Department of County Administration. (Howard County Code, Section 6.401) • Serves as Acting County Executive upon designation by the County Executive when the latter is unable to perform the duties and responsibilities of the Executive by reason of absence from the County or disability. (Howard County Code, Section 6.401(d)(1))

• Serves as the County's Personnel Officer. (Howard County Code, Section 6.401(d)(4)) • Serves as the County's Purchasing Agent. (Howard County Code, Section 6.401(d)(5)) • Supervises the County's safety program, and administers the County's risk management, loss prevention, and insurance management programs. (Howard County Code, Section 6.401(d)(&) • Authorizes situational pay for non-uniformed, non-union employees. (Howard County Internal Memorandum for Situational Pay for Non-uniformed, Non-union Employees. (Pursuant to the Howard County Pay Plan for the applicable fiscal year)) • Delays, closes, or implements liberal leave for Howard County government and government-affiliated events.

Chief of Staff

ROLES AND RESPONSIBILITIES
• Serves as liaison to County Council during large or prolonged emergencies. • Serves as senior advisor to the County Executive.

Director of Emergency Management

ROLES AND RESPONSIBILITIES
• Designated by the County Executive and appointed by the Governor. (Howard County Code, Section 17.109(b)(1)) • Organizes, administers, and operates OEM. (Md. Public Safety Code Ann., Section 14-109) • Organizes and directs the County's response to an emergency. (Howard County Code, Section 17.109(b)(2)) • Directs the development and implementation of county-wide emergency plans. • Submits the emergency operations plan (i.e., CERRP), prepared by OEM, to the County Executive for adoption. (Howard County Code, Section 17.109(c)) • Serves as the authorized County representative for purposes of requesting and responding to requests under MEMAC. (Howard County Code, Section 17.109(b))

County Council

ROLES AND RESPONSIBILITIES
• Holds the legislative power of the County and consists of five members who are elected from the Councilmanic Districts. (Howard County Charter, Section 202) • May be called into emergency session for the purpose of introducing and enacting emergency legislation either by the County Executive or by a majority of Council members. (Howard County Charter, Section 208) • May pass emergency bills to meet an immediate emergency affecting public health, safety, or welfare. (Howard County Charter, Section 209(d)) • During a declared local state of emergency, may be called into emergency session to consider a resolution that consents to the continuation of the local state of emergency for such time as may be appropriate. (Howard County Code, Section 6.103(c))

Emergency Declarations

Non-Declared Emergencies

The County Executive, CAO, or Director of Emergency Management, or their designees, may direct County departments to respond to emergencies or disasters as outlined in this Plan without a formal declaration of emergency when the expectation is that local resources will be used and that no reimbursement of costs will be requested. The Director of Emergency Management, or designee, may re-direct and deploy County resources and assets as necessary to prepare for, adequately respond to, and quickly recover from an incident.

General Emergencies

Depending on the scope and magnitude of the event, there are three levels of emergency declarations that may apply to an emergency or disaster within Howard County – 1) local, 2) state, and 3) federal.

Local Declaration

A declaration of a local state of emergency activates the CERRP and provides for the expeditious mobilization of County resources in responding to a major incident.

State Declaration

A declaration of a state of emergency by the Governor of Maryland that includes Howard County provides the County access to the resources and assistance of the departments and agencies of the state, including the National Guard, in the event local resources are insufficient to meet the needs.

Federal Declaration

The Governor of Maryland may request a federal emergency or major disaster declaration. In the event that Howard County is declared a federal disaster area, federal departments/agencies are available to provide resources and assistance to augment those of the County and the state.

Declaration of a Local State of Emergency

- Section 6.103 of the Howard County Code prescribes the authorities pertaining to the declaration of local emergencies. If there is a threat or occurrence of an emergency, the County Executive may declare by executive order a local state of emergency within Howard County.
- An executive order declaring a local state of emergency shall be promptly publicized, filed with the Administrator to the County Council, and is effective for up to seven days.
- If the threat or occurrence of an emergency appears likely to last more than seven days, the County Council shall be called into emergency session prior to the end of the seventh day to consider a resolution that consents to the continuation of the local state of emergency for such time as may be appropriate.

- The declaration of a local state of emergency takes effect immediately and activates the CERRP.
- PIO and OEM will notify County departments, cooperating organizations, and the public of emergency declarations and terminations.

Declaration of a State of Emergency by the Governor

- The Maryland Emergency Management Act, found in the Annotated Code of Maryland, Public Safety Article, § 14-101, et. seq., prescribes the authority and implications of a declaration of a state of emergency by the Governor.
- The Governor may declare a state of emergency if public safety is endangered or on reasonable apprehension of immediate danger to public safety.
- The Governor may declare a state of emergency on his or her own initiative, or on the application of the chief executive officer or governing body of a county or municipal corporation, or the Secretary of State Police. Therefore, the Howard County Executive may recommend a declaration of a state of emergency by the Governor. The state of emergency is declared by executive order or proclamation.
- The Governor's declaration of a state of emergency provides for the expeditious provision of assistance to local jurisdictions included in the declaration, including use of the Maryland National Guard.

Federal Emergency and Disaster Declarations

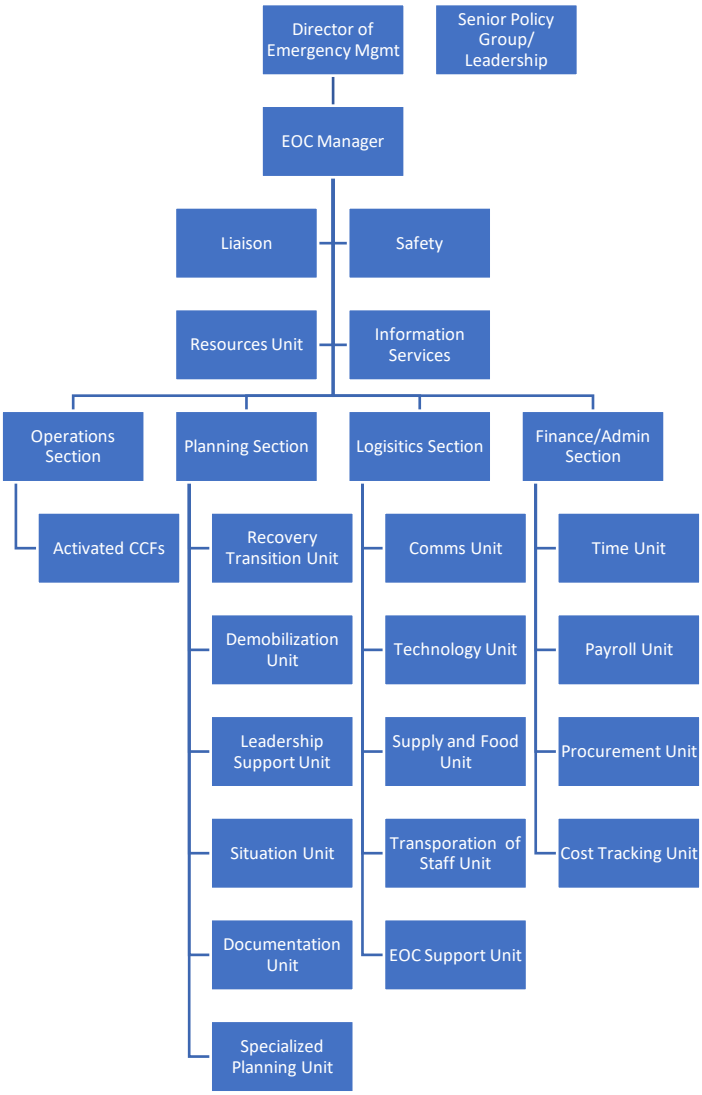
- Under the provisions of the Stafford Act, the Governor may request the President to declare a Major Disaster Declaration or Emergency Declaration for incidents that are (or threaten to be) beyond the scope of the state and local jurisdictions to effectively respond.
- A Major Disaster Declaration puts into motion long-term federal recovery programs, some of which are matched by state programs, and are designed to help disaster victims, businesses, and public entities.
- An Emergency Declaration is more limited in scope and without the long-term federal recovery programs of a Major Disaster Declaration. Generally, federal assistance and funding are provided to meet a specific emergency need or to help prevent a major disaster from occurring.
- The Major Disaster Declaration or Emergency Declaration designates the political subdivisions within the state (generally counties and independent cities) that are eligible for assistance.
- There are three major categories of disaster aid available under a Major Disaster Declaration:
    1. Individual Assistance: Aid to individuals and households.
    2. Public Assistance: Aid to state or local governments to pay part of the costs of rebuilding a community's damaged infrastructure.
    3. Hazard Mitigation: Funding for measures designed to reduce future losses to public and private property.

Concept of Operations

Overview of Emergency Response Operations

Howard County will operate under the Incident Command System (ICS). ICS develops in a top-down, modular fashion that is based on the size and complexity of the incident. As needed, separate functional elements can be established, each of which can be further sub-divided, if needed. Responsibility for the establishment and expansion of the ICS organization in the EOC ultimately rests with the Director of Emergency Management. As incident complexity increases, the organization expands from top down as function responsibilities are delegated.

Figure 6: Howard County EOC Structure – ICS



EOC Positions

Director of Emergency Management

While department heads maintain command and control of their department resources, the Director of Emergency Management is responsible for the management of the entire ICS. Specifically, the Director of Emergency Management ensures activities occurring in and through the EOC are aligned with the incident objectives, County policies, directives from County Leadership, and operational priorities. To achieve this, the Director of Emergency Management:

- Reports directly to/works with the County Executive;
- Supervises the assignment of personnel in the EOC;
- Establishes incident objectives;
- Coordinates with external Leadership/VIPs;
- Authorizes EMAC or MEMAC resources;
- Ensures incident objectives are reviewed and approved by the County Executive and the Senior Policy Group (SPG); and
- Facilitates SPG meetings and discussion.

EOC Manager

The EOC Manager is responsible for managing the flow of EOC operations and reports directly to the Director of Emergency Management. The EOC Manager:

- Manages EOC operations;
- Ensures effective and efficient communication between functions;
- Identifies response/recovery challenges requiring an SPG policy decision and works with the Planning Section Chief to present identified challenges to the SPG;
- Approves and executes the EOC planning and meeting schedule;
- Conducts EOC briefings;
- Attends and facilitates EOC Command Staff briefings/meetings;
- Triages problems to the appropriate CCF for resolution;
- Assists with resource allocation; and
- Delegates tasks, as necessary.

Safety Officer

The Safety Officer ensures a safe working environment is established and maintained for county-wide operations. The Safety Officer in the EOC maintains situational awareness by communicating with safety officers in the field and personnel in the EOC.

The Safety Officer routinely inspects and corrects any deficiencies in the operating environment of the EOC. The Safety Officer also ensures that personnel do not jeopardize their health by becoming over-stressed or overworked. The Safety Officer ensures that the building and other facilities used in support of the EOC are in safe operating condition.

When the Safety Officer deems an environment or operation unsafe, he or she can stop all work and modify any unsafe environment or operations, notifying the Director of Emergency Management of actions taken.

The Safety Officer works in coordination with the EOC Manager.

Senior Policy Group (SPG)

The SPG serves as a policy- and strategic-level advisory body during ongoing or long-term emergency situations. It analyzes critical information, and supports the County Executive by identifying emergent needs and providing policy recommendations for action, including public messaging. The SPG works together to ensure consistent information is being shared across the various departments.

The Director of Emergency Management determines SPG members for the specific incident and facilitates SPG meetings and discussions. The SPG is generally comprised of the County Executive, CAO, or designee, and select Cabinet members or designees. Additionally, the Director of Emergency Management or the County Executive may add external partners to the SPG after determining that the external partners' presence in the group outweighs the potential loss of executive privilege.

The Planning Section is responsible for SPG meeting preparation and information management, and for ensuring the Situation Unit Leader has SPG guidance for inclusion in the situation reports (SitReps). It is the responsibility of the EOC Manager to convey the guidance and decisions from SPG to EOC personnel for further dissemination to the field.

Liaison Officer

The Liaison Officer is the point of contact for representatives of other levels of government (i.e., state and federal government), departments and agencies that are not members of Unified Command, non-governmental organizations (NGOs), quasi-governmental entities (e.g., Howard County Public School System (HCPSS), Columbia Association, etc.), and/or private entities. Representatives from assisting or cooperating organizations coordinate through the Liaison Officer. Personnel from other agencies and organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

Information Services

The Information Services is responsible for the management of external communications. The Public Information Officer is responsible for the effective management of the Unit. The Public Information Officer and the Director of Emergency Management will choose whether to operate under a Joint Information System (JIS) for each incident.

For additional information see the JIS section of this Plan or the Information Services Plan.

Public Information Officer

The Public Information Officer is responsible for managing the Information Services, identifying the public information needs of the incident, and managing the JIS when necessary. Additional responsibilities may be found in the Information Services Plan and the JIS section to this Plan.

The Public Information Officer works in coordination with the EOC Manager, and all messages being disseminated from the Joint Information Center (JIC)/PIO must be receive approval and official sign off from the EOC Manager and Director of Emergency Management.

Resources Unit

The Resources Unit within the EOC is responsible for:

- Managing the acquisition and allocation of internal and external resources requested through the EOC by County departments and agencies;
- Managing the release of County resources to other jurisdictions that have requested such resources; and
- Maintaining acquired resources while in Howard County's possession.

