

Montgomery County, Maryland



Emergency

Operations Plan

Office of Emergency Management and Homeland
Security

Adopted March 12, 2024





Submitted by: Luke J. Hodgson, Director,
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Promulgation Statement

The Montgomery County Emergency Operations Plan (EOP or the “Plan”) is a framework under which Montgomery County conducts all-hazards mitigation, planning, response, and recovery activities for events that affect Montgomery County. The Plan and its contents shall apply to all County agencies, departments, offices, municipalities, and partners participating in mitigation, prevention, preparedness, response, and recovery efforts. Tasked organizations shall maintain their procedures, guidelines, and standard operating procedures and actively participate in training, exercises, and maintenance needed to support this Plan.

Chapter 2 of the Montgomery County Code, 2004, as amended, provides the authority of the County Executive to plan for and direct the use of County personnel and resources, and to request assistance from other organizations for the welfare and benefit of the citizens of the County during a time of public emergency.

Approved:

Handwritten signature of Marc Elrich in black ink.

Marc Elrich
County Executive
Montgomery County, Maryland

Handwritten signature of Andrew Friedson in black ink.

Andrew Friedson
Council President
Montgomery County, Maryland

Concur:

Handwritten signature of Richard S. Madaleno in black ink.

Richard S. Madaleno
Chief Administrative Officer
Montgomery County, Maryland



Approval and Implementation

The Montgomery County Emergency Operations Plan (EOP or the “Plan”) is a multidisciplinary, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters affecting the County. The Plan is implemented when it becomes necessary to mobilize the resources of County departments, offices, and cooperating organizations to save lives and protect property and infrastructure. The Plan assigns major roles and responsibilities to departments, offices, and cooperating organizations.

The Office of Emergency Management and Homeland Security (OEMHS) developed the EOP and is responsible for its maintenance. Minor modifications to the EOP can be made by the Director of the Office of Emergency Management and Homeland Security without the County Executive’s signature.

Minor changes may include additions of new or supplementary material or deletions of outdated information. No change should contradict or override authorities or other plans contained in statute or regulation.

This publication supersedes all previous versions of the County’s EOP. This EOP and its supporting contents are hereby approved and effective immediately upon the signing of all signature authorities.

County departments and offices that serve as a primary agency for an Emergency Support Function (ESF) are responsible for: coordinating with all support agencies and cooperating organizations under that ESF; maintaining and updating their respective ESF Annex; and training and exercising to ensure all response personnel within their ESF are prepared to support emergency response operations. Agreement with the EOP and its ESF Annexes represents a major commitment by department and office leaders. By signing this EOP, the County departments and offices agree to:

1. Provide leadership for the ESF(s) for which the department or office is identified as the primary agency including coordinating with support agencies and cooperating organizations in planning, training, exercising, and responding to emergencies.
2. Perform assigned Emergency Management Group (EMG) roles and responsibilities identified in this Plan.
3. Implement the ESF concepts, processes, and structures when carrying out their assigned roles and functional responsibilities.
4. Conduct operations in accordance with the National Incident Management System (NIMS), Incident Command System (ICS), National Response Framework (NRF), and applicable Homeland Security Directives.
5. Conduct planning and preparedness activities designed to prepare department, office, cooperating organization, and municipal staff to accomplish assigned emergency responsibilities.



6. Comply with Title II of the Americans with Disabilities Act of 1990 (ADA), as amended, and Section 504 of the Rehabilitation Act of 1973. Use Chapter 7 of the *ADA Best Practices Tool Kit for State and Local Government* (ADA Toolkit) and the Federal Emergency Management Administration's *Functional Needs Support Services in General Population Shelters* (FNSS) as best practices.
7. Develop and maintain supporting plans, standard operating procedures (SOPs), and checklists to accomplish the functions of the agency's assigned ESF(s).
8. Maintain all financial records related to emergency operations for declared emergencies in accordance with SOPs and guidance from the Department of Finance, OEMHS, and other applicable County procedures.
9. Establish, maintain, and exercise emergency notification procedures.
10. Develop and maintain an inventory of department and office resources applicable to accomplishing assigned emergency functions.
11. Provide qualified department and office staff to serve as ESF representatives when the Emergency Operations Center (EOC) is activated.
12. Participate in County and State discussion-based exercises (seminars, workshops, tabletop exercises, and games) and operations-based exercises (drills, functional exercises, and full-scale exercises).
13. Maintain a department-specific *Continuity of Operations (COOP) Plan*.
14. Ensure that they maintain at least a three-tier line of succession for their EMG representative(s) with individuals in positions of authority to make decisions for committing organizational resources when the EOC is activated.
15. Safeguard all vital records including computer digital data per the department or office's policies.
16. Where appropriate, establish standby contracts for services, equipment, and other resources with private industry.
17. In cooperation with OEMHS, establish mutual aid agreements to maintain liaison with surrounding municipal, county, and military counterparts as appropriate.
18. Review all emergency plans, policies, and procedures biennially.
19. Familiarize and train emergency response personnel on their emergency responsibilities and procedures per OEMHS guidance and internal agency policies and procedures.
20. Coordinate resolution of after-action issues assigned through the County Corrective Action Program (CAP) and as a result of internal department or office reviews.



Signatories

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Office of Emergency Management
and Homeland Security

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John Kinsley, Interim Chief
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Gail Roper, Chief Information Officer
Department of Technology &
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Chris Conklin, Director
Department of Transportation



Executive Summary

The Montgomery County Emergency Operations Plan (EOP or the “Plan”) is a multi-disciplinary, all-hazards plan that establishes a comprehensive framework for the management of emergencies impacting the County. The Plan is activated by the Chief Administrative Officer (CAO) at the recommendation of the Office of Emergency Management and Homeland Security (OEMHS) Director. Activation of the EOP may also activate the Emergency Operations Center (EOC) and mobilize the Emergency Management Group (EMG) representatives to save lives and protect property and infrastructure during emergencies. The EOP incorporates the National Incident Management System (NIMS) as the County standard for incident management. The Plan has been developed in compliance with the Emergency Management Accreditation Program (EMAP) standards.

The EOP assigns roles and responsibilities to County departments, offices, and municipalities to prepare for, respond to, and recover from emergencies impacting the County. The EOP is not intended as a stand-alone document but rather establishes the basis for more detailed planning by the individual departments and offices and should be used in conjunction with other plans and procedures within the County.

This Plan was developed through collaborative efforts led by OEMHS; the planning process included County departments and offices, community partners, and municipalities that have assigned roles and responsibilities throughout the 17 Emergency Support Functions (ESFs) detailed in this Plan and its Annexes. This document includes the EOP and these 17 ESF Annexes.

Among other things, this EOP accomplishes the following:

- Establishes the County’s goals and objectives when preparing for, responding to, and recovering from emergencies.
- Details the Incident Command System that the County uses to respond to emergencies and defines the roles and responsibilities of all response partners.
- Provides information about the emergency declaration process, defines powers that exist when an emergency is declared, and establishes how the County responds to a declared emergency.
- Explains the logistical and administrative tasks associated with emergency response, such as obtaining additional resources and tracking and recovering costs.
- Details the communication tools available to the County in an emergency and explains how information is collected, analyzed, and distributed to County leadership, response partners, and the public.

The ESF Annexes to this Plan provide an overview of function-specific emergency response activities. Each ESF Annex includes a primary agency(ies), support agencies, and cooperating



organizations that assist in completing the mission of that ESF. The ESF Annexes define the mission and scope of each function, include a concept of operations for that function, and list out the roles and responsibilities of each response partner associated with that ESF.



2023 EOP Updates

The 2023 revision of the EOP includes input from: County departments, offices, cooperating organizations, other response partners, and community organizations; Montgomery County After-Action Reports; and local, state, and federal policies, plans, and operating procedures. For additional information on the Plan's development and maintenance process, see *Section XIII: Plan Development and Maintenance*. The 2023 version of the EOP is an update from the 2017 version of the Plan and includes several changes.

Major Updates

- Updated the County's Organizational Chart for emergency response. Changes include separating the "Logistics/Finance Section" into a "Logistics Section" and a "Finance/Administration Section;" displaying the Sections (Planning, Logistics, Operations, Finance/Administration) on a horizontal line reporting to the Disaster Manager; and adding coordination lines between the ESFs and all Sections to show their collaboration and coordination efforts between each Section and not directly with the Disaster Manager and/or the EOC Manager.
- Reorganized and updated the EOP to align with Comprehensive Preparedness Guide (CPG) 101v3 guidance. See the Table of Contents for the reordered sections of the Plan.
- Changed the EOP from two sections (an EOP Base Plan and ESF Section) to an EOP Base Plan with 17 ESF Annexes.
- Added a Demobilization Section that describes how the EOC and ESF representatives are demobilized when an emergency response is no longer required.
- Updated the format of the Roles and Responsibilities Sections in the EOP and ESF Annexes to capture overall mitigation, prevention, preparedness, response, and recovery roles for which all departments, offices, and organizations are responsible.
- Added a prevention phase for emergency management based on updated federal guidance.
- Renamed ESF #3 to "Debris Management, Stormwater Management, Dams, and Levees" from the previous title of "Solid Waste, Debris Management, and Stormwater Management" and updated the roles and responsibilities accordingly.
- Moved information about Dams emergency operations from ESF #5 to ESF #3.
- Removed OEMHS as a co-primary agency on ESF #12 and ESF #17, makes the Department of General Services the sole primary agency for ESF #12 and the Department of Permitting Services the sole primary agency on ESF #17. OEMHS will continue to serve as a support agency for these ESFs.
- Added several support agencies and cooperating organizations to many of the ESFs. See each specific ESF Annex for a list of support agencies and cooperating organizations.



Plan Implementation and Maintenance

Method for Implementation and Maintenance

Montgomery County will perform a comprehensive update of the Emergency Operations Plan (EOP) every four years. The Plan and its Emergency Support Function Annexes will be evaluated every two years and/or following activation of the Plan. The Plan will be evaluated in 2025 with a full update scheduled for 2027. The Office of Emergency Management and Homeland Security will review the Plan annually and make minor modifications as needed. The schedule for updating the Plan could be altered by significant incidents that require activation of the Plan and lead to major changes to the Plan.

Additionally, the County will evaluate itself with after-action reports from exercises and real-world events through its corrective action program.

See *Section XIII: Plan Development and Maintenance* for more information on the plan maintenance process.

Plan Maintenance

The EOP is designed to provide a framework for responding to emergencies within the County. As such, the Plan is practical and flexible to achieve the goals and objectives of County leadership during a disaster response. The content of this Plan will be reviewed and-as necessary-revised, during an annual review.

Year of Review	Date of Review Completion	Changes Made (Yes/No) <i>If yes, please provide it in the Record of Changes in the next section.</i>	Program Coordinator Signature
2024			
2025			
2026			
2027			



The Record of Changes will be prepared and distributed by the Office of Emergency Management and Homeland Security. Changes will be made in accordance with the process established in *Section XIII: Plan Development and Maintenance*. The Record of Changes will include the date of the change, the name of the individual and/or organization requesting the change, a summary of the change, and a change number.

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Base Plan

I. Introduction

Montgomery County, in accordance with the Maryland Emergency Management Act, is required to establish and maintain an organization for emergency management; to have a Director appointed by the Governor, upon the recommendation of the County Executive; to develop and maintain a plan for disaster preparedness; and to conduct disaster operations within its borders. Md. Code Ann., Pub. Safety §§ 14-101, *et. seq.*

Montgomery County's Office of Emergency Management and Homeland Security (OEMHS), per Montgomery County Code, Section 2-640, must undertake emergency management and disaster preparedness planning, and coordinate response and recovery operations to disasters. Additionally, OEMHS must conduct preparedness activities with other County government departments and agencies as necessary.

Montgomery County's Emergency Operations Plan (EOP or the "Plan") fulfills the State of Maryland's requirement for each County to prepare and keep current plans to respond to disasters and the County's requirement to conduct emergency preparedness and planning efforts.

II. Purpose

The purpose of this EOP is to establish a foundation that defines how Montgomery County mitigates, prevents, prepares for, responds to, and recovers from all hazards. This Plan defines operations in accordance with the National Incident Management System (NIMS), Incident Command System (ICS), and the National Response Framework (NRF). This Plan integrates best practices and lessons learned from previous emergency responses, defines the actions taken by Montgomery County government and private response partners, and defines the operational policies and procedures utilized by the County in emergency response and recovery.

The EOP includes seventeen (17) Annexes detailing the County's Emergency Support Functions (ESFs). The ESFs are organized groups of government and private-sector entities that provide personnel, supplies, facilities, and equipment. The ESF Annexes provide the structure for coordinating the County's response based on functions most frequently used during a response. **Table 1** lists the ESFs for Montgomery County that also serve as the Annexes to this Plan.



Table 1: Title and Number of the County’s ESFs and Annexes to this EOP.

ESF and Annex Title and Number
ESF #1 – Transportation
ESF #2 – Communications and Technology
ESF #3 – Debris Management, Stormwater Management, Dams, and Levees
ESF #4 – Firefighting
ESF #5 – Emergency Management
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services
ESF #7 – Resource Support and Logistics Management
ESF #8 – Public Health and Medical Services
ESF #9 – Search and Rescue
ESF #10 – Oil and Hazardous Materials Response
ESF #11 – Agriculture and Natural Resources
ESF #12 – Energy
ESF #13 – Public Safety and Security
ESF #14 – Community Recovery
ESF #15 – External Affairs
ESF #16 – Volunteer and Donations Management
ESF #17 – Damage Assessment

III. Scope

The operational scope of this Plan applies to all Montgomery County government departments, offices, agencies, municipalities, and non-governmental organizations (“response partners”) that have a role in emergency preparedness and response within Montgomery County.

The EOP is Countywide in scope and includes coordination and support from and to the incorporated villages, towns, and cities within Montgomery County. It defines and assigns emergency roles and responsibilities to key positions for conducting emergency operations in the County. ***This Plan establishes authority for direction and management of emergency operations.***

The scope of this Plan and its ESF Annexes is not limited to any particular hazard but applies to all hazards—including natural disasters, manmade events or terrorist attacks, accidents, and pandemics. For additional information on hazards that could impact Montgomery County, see the County’s *Threat and Hazards Identification Process (THIP)*, *Hazard Mitigation Plan (HMP)*, and *Section V: Situation Overview*.

The EOP will be activated by the Chief Administrative Officer (CAO) at the recommendation of the OEMHS Director or the Disaster Manager in response to any type of incident that exceeds, or is anticipated to exceed, local capability or requires coordination from multiple



response organizations. The EOP may or may not be activated in coordination with a declared local, state, or federal emergency.

The EOP embraces a “whole community” approach to emergency management, incorporating all partners in Montgomery County. It provides services for all residents, including, but not limited to, individuals with access and functional needs; cultural minorities and limited English-speaking populations; children; and the elderly; and aims to ensure culturally acceptable and accessible services (including language accessibility).

IV. Goals and Objectives

The overarching mission of the Montgomery County OEMHS is to plan for, prevent, prepare for, and protect against natural and man-made hazards that may threaten, disrupt, or harm communities, commerce, and institutions, and to effectively manage or coordinate the County’s unified response and recovery from the consequences of such disasters. OEMHS’s vision, executed in coordination with the Emergency Management Group (EMG), is a comprehensive emergency management program that incorporates mitigation, prevention, protection, preparedness, response, and recovery to promote disaster-resilient communities.

Our goal is to have emergency management programs that meet or exceed all standards and target capabilities established by the National Preparedness Goal. Our objectives include:

- a) To have the EOP be in full compliance with all federal and state guidelines and standards so that Montgomery County operations are conducted within the national response system envisioned by the NRF.
- b) To coordinate County plans, public information, resources, and emergency operations support to minimize harm to residents, employees, and visitors in Montgomery County before, during, and after emergencies.
- c) To coordinate the services, protection, and contingency plans for sustained or restored County operations in designated and appropriate facilities.

V. Situation Overview

A. Population, Geography, and Climate

According to the 2020 US Census Data, Montgomery County is the most populated county in Maryland with 1,062,061 residents and a population density of about 2,154 per square mile. About 16.6% of the population is at least 65 years old and about 22.9% of the population is under the age of 18.

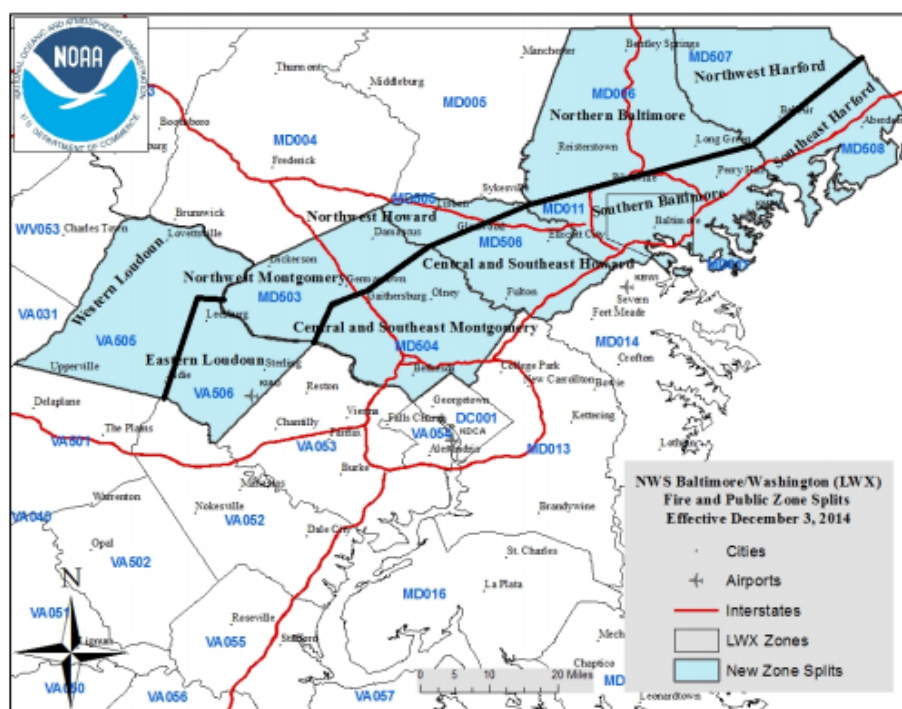
Montgomery County is located entirely within the Piedmont Plateau region of Maryland and is about 491.25 square miles in land size. The County shares a border with Frederick County; Howard County; Prince Georges County; Washington, D.C.; Fairfax County, VA; and Loudon County, VA.

The County is within the larger Chesapeake Bay watershed. There are two major watersheds within the County: the Potomac River watershed, which covers 88% of the County, and the Patuxent River watershed, which covers the other 12%.

Montgomery County lies within the northern portion of the humid subtropical climate zone, which is characterized by hot, humid summers and cool winters. Annual precipitation throughout the county is an average of 43 inches. The average annual snowfall within the County ranges from about 17 to 22 inches.

The elevation of Montgomery County ranges from 52 feet above sea-level near the District Line and Potomac River to about 850 feet above sea-level in the northern portion of the County near Damascus. As such, the National Weather Service has divided Montgomery County into two separate zones for watches, warnings, or advisories for longer-duration weather hazards such as winter weather, floods, and wind events. These two zones are Northwest Montgomery County and Central and Southeast Montgomery County (see **Figure 1**).

Figure 1: Revised WFO Baltimore/Washington (LWX) Fire and Public Zones, Effective December 3, 2014



B. National Capital Region

Montgomery County is adjacent to Washington, D.C., and is one of 23 jurisdictions referred to as the National Capital Region (NCR) as defined by the National Capital Planning Act of 1952 (40 U.S.C. § 71). The NCR is not an operational entity but provides



a regional basis for collaboration, coordination, training, and exercises among the independent jurisdictions.

C. Montgomery County Composition

The County Government is composed of the Executive and Legislative branches. The Executive Branch implements and enforces Montgomery County's laws and provides executive direction to the government. Its chief executive officer is the County Executive (CEX). The Legislative Branch consists of the County Council and related agencies. The County Council includes eleven members, with one elected to represent each of the seven districts and four members elected at-large.

There are 22 incorporated villages, towns, and cities within Montgomery County: Barnesville; Brookeville; the Town of Chevy Chase; Chevy Chase View; Chevy Chase Village; North Chevy Chase; Village of Chevy Chase Section 3; Village of Chevy Chase Section 5; Drummond; Friendship Heights, Gaithersburg; Garrett Park; Glen Echo; Kensington; Laytonsville; Martin's Additions; Oakmont; Poolesville; Rockville; Somerset; Takoma Park; and Washington Grove. The cities of Gaithersburg, Rockville, Takoma Park, and Chevy Chase Village maintain their own municipal police departments. Rockville and Poolesville operate their own water treatment and distribution facilities.

Many national critical industries and government facilities are located within the County, including the National Institutes of Health, the Food and Drug Administration, the National Institute of Standards and Technology, the National Naval Medical Center, and numerous military, health care, biotechnology, information technology, and other critical facilities. These national critical facilities and industries are potential targets of terrorist attacks and are susceptible to biological incidents and other emergencies.

Montgomery County is home to several military installations including Adelphi Laboratory Center, Naval Surface Warfare Center, David Taylor Model Basin, National Naval Medical Center, Walter Reed National Medical Center, and Forest Glen Annex.

Within Montgomery County, there are six major hospitals: Washington Adventist, Shady Grove Adventist, Holy Cross Silver Spring, Holy Cross Germantown, Suburban, and MedStar Montgomery Medical Center.

The Montgomery County Public School (MCPS) district is the largest and most diverse school district in the State of Maryland. There are over 160,000 enrolled students. For more information on critical infrastructure within the County, see Montgomery County's *Critical Infrastructure and Key Resources (CI/KR) Plan*.

D. Threat and Hazard Identification Process Summary

Montgomery County is vulnerable to various natural and technological hazards as detailed in the Montgomery County *Threats & Hazards Identification Process*, updated



in 2019 (see **Table 2** below). The scope and magnitude of these emergencies may vary from minor impact requiring a minimum response to major impact requiring a significant response from a multitude of county departments and offices.

The hazards highlighted in yellow are addressed within Montgomery County's *Hazard Mitigation Plan (HMP)*, updated in 2018. The *HMP* is a blueprint for coordinating and implementing the County's hazard mitigation policies, programs, and projects. As of the publishing of this document, the County is currently updating its *HMP*, which will be available in late 2023.

Table 2: Hazards Facing Montgomery County Ranked Highest to Lowest Risk

Ranking	Hazards
1	Severe Storms
2	Cyber Attack/Malfunction
3	Improvised Nuclear Device / Nuclear Bomb / Radiological Dispersal Device
4	Winter Storm
5	Utilities Infrastructure Attack/Failure
6	Nuclear Reactor Incident
7	Extreme Heat
8	Radiofrequency / EMP (Solar, Nuclear, Terrorism)
9	Pandemic
10	Accidental Release of Communicable Disease/ Biological Attack
11	Hurricane / Tropical Storm
12	Armed Attack / Workplace Violence
13	Transportation Infrastructure Attack / Failure
14	Food/ Water Contamination
15	Water Shortage / Drought
16	Dam Failure
17	Tornado
18	Hazardous Materials Incident
19	Flooding
20	IED / Conventional Bomb
21	Impacts from Regional Events
22	Earthquake
23	Fire
24	Land Subsidence / Karst

VI. Planning Assumptions



- Incidents may occur with little to no warning and impact a single or multiple jurisdictions.
- Incidents will require mobilization and reallocation of County resources and possibly state and federal resources.
- Lifesaving activities take priority over all other activities. Incident needs and priorities will change throughout a response. Incidents may require prolonged incident management activities that transition into long-term recovery operations.
- Montgomery County has the primary responsibility for emergency operations within its borders, except federal installations, and will commit all available resources to save lives, minimize property damage, and carry out emergency response and short-term recovery operations utilizing local resources.
- Incidents may involve one or multiple hazards outlined in the *THIP* and could overwhelm local and state resources and disrupt government functions.
- Resources from outside the County will be requested as needed but may not be immediately available.
- County residents and businesses should utilize their own resources to the extent possible and are expected to be self-sufficient following a significant event for up to three days (72 hours).
- Resources may be scarce and will be allocated in a systematic, fair manner.
- The effects of a disaster may extend beyond County or state boundaries, potentially causing casualties, property loss, disruption of normal life support systems, and impacts on infrastructure and the economy.
- County employees—including those responding to the event—may suffer injuries, become casualties, or experience damage to their homes and property.
- Widespread power and communications outages may require the use of alternate methods of providing public information and delivering essential services. Communications may be problematic due to demands exceeding capacities.
- The EOP, the County's *Continuity of Government (COG) Plan*, and the individual County department or office's *Continuity of Operations Plans (COOP)* may be activated concurrently.