When obtaining external resources requested by Howard County, the Resources Unit will make every reasonable effort to be as cost-effective as possible. When possible and appropriate, existing contracts or memoranda of understanding (MOUs) will be used. The Resources Unit will adhere to all existing County purchasing and procurement policies.

The Resources Unit works with departments and cooperating partners to obtain the necessary financial figures and impact descriptions. All departments, agencies, and external partners supporting county-wide response operations are required to track costs associated with their activities and to report those costs to the Resources Unit. The Resources Unit reports on the total running costs and on any problems arising from the current and projected financial situation.

The Resources Unit works with the Demobilization Unit on the demobilization of all external resources.

For additional information see the Resource Management Plan and the Financial Management Annex.

Resources Unit Leader

The Resources Unit Leader is responsible for managing the Unit and works in coordination with the EOC Manager.

Operations Section

The Operations Section manages tactical operations. The Operations Section is comprised of an Operations Section Chief and the activated CCFs. Additionally, any Incident Management Teams (IMT) brought in to help manage the incident fall under the Operations Section.

The following figure shows the CCFs that could be activated under the Operations Section.

Figure 7: Howard County's County Coordinating Functions (CCFs)

COUNTY COORDINATING FUNCTIONS (CCFs)
Commodity Management
Community
Damage Assessment
Economic Services
Fire and Rescue Services
Governmental Services
Historical and Cultural Resources
Housing
Infrastructure
Law Enforcement and Security
Natural Resources
Provision of Medical Care
Public and Behavioral Health
Technology and Communications
Transportation of People and Pets
Volunteer Management

For CCF responsibilities please see the section of this Plan describing CCFs or refer to the CCF Annexes.

Operations Section Chief

The Operations Section Chief:

- Manages the Operations Section;
- Requests resources needed to implement the Operations Section's tactics;
- Interacts with CCF leads to develop tactics to implement incident strategies;
- Assigns specific work tasks to CCFs;
- Monitors and inspects progress, and makes changes as necessary; and
- Maintains Operations Section Log.

The Operations Section Chief works in coordination with the EOC Manager.

County Coordinating Functions (CCFs)

The activities stakeholders perform during response and recovery operations are grouped together based on services provided and outcomes. Each CCF has a primary County department, or a co-primary County department, and several supporting agencies and cooperating partners. CCFs are used to manage both response and recovery operations. CCFs will be activated and deactivated as needed to support actual or anticipated requirements, and will provide representatives to the EOC upon activation.

While the specific roles and responsibilities of each CCF are defined in greater detail in the CCF Annexes, the following figure provides a basic description of each CCF and identifies the primary agency for each CCF.

Figure 8: County Coordinating Function (CCF) Summaries

CCF	CCF DESCRIPTION	CCF PRIMARY AGENCY
Commodity Management	Coordinates the collection, matching, and dissemination of physical and financial donations to appropriate organizations with a mission of providing needs to survivors. Distributes resources to meet identified community needs (e.g., water, food).	OEM
Community	Leads community restoration planning and directs community needs to the applicable service.	County Administration
Damage Assessment	Coordinates timely, accurate damage assessment operations in the event of a disaster.	Department of Inspections, Licenses, and Permits (DILP)
Economic Services	Addresses the economic impacts of business entities, directs business needs to the applicable service, and identifies potential business growth opportunities.	Economic Development Authority (EDA)
Fire and Rescue Services	Coordinates and manages the overall response for fire, search, hazardous materials, and rescue services.	Department of Fire and Rescue Services (DFRS)
Governmental Services	Ensures the continual functioning or restoration of essential County government services. Coordinates with the HCPSS.	OEM
Historical and Cultural Resources	Limits the impacts on the County's historic and cultural resources.	Department of Planning and Zoning (DPZ)
Housing	Coordinates temporary housing for displaced residents, oversees temporary mass shelter operations, identifies intermediate housing opportunities, and promotes the development of new housing opportunities that result in a sustainable and resilient community.	Department of Community Resources and Services (DCRS); Department of Housing and Community Development (DHCD); DPZ
Infrastructure	Provides the centralization, coordination, and facilitation of multi-agency support for public works and engineering systems. Coordinates with energy and utility infrastructure providers to meet public demand and to restore services.	Department of Public Works (DPW)
Law Enforcement and Security	Coordinates law enforcement activities (including investigations), provides response resources for victims and property, and implements security tactics to protect the life and liberty of those who are impacted.	Howard County Police Department (HCPD)

CCF	CCF DESCRIPTION	CCF PRIMARY AGENCY
Natural Resources	Limits the impact on the County's environment and natural resources such as open water sources, storm water management, agriculture, and fertile land.	DPW
Provision of Medical Care	Manages emergency medical services (EMS) beyond normal operations and coordinates the overall direction of entities (e.g., hospitals, care facilities) responding to and receiving emergency medical patients.	DFRS
Public and Behavioral Health	Provides coordination of public health (e.g., disease vector control, epidemiological surveillance, disease investigation, controlling the spread of communicable diseases, quarantine, etc.) and behavioral health systems, ensures food and drink safety, provides mental health services and mortuary services.	Howard County Health Department (HCHD)
Technology and Communications	Provides internal and external technology and communication capabilities to County government. This may include outside coordination with internet service providers, public communication infrastructure providers, and external service costumers.	Department of Technology and Communication Services (DTCS)
Transportation of People and Pets	Coordinates the transporting of residents, pets, and supplies. Serves as the guiding function for evacuation planning. Coordinates of all modes of mass transit (e.g., air, rail, bus).	HCPD
Volunteer Management	Manages the coordination of receiving, registering, and referring volunteers, spontaneous or otherwise, to affiliated organizations that support response and recovery operations.	Department of Recreation and Parks

Primary Agencies

Primary agencies are designated based on their authorities, resources, expertise, and capabilities in a functional area. The primary agency is responsible for all pre-incident planning and coordination to prepare CCF support agencies and cooperating partners to provide resources and perform assigned operational roles.

Support Agencies

Support agencies are County departments assigned based on resources or capabilities in a given functional area. The organization of County departments under CCFs is identified in more detail in the CCF Annexes. Identified support agencies are expected to provide the CCF with personnel that have decision making authority as well as resources to support emergency operations, as requested by the Director of Emergency Management or the CCF's primary agency.

Cooperating Partners

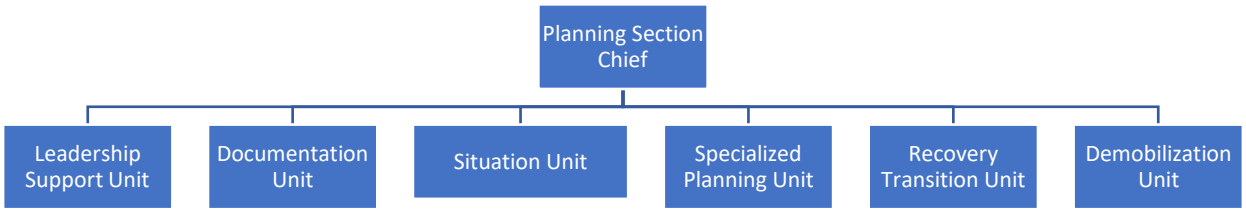
Cooperating partners are non-County organizations that have been identified as potential resources for supporting the County's emergency response operations.

Planning Section

The Planning Section collects, evaluates, processes, drafts, and disseminates information for use during the incident. The Planning Section is comprised of a Planning Section Chief and six (6) primary units (not all units will be needed during every activation). Until staff is assigned to the primary mission positions of the Planning Section, the Planning Section Chief completes the duties and responsibilities of all Planning Section roles.

The following figure breaks down the Planning Section organization and provides a description of each unit.

Figure 9: Planning Section Organization and Unit Descriptions



UNIT	DESCRIPTION
Leadership Support	This unit organizes SPG meetings, addresses legislative issues, and responds to specific leadership needs during the incident.
Documentation	This unit ensures that the incident is correctly documented and that an organized record exists following an activation.
Situation	This unit develops SitReps, spot reports, or GIS[1] maps to ensure a common operating picture and strong situational awareness in the EOC, DOCs, and field.
Specialized Planning	This unit develops plans to deal with specific needs that arise during the disaster for which there are no existing plans. This unit also identifies subject matter experts as needed for response.
Recovery Transition	This unit stands up Howard County's recovery structure following an incident and ensures a seamless transition from response to recovery.
Demobilization	This unit ensures the smooth demobilization of the EOC, incident command post (ICP), IMTs, etc.

[1] Geographic Information System

The following figure shows the activation criteria for each unit in the Planning Section.

Figure 10: Planning Section Unit Activation Criteria

UNIT	ACTIVATION CRITERIA
Leadership Support	• SPG Meetings will be held. • A local declaration of emergency is anticipated, OR executive orders related to the emergency are needed. • The Council requires reports related to the emergency. • Political issues arise that involve the development of fact sheets, letters, etc. to political entities (e.g., a letter to a Senator, etc.). • Specific emergency policy guidance that differs from normal procedure is being issued.
Documentation	• Every time the EOC is activated to ensure correct documentation of the incident. • During smaller incidents, responsibilities of this unit can easily be completed by the Planning Section Chief or OEM staff.
Situation	• Anytime the EOC is activated to a partial activation or higher. • Anytime special GIS mapping is needed.
Specialized Planning	• A plan or procedure is needed that does not currently exist. • SPG has set policy guidance that requires a plan or procedure to be developed. • A CCF requires planning assistance to fulfill their mission. • An individual with a particular technical skill set or knowledge is needed.
Recovery Transition	• SPG Meetings will be held to discuss recovery efforts. • Recovery efforts are anticipated for any phases: short-, intermediate-, or long-term recovery. • Engagement of recovery stakeholders in addition to response efforts. • Engagement with the community. • Coordination for recovery with local community-based organizations. • Coordination for recovery with State Voluntary Organizations Active in Disaster (VOAD) and Howard County Community Organizations Active in Disaster (COAD).
Demobilization	• Anytime the EOC is activated to a partial activation or higher. • During smaller activations, responsibilities of this unit can easily be completed by the Planning Section Chief. • During larger activations, where many resources or teams need to be demobilized, a person should be dedicated, if possible, to the Demobilization Unit.

Planning Section Chief

The Planning Section Chief:

- Manages the Planning Section;
- Facilitates Planning Section meetings and discussions;
- Coordinates the development of SitReps;
- Sets the operational tempo for the EOC;
- Ensures the Planning Section has the appropriate staff and subject matter experts;
- Aligns the Planning Section efforts with the approved incident objectives;

- Develops any needed incident plans;
- Addresses any policy level decisions with the EOC Manager and/or the Director of Emergency Management to be vetted through the SPG; and
- Conducts brief outs to the EOC.

The Planning Section Chief works in coordination with the EOC Manager. For more information please refer to the Planning Section Plan.

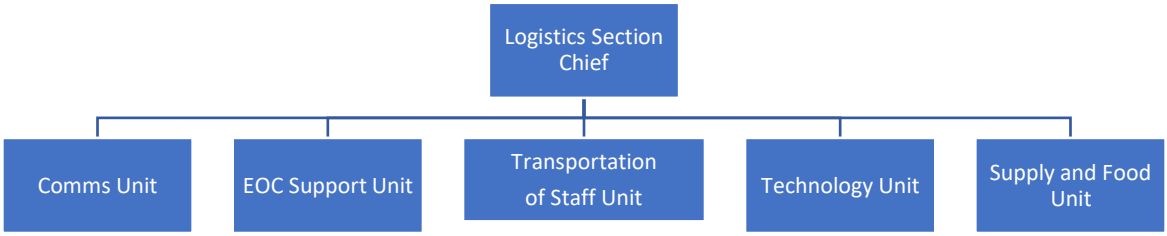
Logistics Section

The Logistics Section handles logistical needs for the response operation, and provides facilities, services, people, and materials in support of the EOC and field responders. The Logistics Section is not responsible for procuring resources to manage the incident. Instead, they are responsible for the logistical needs of the responders.

The Logistics Section is comprised of a Logistics Section Chief and five (5) primary units (not all units will be needed during every activation). Until staff are assigned to the primary mission positions of the Logistics Section, the Logistics Section Chief completes the duties and responsibilities of all Logistics Section roles.

The following figure breaks down the Logistics Section organization and provides a description of each unit.

Figure 11: Logistics Section Organization and Unit Descriptions



UNIT	DESCRIPTION
Communications	This unit develops plans for the use of incident communications equipment and facilities; installs and tests communications equipment; and distributes and maintains communications equipment.
EOC Support	This unit supports the EOC Operations Section and the Resources Unit. Duties include retrieving smaller orders and purchases, cleaning and maintaining the EOC space, setting up and maintaining EOC bunk facilities, and completing special missions as designated by the EOC Manager.
Transportation of Staff	This unit assists staff in getting to duty stations or meeting locations when travel conditions do not allow for traditional self-transport.

UNIT	DESCRIPTION
Technology	This unit ensures the technology at the EOC and all remote locations is in working order; responds to additional requests for technology as the incident evolves; and tests all technology.
Supply and Food	This unit orders, receives, processes, and stores all incident-related resources for the EOC, DOCs, and other sites opened to manage the response. The unit supplies the food for the entire incident, including to all remote locations (e.g., Camps, Staging Areas), and for personnel unable to leave tactical field assignments.

Logistics Section Chief

The Logistics Section Chief:

- Manages the Logistics Section;
- Manages logistical needs for response;
- Provides facilities, services, people, and materials in support of the incident;
- Advises the EOC Manager on all matters relating to logistics planning, facilities, communications, food/supply ordering, storage, transport, and onward movement of goods, services, and personnel;
- Supervises and configures the section to support operations with branches, divisions, groups, and units as necessary;
- Coordinates the feeding of responders;
- Coordinates staff/responder transport;
- Ensures that EOC technology is performing well, and is sufficient to meet the needs of the EOC Manager and the CCFs; and
- Manages communications technology to ensure that intra-field communication, and intercommunication between the field and the EOC is sufficient.

The Logistics Section Chief works in coordination with the EOC Manager. For more information please refer to the Logistics Section Plan.

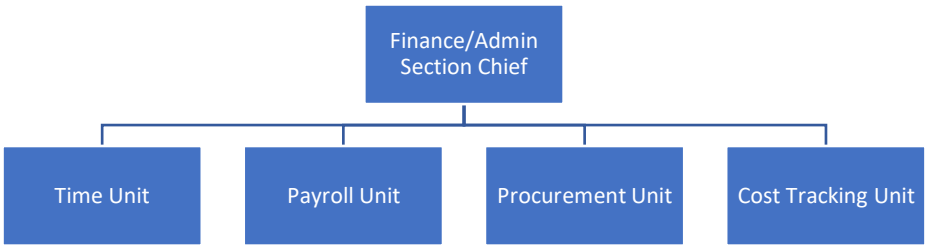
Finance/Admin Section

The Finance/Admin Section manages all financial aspects of an incident. Not all incidents will require a Finance/Admin Section. Only when the involved agencies have a specific need for finance/admin services will the Finance/Admin Section be activated.

The Finance/Admin Section is comprised of a Finance/Admin Section Chief and four (4) primary units (not all units will be needed during every activation). The Finance/Admin Section may be staffed remotely depending on the incident. Until staff is assigned to the primary mission positions of the Finance/Admin Section, the Finance/Admin Section Chief completes the duties and responsibilities of all Finance/Admin Section roles.

The following figure breaks down the Finance/Admin Section organization and provides a description of each unit.

Figure 12: Finance/Admin Section Organization and Unit Descriptions



UNIT	DESCRIPTION
Time Unit	This unit ensures the accurate recording of daily personnel time, complies with specific agency(s) time recording policies, and manages commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period.
Payroll	This unit determines payroll procedures for the incident, and ensures employees are paid correctly for work during the incident based on situational pay, collective bargaining agreements, the Howard County employee manual, etc.
Procurement	This unit handles all financial matters pertaining to vendor contracts, leases, and fiscal agreements; maintains equipment time records; establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices.
Cost Tracking	This unit provides all incident cost analysis; ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

Finance/Admin Section Chief

The Finance/Admin Section Chief:

- Manages the Finance/Admin Section;
- Manages all financial aspects of an incident;
- Provides financial and cost analysis information as requested;
- Gathers pertinent information from briefings with responsible agencies;
- Develops an operating plan for the Finance/Admin Section;
- Determines the need to set up and operate an incident commissary;
- Meets with support agency and cooperating partner representatives as needed;
- Maintains daily contact with agency(s) administrative headquarters on finance/admin matters;
- Ensures all personnel time records are accurately completed and transmitted to home agencies according to policy;
- Provides financial input to demobilization planning;

- Ensures all obligatory documents initiated at the incident are properly prepared and completed; and
- Briefs agency administrative personnel on all incident-related financial issues needing attention or follow-up.

The Finance/Admin Section Chief works in coordination with the EOC Manager. For more information please refer to the Finance/Admin Section Plan.

On-Scene Operations

When an incident or event requires the use of an on-scene ICS, OEM will support the on-scene ICS from the EOC by coordinating overall resource support to on-scene operations.

Incident Command System (ICS)

Initial response activities in Howard County are primarily performed at the field level. Emphasis is placed on minimizing 1) loss of life and property and 2) damage to the environment. By incorporating the functions, principles, and components of ICS, field responders use ICS to organize response to an emergency or disaster.

When an emergency or disaster occurs or is imminent, the responding department or agency will establish on-scene incident command. An Incident Commander or Unified Command will be designated, and an Incident Command Post (ICP) will be established. Depending on the scope and magnitude of the event, the ICP may be a designated emergency vehicle or may evolve into a more formal facility.

The Incident Commander or Unified Command is responsible for managing all on-scene tactical operations, including developing incident objectives, approving on-scene strategies and tactics, and ordering and releasing on-scene resources. The Incident Commander or Unified Command may request additional resources through established mutual aid agreements with neighboring jurisdictions.

For incidents where there is more than one agency within a single jurisdiction required for command functions or when the incident crosses political jurisdictions, a Unified Command will be established. Agencies work together through the designated members of the Unified Command to establish common objectives and strategies under a single incident action plan (IAP).

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. When multiple organizations are operational, it may be necessary to establish an Area Command to oversee the management of multiple incidents. Area Command has the responsibility to set overall strategies and priorities, allocate critical resources according to the priorities, and ensure that all incidents are properly managed and established objectives achieved.

Pre-Designated Field Operating Areas

The County has identified pre-designated operating areas to stage and mobilize materials, equipment, and other resources.

Mobile Command Program

The County Mobile Command Program serves all County agencies where its resources may be deployed to an emergency scene or other event. Mobile Command resources are equipped with modern technology to support communications, coordination, monitoring, accountability, and security. OEM and the Howard County Police Department (HCPD) jointly manage the Mobile Command Unit Program.

Emergency Operations Center (EOC)

When an incident grows in size and complexity beyond what can be effectively managed by on-scene response, the EOC will be opened. In addition, the EOC may be opened to proactively monitor conditions within the County that could escalate. When the EOC is activated it serves as the physical location for coordinating response operations and serves as a supporting entity to on-scene responders.

Departmental Operation Centers (DOC)

County departments and private agencies may establish DOCs staffed by their personnel to support emergency operations, coordinate agency-based mission planning, and provide assistance to agency personnel assigned to the EOC. DOC functions include managing its respective resources, managing administrative functions relevant to the incident, coordinating exchange of equipment, enhancing department COOP, and conducting expedient training.

DOC Coordination

- DOCs report their department's status directly to the EOC.
- DOCs may coordinate actions with other County departments when the EOC is not activated.
- When the EOC is activated, departments that establish DOCs must assign a liaison representative to the EOC to coordinate communication between the EOC and the DOC.
- Private agencies that establish DOCs may, with the permission of the Director of Emergency Management, assign a liaison representative to the EOC to coordinate communication between the EOC and the DOC.
- Departments may designate primary and alternate locations for their DOCs.

For more information on DOCs please refer to the DOC Plan.

Incident Management Team (IMT)

During large-scale incidents the Director of Emergency Management may request either an in-state or out-of-state IMT to support a portion of the response. An IMT is trained to deploy to a local jurisdiction to provide support in managing emergency responses, incidents, or planned events requiring a higher capability or capacity level than the requesting jurisdiction or organization can provide. Depending on the incident, an IMT can either assume management of the incident for the County, or it can support the County's EOC, Incident Commander, or Unified Command in managing an incident or event. An IMT can

also be tasked with managing one specific response function, such as establishing and maintaining a Staging Area. IMTs have both short- and long-team configurations based on incident needs (long-team configurations include additional positions and capabilities).

The National Incident Management System (NIMS) classifies IMTs by type:

- Type I is the highest qualification level.
- Types I and II are national teams.
- Type III is state or regional.
- Type IV is discipline or large jurisdiction-specific.

For the vast majority of incidents requiring an IMT, a Type III IMT will be sufficient. Maryland has one IMT and has a portion of another IMT through the National Capital Region. All requests for IMT support should go through MEMA.

How communication flows between the EOC and the IMT are largely dependent on the role the IMT assumes. If the IMT has been tasked with managing one specific function (e.g., Staging), they might have a single point of contact in the EOC. On the other hand, if the IMT has assumed management of the scene, there will need to be several EOC communication points. At the beginning of the incident, the EOC Manager and Planning Section Chief will determine, based on incident needs, how the IMT and EOC will communicate during the event. The below figure shows which positions, at a minimum, should communicate during the incident.

Figure 13: Communication Between EOC and IMT Positions

EOC POSITION	IMT POSITION
Operations Section Chief	Operations Section Chief, Incident Commander
Planning Section Chief	Liaison, Planning Section Chief
Resources Unit Leader	Resources Unit Leader
Logistics Section – Communications Unit leader	Communications Unit Leader
JIC	PIO

IMT demobilization will be approved by the Director of Emergency Management and will be coordinated/planned with the Demobilization Unit in the Planning Section of the EOC.

Joint Information System (JIS)

The JIS refers to processes, procedures, and systems for communicating timely and accurate information to stakeholders, media, and the public during an emergency or disaster. The JIS is under the authority and responsibility of the Howard County PIO. In order to ensure effective information sharing and situational awareness on a continual basis between the ICS and the JIS/JIC, an Information Services may be established in the EOC.

For more information on the policies, concept of coordination, and roles and responsibilities, see the Information Services section in this Response Base Plan or the Information Services Plan.

Joint Information Center (JIC)

Within Howard County, a JIC may be established to provide information to the media and public during emergency operations. The Howard County PIO is responsible for establishing and staffing a JIC under the JIS.

- Once a JIC is established, all information must be coordinated through the JIC.
- The County PIO will direct the JIC. Should the scope or severity of the emergency warrant, the County PIO will coordinate with public information offices in neighboring jurisdictions in the state and region, and will include federal agencies when necessary.
- Release of information for site-specific emergencies rests with the on-scene command staff, unless the County PIO has been designated with or assumed the responsibility.
- The PIO is responsible for briefing the County Executive, Director of Emergency Management, and the SPG, as needed.
- The Director of Emergency Management or the EOC Manager must approve all press releases prior to dissemination.

Call Center

The Call Center is a non-emergency information line for County residents and visitors that can be activated by the PIO. Additionally, the Call Center Triggers Checklist can be used to determine if the Call Center is needed. If another agency determines the need to open the Call Center based on the established Call Center Triggers, that agency can make a request to the PIO.

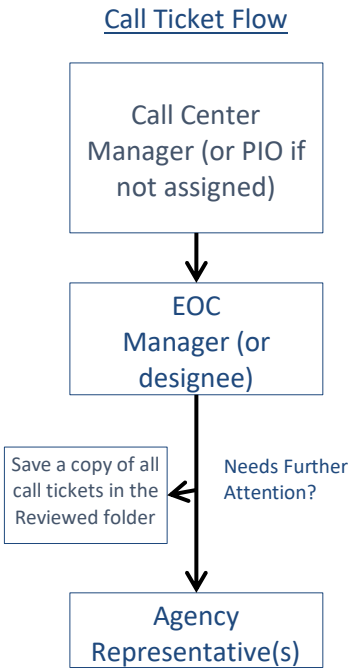
Once the Call Center is activated, the PIO is responsible for assigning a Call Center Manager to supervise Call Center operations. The PIO and the EOC Manager are the primary points of contact for the Call Center Manager. In the absence of a Call Center Manager, the PIO assumes all Call Center management responsibilities.

The primary Call Center responsibilities of PIO include:

- Making the decision to activate the Call Center;
- Assigning a Call Center Manager and Call Center Operators;
- Drafting the Call Center public message brief and resource contact list;
- Maintaining open communication with the EOC Manager and department representatives; and
- Updating and adapting the public message brief to respond to public concerns.

The following figure provides a visual for how call tickets move through the Call Center.

Figure 14: Call Center Ticket Flow Chart



More detailed information on Call Center operations can be found in the Call Center section of the Information Services Plan.

Demobilization

As an incident progresses, the response posture and assets needed will decrease. CCF leads should remain in close communication with the Operations Section Chief to advise when their respective CCF missions and incident objectives are complete. If a CCF no longer has a mission in the EOC, consideration should be given to deactivating the CCF.

In consultation with the Director of Emergency Management, the EOC Manager may deactivate CCFs, decrease the activation level of the EOC, or close the EOC as response operations conclude. The EOC Manager will communicate any changes in EOC staffing to the Director of Emergency Management, and coordinate with the Planning Section Chief and Recovery Transition Unit Leader to ensure there are no unmet needs.

The Demobilization Unit in the Planning Section will draft a demobilization plan for the incident. Once the plan has been drafted, the Planning Section Chief, EOC Manager, and Director of Emergency Management will review and approve the plan.

After Director of Emergency Management approval, the Demobilization Unit of the Planning Section will initiate all releases from the incident. The Planning Section's Demobilization Unit and the Logistics Section will arrange transportation of resources released from the incident.

Transition to Recovery

The transition from response operations to recovery is a gradual process; the pace and timing depend upon the circumstances of the disaster. As response activities diminish, disaster recovery activities increase. During this time, direction and control of the County's response operations are transferred to recovery under the authority of the Director of Emergency Management.

For further details on recovery, refer to the Recovery Base Plan of the CERRP.

Howard County

Comprehensive Emergency Response and Recovery Plan

Recovery Base Plan

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Recovery Overview

In this section, key disaster recovery concepts are defined, and types of recovery plans are described. Additionally, this section provides an explanation on the types of recovery plans to be implemented, and in some cases developed, within each phase of the Recovery Continuum (see figure 1).