VII. Concept of Operations

The Concept of Operations describes how the County's emergency management organization accomplishes its response mission. It provides an overview of the way response partners coordinate throughout all phases of emergency management, how the Plan is activated, the County's EOC activation levels, and the emergency declaration and notification process.



If legal issues arise within the County regarding preparedness, response, or recovery actions, these issues are addressed by the County Attorney's Office with subject matter expertise provided by OEMHS staff.

A. NIMS Compliance

Montgomery County has adopted the National Incident Management System and Incident Command System as the standard for incident management. These systems ensure that those involved in incident response and recovery understand their roles in the organization, are managed as a system, and have a means of communicating and coordinating with each other.

This Plan is supplemented by 17 function-specific Annexes that lay out the basic operations and responsibilities for each of the County's 17 ESFs. The primary agency(ies), support agencies, and cooperating organizations for each ESF will integrate the principles of NIMS and ICS into their respective ESF agency planning and response operations and ensure their personnel are trained on the principles of both NIMS and ICS.

All other response partners and municipalities will comply with the principles of NIMS and ICS when conducting response operations with the County. This may include hospitals, schools, and other critical facilities. Municipalities and partners—such as schools, hospitals, and other critical facilities—may develop their own EOPs that support the implementation of this Plan.

B. Plan Activation and Activation Levels

The EOP is normally activated in response to emergency events. The implementation of the EOP may simultaneously activate the Emergency Operations Center (EOC) and mobilize the EMG. The County EOC serves as the multi-agency support and coordination facility for EMG representatives, ESF representatives, and those filling roles in the County's ICS during an emergency.

The Chief Administrative Officer or their designee, at the recommendation of the OEMHS Director, has the authority to order a full or partial activation of the EOC. The CAO may choose to partially activate the EOC with OEMHS staff, select ESFs, and other department or office staff to provide an appropriate level of inter-agency coordination in response to smaller events impacting the County or to prepare and monitor significant or potentially significant events. Staffing for a partial activation will be identified based on the needs of the incident. EOC activation levels are shown in **Table 3**. The OEMHS Director or the Disaster Manager will designate the level of activation and ensure appropriate notifications are complete.

Any department/office head or on-scene incident commander (IC) may request, through the OEMHS Director, that select ESFs or the EOC be activated to support emergencies



when resource requirements to respond to the incident exceed their available resources and automatic mutual aid agreements. Additionally, any municipal manager may request, through the OEMHS Director, that select ESFs be activated to monitor and support special events held within the municipal boundaries. The OEMHS Director will assess the situation, review these requests, and take the requests for activation to the CAO.

Table 3: Montgomery County EOC Activation Levels

EOC Activation Levels	Description
Normal Operations	Normal day-to-day operations of the County.
Enhanced Monitoring	One (1) or more ESFs providing situational awareness, coordination, and/or planning activities for a potential incident or special event.
Partial Activation	Four (4) or more ESFs providing significant situational awareness, coordination, and planning activities for a special event or any situation that poses an imminent threat to any part of the County.
Full Activation	Nine (9) or more ESFs providing situational awareness, coordination, and planning activities for a situation that requires extensive response, recovery, and/or resource coordination.

All activation announcements will be released by OEMHS through the Montgomery County Internal Alert System and sent to the primary list of representatives for each response partner. Activation announcements will include which ESFs, departments, or offices are activated and should report to the EOC (in person or virtually) or on-scene. In addition to activating ESFs, departments, or offices, the CAO and OEMHS Director may request representatives (in person, virtually, or on-scene) from impacted municipalities, private or nonprofit partners, and other stakeholders that have a role in the EOP.

Upon notification of an EOC activation, response partners' primary points of contact will be responsible for their internal notification processes. Internal department policies and procedures will be implemented as necessary and the appropriate EMG representative(s) shall report to the EOC at the appointed time and be prepared to carry out the roles and responsibilities of their department/office as defined within the EOP.



The EMG representatives mobilized for the EOC activation or serving as an ESF representative will be senior-level individuals from that department, office, or organization who have the authority to commit resources, make decisions on behalf of the agency or organization, and coordinate support for emergencies.

ESF representatives should be prepared to staff the EOC until they are relieved by other departmental personnel or the EOC is deactivated. County departments and offices providing representatives to the EOC will have the capability to maintain 24 hours per day/7 days a week (24/7) operations for the duration of the emergency. Each department, office, and organization in the EOC is expected to have at least three qualified personnel identified to staff their EOC position. It is the responsibility of each department, office, and organization to ensure the position is staffed as required for the duration of the emergency.

The County maintains a primary EOC and alternate EOC. Additionally, the County now maintains the capability to operate the EOC virtually. When it is determined that the EOC needs to be activated to monitor or respond to an event, the OEMHS Director or the Disaster Manager will decide whether staff should report in person to either the primary EOC or alternate EOC, whether all response operations will be conducted virtually, or whether it will be a hybrid operation in which select positions are staffed in person and others are staffed virtually. Furthermore, select staff may be assigned to report on-scene and coordinate operations from the scene of the incident. Additional information about EOC virtual operations can be found in *Section IX, C: Emergency Operations Center*.

C. Emergency Declarations

County departments and offices may respond to emergencies or disasters as outlined in the EOP with or without a declared emergency. The expectation is that local resources will be used and exhausted first to mitigate the incident. Many emergencies are resolved in this manner and no reimbursement of costs is requested. The CAO, or designee, may redirect and deploy County resources and assets as necessary to prepare for, adequately respond to, and quickly recover from emergency incidents.

For significant events in Montgomery County or a neighboring jurisdiction, the EMG may be convened for a meeting, a conference call, and/or an EOC activation to monitor the situation, coordinate activities among the departments and offices, and ensure the EMG is positioned to rapidly respond in the event of an incident.

There are three levels of emergency declarations that may apply to a disaster or emergency within Montgomery County depending upon the scope and magnitude of the event—local, state, or federal.



1. **Local Public Emergency Declaration:** A local public emergency declaration is made by the CEX and provides for the expeditious mobilization of County resources in responding to a major incident.
2. **State Declaration:** A declaration of an emergency by the Governor of Maryland that includes Montgomery County. This provides Montgomery County access to the resources and assistance of the departments and offices of the state, including the National Guard, in the event local resources are insufficient to meet the needs.
3. **Federal Declaration:** The Governor of Maryland may request a federal emergency or major disaster declaration. If Montgomery County is declared a federal disaster area, the resources of federal departments and offices are available to augment those of the County and the State.

Local Public Emergency Declaration

As defined by County Code Section 2-17, Public Emergencies—which include natural and man-made disasters—are those situations that require “extraordinary measures to be taken to protect public health, safety, and welfare.” Section 2-17 of the County Code prescribes the authorities pertaining to the declaration of public emergencies.

A local public emergency is declared when, in the judgment of the CEX, a public emergency exists in the County that is of sufficient severity and magnitude to warrant a coordinated response by various County departments, offices, and voluntary organizations. The declaration must be made in writing.

The County Council, sitting as the County Board of Health, can declare a local public health emergency and take steps to protect the health of County residents. The County Health Officer can only declare a public health emergency when serving as the Maryland Secretary of Health’s designee. The County Health Officer can issue declarations and/or directives if there is a declared Catastrophic Health Emergency (CHE). Outside of a CHE the Health Officer can issue orders of isolation or quarantine to prevent the spread of infectious contagious diseases.

Upon the declaration of a local public emergency, the CEX acquires certain emergency powers that include ordering curfews; designating any specific geographic area, street, or building as a restricted area; requiring the use of any facility, equipment, building, or land owned or controlled by the County or any other government agency located in the County; and issuing any other orders immediately necessary to protect life and property. Upon declaring a local public emergency, the CEX confers with the CAO and OEMHS Director to activate the applicable provisions of the EOP. The OEMHS Director or their designee will inform municipal leaders on the content of expected emergency declarations prior to its execution or as soon as reasonably practicable thereafter.



As detailed in *Section VII, B: Plan Activation and Activation Levels*, when the EOC is activated, OEMHS will notify response partners of the date and time of the emergency declaration and EOC activation.

A local public emergency declaration and any order issued under it takes effect immediately at the date and time of the declaration or at a time in the future as designated by the order. The local public emergency declaration may be based upon reports of an actual event or on the forecast or prediction of emergency conditions. OEMHS is responsible for monitoring incidents and events through the Emergency Communications Center (ECC) and other information sources and providing information and support to the CEX in the process of declaring a local emergency.

The CEX or their designee will promptly issue a news release or other announcement, and publicize any actions taken by all means reasonably available under the circumstances. To the extent permitted by the circumstances, the CEX or designee will notify and consult with the Council President or the President's designee before announcing a local public emergency declaration to the news media and public.

A local public emergency declaration expires after three days unless, during that period, the County Council approves its continuation. If the Council is not able to meet during the three-day period, the Council President or the President's designee may extend the state of emergency until the Council can meet.

Whenever a local public emergency has been declared, the OEMHS Director will immediately notify MDEM.

State Emergency Declaration

Within a maximum of 24 hours of an emergency or disaster event, OEMHS will submit a local situation report to the State Emergency Operations Center (SEOC). For a significant incident, the situation report will be followed by an official damage assessment as soon as specific damage information is available.

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 to exist whenever the Governor finds an emergency has developed or is impending due to any cause. A 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 Major Disaster Declarations



Once a determination is made by MDEM that the event is, or may be, beyond the capabilities of the County and the State, the Governor may request assistance from the Federal Emergency Management Agency (FEMA) to conduct a more thorough joint federal/state Preliminary Damage Assessment (PDA). The *ESF #17 Annex* and the County's *Damage Assessment Plan* provide more information on the damage assessment process.

Under the provisions of the Robert T. Stafford disaster Relief and Emergency Assistance Act, the Governor will request the President of the United States issue a Presidential Major Disaster Declaration or an Emergency Declaration for incidents that are (or threaten to be) beyond the scope of the state and local jurisdictions to respond effectively.

A Presidential Major Disaster Declaration puts into motion long-term federal recovery programs, some of which are matched by state programs, and 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 Presidential Declaration will stipulate the types of federal assistance authorized for the County. *Section XII, B: Finance* provides more information on the types of federal assistance available.

In addition to a Presidential Emergency or Major Disaster Declaration, other federal agencies may declare a disaster, such as the U.S. Department of Health and Human Services, U.S. Army Corps of Engineers, or Department of Commerce. Montgomery County will operate through the principles established in this all-hazards EOP and respond as necessary based on the situation.

D. Emergency Notifications and Warnings

Internal Emergency Notifications and Warnings

The Emergency Communications Center serves as the County's 24-hour warning point and will provide initial notifications to County officials in accordance with the established protocols and procedures and as directed by the CAO or OEMHS Director. OEMHS monitors incidents and directs additional notifications to departments and agencies using the Montgomery County Internal Alert System and other communications capabilities as applicable.

OEMHS, along with other EMG members, utilizes several systems for the detection and monitoring of incidents, such as:

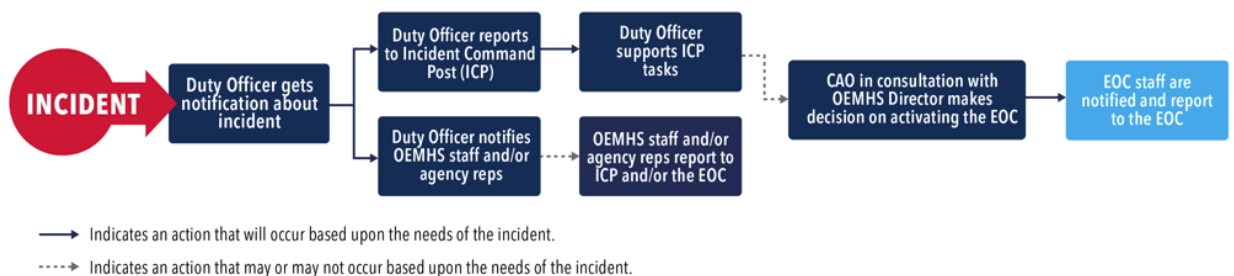
- The Montgomery County Computer Aided Dispatch (CAD) System
- The National Weather Service online chat (NWSchat)
- Interactive National Weather Service Mobile Alerting (iNWS alerts)
- NWS Weather Briefs for Emergency Managers
- The NWS Storm Prediction Center
- The NCR Watch Desk
- The Maryland Coordination and Analysis Center
- The Regional Integrated Transportation Information System
- MView traffic camera system
- WSSC Notifications
- WMATA Metro Alerts

Whenever an alert or notification is made for an emergency or disaster deemed to be of major or expanding proportions, all County departments and agencies are expected to be prepared. Each department and office will designate three (3) points of contact (POC) to OEMHS to receive emergency notifications. The POCs will ensure that the information in the Montgomery County Internal Alert System for their staff is current.

The incident's Public Information Officer (PIO) and/or the Office of Public Information (OPI) can assist departments in communicating with their employees during an emergency. All departments and offices will develop, test, and maintain internal notification procedures and contact rosters as part of their COOP Plans.

Figure 2 displays the notification process and initial EOC activation process. Generally, the OEMHS Duty Officer will receive initial notification of an event, either from the ECC or another County department or office that is responding to an incident and needs additional assistance.

Figure 2: Notification and Initial Activation Process



External Emergency Notifications and Warnings

Montgomery County maintains the capability to provide warnings and emergency information to the public through multiple modes of communication. When an event is anticipated or imminent, the County will make every attempt to notify residents and visitors of the nature of the emergency and what procedures or actions should be taken prior to and just after the event. Widespread power and communications outages may



require the use of alternate methods of providing public information and delivering essential services.

When an emergency occurs, the County will make every effort to notify the public of the type of emergency that has developed and what actions are being taken to protect life and property. Information will be shared with the public to mitigate the hazard and protect life and property; this might include information on road or facility closures, mass care facilities and sheltering, and updated information on the hazard itself.

Table 4 provides a summary of the systems used to notify and warn the public of emergencies. Additional information on select systems is described below the table.

Table 4: Summary of Montgomery County Warning Systems

Warning System	Area of Coverage	Approving Authority	Release/Action Office
Emergency Alert System (EAS)	Countywide Metro Area News Media	• CEX • CAO • Director, OEMHS	• OEMHS
Wireless Emergency Alerts (WEA)	Countywide Wireless phone carriers	• County Executive • CAO • Director, OEMHS	• OEMHS
News Media (If Stations are accommodating, we may also have the option to break into a newscast).	Metro Area	• CEX • CAO • MCPD Chief • FRS Chief • Director, DHHS • Director, OEMHS	• OPI
Cable TV Channel 6 Emergency Message System	County Cable Providers	• CEX • CAO • MCPD Chief • FRS Chief • Director, OPI • Director, OEMHS • Director of DHHS	• OPI • OEMHS
Alert Montgomery	Countywide Registered subscribers ONLY	• CEX • CAO • MCPD Chief • FRS Chief • Director, OPI • Director, OEMHS	• OEMHS
Telephone voice alerts to Whitepages & Yellow Pages data	Countywide or specific geographic areas can be targeted	• CEX • CAO • Director, OEMHS	• Director, OEMHS
Variable Message Signs	County	• CEX • CAO • MCPD Chief • FRS Chief • Director, OPI • Director, OEMHS	• State Highway Administration • DOT



Washington Area Warning Alert System (WAWAS)	National Capital Region	• MCPD Chief • FRS Chief • Director, OEMHS	• MCPD Chief • FRS Chief • Manager, OEMHS
County Website	County	• CEX • CAO • MCPD Chief • FRS Chief • Director, OEMHS • Director, OPI	• Director, OPI
Press Releases / Public Service Announcements	County	• CEX • CAO • MCPD Chief • FRS Chief • Director, DHHS • Director, OEMHS	• OPI
Loudspeakers	Local Neighborhoods	• IC • Director, OEMHS	• Public Safety Personnel
Door-to-Door	Individuals	• IC • Director, OEMHS	• Public Safety Personnel
Telephone	Individuals	• IC • Director, OEMHS	• Public Safety Personnel
Radio	Metro Area	• CEX • CAO • MCPD Chief • FRS Chief • Director, DHHS • Director, OEMHS	• OPI
Social Media	Social Media participants	• CEX • CAO • Department Directors • Department Chiefs • Department Managers • Director, OEMHS	• Department Social Media Managers

Montgomery County has the capability to send WEAs. WEAs are a public safety system that allows certain wireless phone customers to receive geographically targeted text messages alerting them of imminent threats to safety in their area. The alerts from authenticated public safety officials are sent through FEMA's Integrated Public Alert and Warning System (IPAWS) to participating wireless carriers, which then push the alerts from cell towers to mobile devices in the affected area. Consumers do not need to sign up for this service. WEAs allow government officials to send emergency alerts to all WEA-capable devices if their wireless carrier participates in the program. WEA Alerts are free.

The "Alert Montgomery" notification system provides the capability to distribute text and voice notifications and emergency alerts via electronic mail, cellular phone, or landline to residents who subscribe to the system. This is a voluntary opt-in system and



residents may be charged for text or voice cell phone alerts by their service carrier. This notification system is accessible to individuals with disabilities. Montgomery County can send recorded telephone messages to Yellow Pages and Whitepages phone numbers within a specified geographic area via the Alert Montgomery notification system. This system includes teletypewriter capability for providing information to residents with hearing disabilities.

In addition to the methods listed above on how Montgomery County pushes information out to the public, the public may also call MC311 to receive information. MC311 Customer Service Center is Montgomery County's source for non-emergency government information and services. Generally, MC311 provides callers with non-emergency information about Montgomery County government programs and services, however, during a state of emergency they may also provide disaster-related information based on knowledge-based articles. This may include providing information to those interested in volunteering or donating goods or relaying public safety and health information. The MC311 representative to the EOC can provide the Joint Information Center (JIC) and EMG partners with common questions or concerns that the public is relaying to them when calling MC311.

E. Phases of Emergency Management

Emergency management activities are often categorized in phases. In the past, the phases were mitigation, preparedness, response, and recovery. However, with an increased focus on human-caused disasters, direction from Presidential Preparedness Directive 8 (PPD-8), and guidance from the National Governor's Association and the National Fire Protection Association, a fifth phase was added: prevention.

Mitigation

Mitigation activities entail identifying risks and hazards to either substantially reduce or eliminate the impact of an incident, usually through structural measures. Details on the County's mitigation efforts can be found in the County's *HMP*. Mitigation efforts may include:

- Zoning rules that restrict construction in floodplains,
- Creating or redesigning dams and levees that help prevent flooding, and
- Amending building codes that address risks such as fires or high winds.

Prevention

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. It is focused on ensuring the County is optimally prepared to prevent an imminent terrorist attack within the community.

Preparedness



Preparedness focuses on enhancing a jurisdiction's capacity to respond to an incident by taking steps to ensure personnel and entities can respond to a wide range of potential incidents. Preparedness activities can include developing hazard analyses; emergency planning, training, and exercises; procuring and pre-staging resources; and developing agreements with other jurisdictions or partners.

Response

Response activities are comprised of immediate actions to save lives, protect property and the environment, and meet basic human needs. The response phase can be broken down into three types: increased readiness, immediate response, and sustained response.

- **Increased Readiness:** For disasters or events with an advance warning, such as a weather forecast or other warning, actions will be taken prior to the projected impact to save lives and protect property. During this phase, warning systems may be activated, resources mobilized and positioned for immediate use, the EMG convened, the EOC activated, and evacuations implemented as appropriate.
- **Immediate Response:** During this phase, the emphasis will be on saving lives, controlling the situation, and minimizing the effects of the disaster. Immediate response activities are accomplished within the impacted communities by County departments and offices, supported by local mutual aid and segments of the private sector. During this phase, an incident command post (ICP) may be established, the EMG may be convened, the EOC may be activated, and emergency instructions may be issued to the public.
- **Sustained Response:** As the emergency continues, assistance is provided to those affected and efforts are made to reduce secondary damage. Regional or statewide mutual aid and federal assistance may be provided. Response support facilities may be established.

The majority of this EOP focuses on response operations, actions taken during a response, and the roles and responsibilities of partners during a response.

Recovery

Recovery activities involve the restoration of services to the public and rebuilding the affected area(s). Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities, such as water and power, to mitigation measures designed to prevent future occurrences of a given threat facing the operational area. For additional information on how the County manages recovery operations, refer to the *Pre-Disaster Recovery Plan (PDRP)* and the *ESF #14 Community Recovery Annex*.

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. While the immediate lifesaving activities are occurring, it is



important to begin assessing how soon the response phase can transition to recovery. Recovery operations may begin concurrently with response operations or may represent a continuation of actions initiated during the response phase. Response partners may simultaneously perform both response and recovery actions. Although there is no clear line between the response and recovery phases, generally the termination of the local public declaration of emergency and/or the closing of the EOC will signal the formal transition to the recovery phase.

All incidents that require the full activation of the EOC will trigger the activation of ESF #14 Community Recovery. It will then be the responsibility of ESF #14 to assess the need for initiating recovery efforts and to work with the Disaster Manager and County leadership to determine the need to activate the *PDRP*.

As the primary agency for ESF #14 Community Recovery and the emergency management agency for the County, OEMHS is responsible for managing recovery operations. OEMHS will request assistance from all response and recovery partners as needed to ensure the County recovers effectively. Detailed department/office roles and responsibilities for the recovery phase can be found within the *PDRP*.

F. Demobilization

As the immediate threat to life, property, and the environment subsides, the rebuilding of Montgomery County will begin. If the CEX declares a local state of emergency, the declaration expires after 72 hours unless the County Council approves its continuation. If the emergency has subsided within 72 hours, the CEX can either remove the local state of emergency or allow it to expire after 72 hours. If the County Council has already approved the continuation of the emergency declaration past 72 hours, the CEX will inform the Council that it is no longer needed and request the emergency declaration be withdrawn.

As the situation deescalates and initial emergency response activities are reduced, the CAO, at the recommendation of the Disaster Manager or the OEMHS Director, will decide when to deactivate the EOC. The OEMHS Director will notify the EMG and all activated response partners of the date and time the EOC will deactivate. When the EOC deactivates, response operations may continue under the direction of the Recovery Manager as outlined in the *PDRP*.

Within 30 days of the end of any state of emergency or any other incident that required the activation of the EOC, the County Executive or designee must inform the Council of the facts of the event; any casualties, damages, or costs; and long-term implications of the event. Within 60 days, the CEX or designee must give the Council an update of the initial briefing and a list of lessons learned.