Recovery Defined

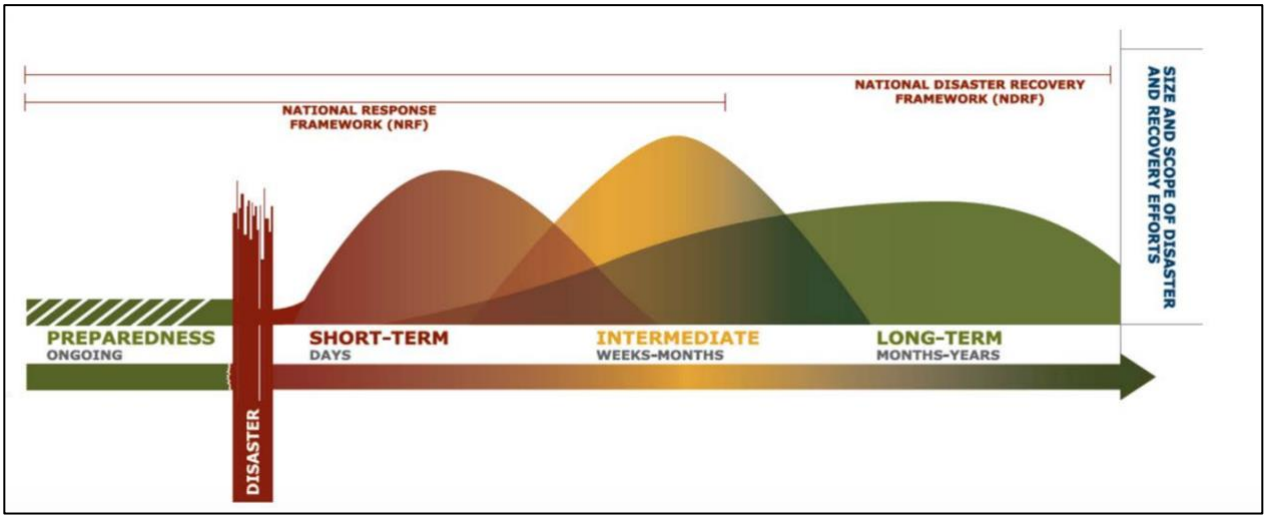
Recovery is a sequence of interdependent and often concurrent activities that advance a community toward a successful recovery. Disaster recovery is not just rebuilding. It is a social process encompassing decision-making about restoration and reconstruction activities.[1]

The four incident response priorities are the following:

1. Life Safety,
2. Incident Stabilization,
3. Property Conservation, and
4. Protection of Environment.

Once response priorities conclude, recovery operations begin. The figure below is a visual of how recovery activities connect and flow from pre-incident through long-term recovery.

Figure 1: Recovery Continuum[2]



[1] Mileti, D. (1999). Disasters by Design: A reassessment of natural hazards in the United States (Natural Hazards and Disasters series). Washington, D.C.: Joseph Henry Press.

[2] FEMA. *National Disaster Recovery Framework (NDRC)* (pg. 5): https://www.fema.gov/media-library-data/1466014998123-4bec8550930f774269e0c5968b120ba2/National_Disaster_Recovery_Framework2nd.pdf

Types of Recovery Plans

The following section describes the different types of recovery plans: pre-disaster plans and post-disaster plans. Post-disaster plans are further divided into two categories: 1) established plans that are prepared before a disaster and 2) to be developed plans that are developed/prepared after a disaster. "To be developed" plans will specifically address the details of the disaster; some templates and plan components can be found in the Support Annexes to this CERRP.

Pre-Disaster Plans

Pre-disaster plans are implemented during this phase because they address protocols and procedures at the county-level and build partnerships between key recovery organizations.

- The Comprehensive Emergency Response and Recovery Plan (CERRP) Recovery Base Plan – defines the components and overarching organizational structure of handling recovery efforts and the County Coordinating Functions (CCFs).

Post-Disaster Plans

1. Established

Below is a description of the different recovery plans that have been established during the preparedness phase but that will be implemented in the post-disaster phase.

- CERRP County Coordinating Function (CCF) Annexes – outlines the activities stakeholders perform during all phases of the emergency management cycle (response through recovery). Stakeholders are grouped together based on services provided and outcomes.
- Financial Management Annex – provides guidance for emergency fiscal and administrative procedures in support of emergency response activities during an emergency or disaster in Howard County. The processes and procedures described in the annex ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established federal, state, and local laws, policies, regulations, and standards (*Annex B).*
- Recovery Transition Unit Plan – details position tasks for initiating recovery operations at the onset of a disaster.
- Disaster Assistance Center Plan – features all of the elements and resources required to setup and run a Disaster Assistance Center in order to meet the community's needs.
- Debris Management Plan – establishes procedures and guidelines for managing disaster debris in a coordinated manner led by the Department of Public Works (DPW). (Note: This plan is currently in development phase.)
- Volunteer Management Plan – specifies the coordination of tracking hours for reimbursement in the event of a public assistance declaration, and handling spontaneous volunteers and community needs by working with voluntary organizations active in disasters (VOADs).
- Donations Management Plan – identifies the coordination of monetary donations with non-governmental entities in the aftermath of a disaster event.

2. To Be Developed

Below is a list of plans that might need to be developed during various phases of post-disaster recovery, which are identified in subsequent sub-sections of this Plan.

- Recovery Transition Plan(s) – identifies the actions that will need to be taken in order to transition from one phase of recovery to the next. This will be the responsibility of the Director of Emergency Management or designated Recovery Manager.
- Master Plan/Rebuild Plan – defines a comprehensive, community-driven vision for rebuilding in a resilient approach led by the Department of Planning and Zoning (DPZ).
- Credentialing Plan – addresses how individuals, based on the incident established policies, will be credentialed to gain access into the disaster zones or any "no-entry" zone. (Note: A Credentialing Plan for Ellicott City is currently in the development phase.)
- Access Plan/Re-entry Plan – addresses how individuals can gain access to the impacted area and how the re-entry process will occur once individuals are able to return to the impacted area.

Recovery Activities in All Phases

Preparedness

Pre-disaster recovery planning in the preparedness phase is critical to the implementation and success of a post-disaster recovery strategy. The identification of partners, roles and responsibilities, resources, and high-level priorities ensures a streamlined transition from disaster response to recovery.

Some of the key considerations for recovery coordination in the preparedness phase include, but are not limited to:

- Establishing an-all hazards recovery plan that outlines roles and responsibilities for each phase of recovery;
- Identifying and communicating expected recovery roles and responsibilities to County departments, staff, agencies, and community partners;
- Maintaining relationships with key community partner organizations;
- Engaging with the community to provide tools and resources to increase personal, family, and organizational preparedness;
- Building a system that incorporates support from other jurisdictions;
- Forming Memoranda of Understanding (MOU) for resources from immediate neighbors;
- Understanding the process for using the Maryland Emergency Management Assistance Compact (MEMAC) to acquire resources from across the state (note that a local declaration of emergency is required to request resources via MEMAC);
- Understanding the process for using the Emergency Management Assistance Compact (EMAC) to request resources outside Maryland. (Note: the Governor's declaration of a state of emergency is required to request resources via EMAC.);
- Collaborating on planning initiatives with other jurisdictions and key community partners to harness innovative solutions and ensure integration of plans;

- Incorporating key lessons learned from previous County incidents and other jurisdictions to better enhance the overall program; and
- Training and exercising recovery plans.

Short-Term Recovery

Short-term disaster recovery operations may overlap with response and generally span the first days or weeks after a disaster. However, there is no pre-determined timeline for short-term disaster recovery. Short-term recovery operations continue to address the health and safety needs of disaster survivors that persist through the end of response operations. Additionally, operations in this phase are characterized by, but not limited to, activities such as restoring basic infrastructure and essential community services.

Other focus areas of the short-term recovery phase include, but are not limited to:

- Conducting damage assessments and economic impact analyses;
- Submitting Public Assistance, Individual Assistance, and Small Business Administration (SBA) requests if applicable;
- Cleaning up and clearing debris from affected communities;
- Restoring critical infrastructure including transportation and communications networks;
- Restoring essential community services such as basic medical services and emergency/temporary medical care;
- Coordinating with non-profit organizations on access to resources;
- Staffing the Disaster Assistance Center to provide the community access to available local, state, and federal resources;
- Supporting temporary housing and feeding of displaced residents; and
- Ensuring that schools are able to continue providing education to the impacted area.

Short-Term Recovery Plans

- CCF Annexes
- Financial Management Annex
- Cost Recovery Unit Plan
- Disaster Assistance Center Plan
- Debris Management Plan
- Volunteer Management Plan
- Donations Management Plan
- Credentialing Plan
- Response to Recovery Transition Plan
- Short- to Intermediate-Term Transition Plan

Intermediate-Term Recovery

Intermediate-term disaster recovery operations occur once vital services have been restored and generally span the initial weeks and months after a disaster. Like short-term recovery operations, there is no pre-determined timeline for this phase, and it is specific to the disaster. Additionally, intermediate-

term disaster recovery operations are characterized by activities such as strategic planning to achieve permanent recovery and mitigation measures. This phase of recovery marks the beginning of a transition back to a community-driven recovery effort (e.g., a long-term recovery committee (LTRC) or group supported by the Maryland VOAD (MDVOAD)) and involves decreased County emergency management direction. Additionally, the Howard County Community Organizations Active in Disaster (COAD) coordinates with OEM and the MDVOAD to assist with short-, intermediate-, and long-term recovery efforts.

Other focus areas of the intermediate-term recovery phase include, but are not limited to:

- Providing interim housing options to individuals displaced by the disaster;
- Repairing damaged infrastructure systems;
- Providing ongoing medical care, including continuity of care for damaged healthcare facilities;
- Coordinating with state and federal partners through the Presidential Disaster Declaration process, if applicable;
- Identifying mitigation opportunities and community resilience strategies;
- Coordinating mental health resources for the impacted community and responders;
- Establishing an overall Recovery Strategy/Plan, if needed;
- Engaging with the community to identify any outstanding needs;
- Coordinating with state and federal partners on available resources or applicable programs;
- Supporting the rebuilding, reestablishment, and return of businesses; and
- Coordinating with the LTRC, MDVOAD, and Howard County COAD.

Intermediate-Term Recovery Plans

- Financial Management Annex
- Debris Management Plan
- Intermediate- to Long-Term Recovery Transition Plan

Long-Term Recovery

Long-term disaster recovery operations involve ongoing recovery projects moving towards self-sufficiency, sustainability, and resilience. These operations generally span months and years after a disaster. Operations in this phase may involve the completion of a redevelopment and revitalization strategy and scope of work for the impacted communities. It is likely that in this phase, the established Community Group, LTRC, or COAD will take control of the recovery effort, and County government will return to normal operations, serving as a partner and liaison in long-term recovery. Additionally, long-term disaster recovery operations may involve activities such as rebuilding or relocating damaged or destroyed resources, and helping ensure future community resilience (e.g., through mitigation projects, community development strategies, etc.).

Other focus areas of the long-term recovery phase include, but are not limited to:

- Developing permanent housing solutions for displaced residents;
- Reestablishing and creating resilient health care facilities;
- Implementing mitigation projects and strategies;

- Developing the Long-Term Recovery Plan or updating the Master Plan;
- Coordinating with the Community Group/LTRC, MDVOAD, Howard County COAD, and other non-profit organizations to address community needs; and
- Implementing economic revitalization strategies and rebuilding resilient businesses.

Long-Term Recovery Plans

- Master Plan
- Site Specific Mitigation Plan

Recovery Activation

How do you know if activation of recovery is required for the specific disaster?

In some situations, the disaster will be so catastrophic the need for recovery will be immediately obvious (e.g., redevelopment for a community or entire region). For other disasters, recovery operations may be confined to a geographic area and expand in scope or resource needs over time (e.g., restoration of a neighborhood that becomes redevelopment due to unforeseen impacts). In any event, the scope and scale approach can be used to determine the level of resource requirements (scope) over an estimated period of time (scale). As the geographic area expands, resource requirements and coordination needs will increase. When the scale of the event magnifies, more than likely, so will the recovery duration.

The below figure demonstrates varying degrees of recovery operations based on a scope and scale approach and can be used for determining the appropriate level of recovery activation.

Figure 2: Scope and Scale of Recovery Activation[3]

Resources

SCOPE/SCALE	RESTORATION	REDEVELOPMENT
Regional	Regional Restoration *Example: Northridge, California earthquake*	Regional Redevelopment *Example: Tohoku, Japan earthquake and tsunami*
Community	Community Restoration *Example: Oakland, California, hills firestorm*	Community Redevelopment *Example: Greensburg, Kansas tornado*
Neighborhood	Neighborhood Restoration *Example: 2016 & 2018 Ellicott City Flooding,*	Neighborhood Redevelopment *Example: September 11 World Trade Center attack*
Geographic Area	Limited loss of life and population-economic dislocation, repairable damage, minimal land-use changes	Major life or structure losses and population-economic dislocation; demolition, reconstruction, and land-use changes; mitigation opportunities

Recovery Duration (Weeks/Months/Years)

[3] Schwab, James. 2014. *American Planning Association Guidance. Planning for Next Disaster Recovery: Next Generation*.

Recovery Transitions

Identifying the natural cues for moving into a different phase of recovery can be one of the most challenging aspects of recovery operations.

This section seeks to address the recovery transitions at the county and community level, not at the operational level. Note: the CCF Annexes have procedures for demobilizing and transitioning at the operational level throughout all phases of response and recovery.

The figure below provides actions that can be taken to transition through the various recovery phases.

Figure 3: Recovery Transition Actions

RESPONSE TO RECOVERY	SHORT- TO INTERMEDIATE-TERM RECOVERY	INTERMEDIATE- TO LONG-TERM RECOVERY
• Response to Recovery Policy Group • Response to Recovery Transition Plan • Information Session or Press Conference Related to Recovery • Emergency Manager to Recovery Manager • Recovery Offices • CCF Meetings • Response to Recovery Situation Reports (SitReps)	• Short- to Intermediate-Term Recovery Transition Plan • Throttle back CCFs or demobilize • Disseminate SitReps on a less frequent basis • Senior Policy Group (SPG) meetings folded into Cabinet • Community needs transferred to non-governmental organizations (NGOs) (or LTRC)	• Intermediate- to Long-Term Recovery Transition Plan • Return to normal communication channels • Redevelopment under DPZ's Master Plan process • Finance handling financial paperwork/close out • Recovery projects assigned to normal department operations

Response to Recovery Transition

With moving elements and circumstances that will need to be assessed, the transition from response to recovery can be the most difficult transition period to execute. Moreover, personnel (more than likely) have been working extended hours in stressful situations and will want to return to normal operations as soon as possible.

Below are signs the transition from response to recovery should occur:

- CCFs no longer need to be present in the Emergency Operations Center (EOC) to carry out response functions;
- The need for recovery operations and access to recovery specific resources has become a priority;
- Field operations have demobilized or do not require extensive coordination; and
- The community is beginning to consider their individual recovery needs.

The following subsections identify the activities or roles that manage the transition from response operations to recovery. These activities or roles can occur simultaneously to response or through a gradual approach.

Response to Recovery Policy Group

Once the incident has reached a point where policy issues are recovery-oriented in nature, the Recovery Manager should begin discussions with the Director of Emergency Management on transitioning the Senior Policy Group (SPG) meetings into Recovery Policy Group meetings. To formally shift the meetings to recovery, the following should be considered:

- Moving the meeting location out of the EOC Policy Room;
- Decreasing the frequency of the meetings (e.g., every other day rather than every day);
- Reviewing meeting attendees to determine who should be added/removed for Recovery;
- Changing the meeting invites/emails, agendas, etc. to focus on recovery; and
- Beginning the first Recovery Policy Group meeting with an overview of the Response to Recovery Transition Plan.

Response to Recovery Transition Plan

The Recovery Transition Unit will develop a Response to Recovery Transition Plan that identifies:

- The recovery framework for the specific incident;
- The CCFs to be activated for short-term recovery phase;
- The lead and support agencies for recovery (this could be specific to the community impacted); and
- The overall public messaging.

The Response to Recovery Transition Plan should be developed with guidance from County leadership.

Instructions and template for developing the Response to Recovery Transition Plan can be found in *Annex L*.

Information Session or Press Conference

An information session or a press conference can mark the community's transition from response to recovery. At one of these public interfaces, recovery branding should be unveiled to show the recovery phase has begun.

Transition to Recovery Manager

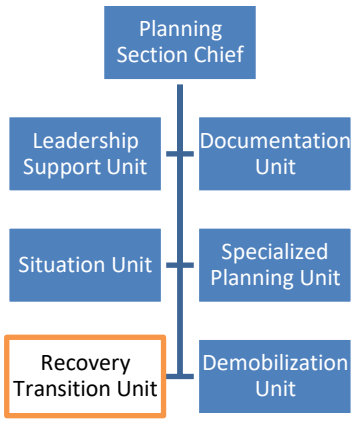
Often, the Emergency Manager (i.e., in Howard County, Director of Emergency Management) must continue to focus on response operations even though recovery operations are beginning; therefore, it is necessary to appoint a Recovery Manager specifically to manage recovery. When dealing with apparent community sensitivity and/or a recovery effort requiring long-term coordination, identifying a Recovery Manager signals to the County and the community a shift from response to recovery.

The scope, scale, and qualifications for the Recovery Manager position should be decided in the early stages of recovery by the Director of Emergency Management and County leadership using the Recovery Activation section of this Recovery Base Plan.

More information on the Recovery Manager's role can be found in the Concept of Operations section of this Recovery Base Plan.

Transition to Recovery Planning Section Chief

During response, the Recovery Transition Unit falls under the Planning Section Chief. The Recovery Transition Unit ensures a seamless transition from response to recovery. Depending on how this Unit is staffed and based on the anticipated needs of continued response operations, the Planning Section Chief may decide to phase in as the Recovery Planning Section Chief or elect the Recovery Transition Unit Leader to fill this position.



More information on the Recovery Planning Section Chief's role can be found in the Concept of Operations section of this Recovery Base Plan.

Recovery Space

Physically moving recovery personnel out of the EOC and into a separate meeting space is a way to establish the recovery operational tempo, and to reinforce that a function has moved from response to recovery. Additionally, the shift allows the EOC to focus on continuing response functions, or on other disasters or hazardous events that may occur while recovery operations are ongoing.

If space is limited due to the nature of the disaster, follow the guidelines established for the Continuity of Operations (COOP) Relocation Team to assist with securing recovery space.

Additional requirements for a recovery meeting space can be found in the Recovery Transition Unit Plan.

Response to Recovery Situation Reports (SitReps)

Response SitReps are disseminated on a frequent basis, often several times a day. Depending on the event, Recovery SitReps can be disseminated less frequently (e.g., weekly, or even monthly). Recovery SitReps should include the County's recovery branding provided by the Public Information Office (PIO).

For more detailed information on the process for developing the Response SitReps, refer to *Annex I.* For more detailed information on the process for developing the Recovery SitReps, refer to *Annex K.*

CCFs from EOC to Meetings

Moving CCFs physically out of the EOC and Department Operation Centers (DOCs) and into a meeting setting should occur in the response to recovery transition. The meetings should include set agendas

with established outcomes. In the aftermath of a CCF meeting, the Planning Section will disseminate detailed notes with identified action items that specify the responsible party and milestones for completion.

For more information on the CCF templated agenda and meeting minutes, refer to *Annex H.*

Intermediate and Long-Term Recovery Transitions

As discussed earlier in this section, to ensure a seamless shift into a different phase of recovery, a Recovery Transition Plan will need to be developed to specify actions to take and items to consider during the recovery period. The transition into intermediate- and long-term recovery can occur gradually or with a natural milestone marking the next phase (e.g., community commemoration, holiday season, important community meeting, etc.).

Below is a list of indicators that recovery operations are ready to move into the next phase.

Transition to Intermediate-Term Recovery

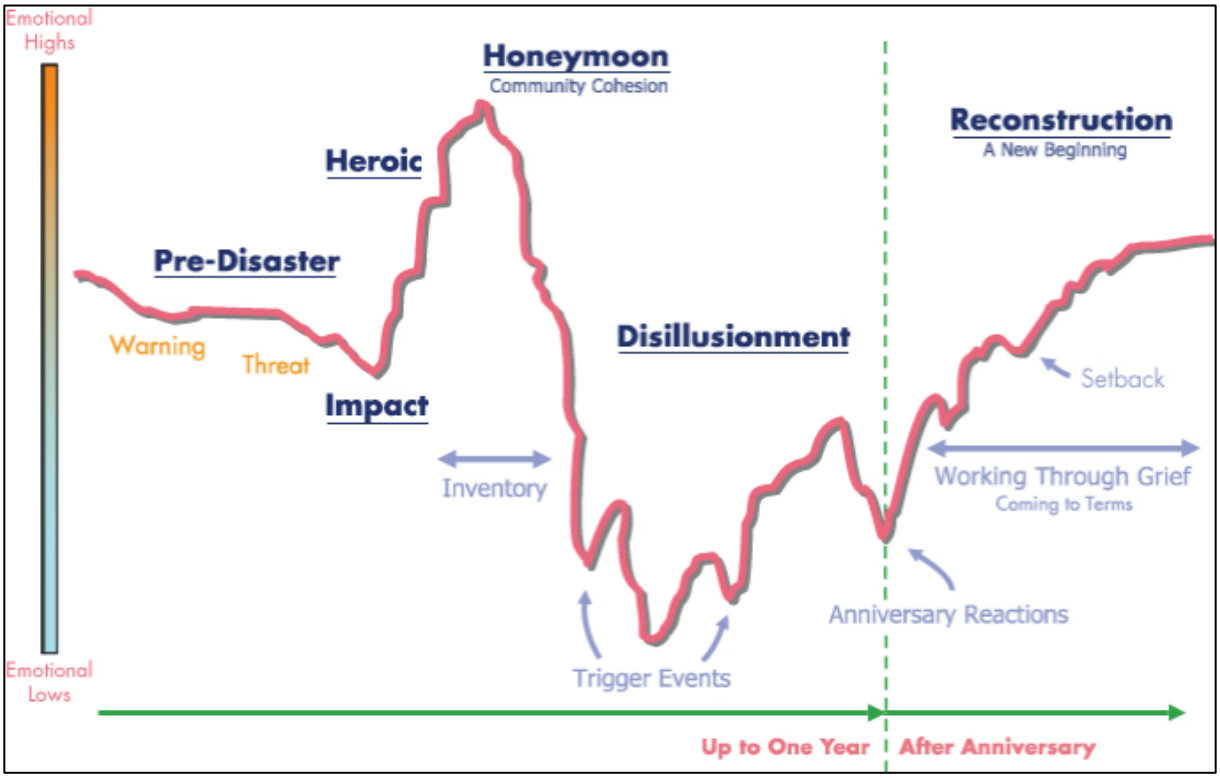
- Many of the CCFs are beginning to meet less frequently or have been demobilized;
- CCF updates for the SitReps remain unchanged or changes occur on a less frequent basis;
- SPG meetings are no longer occurring;
- The community's needs are being met through non-governmental organizations (NGOs); and
- Coordination of recovery programs with the state and Federal Emergency Management Agency (FEMA) is underway.

Transition to Long-Term Recovery

- Internal and external communication has returned to normal channels;
- Coordination of recovery projects falls within the purview of daily department operations;
- The Long-Term Recovery Plan or Master Plan Revision is underway; and
- Financial paperwork is being maintained through normal operations and/or is closing out.

The following figure provides a general community stress timeline that may be experienced in recovery, and is an example to consider when setting expectations in preparedness and implementing recovery operations in various phases.

Figure 4: Community Stress Timeline[4]



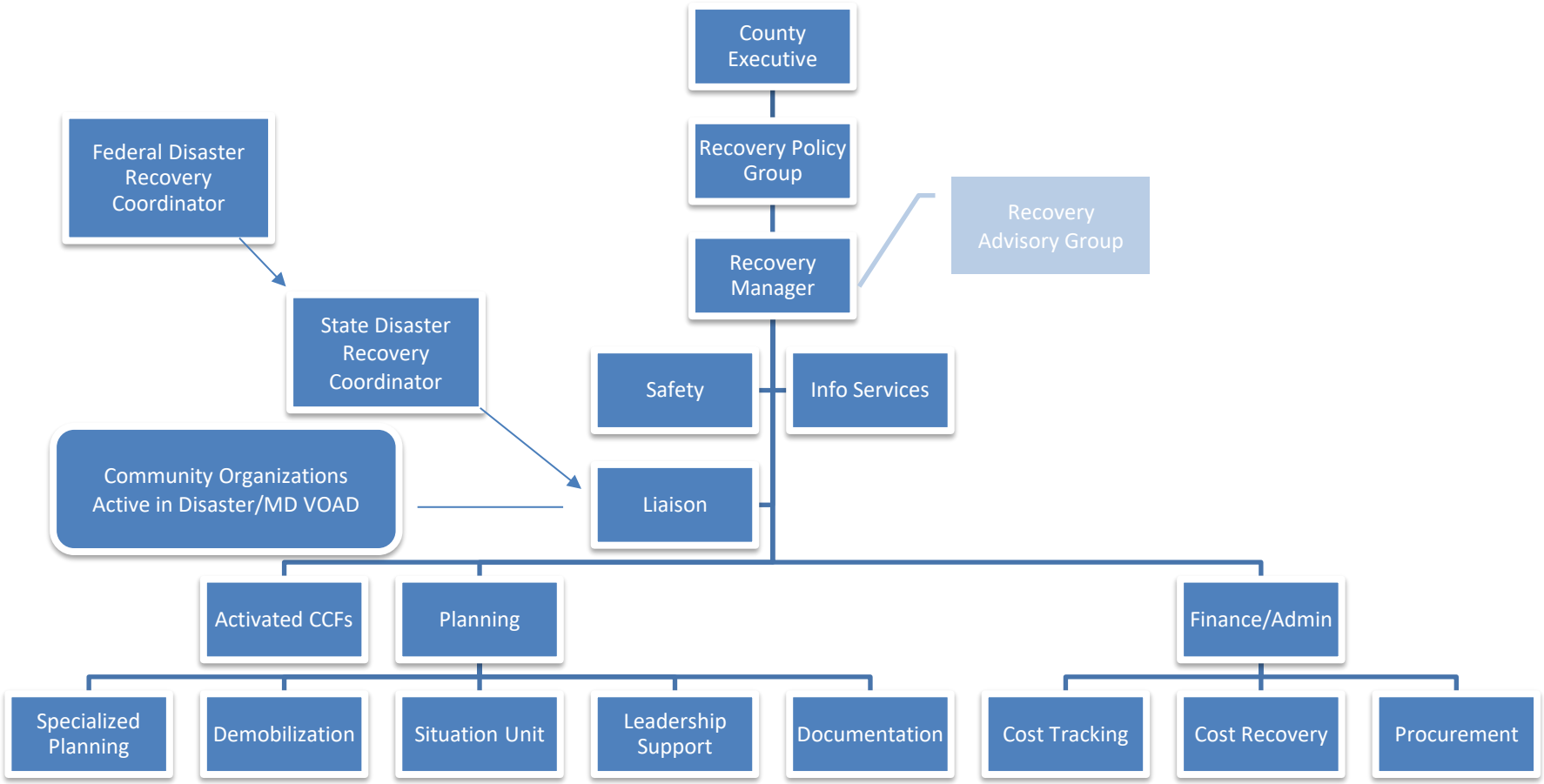
[4] Phases of Disaster. Substance Abuse and Mental Health Services Administration. https://www.samhsa.gov/dtac/recovering-disasters/phases-disaster

Concept of Operations

The following section includes the all-hazards recovery framework, which will be determined by the scope and scale of the recovery operations. Howard County will operate under an Incident Command System (ICS) based structure. Responsibility for the establishment and expansion of the ICS organization rests with the Recovery Manager. Meaning, if a position is not filled, it is the responsibility of the Recovery Manager to complete those tasks.