As the County's emergency management agency, OEMHS will conduct a hotwash and after-action review in which all response partners will be invited to share information on best practices and lessons learned from the event. The information gathered by OEMHS may inform the CEX's briefing to the County Council.

G. Individuals with Disabilities or Access and Functional Needs

Issues and considerations for meeting the needs of people with disabilities and others with access and functional needs (AFN) must be incorporated into emergency planning and emergency operations to ensure the preparedness of the whole community and to mitigate risk. Emergency response staff are expected to respond to a wide range of residents' social, health, and medical needs. Children and adults with disabilities or AFN will have equal access and opportunity to all emergency programs and services.

The EOP and ESF Annexes comply with the Americans with Disabilities Act of 1990 (ADA) Title II, Section 504. The emergency preparedness and response representatives identified throughout this plan shall perform their responsibilities in a manner compliant with ADA Title II, Section 504. Response partners will utilize Chapter 7 of the *ADA Best Practices Toolkit for State and Local Government* (ADA Toolkit), FEMA's *Functional Needs Support Services (FNSS) in General Population Shelters*, and Maryland's *Planning for People with Disabilities and Others with Access and Functional Needs Toolkit* as best practices.

To best serve the whole community during a response, representatives from the community should be involved in preparedness activities, including training and exercises. OEMHS and other County departments and offices should include representatives of individuals with disabilities and others with AFN in the planning process and when conducting exercises on a plan.

Individuals with AFN may need assistance due to any condition (temporary or permanent) that limits their ability to act during an emergency. To have AFN does not require that the individual have a specific diagnosis or evaluation. AFN may be:

- Children and adults with physical, mobility, sensory, intellectual, developmental, cognitive, or mental health disabilities;
- Older adults with or without disabilities;
- Children with or without disabilities;
- People with chronic or temporary health conditions;
- Women who are pregnant;
- People who do not speak or read English, or are not proficient in English;
- People with other communication needs, such as difficulty processing and responding to information, or those who require alternative formats or information;
- Individuals who require the use and assistance of a service animal;



- Individuals with low incomes;
- Individuals without access to transportation;
- Individuals experiencing homelessness; and
- Individuals with pharmacological dependence.

DHHS, in partnership with the American Red Cross (ARC), is responsible for establishing and operating shelters for residents and visitors who have been evacuated or in response to an incident. DHHS and their ESF #6 response partners will ensure procedures are in place to accommodate the wide variety of health and medical needs present in a community.

Shelter disaster health services are based on the ARC's *Disaster Health Services Protocol*, the Montgomery County DHHS's *Shelter Disaster Health Services Protocol for Nursing Personnel*, and the provision of FNSS as outlined in FEMA's *Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters*. Some shelter residents will present unique needs during an emergency and thus require planned communication, registration, transportation, and sheltering strategies to meet their needs.

Montgomery County will be guided by the tenets of FNSS, which are services that enable individuals to maintain their independence in a general population shelter. These vital services include making reasonable modifications to shelter policies, practices, and procedures; access to and use of durable medical equipment and consumable medical supplies; assistance with activities of daily living through personal assistance services; and provision of other goods and services as needed to support resident health and independence. If the medical care needs of a resident are beyond the nursing and certified nursing assistant services provided through the County's Shelter Disaster Health protocols, an appropriate alternate placement will be developed in consultation with the resident and, when appropriate, family members or caregivers.

H. Evacuations

Montgomery County could experience hazards that may necessitate an evacuation of nearby residences, businesses, and other facilities to save and protect lives. The County is prepared to evacuate individuals from one area of the County to another, outside of the County, and/or to receive evacuees from other jurisdictions, as necessary. This includes supporting evacuation for the general population, people with disabilities, and others with AFN.

Montgomery County defines three stages for evacuations:

- **Selected:** An evacuation event limited to a specific building or neighborhood requiring a limited number of residents to be evacuated and possibly sheltered.



- **Staged:** An evacuation event requiring multiple neighborhoods or communities to be evacuated and possibly moved to various shelter sites within the County.
- **Full-Scale:** An evacuation event requiring all persons within an entire geographical area to be evacuated to multiple locations.

The Incident Commander (IC) of an emergency that requires shelters to be opened and/or an evacuation to occur, will establish the zone around the impacted or potentially impacted area requiring evacuation to ensure public safety. The IC will be supported by other departments and offices, as required, to establish temporary shelters or reception centers, provide notification to the affected area, provide traffic management and control, and coordinate other support as necessary.

Depending upon the scope and magnitude of the incident, a Unified Command (UC) may be established. This UC will direct and control the evacuation and implement and coordinate notification to area residents and businesses.

If the nature of the incident is escalating rapidly or large areas are impacted, the EOC may be activated to support the IC/UC.

VIII. Organization and Assignment of Responsibilities

To the extent possible emergency operations will mirror day-to-day government operations, utilizing the pre-established relationships and coordination that occurs between departments and offices on a regular basis. Most departments and offices within the County have emergency functions to perform in addition to their normal duties.

A. County Executive (CEX)

- Issues declaration of local public emergency and related orders as required.
- Serves as or appoints a chief spokesperson for the County during emergencies.
- Directs the activation of the *COG Plan*.
- Exercises emergency powers as defined in Section 2-17 of the County Code to include ordering of curfews, public quarantines, rationing, public distribution of food supplies or water, closing of highways, closing of liquor stores, and evacuations to ensure public health or safety.
- Requests emergency sessions of the County Council if required.
- Confers with the CAO and other department heads as appropriate on policy issues related to the response and recovery operations.
- Serves as liaison and coordinates with other elected officials at the regional and state level, including the Congressional Delegation.
- Declares an end to the local public emergency declaration and advises the County Council of the restoration of services and resumption of routine



activities, and what areas will require long-term recovery support and mitigation activities.

- Informs the Council within 30 days of the end of a state of emergency or any other incident that required activation of the EOC of the facts of the event; any casualties, damages, or costs; and long-term implications of the event. Within 60 days, provides the Council an update of the initial briefing and lessons learned.
- During significant emergency events, informs the Council in a timely manner of key developments during emergency events through regular coordination with the Council Liaison. Provides advance information to the Council's Emergency Liaison and the Council President's office regarding upcoming major public announcements and media events for a significant emergency event.

B. Montgomery County Council

- The County Council may establish broad policy for the CEX and senior staff but defers to the CEX the implementation, operation, and administration of such policies during an emergency.
- Approves the extension of a local state of emergency beyond the originally declared three-day period as necessary.
- Designates a Council Staff member to serve as the Council's Emergency Liaison. This Emergency Liaison represents the Council on the EMG, participates in EMG conference calls, coordinates with the CEX's Emergency Liaison during emergency events, provides timely information to the Council, and conveys information and questions received from Councilmembers to the Executive Liaison.
- Considers and appropriates, either in the annual budget appropriation or via an interim resolution, such sums as they may declare to be necessary or expedient for public defense in times of actual or impending war, insurrection, riot, or other emergencies such as floods, fires, disasters, or epidemics of disease, and for the defense of the County or the safeguarding of its people or property.
- In cooperation with the Council's Executive Director, maintains notification plans and *COOP Plan* for the Council Office.
- Collectively or individually provides emergency-related information to the public in coordination with the OPI and/or the incident's PIO.
- Collectively or individually disseminates timely information received from the public to the EMG.
- As necessary, convenes emergency sessions of the County Council or of the County Council Sitting as the Board of Health.

C. Chief Administrative Officer (CAO)

- Serves as the Chair of the Montgomery County EMG and performs the functions identified in Chapter 2 of the County Code.



- Activates the EOC at the recommendation of the OEMHS Director.
- Notifies the CEX, Council President, or the President's designee, each time the EOC is activated as soon as reasonably possible.
- Appoints a Disaster Manager and delegates certain CAO powers to the Disaster Manager.
- Authorizes emergency procurement and delegates contracting authority as appropriate to the Office of Procurement in the EOC to facilitate all necessary procurements essential to the emergency.
- Informs and advises the CEX throughout the emergency.
- Serves as a liaison with the County Council through the Council's Emergency Liaison.
- In consultation with the OEMHS Director, recommends a local public emergency declaration to the CEX, including any known information on the size and scope of the disaster.
- Authorizes the issuance of public warnings over the Emergency Alert System, cable television, or other media networks. The CAO may delegate this authority to the OEMHS Director, Disaster Manager, or other designee, as appropriate.
- Ensures coordination with other jurisdictions and all municipalities located within Montgomery County.
- Develops long-range response and recovery strategies in coordination with the Disaster Manager, OEMHS Director, and/or Senior Policy Group (SPG).
- Proposes emergency legislation, if needed, for consideration by the County Council.
- Organizes and directs the EMG through regularly constituted government using equipment, supplies, and facilities of existing departments and offices to the maximum extent practical.
- Develops or causes the development of mutual aid or reciprocal assistance agreements with other public and private agencies within the state or other states or localities within other states.
- Authorizes requests for resources from other jurisdictions and implements mutual aid agreements where appropriate.
- Directs and reallocates County assets and resources during an emergency.
- Grants leave for County employees and/or closes County facilities due to severe weather. This decision is based upon the current and predicted weather and road conditions.

D. Deputy or Assistant Chief Administrative Officer

- Performs the roles and responsibilities of the CAO in the CAO's absence or as directed by the CAO regarding the EMG and emergency management activities.
- Assumes the authorities and responsibilities of the CAO in the CAO's absence.



- Assigned to the EOC during an emergency to provide oversight and management on behalf of the CAO.

E. Director, Office of Emergency Management and Homeland Security

Preparedness Tasks

- Serves as the Governor's duly appointed Emergency Management Director for Montgomery County.
- Develops emergency management plans for immediate use for all facilities, equipment, staff, and other resources of the County to minimize or prevent damage to persons and property and for restoring to usefulness government services and public utilities necessary for public health, safety, and welfare.
- Provides liaison with state and federal authorities and other political subdivisions as necessary to ensure effective disaster preparedness and response capabilities.
- Ensures the EOC and the OEMHS's maintained alert systems are in a constant state of readiness.
- Provides training on the County's ICS in accordance with NIMS requirements.

Response and Recovery Tasks

- Serves as the Disaster Manager, as appointed by the CAO, until relieved or until such time that another department is designated the lead because circumstances warrant.
- Coordinates with public safety and other county agencies to manage and resolve emergency incident, on scene at the Unified Command Post or remotely.
- Opens the EOC during the emergency depending on the need in consultation with the CAO.
- Works with CAO to staff the ICS Section Chief positions.
- Identifies personnel available through the Maryland Incident Management Team.
- Maintains contact and coordinates with the utilities, municipalities, MDEM, FEMA, and other partner entities.
- Coordinates requests for state and federal assistance through MDEM via the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC) or the national Emergency Management Assistance Compact (EMAC).
- Coordinates and reviews the collection of data on damages reported by County departments, offices, municipalities, and other support agencies, and, when requested by MDEM, prepares all required applications for disaster assistance.



- Provides MDEM periodic situation reports and a preliminary summary report of major damage, as soon as possible following the disaster. Supplementary reports may be submitted as data that is compiled during the recovery phase.
- Coordinates with the Office of Management and Budget and the Department of Finance for the assignment of accounts to collect and document costs, and for any disbursement of financial assistance awarded for reimbursement or mitigation under a federal disaster declaration.
- Coordinates damage assessments with state and local offices.

F. County Departments and Offices

County department and office directors have a responsibility to manage their departments and offices on a day-to-day basis in accordance with the authority granted to them by the County Council, CEX, by law or pursuant to agreements with certified bargaining unit representatives. In the event of a significant emergency, they will be expected, to the extent possible, to carry out their day-to-day assigned duties as well as those outlined in the EOP.

County departments and offices that have a role in emergency response serve as members of the EMG. When the EOC is activated, County departments and offices send representatives to the EOC, particularly those with a defined role as a primary agency in an ESF. These representatives should be individuals with authority to make decisions who can perform the following roles:

- Obtain and coordinate resource allocations and deployment.
- Synthesize and provide accurate information to ICS Leadership.
- Advise the CE, CAO, OEMHS Director and/or Disaster Manager, and their respective department heads on the status and nature of the emergency, including whether it may escalate or diminish, the consequences of the incident, projected and current damage assessment information, COG operations, protective actions for residents and responders, and public information requirements and timing.

G. Municipalities

Montgomery County includes 22 incorporated villages, towns, and cities and four municipalities that include Rockville, Gaithersburg, Takoma Park, and Chevy Chase Villages. Montgomery County's municipalities provide public safety, transportation, sheltering, and other services critical to an effective regional response and recovery. Municipalities are responsible for the day-to-day operations within their jurisdiction.

Municipalities may maintain their own EOPs that supplement the County EOP. When the EOC is activated, representatives from impacted municipalities may be requested in the EOC to serve as a liaison to their municipality. If a significant event is occurring in a



municipality, that municipal manager may request support or activation of the EOC through the OEMHS Director.

H. Roles and Responsibilities

Tables 5, 6, and 7 provide an overview of the responsibilities each response partner plays in each of the County's 17 ESFs. Partners may play the role of a primary agency, support agency, or cooperating organization.

- **Primary Agencies.** Serve as the lead for their designated ESF. An ESF primary agency must be either a County department or an office. Primary agencies are responsible for coordinating with support agencies and cooperating organizations to ensure incident objectives pertaining to their ESF are complete. Responsibilities of an ESF primary agency include, but are not limited to:
 - Working with OEMHS on planning and preparedness efforts related to their ESF, including ensuring their ESF Annex is updated, response staff are trained, and attending training and exercises.
 - Maintaining contact lists for all support agencies and cooperating organizations that assist their ESF and maintaining regular contact with these partners.
 - Coordinating efforts with private-sector organizations that can assist their ESF during an emergency.
 - Overseeing overall financial and administrative tasks for their ESF.
 - Maintaining EOC Job Aids or Job Actions Sheets specific to their ESF.
- **Support Agencies.** Assigned to participate in an ESF because they have specific authorities, roles, resources, or capabilities for a particular function within an ESF. Similar to primary agencies, support agencies must be either a County department or office. Responsibilities of an ESF support agency include, but are not limited to:
 - Maintaining communication with and providing support to the ESF primary agency and coordinating with other ESF support agencies and cooperating organizations.
 - Assisting with orchestrating support from other ESFs or state partners based on their area of expertise.
 - Working with appropriate private-sector organizations to maximize the use of all available resources.
 - Ensuring record keeping and time keeping for their staff working the incident.
 - Maintaining trained personnel to support response.
- **Cooperating Organizations.** Cooperating organizations are response partners, such as municipalities, nonprofit organizations, community organizations, private corporations, public utilities, or state partners. County departments and offices



cannot be cooperating organizations. Cooperating organizations have the same responsibilities that support agencies do regarding their ESF.

General roles for all response partners can be found in **Tables 8, 9, 10, 11, 12**. Specific responsibilities are outlined in the ESF annexes of this EOP.



Table 5: ESF Responsibilities for County Departments and Offices

P = Primary Agency S = Support Agency C = Cooperating Organizations

County Agencies	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17
Office of Agriculture											S						
Alcohol Beverage Services	S						S	S			S						
Office of Animal Services						S											
Community Engagement Cluster								S						S		S	
Office of Community Partnerships															S		
Community Use of Public Facilities						S								S		S	
Office of Consumer Protection											S			S			
Department of Corrections and Rehabilitation						S	S	S					S	S			
County Attorney's Office			S		S			S		S		S	S	S	S		
Office of Emergency Management and Homeland Security	S	S	S		<u>P</u>	S	S	S	S	S		S		<u>P</u>	S	<u>P</u>	S
Department of Environmental Protection			<u>P</u>	S						S	S			S			S
Department of Finance					S		S							S		S	S
Fire and Rescue Service		S		<u>P</u>		S	S	S	<u>P</u>	<u>P</u>			S	S	S		S
Office of Food Systems Resilience											S						
Department of General Services	S	S	S	S		S	<u>P</u>	S		S		<u>P</u>		S			S
Department of Health and Human Services			S			<u>P</u>	S	<u>P</u>		S	<u>P</u>			S	S	S	S



County Agencies	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17
Department of Housing and Community Affairs						S								S			S
Housing Opportunities Commission														S			
Office of Human Resources					S		S										
Office of Intergovernmental Relations														S	S		
MC311		S						S					S		S	S	
Department of Permitting Services			S	S				S	S	S				S			<u>P</u>
Montgomery County Department of Police	S	S		S		S	S	S	<u>P</u>	S	S		<u>P</u>	S	S		S
Office of Procurement	S	S		S	S		S	S						S			
Office of Public Information															<u>P</u>	S	
Montgomery County Public Libraries						S										S	
Department of Recreation						S	S	S								S	S
Regional Services Centers						S								S	S		
Department of Technology and Enterprise Business Solutions		<u>P</u>			S									S			S
Department of Transportation	<u>P</u>	S	S	S		S	S	S		S			S	S	S		S
Volunteer Center and Groups																S	



Table 6: ESF Responsibilities for Cooperating Organizations

P = Primary Agency S = Support Agency C = Cooperating Organizations

Cooperating Organizations	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17
Chevy Chase Village	C		C						C				C	C			C
City of Gaithersburg	C		C			C			C				C	C			C
Town of Kensington	C																
Town of Poolesville	C		C											C			C
City of Rockville	C		C			C			C	C			C	C			C
City of Takoma Park	C		C			C			C				C	C			C
American Red Cross in the National Capital Region				C		C		C								C	C
Montgomery County Auxiliary Communications Service		C															
Baltimore Gas and Electric	C			C								C		C			C
Civil Air Patrol																	C
Montgomery County COAD																C	
DC Water and Sewer Authority			C														C
Private EMS Providers								C									
First Energy	C			C								C		C			C
Funeral Homes								C									
Hospitals, Healthcare Providers and Coalitions								C									C
Maryland-National Capital Park and Planning Commission			C				C		C			C	C	C			C
Montgomery College						C	C	C									C
Potomac Electric Power Company	C			C								C		C			C



Cooperating Organizations	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17
Montgomery County Public Schools	C					C	C	C				C					C
Montgomery County Revenue Authority			C														
Montgomery County Sheriff's Office						C		C					C	C			
Washington Suburban Sanitary Commission			C							C							C
Washington Metropolitan Area Transit Authority	C																
Washington Metropolitan Area Transit Police													C				
Washington Gas				C								C		C			C

Table 7: ESF Responsibilities for State and Federal Partners

P = Primary Agency S = Support Agency C = Cooperating Organizations

State & Federal Partners	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17
Office of the Chief Medical Examiner								C		C							
Maryland (MD) Department of the Environment			C							C							
MD Department of Health								C			C						
MD State Police									C				C				
MD Department of Transportation	C																
MD Transportation Authority													C				
MD Voluntary Organizations Active in Disaster																C	
US Parks Police									C								



All response partners are responsible for mitigating, preventing, preparing for, responding to, and recovering from emergencies. This section outlines general activities that are the responsibilities of all response partners, including County departments and offices, municipalities, private sector partners, and nonprofit organizations.

Mitigation

All response partners are expected to perform the following mitigation activities:

- As appropriate, identify potential opportunities for mitigating the impacts of future incidents.

Preparedness

All response partners are expected to perform the following preparedness activities:

- Develop and maintain internal and external notification rosters and contact lists.
- Establish, maintain, and exercise emergency notification procedures.
- Participate in all-hazards planning, training, and exercises.
- Develop and maintain internal plans and procedures, including job aids and checklists for those with an emergency response assignment, record retention policies, and standard operating procedures (SOPs) for emergency response-related activities.
- Develop and maintain supporting plans and procedures in coordination with other partners.
- Train department staff for emergency assignments including the provision of functional needs support services.
- Develop and maintain a department-specific COOP plan in accordance with County guidelines and standards.
- Participate in emergency response trainings, drills, and exercises hosted by OEMHS or other response partners.
- Develop and maintain an inventory of resources available to support emergency operations.
- Maintain a cadre of staff trained in emergency response operations that can serve in the EOC (in person or virtually), conduct on-scene operations, or support the response through conducting department- or organization-specific tasks.
- Train staff with response and recovery responsibilities in the requirements of Chapter 7 under Title II of the ADA.
- Train all staff with recovery responsibilities on the contents of the *PDRP*.
- Coordinate and share information with other partners.
- In cooperation with OEMHS, establish mutual aid agreements (MAA) to maintain liaison with surrounding municipal, county, and military counterparts as appropriate. Additional information on mutual aid agreements can be found in *Section XII, C: Logistics*.



Response

All partners are expected to perform the following response activities:

- Provide adequate staff to support the EOC as requested by the CAO, OEMHS Director, Disaster Manager, or ESF primary agency.
- Update the WebEOC position log and monitor throughout the incident.
- Update the WebEOC Situation Report board.
- Monitor and respond appropriately to tasks assigned through WebEOC.
- Coordinate activities utilizing the command-and-control principles established in the County's ICS.
- Conduct response operations in accordance with NIMS.
- Maintain all financial records related to emergency operations for declared emergencies in accordance with SOPs and with guidance from the Department of Finance, OEMHS, and other applicable County procedures.

Recovery

All response partners are expected to perform the following recovery activities:

- Coordinate recovery operations for their respective entity as outlined in the *ESF #14 Annex* and the *PDRP*.
- Participate in the incident after action review conducted by OEMHS.
- Maintain and provide financial documentation as requested for the reimbursement process.
- Assist with damage assessment process as requested by ESF #17 and conduct damage assessment on entity-owned assets.
- Consult the *PDRP* and *Damage Assessment Plan* for additional information on the recovery process and roles and responsibilities related to recovery operations.



Table 8: Roles and Responsibilities During Emergency Operations by County Department and Office

Agency	Roles and Responsibilities
Office of Agriculture	- Provide available staff, resources, and facilities to support emergency operations. - Provide disaster funds for commercial farmers if those funds are available from FEMA.
Alcohol Beverage Services	- In coordination with DHHS, develop plans for and execute the distribution of emergency food, water, and other supplies within Montgomery County. - As required, identify and manage warehouse buildings, appropriate sites for food and water storage areas, and reception areas. - If needed, provide large-scale cold storage for victims as a temporary morgue until such time that the Medical Examiner or Disaster Mortuary Operational Response Teams take possession of the victims.
Office of Animal Services	- In support of DHHS, coordinate pet sheltering.
Community Engagement Cluster	- Assist with communications to the non-profit community. - Provide space in the Regional Centers, as available. - Communicate needs to potential volunteers through existing volunteer databases or contact lists.
Office of Community Partnerships	- Assist with translation services and outreach to targeted communities.
Community Use of Public Facilities	- Provide available staff, resources, and facilities to support emergency operations.
Office of Consumer Protection	- Provide consumer affairs services during response and recovery operations.
Department of Correction and Rehabilitation Services	- Coordinate emergency operations within the Montgomery County Correctional Facility and/or Montgomery County Detention Center. - Provide support to emergency operations through the provision of food preparation, laundry service, and community services volunteers.
County Attorney's Office	- Advise County officials concerning legal responsibilities, powers, and liabilities regarding emergency operations and post-disaster and recovery assistance, and prepare official documentation such as emergency ordinances, waiver requests, and reimbursement packages.