In the event Recovery Operations are underway and another hazardous event is imminent, the Director of Emergency Management is responsible for operations related to the preparedness, response, and recovery of any subsequent disasters. Personnel fulfilling positions related to recovery efforts will continue to do so under the direction of the Director of Emergency Management.

Figure 5: Howard County All-Hazards Recovery Structure



County Leadership – Recovery Roles and Responsibilities

Overview

Overall, County leadership works to facilitate the restoration of the community to its pre-disaster condition through any and all means possible. In the aftermath of a disaster, the community may have unrealistic expectations about the ability of local, state, and federal government to support individual recovery efforts. County leadership will work in the early phases of recovery to provide realistic expectations to the community on the availability of government resources and eligibility requirements (see Figure 9 for the Community Stress Timeline). When setting expectations, it is important to understand that on average nationwide recovery takes around eight years. Internally, County leadership may conduct a meeting with Recovery Policy Group members and CCF subject matter experts on a vision for the recovery end state (e.g., resiliency, holistic community, etc.).

County Executive

ROLES AND RESPONSIBILITIES
• Holds the executive power of the County as the elected chief executive officer and the official head of the County government. (Howard County Charter, Section 302) • Declares a local state of emergency within Howard County by executive order if there is a threat or occurrence of an emergency. (Howard County Code, Section 6.103) • Designates/recommends the County's Director of Emergency Management for appointment by the Governor of Maryland. (Howard County Code, Section 17.109(b); Md. Public Safety Code Ann. Section 14-109(b)(1)) • Adopts the County's emergency operations plan (i.e., CERRP) by executive order or another procedure as may be required by state or federal law. (Howard County Code, Section 17.109(c)) • During a declared local state of emergency, issues executive orders that the Executive considers necessary to implement the emergency operations plan (i.e., CERRP) and to protect the health, safety, and welfare of persons within Howard County. (Howard County Code, Section 6.104(a)) • May act in accordance with the executive authority during a local state of emergency by and through the Director of Emergency Management or other County officials. (Howard County Code, Section 6.104(b)) • If the threat or occurrence of an emergency appears likely to last more than seven days, may call the County Council into emergency session prior to the end of the seventh day to consider a resolution that consents to the continuation of the local state of emergency for such time as may be appropriate. (Howard County Code, Section 6.103(c)) • May call the County Council into emergency session for the purpose of introducing or enacting emergency legislation. (Howard County Charter, Section 208)

• Responsible for the overall welfare of the community.

Chief Administrative Officer (CAO)

ROLES AND RESPONSIBILITIES
• Serves as the head of the Department of County Administration. (Howard County Code, Section 6.401) • Serves as Acting County Executive upon designation by the County Executive when the latter is unable to perform the duties and responsibilities of the Executive by reason of absence from the County or disability. (Howard County Code, Section 6.401(d)(1)) • Serves as the County's Personnel Officer. (Howard County Code, Section 6.401(d)(4)) • Serves as the County's Purchasing Agent. (Howard County Code, Section 6.401(d)(5)) • Administers the County's risk management, loss prevention, and insurance management programs, and supervises the County's safety program. (Howard County Code, Section 6.401(d)(&) • Authorizes situational pay for non-uniformed, non-union employees. (Howard County Internal Memorandum for Situational Pay for Non-uniformed, Non-union Employees (Pursuant to the Howard County Pay Plan for the applicable fiscal year)) • Delays, closes, or implements liberal leave for Howard County government and government-affiliated events. • Decides on the curtailing of Howard County government services as needed to reallocate County resources to assist with recovery efforts. • Oversees the health, safety, and emotional-well-being of County employees. • Ensures continuity of government and supports Department's COOP Plans. • With the Director of Emergency Management, advises the County Executive on decisions related to response and recovery operations.

Chief of Staff

ROLES AND RESPONSIBILITIES
• Serves as liaison to County Council during the recovery phase. • Serve as a liaison to elected officials during the recovery phase, as needed.

Director of Emergency Management

ROLES AND RESPONSIBILITIES
• Designated by the County Executive and appointed by the Governor. (Howard County Code, Section 17.109(b)(1)) • Organizes, administers, and operates the Office of Emergency Management (OEM). (Md. Public Safety Code Ann., Section 14-109) • Organizes and directs the County's response to an emergency. (Howard County Code, Section 17.109(b)(2)) • Directs the development and implementation of county-wide emergency plans.

- Submits the emergency operations plan (i.e., CERRP) prepared by OEM to the County Executive for adoption. (Howard County Code, Section 17.109(c))
- Serves as the authorized County representative for purposes of requesting and responding to requests under MEMAC. (Howard County Code, Section 17.109(b))

County Council

ROLES AND RESPONSIBILITIES
• Holds the legislative power of the County and consists of five members who are elected from the Councilmatic Districts. (Howard County Charter, Section 202) • May be called into emergency session for the purpose of introducing and enacting emergency legislation either by the County Executive or by a majority of members of the Council. (Howard County Charter, Section 208) • May pass emergency bills to meet an immediate emergency affecting public health, safety, or welfare. (Howard County Charter, Section 209(d)) • During a declared local state of emergency, may be called into emergency session to consider a resolution that consents to the continuation of the local state of emergency for such time as may be appropriate. (Howard County Code, Section 6.103(c))

County Solicitor

ROLES AND RESPONSIBILITIES
• Advises the County Executive and Recovery Policy Group on recovery legal concerns. • Howard County Charter, Section 405(b), Powers and Duties of the County Solicitor: The County Solicitor shall be the legal advisor of the County and of its several offices, departments, boards, commissions and other agencies. Except as otherwise provided in this Charter, no office, department, board, commission, agency or branch of the County government which receives County funds shall have any authority or power to employ or retain any legal counsel other than the County Solicitor. The County Solicitor shall also be the legal advisor and legislative drafter for the Council, unless the Council shall specify otherwise by resolution. The County Solicitor shall give advice and opinions upon any legal questions affecting the interests of the County which are submitted to him or her: (1) By written request of a County Council member; (2) By written request of the Executive; (3) By written request, approved by the Executive, of the head of any office or department in the executive branch; or (4) By written request of any board, commission or agency. All deeds, bonds, contracts, releases, agreements, advertisement bids, and other legal papers, documents and instructions involving the interests of the County to be executed and approved by any officer of the County shall be submitted to the County Solicitor and shall be approved by him or her as to their form and legal sufficiency in compliance with the laws and conditions under which executed. The County Solicitor shall have the right of access at all times to the official records of any office, department, board, commission or agency of the

County. The County Solicitor shall have such additional legal duties as may be prescribed by directive of the Executive or by legislative act of the Council not inconsistent with this Charter.

Recovery Positions

As noted in the beginning of the Concept of Operations section, the Recovery Manager maintains responsibility for completing tasks associated with positions that have not been filled. To fit the requirements of the disaster, the scope of work for some of the positions may require specification. That is, the scope of work for a particular position may either be expanded or limited based on the scale and extent of recovery operations, needs of the community, political issues surrounding the recovery effort, and level of media coverage.

Recovery Policy Group

During ongoing or long-term emergency situations, the Recovery Policy Group serves as a policy- and strategic-level advisory body to analyze critical information and support the County Executive by identifying emergent needs and providing policy recommendations for action, including public messaging. The Director of Emergency Management, in consultation with the County Executive, determines the members of the Recovery Policy Group.

Recovery Manager

The scope and nature of this position will be determined to meet the needs for each recovery effort. In some instances, the Recovery Manager acts as the "face" of recovery for the County to the community. In other situations, the Recovery Manager handles emergency management coordination to allow the Emergency Manager (i.e., in Howard County, the Director of Emergency Management) to continue focusing on response efforts or additional hazardous threats that may arise. If the Recovery Manager position is not filled, the below tasks fall to the Emergency Manager (i.e., in Howard County, the Director of Emergency Management).

The Recovery Manager:

- Implements the County's recovery framework to include coordination and facilitation among all stakeholders;
- Fills the positions in the recovery framework or completes associated tasks for any unfilled positions;
- Takes direction from County leadership and/or the Recovery Advisory Group (if activated) and converts into actionable recovery tasks;
- Identifies and resolves any policy issues with the Recovery Policy Group;
- Oversees the coordination activities of the Recovery Planning Section Chief;
- Sets the operational tempo for recovery;
- Manages the transition of recovery activities throughout all phases: short-term, intermediate-term, and long-term;
- Works closely with OEM and County Administration in the short-term and intermediate-term phases of recovery to connect the community to resources;

- Works closely with the DPZ and DPW in the long-term recovery phase to address master planning and mitigation activities; and
- Serves as a liaison to external organizations on behalf of the County on all recovery activities.

Recovery Advisory Group

This group may or may not be initiated for a recovery effort. In the event the Director of Emergency Management activates this group, the Recovery Manager should work to have representatives with the expertise to do the following:

- Provide guidance to the Recovery Manager and County Executive on the overall recovery strategy;
- Provide access to emergency management resources such as staff and facilities;
- Serve as a sounding board for any ideas related to recovery activities;
- Address any potential political or community related issues that may arise, and work with the Recovery Manager to navigate through the best approach;
- Identify local, state, and federal resources, and connects them to the Recovery Manager;
- Assist the Recovery Manager with brainstorming gaps and solutions in the overall recovery framework or strategy;
- Identify outstanding community needs to be addressed;
- Participate in CCF meetings, as needed;
- Engage with subject matter experts, as needed; and
- Assist the Recovery Manager with coordination of activities that may directly impact recovery efforts but are not within the scope of work of the Recovery Manager.

Information Services

The Public Information Officer is responsible for managing Information Services, identifying information needs for the incident, and managing the Joint Information System (JIS) when activated. Additional responsibilities may be found in the Information Services Plan and the JIS section to the Response Base Plan.

During Recovery, the Public Information Officer:

- Develops and implements the Recovery Communication's strategy;
- Translates the County's recovery activities into public messaging;
- Handles media inquiries and press events related to recovery efforts;
- Monitors social media for misinformation or other community information needs;
- Establishes and maintains the County's recovery website;
- Disseminates important information through press releases, ensuring all messaging is approved by the Recovery Manager;
- Manages the Call Center (if activated) and, based on the volume of calls, adjusts the number of locations, call takers, and messages; and
- Coordinates messaging for targeted groups in the community through social media, flyers, onsite presence, etc.

Safety Officer

The Safety Officer ensures a safe working environment is established and maintained for county-wide operations. The Safety Officer maintains situational awareness by communicating with safety officers in the field and with personnel conducting recovery activities.

The Safety Officer routinely inspects and corrects any deficiencies in the operating environment. The Safety Officer also ensures that personnel do not jeopardize their health by becoming over-stressed or overworked. The Safety Officer ensures that the building and other facilities used in support of the recovery efforts are in safe operating condition.

> When the Safety Officer deems an environment or operation unsafe, he or she can stop all work and modify any unsafe environment or operations, notifying the Recovery Manager of actions taken.

The Safety Officer works in coordination with the Recovery Manager, and reports any unsafe conditions or personnel mental health issues to the Recovery Manager.

Liaison Officer

The Recovery Manager may or may not choose to activate this position. If this position is not filled, the Recovery Manager will take on the associated tasks. In other situations, an individual may be chosen to serve as the Liaison Officer for a specific recovery event or to handle a particular issue.

The Liaison Officer is responsible for communicating recovery efforts and plans with the following individuals or entities:

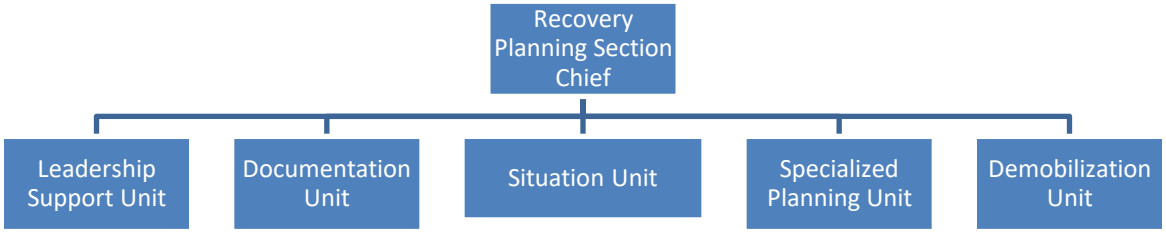
- Maryland State Agencies;
- Elected officials;
- Federal agencies; and
- Non-profit groups or key community partners.