Office of Emergency Management and Homeland Security	- Coordinate the County response and recovery operations during an emergency. - Manage the EOC and implement the EOP. - Establish and maintain the County's Corrective Action Program (CAP) and coordinate an after-action assessment of disaster/emergency incidents to determine what actions can be taken to mitigate future disaster effects. Maintain a database to identify "lessons learned" and "corrective actions" by agency. - Assist agencies by providing supplemental emergency training, simulations, and exercises necessary to prepare first responders, County departments/offices, and cooperating organizations to perform identified roles and responsibilities. - Coordinate requests for external support through MIEMAC, EMAC, the NCR, and other mutual aid agreements. - Provide situational updates to MDEM and manage requests for additional resources from MDEM through MIEMAC. - Maintain and update the County's Emergency Operations Plan and its ESF annexes, <i>PDRP</i>, <i>Volunteer and Donations Management Plan (VDMP)</i>, <i>Damage Assessment Plan</i>, and <i>CI/KR Plan</i>.
Department of Environmental Protection	- Provide hazardous materials technical advice and assistance to the Fire and Rescue Service (FRS) and provide support to hazardous materials response by providing limited detection, monitoring, and sampling and analysis operations. - Assist with surveying the damage to public water systems, waste disposal systems, and dams. - Coordinate with the Department of Permitting Services (DPS), to survey the damage to other public facilities that are government-owned or operated. - Coordinate Debris Management, Stormwater Management, Dams, and Levees Safety activities.
Department of Finance	- Provide assistance and/or financial advice to Montgomery County departments and offices for the tracking of expenses directly related to the disaster, provide advice on strategies to mitigate and manage risk, and provide guidance regarding federal reimbursement processes and documentation, financial reports, and applications. - Provide appropriate project codes to track expenses directly related to response and recovery operations.
Fire and Rescue Service	- Develop and maintain resources for emergency response to all situations including but not limited to hazardous materials, water rescue, structural/trench collapse, confined space, and rope rescue. - Develop and maintain policies and procedures for the effective coordination of the detection and suppression of urban, rural, and wildland fires within the County.
Office of Food Systems Resilience	- Assist with issues related to food insecurity and inequities. - Coordinate the County's efforts to address local food system challenges.



Department of General Services	- Store and distribute resources in support of response and recovery operations. - Collect, analyze, and provide information on the status of energy resources and related infrastructure within the County including fuel and electrical supply and distribution.
Department of Health and Human Services	- Provide human services such as temporary housing and mental health assistance to individuals and families impacted by disasters. - Provide coordination with the state on public health services such as epidemiology, infection control, and mass dispensing of drugs and vaccinations specific to an outbreak or attack. - Coordinate operations related to food security for significant food emergencies involving the unintentional or deliberate contamination of food that impacts human health. - Provide information on housing resources for use as emergency and/or long-term temporary housing in coordination with DHHS' Services to End and Prevent Homeless (SEPH) Program.
Department of Housing and Community Affairs	- Provide information on housing resources for use as emergency and/or long-term temporary housing in coordination with DHHS' SEPH Program. - Provide temporary housing for displaced public housing and rental program residents. - Conduct inspections on multi-family housing units.
Housing Opportunities Commission	- Provide available staff, resources, and facilities to support emergency operations
Office of Human Resources	- Identify and track Montgomery County employees who may be available to augment staffing in the EOC, shelters, alternate work sites, and other locations. - Identify and track Montgomery County employees who may be available to support response or recovery activities. - Provide guidance on personnel related issues.
Office of Intergovernmental Relations	- Provide available staff, resources, and facilities to support emergency operations and manage recovery operations. - Provide assistance in communicating with state and federal elected officials and coordinate any state and elected officials' statements with those of the CEX or the Maryland State Governor as needed.
Office of Management and Budget	- Provide available staff, resources, and facilities to support emergency operations. - Coordinate with County departments and offices to track costs associated with emergency operations and assist in the preparation of emergency appropriations requests when determined necessary and appropriate by the CAO to recover the cost of emergency expenditures. - Provide guidance regarding the federal reimbursement process and documentation.



MC311	- Provide information to callers related to the disaster, such as information about volunteering or donating goods, or relaying public health and safety information. - Provide members of the EMG with common questions or concerns that the public is expressing to them when calling. - Provide available staff, resources, and facilities to support emergency operations.
Department of Permitting Services	- Provide available staff, resources, and facilities to support emergency operations. - Coordinate damage assessment operations. - Coordinate inspections.
Montgomery County Department of Police	- Provide law enforcement services such as traffic management, crowd control, evacuation coordination, investigations, site security, and scene management.
Office of Procurement	- Acquire/procure resources in support of response and recovery operations. - Provide available staff, resources, and facilities to support emergency operations.
Office of Public Information	- Serve as the “single voice” of County government for the coordinated release of information—via spokespeople, electronic and print communications, and designated subject matter experts (SMEs)—to County employees, the public, and the media during emergencies.
Montgomery County Public Libraries	- Provide facility space to assist OEMHS in the execution of response and recovery operations. - Provide assistance to the PIO in publicizing activities concerning emergency food and water supplies, food benefits, distribution points, procedures, and other available public assistance.
Department of Recreation	- Provide professional staff to organize and supervise recreational activities in shelters. - Provide community recreation and senior centers for shelters as needed.
Regional Services Centers (RSC)	- Make the RSC available if requested as an emergency shelter if there is adequate space; otherwise, the Director of the RSC will provide an area in the RSC for a holding area until a shelter can be opened. - Provide support to the Donations Management Coordinator in the management of volunteers and distribution of donated goods and services.



Department of Technology and Business Enterprise Solutions	- Provide available staff, resources, and facilities to support emergency operations. - Assess County communications sites and facilities following an incident and report disruptions to the EOC. - Provide technical assistance to the EOC to activate and maintain communications and information systems to support emergency operations. - Provide maintenance and repair of communications equipment and restoration of essential County communications facilities. - Provide support during emergency operations in distributing communications equipment. - Provide liaison to telecommunications service providers to determine the status of services and to provide support, as appropriate, for repair and restoration.
Department of Transportation	- Collect, analyze, and distribute information on the status of the County's transportation infrastructure and monitor the status of infrastructure repair and restoration. - Coordinate with partners to get resources for evacuations, such as traffic control devices, signs, or other resources to assist in establishing a secure perimeter and directing traffic. - Assist in developing ingress and egress routes for areas impacted by the disaster. - Provide liaison with the Maryland Department of Transportation (MDOT), Washington Metropolitan Area Transit Authority (WMATA), and other regional transportation organizations.
Volunteer Center	- Coordinate with the nonprofit community by gathering information on status and needs and provide updates to the nonprofit community in coordination with ESF #16. - Communicate needs to potential volunteers through existing volunteer databases or contact lists. - Provide available staff, resources, and facilities to support emergency operations.
Volunteer Groups	- Provide available staff, resources, and facilities to support emergency operations.



**Table 9: Roles and Responsibilities During Emergency Operations by Cooperating
Municipalities and Organizations**

Agency	Roles and Responsibilities
The Village Manager, Chevy Chase Village	- Provide available staff, resources, and facilities to support emergency operations. - Coordinate damage assessment operations with DPS. - Provide damage assessment reports to DPS, as requested. - Coordinate debris removal and disposal operations within Chevy Chase Village. - Maintain law and order and provide for the security of critical facilities and resources within Chevy Chase Village. - Order and conduct evacuations as necessary and provide access control to evacuated areas. - Provide traffic and crowd control. - Appoint a disaster assistance representative to coordinate locally sponsored disaster victim assistance activities within Chevy Chase Village. - Provide a list of buses, emergency response vehicles (ERVs), other apparatus, and equipment available to assist in logistical operations during mass care and feeding in an emergency or disaster within the County. - Make available equipment, facilities, vehicles, and personnel for mass care, feeding, and logistical support during an emergency.
The City Manager, City of Gaithersburg	- Provide available staff, resources, and facilities to support emergency operations. - Coordinate damage assessment operations with DPS. - Provide damage assessment reports to DPS, as requested. - Coordinate debris removal and disposal operations within the City of Gaithersburg. - Maintain law and order and provide for the security of critical facilities and resources within the City of Gaithersburg. - Order and conduct evacuations as necessary and provide access control to evacuated areas. - Provide traffic and crowd control. - Appoint a disaster assistance representative to coordinate locally sponsored disaster victim assistance activities within the City of Gaithersburg. - Provide a list of buses, ERVs, other apparatus, and equipment available to assist in logistical operations during mass care and feeding in an emergency or disaster within the County. - Make available equipment, facilities, vehicles, and personnel for mass care, feeding, and logistical support during an emergency.



The Town Manager, Kensington	- Provide available staff, resources, and facilities to support emergency operations. - Coordinate resources to assist with transportation, snow and ice removal on Town roads, and the repair and restoration of Town roads, bridges, and traffic control systems.
The Town Manager, Poolesville	- Provide available staff, resources, and facilities to support emergency operations. - Coordinate damage assessment operations with DPS. - Provide damage assessment reports to DPS, as requested. - Provide damage assessment for water supplies at the Poolesville Water Treatment Plant used for drinking, sanitation, and recreational purposes. - Provide damage assessment for the Town of Poolesville water distribution systems and related facilities. - Coordinate debris removal and disposal operations. - Appoint a disaster assistance representative to coordinate locally sponsored disaster victim assistance activities within the Town of Poolesville. - Provide a list of buses, ERVs, other apparatus, and equipment available to assist in logistical operations during mass care and feeding in an emergency or disaster within the County. - Make available equipment, facilities, vehicles, and personnel for mass care, feeding, and logistical support during an emergency.
The City Manager, City of Rockville	- Provide available staff, resources, and facilities to support emergency operations. - Coordinate damage assessment operations with DPS. - Provide damage assessment reports to DPS, as requested. - Provide damage assessment for water supplies at the Rockville Water Treatment Plant used for drinking, sanitation, and recreational purposes. - Provide damage assessment for City of Rockville water distribution systems and related facilities. - Coordinate debris removal and disposal operations within the City of Rockville. - Maintain law and order and provide for the security of critical facilities and resources within City of Rockville. - Order and conduct evacuations as necessary and provide access control to evacuated areas. - Provide traffic and crowd control. - Appoint a disaster assistance representative to coordinate locally sponsored disaster victim assistance activities within the City of Rockville. - Provide a list of buses, ERVs, other apparatus, and equipment available to assist in logistical operations during mass care and feeding in an emergency or disaster within the County. - Make available equipment, facilities, vehicles, and personnel for mass care, feeding, and logistical support during an emergency.



The City Manager, City of Takoma Park	- Provide available staff, resources, and facilities to support emergency operations. - Coordinate damage assessment operations with DPS. - Provide damage assessment reports to DPS, as requested. - Coordinate debris removal and disposal operations within the City of Takoma Park. - Maintain law and order and provide for the security of critical facilities and resources within the City of Takoma Park. - Order and conduct evacuations as necessary and provide access control to evacuated areas. - Provide traffic and crowd control. - Appoint a disaster assistance representative to coordinate locally sponsored disaster victim assistance activities within the City of Takoma Park. - Provide a list of buses, ERVs, other apparatus, and equipment available to assist in logistical operations during mass care and feeding in an emergency or disaster within the County. - Make available equipment, facilities, vehicles, and personnel for mass care, feeding, and logistical support during an emergency.
American Red Cross in the National Capital Region (ARC)	- Participate in the decision-making process for opening shelters; and open, staff, and operate shelters and mass care facilities in cooperation with DHHS, OEMHS, Department of Recreation, MCPS, and other County departments, as appropriate. - Provide basic immediate needs of disaster victims (e.g., food, clothing, and shelter). - Coordinate with volunteer relief organizations to ensure effective service delivery.
Montgomery County Auxiliary Communications Service	- This includes Amateur Radio Emergency Service and other affiliated volunteer communications organizations. - Provide supplementary communications and dispatch radio operators and technical support personnel to the EOC, as well as to designated field locations and agencies, as requested. - Provide supplementary or backup communications as directed by the County to cooperating organizations such as the ARC and to other County departments and non-County agencies, as requested. - Provide flood watch reports for lowland flooding and for bridge/road closings/conditions, field reports about weather, flooding, damage, road, or bridge closings, and other situations. - Assist with Rapid Damage Assessments or “windshield surveys” as described in the <i>ESF #17 Annex</i>.
Baltimore Gas and Electric	- Provide information to the EOC on the status of electrical power service and facilities via the Internet. - Restore electrical service with consideration to County priorities.
Civil Air Patrol	- Provide air support resources to support response and recovery operations. - Assist in conducting aerial damage assessments.



Montgomery County Community Organizations Active in Disaster	- Provide available staff, resources, and facilities to support emergency response and recovery operations.
DC Water and Sewer Authority	- Ensure continuous wastewater collection services. - Conduct emergency mitigation and damage assessment on the wastewater collection and treatment infrastructure.
Private EMS Providers	- Provide EMS and transportation support as requested to support emergency response and recovery operations.
First Energy	- Provide information to the EOC on the status of electrical power service and facilities. - Restore electrical service with consideration given to County priorities.
Funeral Homes	- Provide mortuary services as requested to support emergency response and recovery operations in a mass fatality event.
Hospitals, Healthcare Providers, and Healthcare Coalitions	- Maintain communication with the County regarding any planned or unexpected closures or impacts to services. - Maintain COOP Plans to reduce impacts to services from natural or man-made disasters, including emergency notification plans for staff and clients (and client contacts in residential settings). - Coordinate planning and preparedness efforts through the healthcare coalitions to ensure a more coordinated public health and medical response to an emergency.
Maryland-National Capital Park and Planning Commission	- Provide public works services as requested in support of emergency operations. - Provide available staff, resources, and facilities to support emergency operations.
Montgomery College	- Provide available facilities for medical dispensing sites or town hall meetings following disasters. - Assist with damage assessment by providing damage assessment reports for the college.
Potomac Electric Power Company	- Provide information to the EOC on the status of the electric system and facilities during a major event. - Restore and operate the electrical system with consideration given to County priorities.
Montgomery County Public Schools	- Provide available facilities to support emergency operations for the reception and care of displaced persons, for medical dispensing sites, and for town hall meetings following disasters. - Designate pre-selected high schools for use as shelters in an emergency. - Develop emergency feeding programs utilizing cafeteria and food service personnel to support shelter operations, if needed. - Provide emergency care of students and employees during normal school hours.
Montgomery County Revenue Authority	- Conduct preparedness, response, and recovery activities related to the Authority-owned dams, including maintaining the Dam Emergency Action Plan, performing appropriate mitigation measures, and assessing the structural integrity.



Montgomery County Sheriff's Office	- Provide available staff, resources, and facilities to support emergency operations. - Provide security for all emergency shelters established by the County in coordination with the ARC or DHHS. - As requested, provide uniformed personnel, vehicles, and K-9 assistance to the Montgomery County Department of Police (MCPD).
Washington Suburban Sanitary Commission (WSSC)	- Conduct damage assessments of water supply, distribution and control facilities, sanitary sewer systems, and related facilities, and provide assessment information to the DPS and/or OEMHS. - Ensure the continued supply of potable water and provide emergency water supply and assist with distribution.
Washington Metropolitan Area Transit Authority (WMATA)	- Provide technical assistance to the EOC in determining the most viable transportation networks to, from, and within the disaster area. - Provide information on the operating status of the Metro Rail, Metro Bus, and Metro Access systems. - Provide transportation support as needed for evacuations.
Washington Metropolitan Area Transit Police	- Coordinate law enforcement, security issues, and traffic management with the Montgomery County Police and other law enforcement authorities.
Washington Gas	- Provide information to the EOC on the status of the gas supply system and facilities. - Restore and operate the supply system with consideration given to County priorities.

Table 10: Roles and Responsibilities During Emergency Operations by State Agencies

Agency	Roles and Responsibilities
Maryland Department of Agriculture	- Provide support to the EOC, as requested. - Provide technical assistance and support for animal or plant disease incidents. - Assist with food safety and security.
Maryland Office of the Chief Medical Examiner (OCME)	- Investigate the death of human beings as casualties associated with an emergency as authorized under Title 5 of the Health-General Article, Annotated Code of Maryland, under the direction of the State OCME. - Provide forensic investigators, pathologists, dentists, and x-ray technicians for purposes of identification of decedents. - Establish and manage, as needed, a temporary morgue and Mortuary Affairs Collection Points. - Assume jurisdiction over human fatalities after coordinating with law enforcement and other authorities such as the Federal Bureau of Investigation or the National Transportation Safety Board.



Maryland Department of Disabilities	- Provide subject matter expertise pertaining to people with disabilities and others with AFN. - Provide technical assistance and support for assistive technology (AT). - Provide an inventory of AT available for temporary loan during mass care/sheltering activities. - Assist public information/media officers, as requested, to remediate documents and social media for accessibility.
Maryland Department of Emergency Management	- Serve as the lead agency for carrying out the duties in the Maryland Consequence Management Operations Plan. - Provide a state liaison to the EOC if requested and available. - Coordinate requests for federal disaster declarations including preliminary damage assessments, recovery, mitigation program management, and disaster closeouts. - Coordinate requests for state resources and assistance. - Manage the Public Assistance, Individual Assistance, and hazard mitigation programs when authorized by a federal disaster declaration. - Provide state assistance as necessary to augment County response, resources, and operational functions.
Maryland Department of the Environment	- Manage the Dam Safety Program to ensure that all dams are designed, constructed, operated, and maintained safely. - Provide technical assistance to dam owners and operators in developing and maintaining Dam Emergency Action Plans. - Provide technical assistance in evaluating the dam and supporting structures to determine whether the situation allows for the safe return of evacuees. - In consultation with DHHS, provide laboratory testing as needed through the State public health lab.
Maryland Department of Health	- Conduct and coordinate statewide disease control activities. - Operate the state public health laboratory. - Manage the OCME. - Serve as lead agency for Strategic National Stockpile planning and operations. - Plan and conduct statewide public health exercises. - The Secretary of Health can receive emergency powers during public health emergencies.
Maryland State Highway Administration	- Provide liaison to the EOC as requested. - Assess damages and repair/restore the State highway infrastructure. - Emergency debris removal for State roads and highways. - Provide traffic management and control. - Provide status reports on road conditions and clearance activities.
Maryland Institute for Emergency Medical Services Systems	- Oversee and unify every aspect of emergency medical services including firefighters, dispatchers, medics, the state-run medical evacuation (medevac) helicopter program, and the state's nine trauma centers. - Dispatch state medevac. - Lead coordinating agency for the National Disaster Medical System. - Coordinate state emergency medical services transportation. - Provide incident guidance messages to all hospitals in the state.



Maryland National Guard	- Provide logistical support as requested. - Provide transportation support as requested. - Assist with security operations. - Assist with traffic management and control. - Provide hazardous material detection and identification. - Support local law enforcement activities, as requested. - Provide additional communication equipment, as requested. - Provide medical assistance, as requested.
Maryland State Police	- Provide liaison to the EOC as requested. - Provide emergency police services and support the County in accordance with the Maryland State Police (MSP) Manual of Policies, Regulations, and Procedures and existing mutual aid agreements.
Other State Departments and Agencies	- During an incident, other state departments and agencies may play primary, coordinating, or support roles based upon the assigned ESF, authorities, resources, and the specific nature of the incident.

Table 11: Roles and Responsibilities During Emergency Operations by Regional Entities

Agency	Roles and Responsibilities
Metropolitan Washington Council of Governments (MWCOC)	- MWCOC is a not-for-profit organization comprised of local government entities in the District of Columbia, Suburban Maryland, and Northern Virginia. The MWCOC members are the elected officials from 23 local government entities in the NCR plus area delegation members from the Maryland and Virginia legislatures, the United States Senate, and the United States House of Representatives. - The NCR is not an operational entity. However, the MWCOC champions emergency planning, training, and exercises among the NCR jurisdictions. - The Regional Emergency Coordination Framework was created in September 2002 to address regional coordination and collaboration during incidents or potential incidents with regional impacts or implications. - MWCOC can provide phone and virtual platforms for regional coordination.

Table 12: Roles and Responsibilities During Emergency Operations by Federal Partners

Agency	Roles and Responsibilities
Cybersecurity and Infrastructure Security Agency (CISA)	- The Cybersecurity and Infrastructure Security Agency prepares for, responds to, and mitigates the impacts of cyberattacks. CISA works with partners to defend against today's threats and collaborate to build a more secure and resilient infrastructure for the future. CISA is the operational lead for federal cybersecurity and the national coordinator for critical infrastructure security and resilience. CISA maintains an Emergency Communications Divisions which supports and promotes communications used by emergency responders and government officials.



U.S. Department of Defense	- The U.S. Department of Defense has significant resources that may be available to support a federal response to an Incident of National Significance. The Military District of Washington (MDW), headquartered at Fort McNair, Virginia, is responsible for conducting security and disaster relief operations in the National Capital Region. The commander of the MDW also serves as the Commander of the Joint Forces Headquarters-National Capital Region (JFHQ-NCR). The JFHQ-NCR is responsible for protecting the District of Columbia and neighboring counties and cities of Virginia and Maryland, including Montgomery County. During incidents of national significance, the JFHQ-NCR transitions to a Joint Task Force-National Capital Region (JTF-NCR) to coordinate appropriate levels of military support when authorized by proper authorities or as immediately required to save lives, prevent human suffering, or mitigate extensive property damage.
The Federal Bureau of Investigation (FBI)	- On behalf of the Attorney General, the FBI, in cooperation with other federal departments and agencies, coordinates the other members of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the United States. This includes actions to prevent, preempt, and disrupt specific terrorist threats or actual incidents based upon specific intelligence or law enforcement information. The FBI will coordinate the response to weapons of mass destruction incidents.
Federal Emergency Management Agency (FEMA)	- The Federal Emergency Management Agency, a component of the U.S. Department of Homeland Security (DHS), is the primary federal agency for emergency preparedness, response, and recovery. FEMA is delegated responsibility for managing the DHS emergency response and recovery programs. The Office of Grants and Training provides a broad array of assistance to state, local, and tribal jurisdictions through funding, coordinated training, exercises, equipment acquisition, and technical assistance. The Office of Disability Integration and Coordination offers guidance, tools, methods, and strategies to integrate and coordinate emergency management inclusive of individuals with AFN. FEMA is organized into 10 regions. Maryland is included in FEMA Region 3, with offices located in Philadelphia, Pennsylvania. MDEM serves as the point-of-contact with FEMA.
U.S. Department of Homeland Security	- The Homeland Security Act of 2002 established the U.S. DHS to prevent terrorist attacks within the United States; reduce the vulnerability of the United States to terrorism, natural disaster, and other emergencies; and minimize the damage and assist in the recovery from terrorist attacks, natural disasters, and other emergencies. The act also designates DHS as “a focal point regarding natural and manmade crises and emergency planning.” DHS is responsible for the National Operations Center network that includes the Homeland Security Operations Center and the overall national response to any event designated an “Incident of National Significance.”



Office of National Capital Region Coordination	- The Office of National Capital Region Coordination was established by the Homeland Security Act of 2002 as a component of the DHS. The mission of this office is to oversee and coordinate federal programs for and relationships with state, local, and regional authorities in the NCR.
National Oceanic and Atmospheric Administration (NOAA) National Weather Service (NWS)	- The NWS provides weather, hydrologic and climate forecasts and warnings for the United States, its territories and adjacent waters and ocean areas. This is accomplished through a collection of national and regional centers and more than 122 local weather forecast offices. The NWS issues a comprehensive package of forecast products to support a variety of users, including the public. The NWS operates the NOAA Weather Radio All-Hazards that transmits weather warnings and forecasts 24 hours a day across most of the United States. This system is also used to broadcast civil and natural emergency information in addition to that relating to weather.
Other Federal Departments and Agencies	- During an incident of national significance as defined in the NRF, other federal departments and agencies may play primary, coordinating, or support roles based upon the assigned ESFs, authorities, resources, and the specific nature of the incident.

IX. Direction, Control, and Coordination

A. Delegations of Authority

During a declared emergency, the CEX delegates to the CAO responsibility for the management and operation of the County government, and as such, the CAO is empowered to employ the considerable resources of the government to mitigate the results of an emergency, alleviate suffering, and respond to the needs of its citizens.

As the Governor's duly appointed Emergency Management Director and in concert with a delegation from the CAO and Chapter 2 of County Code, the Director of OEMHS has the authority to coordinate response and recovery operations for a disaster.

Depending on the nature of the incident, the CAO delegates authority to the FRS Chief, MCPD Chief, Director of OEMHS, Director of DHHS, and Director of DEP to appoint on-scene ICs and guide the management of emergency operations. Incidents that begin as a single department response may evolve into an operation requiring a multi-department and multi-agency response to meet actual or expected needs. It is the responsibility of the IC to request such support in a timely manner. The remainder of this section will discuss a multi-agency response in which the EOC is activated.

Authority and Control

Montgomery County retains decision-making authority and control during emergencies. On-scene ICs exercise this authority in their role as County officials. County officials operating in the EOC retain the coordination and commitment authority for local resources and deploy those resources as appropriate.



When an emergency is confined to a single location within the County, the department(s) with legal authority will exercise command. Typically, this will be County first responders or municipality first responders. The department(s) representative(s) will serve as the on-scene IC. IC(s), assisted by a staff sufficient for the tasks to be performed, will direct, control, coordinate, and manage the emergency response at an incident site(s).

Continuity of Operations (COOP)

A major incident or emergency may occur at a time when key County officials are unavailable; or could result in injury, illness, or death of key County officials; the partial or complete destruction of established facilities; and/or the destruction of vital public records essential to the continued operations of the government. It is essential that law and order be preserved, public safety and welfare be maintained, and government services continued.

Continuity of leadership and government services is particularly important with respect to emergency services, direction of emergency response operations, and management of recovery activities. Under the State of Maryland concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while additional resources may be provided from other local, state, or federal sources. A key aspect of this system is the continued capability to communicate official requests, situation reports, and other emergency information throughout the event.

To ensure the continuity of government services, the following elements are addressed in the Continuity of Operations Plan for each Montgomery County department and office:

- Line of succession (minimum three "deep") for essential positions,
- Pre-delegation (in writing) of emergency authorities to key officials,
- Provision for the safeguarding of vital records and systems,
- Protection of facilities and personnel, and
- Provision for relocation to alternate operating facilities.

All Montgomery County departments and offices are responsible for developing and maintaining a department-specific COOP plan in accordance with County guidelines and standards.

For additional information on COOP planning, see the *OEMHS COOP Plan* (limited access only).

Continuity of Government

Montgomery County maintains a *COG Plan*. The overall purpose of the *COG Plan* is to ensure the continuity of essential functions under all circumstances that may disrupt normal operations. One of the key objectives for the *COG Plan* is to reduce the



consequences of a disaster to maintain full normal operations. The *COG Plan* identifies what provisions the County must undertake to sustain operations resulting from a weather-related emergency, public health epidemic, or a manmade disaster that may result in the County's infrastructure being threatened.

For additional information, see *Montgomery County's COG Plan* (limited access only).

B. Incident Command System

Incident Command System

Montgomery County responds to emergencies utilizing the standardized ICS. Initial response activities are primarily performed at the field level and field responders utilize the ICS to organize their response. The ICS system is scalable and flexible depending on the needs of the incident. Responsibility for the establishment and expansion of the ICS organization ultimately rests with the IC who bases the organization on the requirements of the situation. As incident complexity increases, the organization expands as functional responsibilities are delegated.

Once an emergency or disaster has occurred or is imminent, the responding department or office will establish on-scene incident command. This includes designating an IC and establishing an ICP. Depending upon the scope and magnitude of the event, the ICP may be a designated emergency vehicle or may evolve into a more formal facility. The ICP may evolve over the course of the incident as dictated by the situation. The IC is responsible for managing all on-scene tactical operations.

The IC is the individual responsible for all incident activities including the development of incident objectives, approving on-scene strategies and tactics, and the ordering and release of on-scene resources. The IC is delegated overall authority and responsibility for conducting incident operations.

Unified Command

For incidents when there is more than one department with incident jurisdiction or when the incident crosses political jurisdictions, a Unified Command will be established. A UC is a team effort, allowing all agencies with geographical or functional responsibility for an incident to assign an IC to a UC organization. The UC then establishes a common set of incident objectives and strategies for all.

A UC should be established as soon as possible in an event to ensure effective communication and coordination. It increases the effectiveness of multijurisdictional or multi-agency incidents. Each partner in a UC maintains authority, responsibility, and accountability for its own personnel and other resources, but the members of the UC work together to:

- Determine objectives, priorities, and strategic guidance.
- Establish a single system for ordering resources.



- Execute integrated incident operations.
- Maximize the use of assigned resources.¹

Area Command

When a single incident covers a large geographical area or multiple incidents occur concurrently, multiple local ICS organizations may be required. For example, a tornado may touchdown in several areas of the County creating separate areas of damage. When multiple organizations are operational, it may be necessary to establish an Area Command (AC) organization.

An AC is established to oversee the management of multiple incidents being handled by a single ICS organization or to oversee the management of large or multiple incidents. The decision to establish an AC will be made by the chief of the department responsible for incident command.

Multiagency Coordination System

The Multiagency Coordination System (MACS) is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. MACS may be put in motion regardless of the location, personnel titles, or organizational structure.

The primary function of a MACS is to coordinate activities supporting or related to an incident. MACS coordination is the responsibility of the Disaster Manager. The two most used elements of MACS are EOCs and Multiagency Coordination (MAC) Groups. An EOC is the facility where the coordination of information and resources to support an incident occurs. The Montgomery County EOC will be discussed in detail in *Section IX, C: Emergency Operations Center*.

Multiagency Coordination (MAC) Groups

MAC Groups are policy setting entities typically comprised of department and office directors, administrators, executives, or their designees, who are authorized to represent or commit department resources and funds. For activations of the EOC, a MAC group may be established and comprised of activated ESF Primary Agency Directors, the CEX or designee, senior officials from impacted municipalities, and additional partners as requested by the Disaster Manager.

C. Emergency Operations Center

The EOC serves as a centralized location for direction and coordination for all major disasters that impact Montgomery County. Any emergency requiring more than routine coordination and assistance, and generally involving multiple jurisdictions, may result in the activation of the EOC. The EOC may be activated to coordinate support for IC(s).

¹ Federal Emergency Management Agency, ICS 300 and IS 700. Lessons on Unified Command.



Additional information on EOC activation can be found in *Section VII, B: Plan Activation and Activation Levels*.

The CEX, CAO, OEMHS Director or Disaster Manager, and Senior Policy Group provide direction for County disaster operations. The OEMHS Director or Disaster Manager manages EOC emergency operations with the assistance of the EOC command and general staff and ESF staff. ESF staff and department or office liaisons maintain continual contact with their home agency to ensure proper coordination of all disaster response and recovery operations.

Once activated, the EOC staff and ESF representatives direct and coordinate the County's overall response to an emergency. The on-scene IC(s) retain tactical control of resources assigned on-scene to incidents.

Communication and coordination will be established between the IC(s), the EOC staff, ESF representatives, and representatives from impacted municipalities. IC(s) will request resources and other support, as required, through the EOC, unless there is an AC established. When an AC is in place, ICs will request support through that organization. The AC will coordinate, as needed, with the EOC staff to fulfill field operations resource requests.

The EOC is the centralized location of emergency response and recovery support operations during incidents. Typically, the EOC staff and ESF representatives do not control or manage an incident, rather they coordinate the support for the incident. While tactical on-scene operations are conducted from the ICP, the EOC staff, ESF representatives, and municipality representatives coordinate response operations in support of the ICP.

Municipalities may establish their own EOCs for emergency operations based on their own plans and activation criteria. Municipality representatives serve within the County's EOC to coordinate activities between County and municipal response and recovery elements.

Many of the departments and response partners will have a location for coordinating their department's response, such as a department operations center (DOC). These DOCs are designed to provide support to the incident and to coordinate not only resources and information regarding the department's emergency operations, but also for continuity of its operations serving the public.

If a department has a representative in the EOC, the representative at the EOC generally serves as a department liaison for the DOC. DOCs will coordinate their activities with the EOC and will provide regular status updates on emergency operations and resource requirements through their department's representative.



The EOC serves as a multi-agency support and coordination facility with jurisdictional responsibility for Montgomery County and, as appropriate, its incorporated cities, towns, and villages. The activated ESF representatives coordinate requests for outside resources from neighboring jurisdictions, the state and, if necessary, the federal government.

Additional resources may be requested from neighboring jurisdictions or the State, as outlined in *Section XII, C: Logistics*. Requests for state or federal assistance will be coordinated through the SEOC. The SEOC will serve as the state command center for coordinating state emergency response operations. Generally, coordination between the County and the State will be through the Disaster Manager to the SEOC.

EOC Functions and Activities

The activation of the EOC and ESF representatives allows for enhanced coordination, communication, information sharing, and resource support provided to the on-scene IC based on the needs and requests of the IC. The level of support provided by the EOC staff and ESF representatives will be determined by the Disaster Manager and/or OEMHS Director in concert with the needs and requests of the IC and in consultation with the CEX, CAO, and/or other department and office directors.

The major functions of the EOC staff and ESF representatives are as follows:

- Provide support to the on-scene IC(s) in such areas as communications, alerts and warnings, transportation, protective actions, and identifying additional resources.
- Provide overall coordination of emergency operations throughout the County.
- Provide coordination and liaison with local, state, and federal government agencies, as well as with private sector resources.
- Provide management of mutual aid resources and coordinate requests for resources from the state, neighboring jurisdictions, and the federal government as necessary to support emergency operations.
- Establish prioritization of resources for emergency response operations.
- Collect, evaluate, and disseminate damage assessment and other emergency related information.
- Coordinate the development and dissemination of emergency information to the residents of the County.

Virtual EOC

The EOC is the physical location from which many response activities are coordinated. The County maintains both a primary EOC location and an alternate EOC location in the event the primary location is unable to be utilized or accessed. With the increasing technological capabilities available to the County, emergency operations can also be conducted virtually or in a hybrid environment.

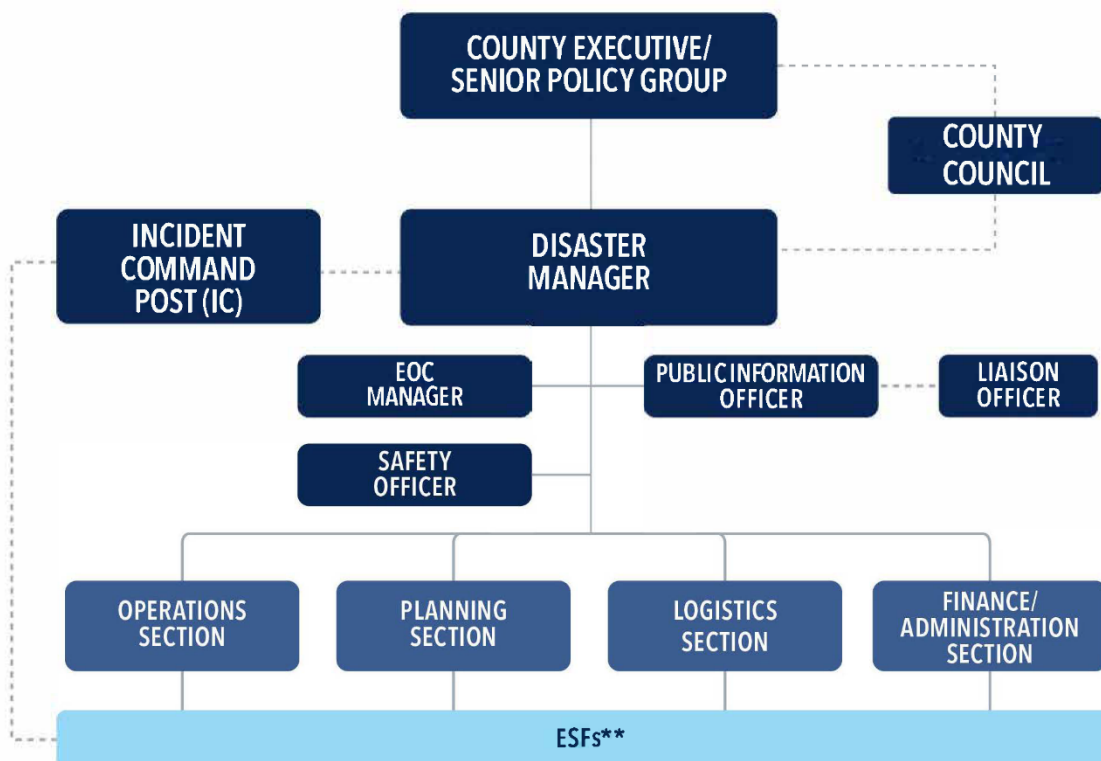
The addition of virtual or hybrid capabilities allows response staff to act quickly and from a variety of locations, including on-scene. When an emergency initially occurs and the CAO determines the EOC needs to be activated at the recommendation of the OEMHS Director, the CAO and OEMHS Director or Disaster Manager will decide whether staff should report in person, virtually, or on a hybrid basis. Staff may initially respond to an incident virtually then report to the EOC at a given time in the future.

Having the ability to respond virtually allows select staff that would typically be present in the EOC to respond on-scene and operate out of the ICP as appropriate. This option may allow for increased communication and coordination between EOC response staff and on-scene staff. Regardless of whether an EOC is operating fully in person, virtually, or hybrid, the functions of the EOC listed above remain the same.

D. Emergency Response Organizational Chart

The following section includes the Organizational Chart that the County utilizes during emergency operations and provides a brief overview of the positions listed on that Organizational Chart.

Figure 3: The County's Emergency Response Structure



** Departments/Agencies may be activated for multiple ESFs depending upon the incident and may serve in any of the 4 sections when in the EOC.

** Depending on the need, Departments/Agencies may continue to serve as a Department/Agency representative in the EOC vs. utilizing the ESF structure.



Emergency Management Group

The EMG is a group comprised of all primary agencies, support agencies, and cooperating organizations with a role in Montgomery County's EOP that gathers when the County is not in a state of emergency to prepare for future events. These stakeholders include County personnel with roles defined in the EOP, state and federal partners, and private partners that assist the County in achieving the National Preparedness Goal promulgated by the U.S. DHS. The CAO, or designee, chairs the EMG. When the EOC is activated, the EMG members mobilize as various response roles within the County's emergency response organizational chart. Most department or office EMG representatives will serve roles within the County's ESF and serve as a liaison to their agency.

Senior Policy Group

The Senior Policy Group (SPG) is comprised of the CAO, Disaster Manager, select County Executive Staff, and Department and Office Directors. The SPG provides valuable input and policy direction which influences operations. The execution of the policy provided by the SPG is carried out by the Disaster Manager, Section Chiefs, and ESFs. The SPG serves as a policy- and strategic-level deliberative body during ongoing or long-term emergency situations to analyze critical information and supports the CEX by identifying emergent needs and providing policy recommendations for action, including public messaging. The SPG works to ensure consistent information is being shared across the various County offices/departments.

During a disaster, the SPG is responsible for developing and implementing strategic decisions. The SPG will:

- Recommend emergency policy decisions to the CEX.
- Direct the implementation of emergency policy decisions.
- Provide strategic direction and priorities for emergency support operations, including multi-department and multi-agency coordination into a unified system and providing timely information to the public to prevent harm.
- Provide direction to departments, offices, and cooperating organizations performing emergency activities.
- Authorize issuance of public evacuation recommendations.
- Resolve resource and policy issues.

Disaster Manager

The Disaster Manager, often the OEMHS Director, is responsible for the staffing and operations of the EOC. The DM ensures that EMG/SPG policies and priorities are implemented. The Disaster Manager serves as the MACS Coordinator to ensure all departments, levels of government, and disciplines work together more efficiently and



effectively. The Disaster Manager establishes EOC objectives based upon coordination with the IC(s) and directs strategic and contingency planning efforts to address incident-related concerns and issues. The Disaster Manager establishes the operational periods for the EOC and approves the EOC Action Plan (EAP).

EOC Manager

Should there be a time when the Disaster Manager is needed **outside of** the activated EOC, an EOC Manager will be designated by the Disaster Manager to ensure continuous operations of the EOC.

Public Information Officer

The Public Information Unit begins with a single PIO but can expand to incorporate additional members as the situation dictates. The Public Information Unit manages external and internal communications, identifies public information needs, and manages the JIC when necessary.

Liaison Officer

The Liaison Officer serves as a conduit of information and assistance between incident response personnel and organizations that are assisting or cooperating with the response.

Safety Officer

The Safety Officer is responsible for maintaining a safe EOC working environment.

Operations Section

The Operations Section carries out the operational objectives of the incident and provides organizational cohesion by ensuring efficient coordination between all elements at the local, state, and federal levels of the response effort. The Operations Section ensures that ESFs coordinate operational activities as they carry out the operational objectives set forth by the Disaster Manager and as established within the EAP.

Planning Section

The Planning Section is responsible for the overall collection, evaluation, and dissemination of all information concerning the incident. The Planning Section oversees efforts to understand the current situation, predict further events and damages, and prepare EAPs and situation reports.

Logistics Section

The Logistics Section obtains supplies for the EOC and manages the acquisition and allocation of internal and external resources requested through the EOC to support emergency operations in the field. The Logistics Section is responsible for ensuring that food and drink are available for all EOC personnel and participating staff.



Finance/Administration Section

The Finance/Administration Section is responsible for collecting, documenting, analyzing, and reporting the costs and expenses associated with County response operations and with damages incurred during the incident.

ESF Leads

ESF Leads are individuals from departments/offices which have a primary role in their corresponding ESFs. They coordinate operational and planning objectives, as laid out in the EAPs, with their support agencies and cooperating organizations. ESF Leads are departmental representatives who have authority to make decisions on behalf of their department and authorize/direct departmental resources. They share information between their department (and DOC if activated) and the EOC. ESF Leads participate in the EMG when the County is not activated to prepare for disasters. ESFs will be activated as needed to support actual or anticipated requirements and will provide representatives to the EOC upon activation.

The role of ESF primary agencies, support agencies, and cooperating agencies is defined in *Section VIII, F: County Departments and Offices*.

Montgomery County organizes the various departments, offices, and cooperating organizations into 17 ESFs to facilitate planning and coordination prior to an incident and to achieve an effective emergency response and recovery. The 17 ESFs and the primary agencies are shown in **Table 13**.

More detailed information on each of the ESFs is provided in the corresponding ESF annexes.



Table 13: Montgomery County Emergency Support Functions

ESF Titles	Primary Agency
ESF #1 – Transportation	Department of Transportation
ESF #2 – Communications and Technology	Department of Technology & Enterprise Business Solutions
ESF #3 – Debris Management, Stormwater Management, Dams, and Levees	Department of Environmental Protection
ESF #4 – Firefighting	Fire and Rescue Service
ESF #5 - Emergency Management	Office of Emergency Management and Homeland Security
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	Department of Health and Human Services
ESF #7 – Resource Support and Logistics Management	Department of General Services
ESF #8 – Public Health and Medical Services	Department of Health and Human Services
ESF #9 – Search and Rescue	Fire and Rescue Service; Montgomery County Department of Police
ESF #10 – Oil and Hazardous Materials Response	Fire and Rescue Service
ESF #11 – Agriculture and Natural Resources	Department of Health and Human Services
ESF #12 – Energy	Department of General Services
ESF #13 – Public Safety and Security	Montgomery County Department of Police
ESF #14 - Community Recovery	Office of Emergency Management and Homeland Security
ESF #15 – External Affairs	Office of Public Information
ESF #16 – Volunteer and Donations Management	Office of Emergency Management and Homeland Security
ESF #17 – Damage Assessment	Department of Permitting Services

E. All-Hazards Incident Management Team

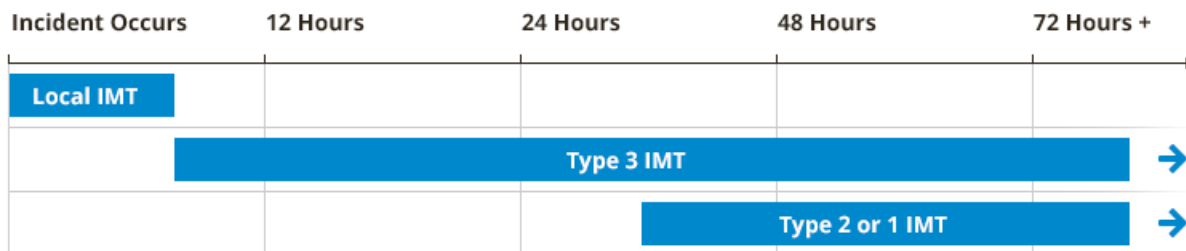
An all-hazards Incident Management Team (IMT) is a comprehensive resource that augments incident operations by providing infrastructure support, surge, or, when requested, is capable of transitioning to take over on-scene command and control functions as designated by NIMS. The purpose of the IMT is to aid and augment the management of incidents of significant size and scope that overwhelm the abilities of local emergency services by strengthening command, control, and communications, whenever an IMT is requested.

- A Type 1 IMT is a self-contained, all-hazards team recognized at the National and State level. A Type 1 IMT is deployed as a team of 35-50 people to manage incidents of national significance and other incidents requiring many local, regional, state, national, and federal resources over multiple operational periods.



- A Type 2 IMT is a self-contained, all-hazards team recognized at the national and state level that is deployed as a team of 20-35 people to manage incidents of regional significance and other incidents requiring many local, regional, state, and national resources.
- A Type 3 IMT is a multi-agency/multi-jurisdictional team used for extended incidents. It is formed and managed at the local, state, or tribal level and includes a designated team of trained personnel from different departments, organizations, agencies, and jurisdictions.
- A Local IMT is a single and/or multi-agency team for expanded incidents typically formed and managed at the city or county level or by a pre-determined regional entity. A local IMT may be dispatched to manage or help manage incidents requiring a significant number of local and mutual aid resources.

Figure 4. Incident Management Team Typical Timeframe for Response and Operations



A Local IMT could plan and manage large-scale pre-planned incidents such as international golf tournaments, major fireworks displays, County blizzard operations, the County Fair, etc. It could also manage large scale spontaneous incidents such as major law enforcement incidents (e.g., Beltway Sniper Investigation) and major fire/rescue incidents (e.g., 2011 wildfire in Boyds and 2016 Arliss Street explosion). These pre-planned and spontaneous incidents involved using County resources to an extent far beyond normal day-to-day operations. Many of them require a multiagency response; therefore, a multidisciplinary IMT could facilitate the management of these occurrences.

Upon arrival, the IMT's IC meets with the local IC and the CEX, CAO, and Disaster Manager to determine what they expect from the IMT, and to obtain any necessary delegation of authority. The incoming IC then briefs the rest of the incoming IMT about their role. The IMT integrates as requested into the current ICS structure. The IMT generally sets the objectives, priorities, and tactical goals for inside of the incident footprint.

Montgomery County will utilize any type of IMT deemed necessary to provide needed support and coordination as dictated by the size and scale of the emergency incident.



X. Information Collection, Analysis, and Dissemination

Once the EOC is activated, the Planning Section is responsible for information collection, analysis, and dissemination. At the start of each incident, an operational rhythm will be established, which the Planning Section will utilize to gather information, plan for the next operational period, and release reports about activities that have occurred.

During an emergency, it is important to obtain and disseminate the most accurate and current hazard-related information available. Information obtained in the field or from other sources should be made available to the Planning Section as soon as reasonably possible. The Planning Section collects and analyzes information from various sources during an activation and develops reports to share with the EMG and response partners.