Recovery Planning Section

The Recovery Planning Section collects, evaluates, processes, drafts, and disseminates information for use during recovery. The Recovery Planning Section is comprised of a Recovery Planning Section Chief and five (5) primary units (not all units will always be needed). Until staff is assigned to the primary mission positions of the Recovery Planning Section, the Recovery Planning Section Chief completes the duties and responsibilities of all Recovery Planning Section roles.

The following figure breaks down the Recovery Planning Section organization and provides a description of each unit.

Figure 6: Recovery Planning Section Organization and Unit Descriptions



UNIT	DESCRIPTION
Leadership Support	This unit organizes Recovery Policy Group meetings (as needed), addresses legislative issues, and responds to specific leadership needs.
Documentation	This unit ensures that the incident is correctly documented and that an organized record is maintained.
Situation	This unit develops Recovery SitReps, spot reports, or GIS[5] maps to ensure a common operating picture and strong situational awareness.
Specialized Planning	This unit develops plans to deal with specific needs that arise during the disaster for which there are no existing plans. This unit also identifies and coordinates with subject matter experts as needed.
Demobilization	This unit ensures a seamless transition through the recovery phases by supporting the demobilization of the CCFs and any onsite resource centers.

Recovery Planning Section Chief

The Recovery Planning Section Chief:

- Manages the Planning Section;
- Coordinates and facilitates CCF meetings (if requested by the Recovery Manager);
- Documents action items and policy decisions from CCF meetings;
- Gathers updates from CCFs and inputs them into the Recovery SitReps;
- Coordinates the development and dissemination of the Recovery SitReps;
- Assists the Recovery Manager with developing Recovery Policy Group agendas;
- Converts daily, weekly, and monthly objectives into actionable tasks;
- Collects information and lessons learned for an After Action Report (AAR);
- Maintains the recovery operational tempo;
- Assists the Recovery Manager with other recovery related special projects (e.g., researching, planning, participating in relevant webinars, etc.);
- Ensures the Recovery Planning Section has the appropriate staffing of personnel and subject matter experts for the transition to recovery;
- Addresses any policy level decisions with the Recovery Manager and/or the Recovery Advisory Group to be vetted through the Recovery Policy Group; and
- Ensures the Recovery Planning Section aligns efforts with the approved incident objectives.

[5] Geographic Information System

The Recovery Planning Section Chief works in coordination with the Recovery Manager. For more information please refer to the Planning Section Plan.

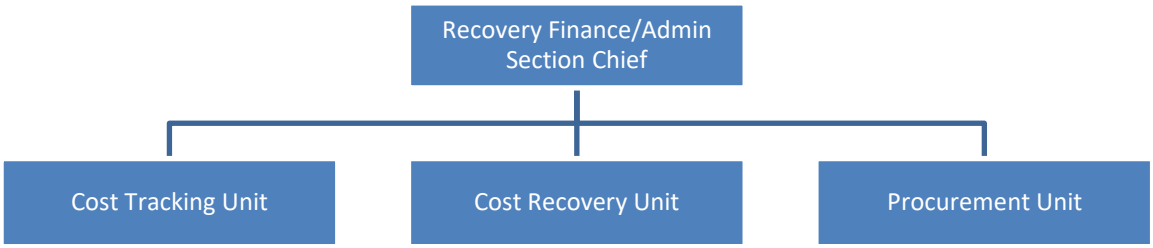
Recovery Finance/Admin Section

The Recovery Finance/Admin Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Recovery Finance/Admin Section. Only when the involved agencies have a specific need for finance/admin services during recovery will the Recovery Finance/Admin Section be activated.

The Recovery Finance/Admin Section is comprised of a Recovery Finance/Admin Section Chief and three (3) primary units (not all units will be needed during every activation). The Recovery Finance/Admin Section may be staffed remotely depending on the incident. Until staff is assigned to the primary mission positions of the Recovery Finance/Admin Section, the Recovery Finance/Admin Section Chief completes the duties and responsibilities of all Recovery Finance/Admin Section roles.

The following figure breaks down the Recovery Finance/Admin Section organization and provides a description of each unit.

Figure 7: Recovery Finance/Admin Section Organization and Unit Descriptions



UNIT	DESCRIPTION
Cost Tracking	This unit provides all incident cost analysis; ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.
Cost Recovery	This unit coordinates the federal assistance programs reimbursement process for County associated costs.
Procurement	This unit handles all financial matters pertaining to vendor contracts, leases, and fiscal agreements; maintains equipment time records; establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices.

Recovery Finance/Admin Section Chief

The Recovery Finance/Admin Section Chief:

- Manages the Recovery Finance/Admin Section;
- Manages all financial aspects of the recovery effort;
- Maintains standardization of financial forms and disseminates to departments to ensure uniform reporting;
- Provides financial and cost analysis recovery information as requested;
- Gathers pertinent information from briefings with responsible agencies;
- Develops an operating plan for the Recovery Finance/Admin Section;
- Fills supply and support needs;
- Meets with support agency and cooperating partner representatives as needed;
- Maintains contact with agency(s) administrative headquarters on finance/admin matters;
- Ensures that all obligatory documents initiated at the incident are properly prepared and completed;
- Provides financial and cost analysis data and findings for grant applications;
- Briefs agency administrative personnel on all incident-related financial issues needing attention or follow-up; and
- Manages and provides support to departments involved with the public assistance process for financial reimbursement in coordination with the Maryland Emergency Management Agency (MEMA) and FEMA.

Procurement Unit

The Procurement Unit:

- Administers all financial matters pertaining to vendor contracts, leases, and fiscal agreements;
- Ensures that all contracts follow Howard County Code procurement rules to meet FEMA Public Assistance requirements for financial reimbursement;
- Administers documentation associated with equipment rental and supply contracts;
- Prepares and authorizes contracts and land-use agreements; and
- Ensures effective and timely contract closeout.

Cost Tracking Unit and Cost Recovery Unit

It is paramount that detailed records are kept and backed up with documentation supporting the incurred disaster event-related cost (e.g., tracking personnel hours, supplies, materials, equipment, and other disaster-related costs). This detailed cost-tracking approach is necessary for obtaining state and/or federal disaster declarations, and for receiving reimbursements and payments for staff and projects during recovery. Each program should be reviewed carefully to determine eligibility of damages and expenses.

Departments and agencies should employ their own internal process for recording and documenting expenditures, and should maintain all recovery-related records for a minimum of 5 years after the last action on the disaster application. This process for recording and documenting expenditures by

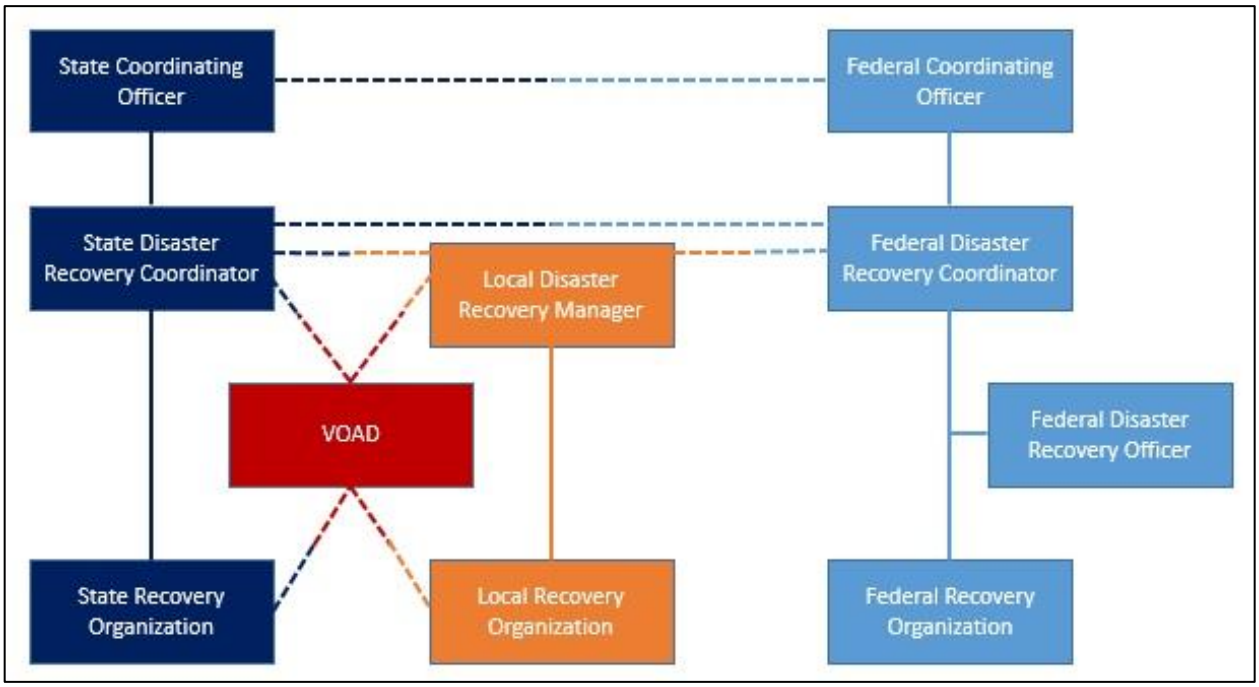
departments and agencies must be consistent with the policies and procedures established in the Financial Management Annex (*Annex B)*.

Concept of Coordination

The Concept of Coordination section establishes how Howard County will coordinate with the Baltimore region, state, and federal recovery organizations. Additionally, this section provides a description of key recovery positions at the state and federal levels.

The following figure outlines the Maryland Recovery Framework as defined in the State of Maryland Consequence Management Operations Plan (CMOP), and shows the coordination of recovery organizations at the local, state, and federal levels.

Figure 8: Maryland Recovery Coordination Framework



Regional Coordination

As noted in the Introduction and Planning Overview, Howard County is part of the Baltimore Urban Area Security Initiative (UASI), which is comprised of the cities of Baltimore and Annapolis and the counties of Anne Arundel, Baltimore, Carroll, and Harford. The Baltimore UASI was established in 2003 to promote coordinated response and recovery operations across jurisdictional boundaries.

The UASI program is intended to provide financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist these areas in building and sustaining capabilities to prevent, protect against,

mitigate, respond to, and recover from threats or acts of terrorism using the Whole Community approach.

The regional coordination following a disaster is challenging and complex, especially given there is not a Baltimore regional governing body. However, the Baltimore Metropolitan Council (BMC) is a resource for the region and often a meeting location for UASI meetings with regional partners. The BMC is a nonprofit organization that works with the region's elected executives to identify mutual interests and develop collaborative strategies, plans, and programs that will help improve quality of life and economic vitality.

Following a widespread disaster, there is often a surge of similar resource requests, conflicting information, and competing priorities. The Baltimore UASI's Regional Recovery Framework seeks to overcome the regional coordination challenges by identifying clear and consistent recovery processes and procedures that consider varying disaster scenarios at the local, regional, state, and federal levels. Additionally, each member of the Baltimore UASI Recovery Committee has been provided the tools to develop a local recovery plan. It is the responsibility of each local jurisdiction to implement the established structures and processes for local recovery coordination. Regional recovery coordination also aims to align the various local efforts to avoid resource depletion, establish a common operating picture, and deconflict competing priorities.

In addition, the state and local recovery organizations in the Baltimore UASI Region will work to:

- Convene the Baltimore UASI Region Local Disaster Recovery Managers (LDRM) for unified decision-making for regional coordination structure and recovery priorities;
- Leverage the existing regional coordination mechanism of the BMC as outlined in the Region's Opportunity Collaborative Plan; and
- Use the Baltimore UASI regional committees and resources (mainly personnel).

Regional Recovery Plans

- Baltimore UASI Regional Recovery Framework – This framework sets forth the policies and procedures for coordinating regional recovery, and documents the commitment of the seven jurisdictions and state to work together in support of local and regional recovery.
- Baltimore UASI Region III Health & Medical Coalition: Healthcare Recovery Plan – This plan discusses actions that can be carried out prior to a regional disaster by all members of the Region III Health & Medical Coalition and reviews how each healthcare facility's COOP plan can contribute to a successful regional recovery.
- Opportunity Collaborative Plan – The Opportunity Collaborative Regional Plan for Sustainable Development (RPSD) focuses on connecting housing, transportation, and workforce plans through the greater Baltimore area. The plan development includes local governments, state agencies, universities, businesses, non-profits, and others who are working together to take full advantage of the region's potential in those three areas. The project was funded by a Housing Urban Development (HUD) Sustainable Communities Grant.

State Recovery Organization

The role of the state in disaster recovery is to support the impacted jurisdictions and local recovery organizations. MEMA's Executive Director has overall responsibility for the state's recovery operations and serves as the State Coordinating Officer (SCO), reporting recovery-related information to the Governor and senior officials, and liaising with the Federal Coordinating Officer (FCO), if designated.

The SCO has the responsibility of appointing the State Disaster Recovery Coordinator (SDRC); the SDRC is responsible for establishing and coordinating the State Recovery Organization. Using the established state coordinating functions (SCFs), the SDRC builds out the State Recovery Organization based on anticipated state support, and based on the level of need and type of need requested from the impacted local jurisdictions.

The State CMOP Recovery Chapter states that Maryland's State Recovery Organization will seek to interact with the local recovery organization by:

- Incorporating the local advisory group into the State's recovery organization to advise on policy related to the disaster recovery efforts impacting their local jurisdiction;
- Ensuring information is shared with the local jurisdiction; and
- Coordinating with the locally appointed representative of the jurisdiction.