The Planning Section gathers information from whatever sources are available to them, including:

- WebEOC Situation Report Board and Information and Awareness Board, which are populated by EOC staff and ESF representatives during an activation.
- EOC shift briefings and other meetings with response partners (MDEM, NWS, neighboring jurisdictions, etc.).
- Incident Action Plan provided by the on-scene IC.
- Reports or intelligence provided by other response partners through WebEOC, face-to-face interactions, phone calls, emails, or other traditional communications methods.

This information is synthesized into a Situation Report and disseminated to response partners and County leadership through WebEOC and the Internal Alert System. Generally, a Situation Report is generated for each operational period and includes the activities that occurred during that period.

Depending on the event, the Planning Section may receive an Incident Action Plan from the on-scene IC, which provides an overview of the objectives and activities for the upcoming operational period. This information—as well as information provided by the rest of the ICS Command and General staff and overall objectives provided by the CEX, SPG, and Disaster Manager—will inform the EAP, published by the Planning Section.

The information collection process will focus on the following essential elements of information (EEl)s:

- An Incident Action Plan from the Incident or Unified Commander.
- Information and requests from IC/UC.
- Geographic boundaries of the disaster area.
- Social, physical, and economic impacts of the disaster on all residents and businesses of the County.



- Status of the transportation systems and infrastructure.
- Status of communications capabilities and infrastructure.
- Access and entry point to the affected area(s).
- Hazard-specific information regarding the incident.
- Current and forecasted weather.
- Status of critical facilities and infrastructure within the impacted area(s).
- Status of emergency declarations as applicable (e.g., local, state, and federal).
- Resource shortfalls.
- Response priorities.
- Status of operations by the County departments and offices.
- Financial costs for all emergency expenses incurred.
- Status of shelters and mass care operations.
- Reports of damage and information gathered in the Damage Assessment process.
- Reports from the public from sources such as social media and MC311.

The information gathered and analyzed by the Planning Section will be disseminated to the EMG, ESF representatives, MDEM, impacted municipalities, neighboring jurisdictions, and other key stakeholders through the Internal Alert System, WebEOC, and other traditional communications methods, such as email or via conference call, as appropriate. The Planning Section Chief and Disaster Manager will share the information with County and EMG leadership.

Public Information Dissemination

The Public Information Unit manages external and internal communications during an event, identifying public information needs and managing the JIC when necessary. The Public Information Unit may be staffed by a single PIO or multiple individuals and representatives from different agencies and municipalities depending on the incident. The Joint Information Systems (JIS) refers to the processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations. OPI is the primary agency for establishing and staffing a JIC under the JIS.

The Public Information Unit will utilize a variety of different media to disseminate emergency-related messages to the public. This includes press releases, interviews with the media, social media, radio broadcasts, and webpage updates.

For small-scale emergency response operations, normally involving only one department, such as FRS or MCPD, the on-scene IC determines the need for notifications and all public information is coordinated through the primary agency's PIO. If deemed necessary, the on-scene IC will designate a PIO for the event. When an on-scene PIO is included in the ICS command staff, that individual will coordinate release of information with the IC and appropriate department directors. All released information and updates will be relayed to the OPI.



If an incident or threat escalates or a local public emergency is declared, the OPI will assume responsibility for all public information. In consultation with the CAO, Disaster Manager, or IC, the OPI will determine the need to activate a JIC. If activated, the JIC will operate as the coordination center for all public information activities related to the incident. In addition to OPI staff, the JIC may be staffed with other response partners' PIOs or spokespersons, including those from other County agencies, departments, and municipalities. Staffing the JIC is dependent on the type and location of the disaster and subject matter expertise needed.

Effective communication with the public is critical during emergency situations. The use of a JIC will allow all agencies and municipalities within the County to release the same message without conflicting one another or confusing the public. Additionally, the use of a JIC ensures messages are not publicly released until they are approved by the IC or Disaster Manager.

Additional information on External Communications can be found in the *ESF #15 Annex*.

XI. Communication and Coordination

During an emergency when the EOC is activated, all communications should occur and be coordinated through the established ICS structure. Staff should utilize WebEOC, Microsoft Teams, email, cell phones (voice and text), and 800 MHz radios as necessary to communicate during a disaster. There may be events that cause certain communications methods to be down for all or part of the response. If this is the case, staff should utilize the communications tools that are available to them to effectively coordinate the response.

Whenever the EOC is activated, especially if activated virtually or in a hybrid format, it is critical that response staff utilize all communications tools available to them. Staff should utilize the County's common operating system, WebEOC, whenever possible to coordinate and monitor all EOC activities. Staff activated as part of the EOC (both virtually and in person) are required to update WebEOC as appropriate to ensure a common operating picture of the County's response operations is maintained.

Some OEMHS staff are issued Government Emergency Telecommunications (GETS)/Wireless Priority Service (WPS) cards. These cards allow for priority, tiered access into the telephone system and should the phone lines be busy or overloaded, the use of a GETS/WPS card will allow the user priority access over non-users.

The ECC serves as the County's 24/7 warning point and dispatch center for both the MCPD and FRS. The ECC utilizes a state-of-the-art, computer-aided dispatch (CAD) system to rapidly respond to callers for police, fire, and emergency medical services. FRS maintains the National Capital Region's portable radio cache for Maryland. As needed, FRS can provide this resource during emergency operations.



Additional information on the County's communication tools and when and how to use them can be found in OEMHS's *Operational Communications Procedures*. This document serves as an SOP for OEMHS staff utilizing 800 MHz radios during an emergency. Additional information on the function of Communications and Technology can be found in the *ESF #2 Annex* to this Plan.

XII. Administration, Finance, and Logistics

A. Administration

Documentation

The EOC Finance/Administration (Fin/Admin) Section is responsible for ensuring essential records are retained during an activation. All EMG representatives are required to maintain and protect essential records and documentation in accordance with the applicable County and department/office-specific record retention rules.

Documenting response operations is also necessary to present to the County Council for potential supplementary appropriations (see *Section XII, B: Finance*), to create historical records, to develop an after-action review, and to develop future mitigation strategies. In order to seek federal reimbursement from FEMA, all activities must be documented, and all records retained appropriately. Not all incidents are eligible for reimbursement for emergency response-related expenses; however, it is often not known at the beginning of an incident whether there will be an opportunity to seek reimbursement. Thus, it is important to document all incident-related expenses in the event that they are reimbursable at a later date.

Examples of required documentation include:

- List of staff working as part of the response,
- Sign-in and sign-out sheets,
- Activity logs,
- Receipts for any resources or supplies purchased, including food for EOC personnel,
- Summary of purchases and justification of purchases, and
- Gasoline receipts and mileage logs.

All individuals reporting to the EOC, whether in person or virtually, are required to sign in on the WebEOC sign-in board at the beginning of their shift and sign out upon completion of their shift.

Each department is responsible for keeping records of the name, arrival time, duration of utilization, departure time, and other information relative to the service of their personnel and resources, as well as documentation of injuries, lost or damaged equipment, and any extraordinary costs. Information for costs and timekeeping should be shared daily with the EOC Fin/Admin Section.



The Office of Human Resources (OHR) will be available either in the EOC or via phone/email to assist with timekeeping questions and/or issues. At least one representative from the Department of Finance will be available either in the EOC or via phone/email to assist with record keeping and documentation questions and/or issues.

After-Action Report

An important part of any disaster response is identifying the strengths and areas for improvement. An After-Action Report (AAR) is the result of an administrative process in which the County reviews and discusses the response. In addition to the AAR, the County also develops and maintains a Corrective Action Program (CAP), which lists out the areas for improvement, responsible party, and actionable steps the County can take to improve its responses for future events.

Immediately following an event, OEMHS staff may conduct a hotwash, which is a discussion that allows members of the response to provide their initial thoughts on what went well and what were the challenges. The hotwash facilitates quick learning, allowing for immediate adjustments to operations. An individual will take notes at the hotwash and much of this discussion, along with follow-up interviews, meetings, surveys, etc., will serve as the basis for the more thorough AAR. The hotwash, AAR, and CAP process provide the County with a dedicated process to review actions taken, identify shortcomings in resources or equipment, improve operational readiness, and highlight strengths.

Within 30 days after the end of any state of emergency or other incident requiring the activation of the EOC, the CEX or designee must inform the Council of the facts of the event; any casualties, damages, or costs; and long-term implications. Within 60 days, the CEX or designee must give the Council an update of the initial briefing and a list of lessons learned. Information gleaned from the initial hotwash and AAR meetings will be used to inform the County Council.

OEMHS maintains overall responsibility for conducting the AAR and developing improvement plan items in the CAP process. All response entities and individuals that participated in the response are encouraged to be part of the AAR process. All County response partners may be part of the CAP. The CAP will include areas for improvement, corrective actions, and responsible parties. OEMHS will oversee this process and follow up with all responsible parties on their corrective actions. ESF primary agencies will oversee the CAP items assigned to their ESF. The CAP includes ongoing areas for improvement and recommended corrective actions from previous disasters that have not yet been complete; with each new EOC activation and County exercise, additional areas for improvement may be added to the CAP.



Staff Augmentation

Each ESF primary agency is responsible for staffing their ESF, both in the EOC and those staff executing the mission in the field or in their respective office space. Departments and agencies may utilize volunteers to help fulfill their mission. Ideally, these volunteers have been trained and credential pre-incident by the department. ESF #16 Volunteer and Donations Management can help connect other ESFs to volunteers that may be available for missions such as shelter operations, distribution sites, and Family Assistance Centers (FACs). Additional information can be found in the *ESF #16 Annex* and in the *Volunteer and Donations Management Plan*.

OHR maintains a list of County staff that can be redeployed across the County to backfill response operations as needed. This is done on a case-by-case basis, depending on the severity and duration of the incident and staff's availability and capabilities.

Occupational Health

The safety of Montgomery County personnel is paramount during emergency operations. All applicable standards for occupational health and safety are rigorously followed by all departments within the County. Written policies on occupational health and safety are available to all County staff.

B. Finance

Before, during, and after an emergency, the Department of Finance will assist County departments and offices with finance-related issues regarding emergencies. The Department of Finance will assist with grants management for emergency management-related activities and assist with training on disaster-related financial management procedures for all County departments and offices. When the EOC is activated, the Department of Finance will provide project codes so that all County departments and offices will be able to track expenses directly related to response and recovery operations.

Funding Sources and Budget for Emergency Operations

Annually, the CEX submits a recommended operating budget for County departments and offices to the County Council for review and approval of expenditures. OEMHS is included in the CEX's operating budget. Over the past five years, OEMHS' annual operating budget has been relatively stable and funded at the level of approximately \$1.6 million annually with 80% of that spent on personnel costs. That does not include grant funding for the Nonprofit Security Grant Program administered by OEMHS, which is budgeted at \$900,000 for fiscal year 2024. From time to time, grants funding and general funds have been used to supplement training and exercises, planning, and public education.

Funds are not appropriated annually for emergencies, which are typically unpredictable from year to year. The County does not maintain a disaster-specific budget embedded



into OEMHS's operating budget, or elsewhere. When the EMG is activated to respond to an emergency, County departments are authorized to expend funds to provide resources needed to mitigate the incident and restore County services.

Generally, supplemental appropriations for departments that incurred unanticipated but necessary emergency expenditures are not addressed until the end of the fiscal year, at which time the source(s) of funding is determined. Supplemental appropriations for emergency expenditures by departments may be funded by the County's operating budget reserve or state or federal emergency reimbursements, requiring the County Council to approve the supplemental appropriation and designate the source(s) of revenue.

Types of Federal Disaster Assistance and Reimbursement

If the State has received a Presidential declaration of an emergency or major disaster and Montgomery County is included in the declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), the County may be eligible for assistance. **Table 14** presents the three major categories of disaster aid available under a major disaster declaration.

Public Assistance (PA) is aid provided to state or local government entities to pay part of the costs of rebuilding a community's damaged infrastructure. PA may include debris removal, emergency protective measures and public services, and repair of damaged public property, such as roads, buildings, parks, and bridges.

The Stafford Act authorizes FEMA to reimburse not less than 75% of eligible costs of specific types of disaster response and recovery work undertaken by eligible entities; the County may still be responsible for covering up to 25% of eligible disaster-related expenses. Generally, the PA reimbursement process takes months, if not years, to complete. The County is responsible for covering all necessary expenses up front and may not know at the time of the response whether these expenses will be eligible for reimbursement.

Additional information on how the County documents costs incurred during response and recovery operations can be found in *Section XII, A: Administration*.



Table 14: Types of Federal Disaster Assistance

Type of Assistance	Description
Individual Assistance	Aid provided to individuals and households in the following forms: Disaster Housing provides up to 18 months temporary housing assistance for displaced persons whose residences were heavily damaged or destroyed. Funding also can be provided for housing repairs and replacement. Disaster Grants may be available to help meet other serious disaster-related needs and necessary expenses not covered by insurance and other aid programs. These may include replacement of personal property, transportation, medical, dental, and funeral expenses. Low-Interest Disaster Loans may be available after a disaster for homeowners and renters from the U.S. Small Business Administration to cover uninsured property losses. Loans may be for repair or replacement of homes, automobiles, clothing, or other damaged personal property. Loans are also available to businesses for property loss and economic injury. Other Disaster Aid Programs include crisis counseling, disaster-related unemployment assistance, legal aid and assistance with income tax, Social Security, and Veteran’s benefits. Other state or local help may also be available.
Public Assistance	Aid provided to state or local government entities to pay part of the costs of rebuilding a community’s damaged infrastructure. Public Assistance may include debris removal, emergency protective measures and public services, repair of damaged public property, loans needed by communities for essential government functions, and grants for repair of damaged public and private nonprofit schools and educational facilities.
Hazard Mitigation	Funding for measures designed to reduce future losses to public and private property.

Additional Funding Assistance and Resources

In addition to potential federal reimbursement, the County may receive reimbursement or an additional appropriation of funds from the State. Special grants opportunities may also be available through federal agencies. For example, additional monies were made available during the COVID-19 pandemic response to cover specific ongoing COVID-19-related expenses, such as testing, vaccine distribution and administration, and case investigations. This type of funding is rare and should not be expected during an incident.

During an EOC activation, ESF #14 Community Recovery and ESF #6 Mass Care, Emergency Assistance, Housing, and Human Services may be activated to begin the recovery process. ESF #14 focuses on community recovery while ESF #6 plays a role in



individual recovery. Depending on the nature and severity of the incident, the County may activate its *PDRP* (see *Section VII, E: Phases of Emergency Management*).

As the lead to ESFs #6 and #14, DHHS and OEMHS respectively, will educate responders and local officials on financial recovery options, including how to recoup costs for things such as volunteer labor, donated resources, and mutual aid. They will assist the community and individuals in recovering from an emergency, including recovery of financial costs. They may also assist with helping individuals file insurance claims, unemployment benefits, worker's compensation, and participation in the National Flood Insurance Program.

For additional information see the *ESF #6 Annex*, *ESF #14 Annex*, and the *PDRP*.

C. Logistics

The County maintains and updates a *Hazard Mitigation Plan* and conducts a *Threat Hazard Identification Process*. Information gleaned from these planning processes, as well as lessons learned from past events, assists the County in preparing for potential resource shortfalls before an event. Even with advanced preparation of potential shortfalls, during an emergency response resources are often stretched thin, and the County must seek resources from outside jurisdictions, including other counties, the state, or the federal government.

Montgomery County will first respond to a disaster using its own resources and assets—personnel, supplies, and equipment. If the situation escalates to the point that Montgomery County cannot effectively respond using only County resources, it will request outside resources through the potential avenues listed below:

- Personnel, staff, equipment, and facilities belonging to Montgomery County.
- Resources available from neighboring jurisdictions through local mutual aid agreements.
- Resources available from the private sector through acquisition or purchasing.
- Resources from existing contractors and/or new emergency authorized sole source contractors.
- Resources from the State of Maryland, including the National Guard.
- Mutual aid resources from other states through MIEMAC and EMAC.
- Mutual aid resources available through the Maryland Statewide Mutual Aid Program.
- Mutual aid resources available through NCR Mutual Aid Agreements.
- Resources available from the federal government under the National Response Framework.

Mutual Aid Agreements

The Code of Montgomery County, Chapter 2, Administration, authorizes the CEX, in collaboration with other public and private agencies within the State of Maryland or



other states or localities within other states, to develop mutual aid or reciprocal assistance in case of a disaster too great to be dealt with unassisted.

If County resources are exhausted, the Disaster Manager may request mutual aid assistance from outside jurisdictions. Emergency assistance may be made available from neighboring jurisdictions in accordance with mutual aid agreements. Emergency resources may be sent from Montgomery County to assist adjoining jurisdictions. Such assistance will be in accordance with existing mutual aid agreements.

MCPD and FRS have standing inter-departmental agreements and memoranda of understanding (MOUs) which are practiced daily. During initial operational periods, these agreements will be utilized to the extent resources are available and will be coordinated through the respective ECCs. Beyond this, the MCPD and FRS have additional automatic mutual aid agreements with regional and state partners.

Requesting Additional Assistance

Maryland, other state, federal, and non-governmental resources are accessed through the EOC at the request of the Disaster Manager. All County government organization requests for outside assistance must be made through the EOC when a State of Emergency (local, state, or federal) exists, so that Countywide requests can be tracked and prioritized. The Logistics Section at the EOC is responsible for tracking resource requests on behalf of the EOC.

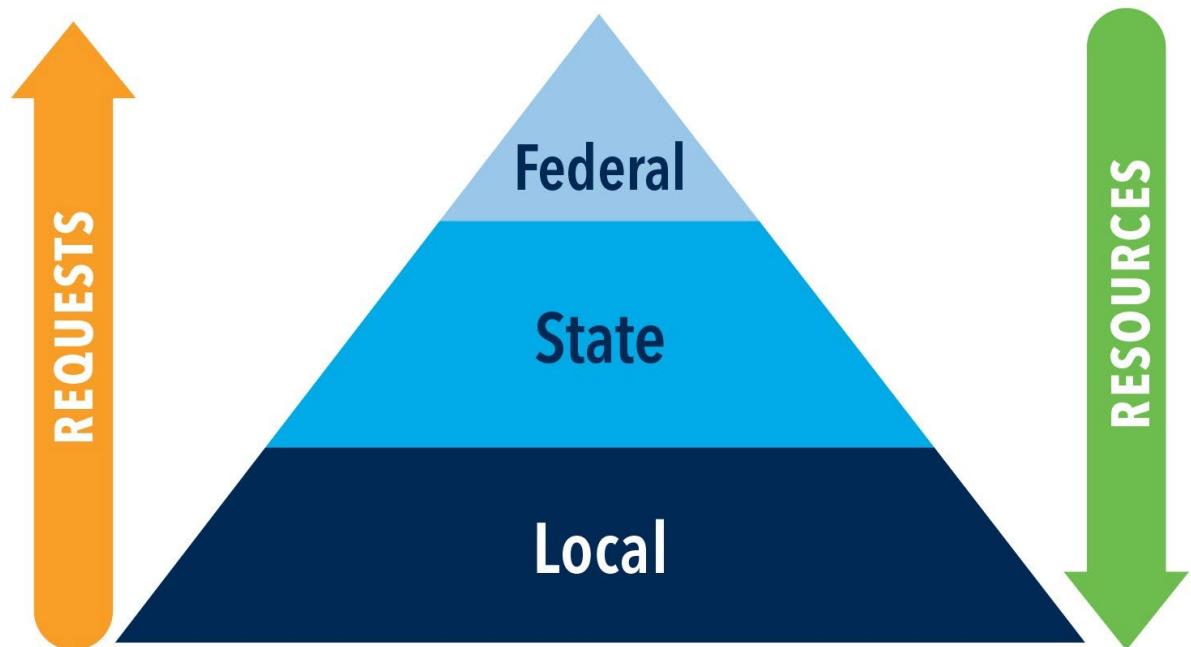
MDEM operates a statewide mutual aid program, MIEMAC, as a supplement to day-to-day automatic mutual aid agreements. Requests for statewide mutual aid will be coordinated by the Disaster Manager.

Mutual aid assistance from other states is available through the EMAC. A Governor's Proclamation of a State of Emergency must be in place to request EMAC assistance. The Disaster Manager, supported by the Logistics and Operations Sections, will process and manage requests for EMAC assistance in accordance with procedures established by MDEM.

If state resources are exhausted, MDEM will request outside assistance from the federal government, provided that a federal declaration of an emergency or major disaster is in place. **Figure 5** displays the relationship between the local, state, and federal governments in terms of requesting and receiving resources during a disaster.

Support by military units may be requested through MDEM, provided that a Governor's State of Emergency Declaration including Montgomery County is in place. Military forces, when made available, will support and assist local agencies. The CEX, or designee, may request that the military forces complete mission-type requests, to include objectives, priorities, and other information necessary to accomplish missions.

Figure 5: Resource Request Pyramid



Resource Acquisition and Tracking

In Montgomery County, each County department and office and ESF partner is responsible for maintaining an inventory of their entity's resources and assets that could assist in emergency operations. Additionally, County departments and offices maintain relationships with state partners, nonprofit organizations, and private entities that may be able to provide assistance during an emergency.

When the EOC is activated, the Logistics Section is responsible for ordering, deploying, tracking, and recovering all response-related resources. The Logistics Section works with County departments and offices to utilize County assets to the extent possible for the response before requesting outside resources.

Montgomery County utilizes two robust software programs to track resources: CAD and WebEOC. First responders and their associated apparatus are ordered through 800 MHz radio communication from the IC to the ECC. Individual pieces of apparatus or pre-set response assignments are then dispatched through ECC using CAD. First responder apparatus is typed, acquired, located, and distributed using CAD consoles within the ECC. This is the system and process utilized on a day-to-day basis.

For non-first responder material, the resource is filled through existing mutual aid agreements and first right-of-refusal contracts that the County has signed with adjacent jurisdictions and key private or nonprofit stakeholders. Unique resources and staffing requests are made through WebEOC. Resource requests are often initiated through



informal communications, such as phone calls, face-to-face conversations, or emails. For a resource request to be official, it must be entered into WebEOC.

XIII. Plan Development and Maintenance

A. Plan Maintenance and Distribution

The Director of the Office of Emergency Management and Homeland Security is responsible for developing, evaluating, maintaining, revising, and distributing the Montgomery County Emergency Operations Plan. Primary agencies are responsible for evaluating and maintaining their assigned ESF(s). Every four years, OEMHS will conduct a detailed review of the Plan and will coordinate with all response entities to validate the Plan. The Plan will then be submitted to the County Executive and County Council for review and approval.

As preparedness and response operations are continuously being evaluated and improved, especially following activation of this Plan and response operations, changes can be made to the EOP and its ESF Annexes as needed and do not need to wait until the four-year review cycle. The Plan and its ESF Annexes will be evaluated every two years with participation and input from stakeholders to decide whether the Plan needs to incorporate new guidelines and to improve operations or address significant operational issues. All requests for changes will be submitted to OEMHS for coordination and evaluation. If submissions occur outside of this evaluation window, these will be recorded in the Record of Changes section and disseminated to the EMG. Any department or EMG member may propose and develop a change to the EOP. Proposed changes to the EOP must be submitted in writing, as approved by a respective department head, or during an EMG Meeting.

Additionally, OEMHS will review the Plan annually and make any necessary changes based on policy updates or other significant events that occur in the County throughout the year.

OEMHS is responsible for the distribution of the EOP and approved Record of Changes. Copies of the EOP will be distributed to all Montgomery County departments, offices, municipalities, MDEM, and other cooperating organizations. Additional copies will be available from OEMHS as requested. The EOP is a public-facing document.

B. Planning Process

The updates to the Montgomery County EOP were completed in four phases that involved input from local and community stakeholders and partners.

Phase 1 – Project Initiation, Data Collection, Research, and Analysis

The OEMHS Planning Team met with SMEs to determine a project timeline and the method for engaging stakeholders. The team conducted a kick-off/project planning meeting to validate the project work plan and schedule, identify points of contact,



identify key stakeholders from agencies and departments, clarify the main areas or issues that should be covered in the EOP, review the project timeline, and review relevant documents.

The planning team reviewed all relevant documents to include previous versions of the EOP, AARs, existing plans and policies, and regulatory requirements or guidelines, including Emergency Management Accreditation Program (EMAP) standards. The team assessed County, state, and neighboring jurisdictions' plans, industry best practices and experiences, and considered how to incorporate new ideas into the updated EOP.

A web-based survey was developed and distributed to all stakeholders to include all primary and support agencies and cooperating organizations for each of the County's 17 ESFs. Individual interviews were conducted with the primary agencies for the 17 ESFs and follow-up interviews and discussions occurred as necessary. These allowed the team to gather firsthand information from key stakeholders, officials, staff, and partners. The interviews also provided a structure for stakeholders to provide input on the EOP and update their respective ESF Annexes.

Phase 2 – EOP Draft Development

Once the EOP and the ESF annexes were updated and a draft complete, the draft was distributed to a broader group, including OEMHS staff and all ESF primary agencies, support agencies, cooperating organizations, the Local Emergency Planning Committee, and a County Council representative. Comments and edits were reviewed and incorporated as appropriate.

Phase 3 – Promulgation

The final draft of the EOP was circulated to each primary agency for their approval and signature on the Approval and Implementation Page. Following these approvals, the OEMHS Director then transmitted the document to the CAO for approval and signature on the Letter of Promulgation and then to the CEX for approval and signature on the Letter of Promulgation. Following the approvals of the CAO and CE, the CEX's Office transmitted this document for consideration by the County Council. The OEMHS Director and Planning team presented the Plan to the County Council's Public Safety Committee to highlight the changes and improvements made to the Plan. Following approval from the County Council's Public Safety Committee, the EOP was then brought up for adoption at a County Council Meeting. The EOP was approved by **Council Resolution XXX** and the Council President signed the Letter of Promulgation.

Phase 4 – Plan Distribution, Training, and Exercise

After promulgation, the EOP was prepared and printed by the County's print shop. Several copies of the EOP were distributed to primary agencies, support agencies, and cooperating organizations by the OEMHS planning team.



While the Plan was being distributed, the OEMHS planning team developed training on the new EOP. This training was delivered to EMG members at the EMG Meeting. In addition to this training, the OEMHS planning team incorporated future EOP training into the County's EOC 101 class to teach new EMG members about the EOP. This training is offered 3-4 times per year or more by request.

C. Training and Exercises

OEMHS is responsible for the overall coordination of emergency management training and exercises. Each department and agency assigned roles and responsibilities in the EOP will ensure that staff members are trained for their emergency roles and responsibilities and provided with the opportunity to participate in exercises as appropriate. ESF primary agencies, in partnership with OEMHS, will develop and conduct specific training and exercises in cooperation with their designated support agencies. Each department and agency will maintain a roster of trained personnel who can assist with emergency operations.

XIV. Authorities and References

A. Authorities

1. Federal:
 - a. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121, *et seq.*
 - b. The Disaster Mitigation Act of 2000, Pub. L. No. 106-390, 114 Stat. 1552 - 1576.
 - c. The Intelligence Reform and Terrorism Protection Act of 2004, Pub. L. No. 108-458, § 7302, 118 Stat. 3638, 3840-43.
 - d. Emergency Management and Assistance, 44 CFR §§ 1.1, *et seq.*
 - e. Homeland Security Presidential Directive 5, Directive on Management of Domestic Incidents, 1 Pub. Papers 229 (2003).
 - i. National Response Framework (NRF), October 2019.
 - ii. National Incident Management System (NIMS), October 2017.
 - f. Presidential Policy Directive 8, National Preparedness, March 30, 2011, <https://www.dhs.gov/xlibrary/assets/presidential-policy-directive-8-national-preparedness.pdf> (last visited July 30, 2023).
 - g. Title II of the Americans with Disabilities Act, 42 USCS §§ 12131, *et seq.*
 - h. Section 504 of the Rehabilitation Act of 1973, 29 U.S.C.S. § 794.
2. State of Maryland:
 - a. Md. Code Ann., Pub. Safety §§ 14-101, *et seq.*
 - b. Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), Md. Code Ann., Pub. Safety §§ 14-801, *et seq.*
 - c. Executive Order 01.01.2005.09, The State of Maryland Adoption of the National Incident Management System, Md. Code Regs. 0101.2005.09 (2005).



- d. Md. Code Ann. Hum. Servs. § 7-704.
- e. Md. Code Ann. Hum. Servs. § 7-705.
- f. Md. Code Ann. Hum. Servs. § 7-708.
- 3. Local:
 - a. Montgomery County Code, Sec. 2-17 (2004), as amended.
 - i.

B. References

1. Metropolitan Washington Council of Governments Regional Emergency Coordination Plan, September 30, 2011.
2. Unified Regional Snow Emergency Plan for the Metropolitan Washington Area, November 2010.
3. The State of Maryland Consequence Management Operations Plan, January 2019.
4. The State of Maryland Planning for People with Disabilities and Others with Access and Functional Needs Toolkit.
5. Emergency Management Accreditation Program Standard, May 2019.
6. National Response Framework, October 2019.
7. Title II of the Americans with Disabilities Act of 1990.
8. Department of Homeland Security, PPD-8.
9. Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide 101, Version 3.0, September 2021.
10. Montgomery County Pre-Disaster Recovery Plan, January 2020.
11. Montgomery County Volunteer and Donations Management Plan, December 2019.
12. Montgomery County Damage Assessment Plan, December 2019.
13. Montgomery County Hazard Mitigation Plan, September 2018.
14. Montgomery County Threat and Hazards Identification Process, July 2019.
15. OEMHS Operational Communications Procedures, May 2023.



C. Acronyms

AAR	After-Action Report
AC	Area Command
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ARC	American Red Cross
ARES	Amateur Radio Emergency Service
AT	Assistive Technology
CAD	Computer-Aided Dispatch
CAO	Chief Administrative Officer
CAP	Corrective Action Program
CBRNE	Chemical, biological, radiological, nuclear, or explosive
CDC	Centers for Disease Control and Prevention
CDL	Commercial Driver's License
CEX	County Executive
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CI/KR	Critical Information and Key Resources
CIRG	Critical Incident Response Group
CISA	Cybersecurity and Infrastructure Security Agency
CLR	County Lead Representative
COAD	Community Organizations Active in Disaster
COG	Continuity of Government
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
DAC	Disaster Assistance Center
DEP	Department of Environmental Protection
DGS	Department of General Services
DHHS	Department of Health and Human Services
DHS	U.S. Department of Homeland Security
DMP	Debris Management Plan
DOC	Department Operations Centers
DOD	Department of Defense
DOE	Department of Energy
DOT	Department of Transportation
DPS	Department of Permitting Services
DRC	Disaster Recovery Center



EAP	EOC Action Plan & Emergency Action Plan ²
EAS	Emergency Alert System
ECC	Emergency Communications Center
EEl	Essential Elements of Information
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMG	Emergency Management Group
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ERV	Emergency Response Vehicles
ESF	Emergency Support Function
FAC	Family Assistance Centers
FBI	The Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
FRS	Fire and Rescue Service
FRC	Family Reunification Center
GAR	Governor's Authorized Representative
GETS	Government Emergency Telecommunications
GIS	Geographic Information System
HMGP	Hazard Mitigation Grant Program
HMP	Hazard Mitigation Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDA	Initial Damage Assessment
IMT	Incident Management Team
IPAWS	Integrated Public Alert and Warning System
JFHQ-NCR	Joint Forces Headquarters-National Capital Region
JFO	Joint Field Office
JFSOC	Joint Family Support Operations Center
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
JTF-NCR	Joint Task Force National Capital Region
LEPC	Local Emergency Planning Council

² The abbreviation "EAP" is used in the EOP Base Plan to refer to the EOC Action Plan. The abbreviation is used in the ESF #3 Annex to refer to Emergency Action Plans.



MAA	Mutual Aid Agreements
MACS	Multiagency Coordination System
MCACS	Montgomery County Auxiliary Communications Service
MCCF	Montgomery County Correctional Facility
MCM	Medical Countermeasures
MCPD	Montgomery County Department of Police
MCPS	Montgomery County Public Schools
MD	Maryland
MD TF1	Maryland Task Force 1
MDE	Maryland Department of the Environment
MDERM	Maryland Department of Emergency Management
MDH	Maryland Department of Health
MDHS	Maryland Department of Human Services
MDOT	Maryland Department of Transportation
MDW	Military District of Washington
MIEMAC	Maryland Intrastate Emergency Management Assistance Compact
MNCPCC	Maryland-National Capital Park and Planning Commission
MOU	Memoranda of Understanding
MSHA	Maryland State Highway Administration
MSP	Maryland State Police
MWCOG	Metropolitan Washington Council of Governments
NCP	National Oil and Hazardous Substance Contingency Plan
NCR	National Capital Region
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NOC	TEBS Network Operations Center
NPI	Non-pharmaceutical Interventions
NRF	National Response Framework
NTSB	National Transportation Safety Board
NWS	National Weather Service
OCME	Office of the Chief Medical Examiner
OEMHS	Office of Emergency Management and Homeland Security
OHR	Office of Human Resources
OPI	Office of Public Information
OSC	On-Scene Coordinators
PA	Public Assistance
PDA	Preliminary Damage Assessment
PDRP	Pre-Disaster Recovery Plan
PHCC	Public Health Command Center
PIO	Public Information Officer
POC	Point of Contact



POD	Point of Distribution
PPE	Personal Protective Equipment
RA	Rapid Assessment
RSC	Regional Services Centers
RSF	Recovery Support Function
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act of 1986
SEOC	State Emergency Operations Center
SEPH	Services to End and Prevent Homelessness
SNS	Strategic National Stockpile
SOC	Storm Operations Center
SOP	Standard Operating Procedure
SPG	Senior Policy Group
TEBS	Technology and Enterprise Business Solutions
THIP	Threats and Hazards Identification Process
TMC	Transportation Management Center
UAC	Unified Area Command
UC	Unified Command
U.S. DHHS	U.S. Department of Health and Human Services
US&R	Urban Search and Rescue
USDA	U.S. Department of Agriculture
VDMP	Volunteer and Donations Management Plan
VDMT	Volunteer and Donations Management Team
VDMTC	Volunteer and Donations Management Team Coordinator
VOAD	Voluntary Organizations Active in Disaster
VRC	Volunteer Reception Center
WAWAS	Washington Area Warning Alert System
WEA	Wireless Emergency Alerts
WMATA	Washington Metropolitan Area Transit Authority
WMD	Weapons of Mass Destruction
WPS	Wireless Priority Service
WSSC	Washington Suburban Sanitary Commission



D. Glossary

Access and Functional Needs (AFN) – Persons who may have additional needs before, during and after an incident in functional areas, including, but not limited to, maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are seniors; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged.

After-Action Report (AAR) – A document intended to capture observations of an exercise or real-world emergency response operations and make recommendations for post-exercise or post-emergency improvements.

All-Hazards – A classification encompassing all conditions, environmental or human-caused, that have the potential to cause injury, illness, or death; damage to or loss of equipment, infrastructure services, or property; or alternatively causing functional degradation to social, economic, or environmental aspects. These include accidents, technological events, natural disasters, space weather, domestic and foreign-sponsored terrorist attacks, acts of war, weapons of mass destruction and chemical, biological (including pandemic), radiological, nuclear, or explosive events.

Area Command (AC) – An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations.

Comprehensive Preparedness Guide (CPG) 101 – A guide from FEMA designed to provide guidance to jurisdictions on the fundamentals of planning and developing an EOP. The guide describes the steps to produce an EOP, possible plan structures, and components of a base plan and its annexes.

Continuity – The ability to provide uninterrupted services and support, while maintaining organizational viability, before, during, and after an incident that disrupts typical operations.

Continuity of Government (COG) – A coordinated effort within the executive, legislative, or judicial branches to ensure that essential functions continue to be performed before, during, and after an emergency or threat.

Continuity of Operations (COOP) – An effort within individual organizations to ensure it can perform its essential functions, provide essential services, and deliver core capabilities during a disruption to routine operations.



Cooperating Organization – Response partners assigned to participate in an ESF because they have specific authorities, roles, resources, or capabilities for a particular function within an ESF. Cooperating organizations include municipalities, nonprofit organizations, community organizations, private corporations, public utilities, or state partners.

Corrective Action Plan (CAP) – An organized method of documenting and tracking improvement actions for an organization’s continuity program.

Council Liaison – A designated individual that serves on the County Council that is assigned to coordinate with OEMHS and other emergency response partners before, during, and after an emergency.

Critical Facilities – Structures and institutions necessary, in the community’s opinion, for response to and recovery from emergencies. Critical facilities must continue to operate during and following a disaster to reduce the severity of impacts and accelerate recovery.

Demobilization – The orderly, safe, and efficient return of an incident resource to its original location and status.

Disability – A person with a disability is a person who has a physical or mental impairment that substantially limits one or more major life activity. This includes people who have a record of such an impairment, even if they do not currently have a disability. It also includes individuals who do not have a disability but are regarded as having a disability. This definition of disability is from the Americans with Disabilities Act (ADA).

Disaster – An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries.

Disaster Manager – An individual appointed by the County’s CAO to oversee the County’s response operations in the EOC. The Disaster Manager is responsible for the staffing and operations in the EOC, ensures the priorities of County leadership are implemented, establishes EOC objectives, and directs strategic and contingency planning efforts to address incident-related concerns and issues.

Emergency – Any incident, whether natural, technological, or human-caused, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.



Emergency Management Assistance Compact (EMAC) – A congressionally ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management Group (EMG) – A group comprised of all primary agencies, supporting agencies, and cooperating organizations with a role in Montgomery County's EOP that gathers when the County is not in a state of emergency to prepare for future events. When the EOC is activated for an emergency response, many individuals that are part of the EMG will serve as roles within the County's ESFs.

Emergency Operations Center (EOC) – The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility, located in a more central or permanently established facility, or may operate virtually.

EOC Action Plan (EAP) – A document outlining the incident objectives, operational period objectives, and response strategy defined by an incident command during response planning. It contains general tactics to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters. The EAP facilitates dissemination of critical information about the status of response assets themselves.

EOC Manager – An individual designated by the Disaster Manager to ensure continuous operations of the EOC if the Disaster Manager is needed outside of the activated EOC.

Emergency Operations Plan (EOP) – An ongoing plan for responding to a wide variety of potential hazards. An EOP describes how people and property will be protected in disaster and disaster threat situations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available for use in the disaster; and outlines how all actions will be coordinated.

Emergency Support Function (ESF) – The grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents.

Hazard – Any source of danger or element of risk to people or property.

Incident – An occurrence, natural or human-caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.



Incident Command – The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC) – The individual responsible for on-scene incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP) – The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS) – A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management Team (IMT) – An IC and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

Individual Assistance (IA) – Assistance provided by FEMA to eligible individuals and households who have sustained losses as a direct result of a disaster that receives a federal disaster declaration. Aid to individuals and households can be provided in the following forms: disaster housing, disaster grants, low-interest disaster loans, and other disaster aid programs.

Joint Information Center (JIC) – A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. PIOs from all participating agencies co-locate at, or virtually coordinate through, the JIC.

Joint Information System (JIS) – A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.



Local Public Emergency – As defined by County Code Section 2-17, Public Emergencies are those situations which require “extraordinary measures to be taken to protect the public health, safety, and welfare.” A local public emergency is declared when, in the judgment of the CEX, an emergency or disaster is of sufficient severity and magnitude to warrant a coordinated response by the various County departments, offices, and voluntary organizations.

Long-Term Recovery – Phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural, and built environments; and a move to self-sufficiency, sustainability, and resilience.

Major Disaster Declaration – Any natural catastrophe in any part of the United States that, in the determination of the President of the United States, causes damage of sufficient severity and magnitude to warrant disaster assistance under the Stafford Act to supplement the efforts and available resources of states, local government entities and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Memorandum of Agreement / Memorandum of Understanding (MOA/MOU) – Written agreements between organizations that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

Mitigation – The capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of CI/KR lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risks after a disaster has occurred.

Multiagency Coordination (MAC) Group – A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System (MACS) – A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACSs assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are EOCs and MAC Groups.



Mutual Aid Agreement – Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

National Capital Region (NCR) – The NCR was created pursuant to the National Capital Planning Act of 1952 (40 U.S.C. § 71). The NCR includes 23 jurisdictions adjacent to Washington, D.C. The NCR is not an operational entity but provides a regional basis for collaboration, coordination, training, and exercises among the independent jurisdictions.

National Incident Management System (NIMS) – A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF) – A guide establishing a comprehensive, national, all-hazards approach to domestic incident response. It intends to capture specific authorities and best practices for managing incidents ranging from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

Office of Emergency Management and Homeland Security (OEMHS) Director – Serves as the Governor's duly appointed Emergency Management Director for Montgomery County. The OEMHS Director is often appointed by the CAO to serve as the Disaster Manager during an emergency response. The OEMHS oversees emergency preparedness activities and ensures the County and EOC are prepared to respond to all hazards.

Primary Agency – The agency designated to serve as a lead for an ESF. Primary agencies are responsible for coordinating with support agencies and cooperating organizations to ensure incident objectives pertaining to their ESF are complete. An ESF primary agency must be either a County department or office.

Public Assistance (PA) – Supplementary federal assistance provided under the Stafford Act to state and local government entities or certain private nonprofit organizations other than assistance for the direct benefit of individuals and families. The PA Grant Program provides assistance so that communities can quickly respond to and recover from major disasters or emergencies declared by the President.

Response Partners – all Montgomery County government departments, offices, agencies, municipalities; nongovernment organizations; state agencies; private section partners; and public utilities that have a role in emergency preparedness and response within Montgomery County.

Senior Policy Group (SPG) – A group that serves as a policy- and strategic-level deliberative body during ongoing or long-term emergency situations to analyze critical



information and supports the CEX by identifying emergent needs and providing policy recommendations, including public messaging. The SPG is comprised of the CAO, Disaster Manager, select County Executive Office Staff, and Department and Office Directors.

Short-Term Recovery – Phases of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery restarting and/or restoring essential services for recovery decision-making.

Situation Report – Confirmed or verified information regarding the specific details relating to an incident.

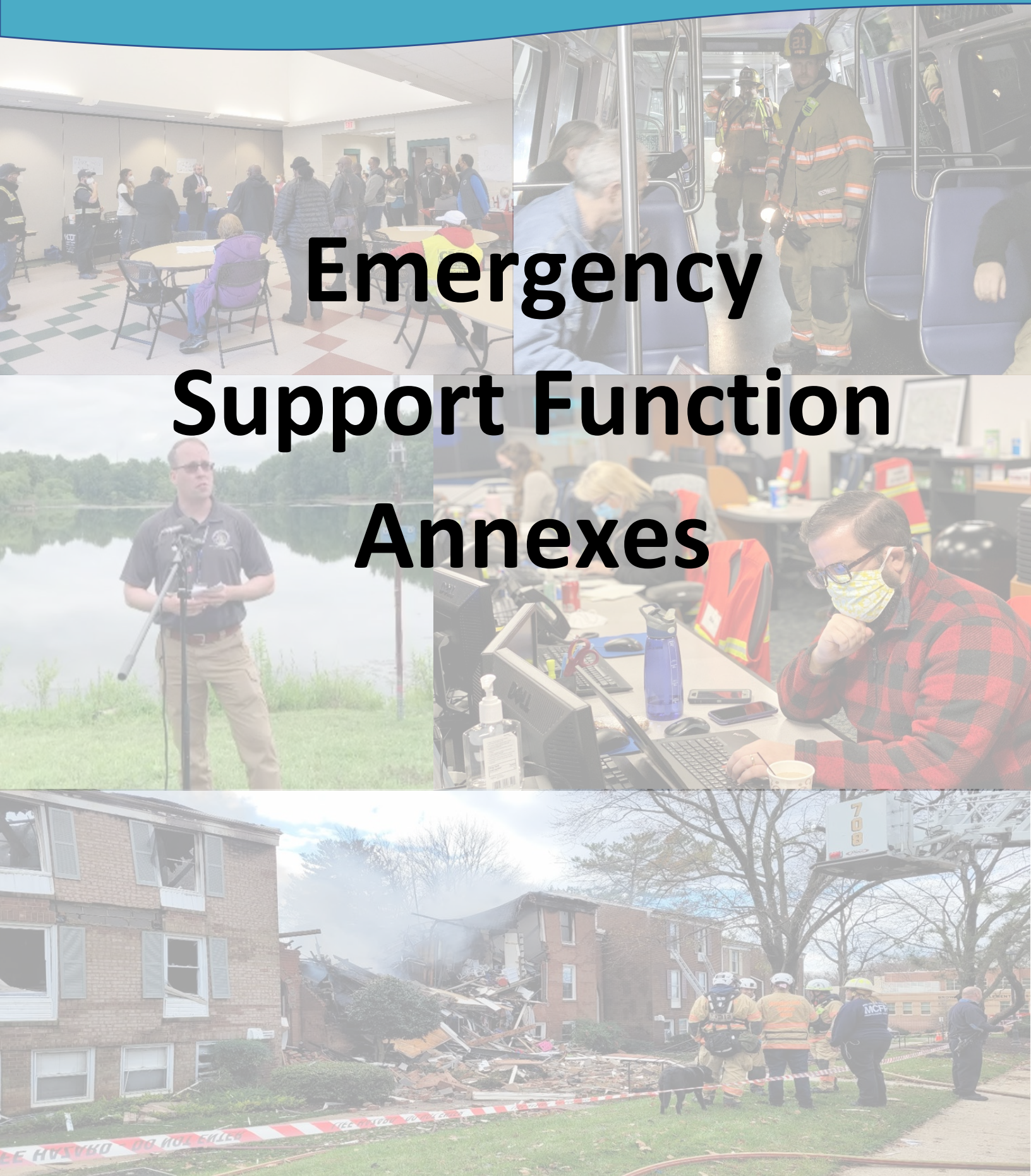
Support Agency – Response partners assigned to participate in an ESF because they have specific authorities, roles, resources, or capabilities for a particular function within an ESF. Support agencies must be either a County department or office.

Unified Command (UC) – An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

WebEOC – A web-based system hosted and utilized by Montgomery County during an emergency to track the status of an incident, report key activities, and deploy and track resources. It is the County's common operating picture during emergencies, disasters, and significant events.

Whole Community Approach – An inclusive approach to emergency preparedness and management through the inclusion of individuals and families, including those with AFN; businesses; faith-based and community organizations; non-profit groups; schools and academia; media outlets; and all levels of government, including state, local, tribal, territorial, and federal partners. Whole community preparedness means involving people in the development of preparedness documents and ensuring their roles and responsibilities are reflected in the content of the materials.

Emergency Support Function Annexes



ESF #1 Transportation

Emergency Support Function #1 Transportation	
Agency Role	Agency Name
Primary Agency	Department of Transportation
Support Agencies	Alcohol Beverage Services
	Office of Emergency Management and Homeland Security
	Department of General Services
	Montgomery County Department of Police
	Office of Procurement
Cooperating Organizations	Chevy Chase Village
	City of Gaithersburg
	Town of Kensington
	Town of Poolesville
	City of Rockville
	City of Takoma Park
	Baltimore Gas and Electric
	First Energy
	Potomac Electric Power Company
	Montgomery County Public Schools
	Washington Metropolitan Area Transit Authority
	Maryland Department of Transportation

I. Introduction

The primary and support agencies and cooperating organizations of Emergency Support Function (ESF) #1 Transportation manage and support transportation systems and infrastructure following a disaster. They also provide support in mitigation, prevention, preparedness, response, and recovery activities related to transportation.