The roles of MEMA and the state departments/agencies, with regard to supporting local recovery operations, are outlined in the CMOP. Additionally, the way the state interacts with the federal government to support recovery operations is outlined in the CMOP. MEMA's high-level recovery priorities following a disaster include, but are not limited to:

- Ensuring local jurisdictions work through MEMA to coordinate with SCFs;
- Ensuring state resources can support the local disaster service center(s), and other local and regional recovery efforts;
- Ensuring local jurisdictions coordinate with the state on the damage assessment and declaration request processes; and
- Identifying things the LDRM should be aware of in working with the state.

The State Recovery Organization adheres to Maryland Emergency Management System (MEMS) principles such that the location can be physical or virtual to support one or multiple impacted jurisdictions. The State Recovery Organization also has the ability to co-locate with a FEMA Joint Field Office (JFO) during large scale disaster recovery efforts.

State Disaster Recovery Coordinator (SDRC)

The SDRC coordinates the overall state operational support to the impacted local jurisdiction(s) and facilitates the disaster declaration process if appropriate. The SDRC also coordinates directly with the LDRM and the Federal Disaster Recovery Coordinator (FDRC), in tandem with a Stafford Act Declaration. In the event there is not a Stafford Act Declaration, the state will need to submit a request to FEMA to receive technical assistance through the FDRC (refer to FEMA's Non-Stafford Act Recovery Guide for

more information[6]). MEMA has developed a Disaster Assistance Appendix to the CMOP that outlines the entire disaster assistance process, and the Stafford Act Programs and non-Stafford Act programs the state provides, as applicable (see *Annex D* for more information).

Following a disaster, the SDRC is appointed by the Executive Director of MEMA to convene the State Recovery Organization and begin working with the LDRM to coordinate local and state recovery objectives. The SDRC is the lead for state recovery operations and is the point of contact between the LDRM, state departments/agencies, and the federal government. The SDRC is responsible for, the following:

- Facilitating and coordinating statewide recovery calls;
- Supporting the damage assessment process by coordinating with local, state, and federal partners;
- Assisting with the Presidential Declaration Request by compiling jurisdictional information into a letter and submitting the request letter to FEMA on behalf of the Governor;
- Overseeing the tasks with the State Public Assistance Officer, Individual Assistance Officer, and Mitigation Officer to support the delivery of state and federal programs to the local jurisdiction;
- Ensuring local jurisdictions coordinate with SCFs, through MEMA, to ensure state resources can support the local disaster service center(s) and other local recovery efforts; and
- Supporting the local jurisdiction with state programs/services to support any unmet needs.

State Recovery Plans

- Maryland Consequence Management Operations Plan (CMOP) – The CMOP outlines the tasks, activities, and responsibilities for state department/agencies as they prevent, respond to, and recover from incidents in Maryland.
- Disaster Assistance Appendix – The Disaster Assistance Appendix of the CMOP describes the capabilities and services of state departments/agencies, as well as considerations for local jurisdictions requesting state support during disaster recovery operations. This appendix is not meant to serve as operational guidance, rather it provides a comprehensive overview of disaster assistance services and state-level support that Maryland departments/agencies may provide during disaster recovery operations in Maryland jurisdictions.

Federal Organization

In the event of any disaster, local jurisdictions and states can engage with federal agencies through FEMA – for Maryland, FEMA Region III. In the event of disaster operations, FEMA follows the Recovery Federal Interagency Operations Plan (FIOP).[7] The Recovery FIOP describes how the federal government delivers eight core capabilities for the recovery mission area, and coordinates with the federal recovery support functions (RSFs), state partners, and local partners during disaster operations.

[6] FEMA. *Non-Stafford Act Recovery Guide.* https://www.fema.gov/media-library-data/20130726-1910-25045-8797/non_stafford_act_recovery_guide.pdf

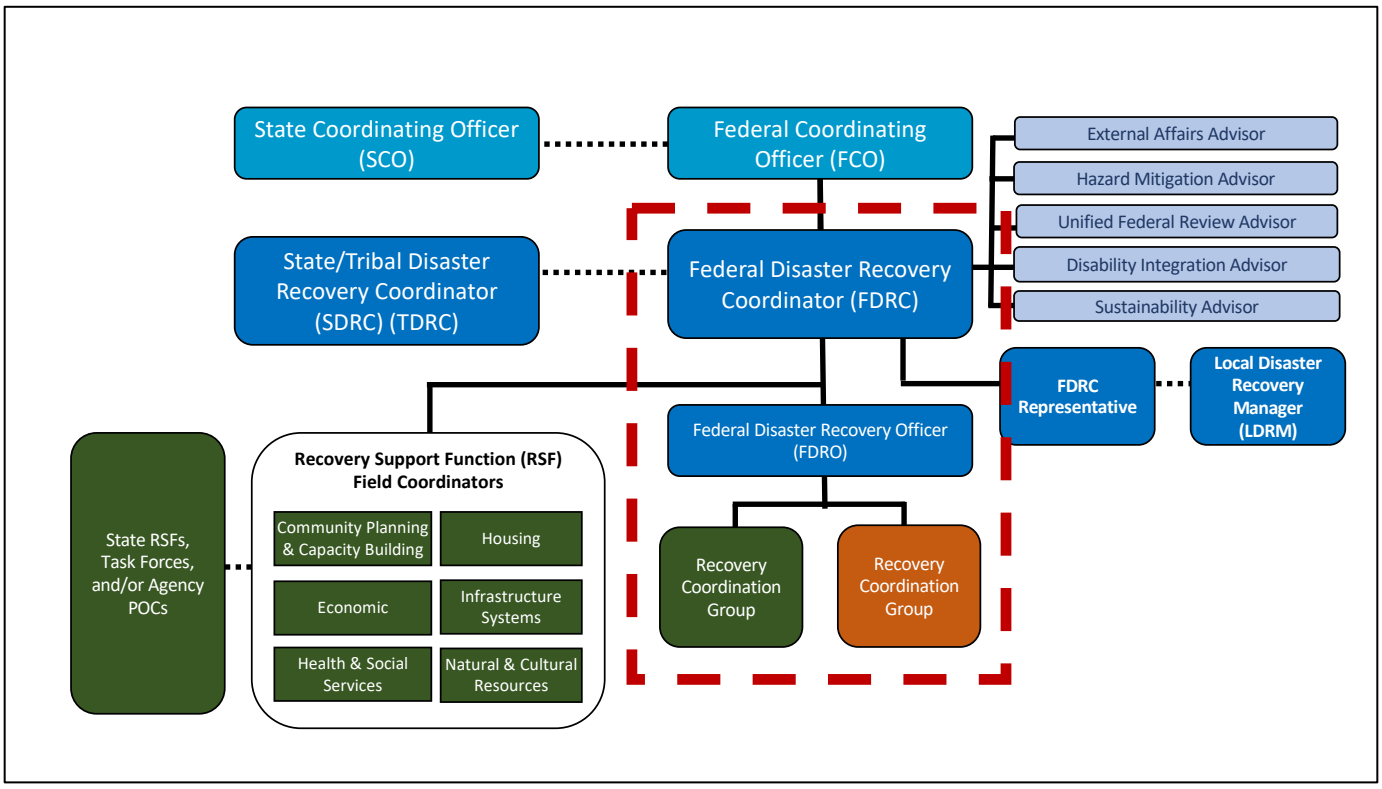
[7] FEMA. *Introduction.* FEMA Recovery Federal Interagency Operational Plan.

FEMA leads the coordination of federal agency recovery operations. FEMA's role is to coordinate with the State Recovery Organization to identify federal support to state and local recovery operations, with or without, a federally declared disaster. For a non-declared disaster (or pending a declaration), the SDRC may coordinate with the FEMA region (Region III includes Maryland) to determine applicable Non-Stafford Act programs that may be used for disaster recovery operations.

Federal Roles and Responsibilities

Federal interagency recovery coordination maximizes the delivery of recovery core capabilities through the collaboration of federal departments and agencies in partnership with state and local governments in the aftermath of a disaster. All federal agencies have a role in recovery coordination. FEMA is the lead agency for the operational coordination recovery core capability, and works to organize and orchestrate federal activities and resources to support recovery to state and local governments.

Figure 9: Federal Recovery Positions Organization Chart



Federal Coordinating Officer (FCO)

The FCO is appointed by the Director of FEMA on behalf of the President to lead federal recovery efforts in support of affected states during Presidentially Declared Stafford Act disasters. The FCO coordinates all federal activities in support of the affected state(s), including ensuring Stafford Act programs are administered appropriately and additional federal support (coordinated through the FDRC and, if activated, JFO) is provided.

The FCO works directly with the SCO on all recovery-related matters to ensure the needs of the state are met by federal partners. The FCO is the overall coordinator of the federal reimbursement process and works with local and state partners who are seeking Stafford Act Programs support.

Federal Disaster Recovery Coordinator (FDRC)

Once appointed by the FCO, FEMA Regional Administrator, or designated lead agency, the FDRC has the responsibility to establish an interagency recovery coordination structure that is most appropriate to the impacted state and local jurisdiction(s). The FDRC reports to the FCO, is the primary coordinator of interagency recovery support, and serves as a recovery adviser to the FCO.

The FDRC works closely with the appointed SDRC and LDRM to meet the needs of the state and the local jurisdiction(s) with federal resource and operations support. A FDRC can be appointed and activated with or without a Stafford Act Declaration.

Federal Disaster Recovery Officer (FDRO)

The Federal Disaster Recovery Officer (FDRO) provides direct day-to-day operational support to the FDRC in executing the disaster recovery mission. The FDRO supports the FDRC in operational and administrative support, including the establishment and operations of the JFO, if appropriate, and the development of the Recovery Support Strategy (RSS).

The RSS is a strategic level document that describes the approach, recovery tasks, and relevant resources the federal departments/agencies and its collaborative partners can provide to address the recovery needs, issues, and ongoing recovery efforts of the local jurisdiction(s) and state.

Federal Recovery Plans

- National Disaster Recovery Framework (NDRC) – A guide that enables effective recovery support to disaster-impacted states, tribes, territories, and local jurisdictions.

Voluntary Organizations Active in Disaster (VOAD)

Nonprofit and faith-based organizations are extremely vital to post-disaster recovery operations. VOADs can provide a wide range of recovery services to an impacted community. These recovery services include feeding, donations management, debris removal, logistical assistance, basement muck-outs, individual case management, and sheltering and sheltering support.

One of the largest roles nonprofit and faith-based organizations provide during recovery is the establishment and facilitation of a LTRC, which serves as a link between the community, its residents, and the local government. A LTRC can serve as a point of donation coordination and casework for individuals requiring disaster assistance with needs that the public sector cannot meet. This can include allocating money (if the LTRC is an established organization for receiving and managing monetary donations), rebuilding and construction services, and other community services.

Local communities often have pre-established organizations and community groups, which are vital to recovery operations. The pre-disaster recovery planning process should include members of these organizations to establish expectations for their roles and responsibilities, and to organize communication and coordination methods between the local government and NGOs.

The Maryland VOAD (MDVOAD) is comprised of numerous statewide voluntary and faith-based organizations, often with connections to national level counterparts. It is a nonprofit, nonpartisan, membership-based organization that serves as a forum where organizations share knowledge and resources throughout the disaster cycle to help disaster survivors and their communities.

While robust, the members of the MDVOAD are not the only nonprofit and faith-based organizations active during disasters. MEMA is the lead agency for the Non-Governmental Services SCF, which engages the VOADs and ensures coordination between the state and local recovery organizations.

Howard County Community Organizations Active in Disaster (COAD)

A COAD is a collective group of organizations, based within a community or geographic area, which is composed of representatives from public, private, and non-profit agencies. The Howard County COAD enhances Howard County's ability to mitigate, prepare for, respond to, and recover from disasters using FEMA's Whole Community concept to engage the full capacity of the public, private, and non-profit sectors. These partners include businesses, faith-based organizations, community organizations, disability organizations, and community stakeholders, in conjunction with the participation of local, tribal, state, territorial, and federal government partners.

The mission of Howard County's COAD is to provide a means for community stakeholders to make a positive contribution to Howard County's disaster preparedness, mitigation, response, and recovery efforts through collaboration, communication, coordination, and cooperation with each other, MDVOAD, and the Howard County Government.

The Howard County COAD has a broad mission that will provide a platform for launching traditional programs such as a LTRC, while promoting an inclusive concept to add more non-traditional programming into organizations through the incorporation of the Whole Community concept. The Howard County COAD can be organized in several ways based on the needs of the community.

The Howard County COAD is a collaborative working group in which all the participants are equal partners united by common goals. It is important to note that all organizations maintain their individual autonomy as members of the Howard County COAD.

COADs are directly linked by purpose and function to a larger organization at the state level (i.e., MDVOAD in Maryland). This state level VOAD is directly linked by purpose and function to the National VOAD. Although participants at all levels may vary, all three organizations – Howard County COAD, MDVOAD, and National VOAD – work together to promote collaboration, cooperation, coordination, and communication between the voluntary and community-based organizations that are active in disaster.

Conclusion

Marking the end of recovery operations with an official “end date” is most likely not possible. Recovery efforts can potentially span years after a disaster. In certain circumstances the community may look different than it did before the disaster. Eventually, recovery operations may begin to blend into long-term mitigation projects that ensure a sustainable and resilient future to prevent the impacts from future disasters. As detailed in this Recovery Base Plan, the timing of recovery phases and transitions should align with the needs of the community.