A. Purpose

The purpose of ESF #1 Transportation is to support Montgomery County agencies and municipalities requiring County transportation infrastructure and resources during an emergency.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of transportation services under ESF #1

Transportation. The ESF #1 Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) in transportation operations following a disaster or emergency. This ESF Annex supplements the County EOP.

ESF #1 encompasses the full range of transportation services that may be required to support emergency response operations, including transport of critical supplies, equipment, and other resources; damage assessments and repairs on impacted transportation infrastructure; and evacuation support including for those residents with medical needs.

ESF #1 is Countywide in scope and applies to all County and municipality owned and maintained transportation resources. The scope of this Annex is not limited to any particular hazard but applies to all hazards.

C. Policies

County transportation planning efforts focus on the safe and efficient operation of the County’s transportation system in an emergency.

Montgomery County Department of Transportation (DOT) is responsible for all County owned and maintained roads and bridges. Municipalities are responsible for municipality owned roads and bridges. Maryland Department of Transportation (MDOT) maintains responsibility for state-owned transportation resources and roads located within Montgomery County.

County departments and offices, municipalities, and other response partners should coordinate transportation needs with ESF #1.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

A disaster or any emergency may cause severe damage or disruption to the County, regional, and state transportation infrastructure, including impacted roads, bridges, airports, pipelines, and railways. Most County transportation systems and activities will be burdened by a disrupted transportation system.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #1:

- The County's transportation infrastructure may sustain damage or be disrupted in some way during an emergency. The damage will impact the effectiveness and efficiency of response and recovery efforts.
- Damage to the transportation infrastructure may result in routes being limited or inaccessible and certain modes of transportation being unavailable.
- Response and recovery operations may require traffic control measures to divert traffic.
- Initial damage assessment information on impacted transportation infrastructure will assist in determining response priorities.
- Local transportation assets may be overwhelmed, requiring assistance from regional or state partners, such as the Washington Metropolitan Area Transit Authority (WMATA) or MDOT.

III. Concept of Operations

A. General

The Department of Transportation is the primary agency for ESF #1 and is responsible for coordination of the overall transportation operations. DOT will actively engage the agencies in planning, training, and exercises to ensure an effective operation upon activation.

Monitoring and Notification

Prior to and during an emergency, DOT maintains situational awareness on transportation resources and infrastructure throughout the County. DOT continuously operates its Transportation Management Center (TMC), which monitors the County's transportation systems and issues notifications of road closures and other traffic incidents. If a large-scale transportation incident is detected that may involve assistance from other agencies, DOT will contact the Office of Emergency Management and Homeland Security (OEMHS).

Similarly, OEMHS monitors incidents and threats to the County and will notify DOT of incidents impacting or potentially impacting the transportation systems and infrastructure. DOT will contact appropriate agencies to collect additional information.

As an incident or threat escalates, DOT will issue notifications to support agencies, cooperating organizations, and their own agency emergency personnel in accordance with established protocols and checklists.

ESF #1 will be activated at the discretion of the Director of OEMHS and/or the Disaster Manager when the Emergency Operations Center (EOC) is activated. Activation of ESF #1 will occur when the disaster or impending disaster is expected to impact the County's transportation infrastructure or support is expected from ESF #1.

Activation and Response

Upon activation of the EOC, DOT will provide representation to the EOC to coordinate transportation requirements and issues. DOT will request representation from support agencies and cooperating organizations as needed. If necessary, DOT will activate its department's Storm Operations Center (SOC) to coordinate incident-related activities. The ESF #1 representative for DOT will coordinate with DOT's SOC and serve as a liaison between DOT and the EOC.

Response-related transportation services will be coordinated by the primary agency at the EOC. DOT will collect, organize, analyze, summarize, and disseminate transportation information provided by various sources including transportation support agencies. DOT will monitor the status of the County transportation systems and infrastructure in coordination with regional transportation organizations and MDOT and provide periodic updates to the EOC.

All requests for transportation support by other County departments and offices will be submitted to the EOC for coordination, validation, and/or action by the agencies identified in this ESF. DOT will issue requests for support agencies to provide assets to meet the operational requirements of the emergency. As necessary, private sector resources may be acquired to augment the County resources.

If County resources are exceeded, DOT will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement. Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center. Once it is determined that outside support or resources will be provided to the County, ESF #1 will coordinate directly with the entity providing the support or resources.

Transportation operations support will continue at the EOC until directed otherwise by the Disaster Manager.

Recovery and Demobilization

When it is safe to do so, DOT and municipalities, respectively, will inspect County and municipality-owned bridges and roadways to determine whether they are safe for vehicles and/or pedestrians. The agencies identified in this ESF will assist and serve as the coordination point for the restoration of the transportation infrastructure.

As necessary, DOT and municipalities will conduct emergency repairs on bridges and roadways for which they are responsible. MDOT will inspect and repair state-owned roads and bridges throughout Montgomery County.

In the event of a long-term power outage, traffic signals around the County may be impacted. The County's traffic signals need power to operate and have limited back-up battery power. If multiple traffic signals around the County are impacted for an extended period, ESF #1 will work with the Disaster Manager to prioritize traffic control resources. This may involve prioritizing where resources, such as portable stop signs, portable variable message boards, and law enforcement officers, are placed throughout the impacted area.

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #1 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to DOT for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #1 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #1 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency on the transportation infrastructure throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #1 agencies.
- Develop and maintain an inventory of each agency's transportation-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #1 after-action issues.
- Identify and train personnel to staff ESF #1 in the EOC.
- Participate in planning, training, and exercises related to ESF #1.

Response

- Provide transportation services based upon the priorities established by ESF #1 in coordination with the Disaster Manager at the EOC. This may include providing transportation to residents affected by evacuations or relocations,

transportation of equipment and supplies, or transportation for emergency response personnel.

- Assist DOT as the primary agency and provide representation in the EOC as requested by DOT.
- Coordinate assistance to include personnel, equipment, and technical expertise necessary to monitor, assess the damage of, and repair the County's transportation infrastructure.
- Provide technical assistance to the EOC entities in determining the most viable transportation networks to, from, and within the disaster area, as well as alternate means to move people and goods within the area affected by the disaster.
- Ensure all critical facilities will be accessible to the public, individuals with disabilities, and others with access and functional needs.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #1-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Department of Transportation

- Develop and maintain the ESF #1 Annex to the EOP.
- Coordinate resolution of ESF #1 after-action issues.
- Develop and maintain ESF #1 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #1 activities.
- Activate the appropriate personnel for ESF #1 and ensure ESF #1 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- As needed, activate the SOC.
- Operate the TMC prior to, during, and after an emergency.
- As appropriate, liaise with WMATA, MDOT, and other regional transportation organizations.
- Collect, analyze, and distribute information on the status of the County's accessible transportation systems, resources, and infrastructure.
- Maintain public transportation services as it is safe to do so throughout the response and recovery process.

- Manage transportation services to support response and recovery operations.
- Coordinate mutual aid requests for transportation services and resources.
- Manage the repair and restoration of County and locally maintained roads and bridges.
- Provide support and technical assistance for evacuations and evacuation planning.
- Coordinate with partners to get resources for evacuations, such as traffic control devices, signs, or other resources to assist in establishing a secure perimeter and directing traffic.
- Assist in developing ingress and egress routes for areas impacted by the disaster.

C. Support Agencies

Alcohol Beverage Services

- Provide transportation resources as requested by the primary agency to support response and recovery operations.

Office of Emergency Management and Homeland Security

- Coordinate requests for support through the MIEMAC, EMAC, NCR, and other mutual aid agreements.
- Provide technical assistance in conducting evacuation operations.

Department of General Services

- Maintain status and availability of transportation resources.
- Provide vehicles, site access, fuel, and maintenance support for emergency transportation and recovery operations.
- Supplement Commercial Driver's License (CDL) operators and CDL with passenger endorsement operators, as necessary.

Montgomery County Department of Police (MCPD)

- Assist in conducting evacuations, selecting evacuation routes, and implementing traffic control points.
- Conduct evacuation operations in accordance with department evacuation procedures for incidents where MCPD is the lead.

Office of Procurement

- As necessary, procure and provide transportation related support and services.

D. Cooperating Organizations

Municipalities (Chevy Chase Village, City of Gaithersburg, Town of Kensington, Town of Poolesville, City of Takoma Park, and City of Rockville)

- Coordinate resources to assist with transportation.

- Provide for and manage the repair and restoration for municipality-maintained roads, bridges, and traffic control systems.
- Provide snow and ice removal services on municipality roads.
- Provide transportation to support response and recovery operations in the municipality.

Montgomery County Public Schools

- Provide transportation assets, as requested, to support emergency response and recovery efforts, including evacuations.
- Provide transportation for students at schools in areas to be evacuated when school is in session.
- Provide specially equipped vehicles with lifts to transport the handicapped and elderly.
- As available, provide fuel and maintenance support.

Utilities (Baltimore Gas and Electric, First Energy, and Potomac Electric Power Company)

- As requested, provide a representative to the EOC.
- Provide technical assistance in mitigating electrical hazards during emergency debris removal operations.
- As necessary, activate the Potomac Edison Road Closure Process and coordinate priorities with the EOC (applies to the Potomac Electric Power Company only).

Washington Metropolitan Area Transit Authority

- Provide information to the ESF #1 lead on the status of the Metro system.
- Provide technical assistance in determining the most viable transportation networks to, from, and within the disaster area.
- Provide transportation support as needed to support evacuations.

Maryland Department of Transportation

- Manage the repair and restoration of State-maintained roads and bridges within the County.

V. References

- Montgomery County Emergency Operations Plan
- Montgomery County Department of Transportation Division of Transit Services Emergency Response Plan
- Snow Removal Reference Book
- Department of Environmental Protection Solid Waste Plan

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #2 Communications and Technology

Emergency Support Function #2 Communications and Technology	
Agency Role	Agency Name
Primary Agency	Department of Technology and Enterprise Business Solutions
Support Agencies	Office of Emergency Management and Homeland Security
	Fire and Rescue Service
	Department of General Services
	MC311
	Montgomery County Department of Police
	Office of Procurement
	Department of Transportation
Cooperating Organizations	Montgomery County Auxiliary Communications Service: Amateur Radio Emergency Service and other affiliated voluntary communications organizations

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Function (ESF) #2 Communications and Technology provide support in mitigation, prevention, preparedness, response, and recovery activities related to communications and technology. This includes maintaining the County's communications infrastructure, restoring communications following a disaster or event, and providing communications support during day-to-day response operations.

A. Purpose

The purpose of ESF #2 Communications and Technology is to coordinate the restoration of critical communications infrastructure impacted by a disaster. ESF #2 will provide guidance for maintaining and restoring the communications and technology infrastructure to meet the needs of the County in responding to and recovering from emergencies.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of communications and technology

services under ESF #2. This ESF #2 Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) in communications and technology operations following a disaster. This ESF supplements the County EOP.

ESF #2 encompasses the full range of communications, technology, and information system services that may be required to support emergency response and recovery operations and provide timely information to the public.

ESF #2 provides communications and technology support for County offices and departments, municipalities, and cooperating organizations which use the Public Safety Radio System, Public Service Radio System, County data network and internet access, 9-1-1 Telecommunications System, telephones, pagers, mobile telephones, and associated devices.

ESF #2 is countywide in scope and applies to all County owned and maintained communications and technology resources. The scope of this Annex is not limited to any particular hazard but applies to all hazards.

C. Policies

County communications and technology planning efforts focus on the efficient utilization of the County’s infrastructure in an emergency.

The Department of Technology and Enterprise Business Solutions (TEBS) is the primary agency for ESF #2 and is responsible for the overall communications and technology operations. TEBS will actively engage the support agencies and cooperating organizations in planning, training, and exercises to ensure an effective operation upon activation.

ESF #2 will respond to technological incidents per the TEBS Incident Response Plan.

ESF #2 operations under this ESF will conform to Federal Communications Commission regulations.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management Systems (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

An effective disaster response relies on the ability for response partners to communicate with each other, County leadership, and the public and for the public to be able to communicate with designated individuals from response entities. In the event normal communication systems are overburden or inoperable, other available systems

may be utilized to augment communications. Maintaining and restoring the County's communications infrastructure is a critical component to an effective and efficient disaster response and recovery.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #2:

- Communications systems are vulnerable and may be damaged or destroyed during and/or following a significant emergency or disaster.
- Emergency situations may exceed the capacity of standing systems, and/or require the establishment of communications paths between entities and locations that don't normally need to communicate.
- The use of privately owned facilities on a volunteered, leased, or commandeered basis will be considered when seeking means of auxiliary communications, sources of equipment and supplies, or repairs.
- TEBS maintains 24-hour support for the installation, repair, maintenance, and spare parts inventory for all essential two-way radio communications systems.
- The loss of some or all telephone service may reduce or eliminate the effectiveness of the Emergency Communications Center (ECC) and the MC311 public information phone line.
- If electronic communications and technologies are not available, paper logs may be utilized to record events, produce situation reports, conduct damage assessments, and track resources, personnel, and hours expended.

III. Concept of Operations

A. General

The Department of Technology and Business Enterprise Solutions is the primary agency for ESF #2 and as such, is responsible for coordinating all ESF #2 administrative, planning, training, mitigation, preparedness, response, and recovery activities. ESF #2 support agencies and cooperating organizations will assist TEBS in accomplishing the mission of ESF #2. Prudent planning can prepare the County to respond effectively to the extraordinary communications needs of emergencies and disasters.

Activation and Notification

ESF #2 will be activated at the discretion of the Director of the Office of Emergency Management and Homeland Security (OEMHS) and/or the Disaster Manager when the Emergency Operations Center (EOC) is activated. Activation of ESF #2 will occur when the disaster or impending disaster is expected to impact the County's communications infrastructure or support is needed or expected from ESF #2.

Upon activation of the EOC, TEBS will provide representation to the EOC to serve as the ESF #2 lead to coordinate requirements for communications capabilities and to address

communications and other technology issues. TEBS will notify and request representation from support agencies and cooperating organizations as needed. TEBS will also provide end-user support to those operating in the EOC, both in person or virtually.

TEBS representatives at the EOC will coordinate with the TEBS Network Operations Center (NOC) to track the status of networks and outages across the County.

Response

As the primary agency for ESF #2, TEBS will collect, analyze, and distribute information on the impact and status of the telecommunications infrastructure (voice and data). ESF #2 will monitor the status of data lines, cellular phone lines, and telephone lines following an emergency. ESF #2 will maintain coordination with service providers to obtain information on the status of communications services.

To the extent possible, communications infrastructure at the ECC and EOC will be maintained throughout the disaster.

OEMHS may activate the Montgomery County Auxiliary Communications Service (MCACS), which includes the Amateur Radio Emergency Service (ARES), and other affiliated voluntary communications organizations.

Fire and Rescue Service (FRS) may request the use of the National Capital Region (NCR) radio cache.

All requests for communications and technology support will be submitted to the EOC for coordination, validation, and/or action by the agencies identified in this ESF. TEBS will manage all assigned requests for communications or other technology support and coordinate with the requester as necessary. TEBS will task support agencies, as needed, to provide communication resources to meet operational requirements. If necessary, private sector sources will be acquired to augment the County's resources.

If County resources are exceeded, TEBS will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the NCR Mutual Aid Agreement. Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center. Once it is determined outside support or resources will be provided to the County, ESF #2 will coordinate directly with the entity providing the support or resources.

ESF #2 operations will continue at the EOC until otherwise directed by the Disaster Manager.

Recovery and Demobilization

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #2 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to TEBS for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #2 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #2 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency on the communications infrastructure throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #2 agencies.
- Develop and maintain an inventory of each agency's communications and technology-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #2 after-action issues.
- Identify and train personnel to staff ESF #2 in the EOC.
- Participate in planning, training, and exercises related to ESF #2.

Response

- Provide communications and technology services based on the priorities established by ESF #2 in coordination with the Disaster Manager at the EOC.
- Assist TEBS as the primary agency and provide representation in the EOC as requested by TEBS.
- Coordinate assistance to include personnel, equipment, and technical expertise necessary to monitor, assess the damage of, and repair the County's communications and technology infrastructure.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #2-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Department of Technology and Enterprise Business Solutions

- Develop and maintain the ESF #2 Annex to the EOP.
- Coordinate resolution of ESF #2 after-action issues.
- Develop and maintain ESF #2 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #2 activities.
- Activate the appropriate personnel for ESF #2 and ensure ESF #2 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Maintain communications with the TEBS NOC to track the status of networks and outages across the County.
- Develop and maintain a list of County communications channel resources and agency assignments.
- Develop and maintain the County's *TEBS Incident Response Plan*.
- Provide technical assistance in data retrieval and restoration.
- Assess County communications sites and facilities.
- Provide liaison to telecommunications service providers to determine status of services and to provide support as appropriate for repair and restoration.
- Provide communications services for emergency response and recovery operations.
- Provide for the restoration and repair of critical County systems.
- Provide technical assistance and end-user support to the EOC.
- Maintain critical services and systems.
- Allocate emergency portable communications equipment.
- Provide Geographic Information System (GIS) support as requested by the on-scene incident command or Disaster Manager.
- Coordinate mutual aid requests for communications and technology resources.
- Coordinate efforts to restore County technology infrastructure in the event of cyber-terrorism.
- If the County technology infrastructure cannot be quickly restored, coordinate efforts to enact any alternative technological resources.

- Collect, analyze, and distribute information on the status of the County's technology infrastructure and capabilities.

C. Support Agencies

Office of Emergency Management and Homeland Security

- Administer and activate MCACS.
- Coordinate requests for support through the MIEMAC, EMAC, NCR, and other mutual aid agreements.

Fire and Rescue Service

- Maintain the NCR portable radio cache for Maryland and provide this cache when requested.
- Allocate emergency portable communications equipment.
- Maintain a Radio Manager to assist department employees with issues related to their radios.
- Provide communications resources as requested by TEBS.
- Staff the County's ECC.

Department of General Services

- Provide vehicles, site access, fuel, and maintenance support for emergency transportation and recovery operations.
- Manage fuel for generators at communications towers.

MC311

- Provide appropriate information coming through the call center to EOC representatives.
- Relay necessary information to those contacting the call center.
- Provide available staff, resources, and facilities to support emergency operations.

Montgomery County Department of Police

- Provide available communications resources as requested by TEBS.
- Maintain a 24/7 health desk for department employees and a Radio Manager to assist department employees with any issues related to their radios.
- Operate and staff the County's ECC.

Office of Procurement

- As necessary, procure and provide communications and technology related support and services.

Department of Transportation

- Provide available communications resources as requested by TEBS.

D. Cooperating Organization

Montgomery County Auxiliary Communications Service (includes ARES and other voluntary communications organizations)

- Develop and maintain a cadre of volunteers qualified and equipped to provide a wide range of supplemental telecommunications services supporting the community during disasters and civil emergencies.
- Provide available communications resources as requested by the primary agency.

V. References

- State of Maryland Consequence Management Operations Plan, 2019
- Montgomery County Emergency Operations Plan
- Montgomery County Department of Technology and Enterprise Business Solutions Incident Response Plan
- OEMHS Operational Communications Procedures, 2023

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #3 Debris Management, Stormwater Management, Dams, and Levees

Emergency Support Function #3 Debris Management, Stormwater Management, Dams, and Levees	
Agency Role	Agency Name
Primary Agency	Department of Environmental Protection
Support Agencies	County Attorney's Office
	Office of Emergency Management and Homeland Security
	Department of General Services
	Department of Health and Human Services
	Department of Permitting Services
	Department of Transportation
Cooperating Organizations	Chevy Chase Village
	City of Gaithersburg
	Town of Poolesville
	City of Rockville
	City of Takoma Park
	DC Water and Sewer Authority
	Maryland-National Capital Park and Planning Commission
	Montgomery County Revenue Authority
	Washington Suburban Sanitary Commission
	Maryland Department of the Environment, Dam Safety Division

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Function (ESF) #3 Debris Management, Stormwater Management, Dams, and Levees provide support in mitigation, prevention, preparedness, response, and recovery activities related to the County's debris management, stormwater management, and dams' and levees' safety needs. Their mission includes providing technical assistance, debris removal operations support, stormwater management, solid waste support, and oversight on all County dams' safety activities.

A. Purpose

The purpose of ESF #3 Debris Management, Stormwater Management, Dams, and Levees is to coordinate Montgomery County's public works and engineering operations following a disaster, to provide a framework for debris clearance operations, and to assess and repair the County's water, sewage, and solid waste systems and infrastructure as quickly as possible.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of Debris Management, Stormwater Management, Dams, and Levees operations under ESF #3. The purpose of this ESF Annex is to outline specific roles and responsibilities of primary and support agencies and cooperating organizations ("agencies") regarding public works and engineering operations following a disaster. This ESF Annex supplements the County EOP.

ESF #3 encompasses the full range of solid waste, debris management, stormwater management, dams, and levees services that may be required to support emergency response operations and provide critical services to residents impacted by the incident.

ESF #3 is Countywide in scope and applies to all County and municipality owned dams, levees, and public works resources. The scope of this Annex is not limited to any particular hazard but applies to all hazards.

C. Policies

County debris management, stormwater management, and dams and levees planning efforts focus on the safe and efficient operation of these systems and processes within the County during an emergency.

The Department of Environmental Protection (DEP) is the primary agency for ESF #3 and is responsible for coordination of overall operations detailed in this Annex. DEP will actively engage the agencies in planning, training, and exercises to ensure an effective operation upon activation.

Municipalities within the County are responsible for their own public works infrastructure as appropriate. Each municipality with water, wastewater, stormwater, or solid waste systems will provide for the operation and repair of those systems.

Public storm drainage systems—including County maintained drainage and impoundment systems—are the responsibility of Montgomery County Department of Transportation (DOT), Maryland State Highway Administration (MSHA), Maryland County Public Schools (MCPS), and Maryland-National Capital Park and Planning Commission (MNCPPC).

DEP is responsible for solid waste management in the County, and as such, for the transporting, processing, and recycling or disposal of debris in the event of a major natural or technological emergency to protect public health and expedite recovery.

DOT is responsible for debris management affecting public right-of-way and/or public property, as a result of a major natural or technological emergency, in order to facilitate vehicular and pedestrian traffic and minimize safety risks.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

An emergency or disaster may cause a tremendous amount of structural damage, leading to large quantities of debris. Debris may make streets and roadways impassable. Public utilities may be damaged, inaccessible, or inoperable. Dams and levees may be breached or fail, causing downstream impacts and potentially requiring evacuation of nearby areas.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #3.

- The loss of one or more utilities may occur during severe storms, extreme heat or cold, floods, landslides, earthquakes, hazardous materials incidents, vehicle or construction accidents, computer malfunctions, utility equipment failures, capacity shortages, fuel supply shortages, strikes, civil disorder, or terrorist attacks.
- The loss of any one of the utilities could endanger the safety and health of the citizens of Montgomery County, disrupt businesses, and interfere with the County's ability to provide needed services during the emergency.
- The rapid restoration of utilities is essential to the health and welfare of the County's citizens, and in preserving its economic base.
- Debris clearance activities and emergency road repairs that support immediate lifesaving emergency response activities will be given top priority.
- Debris may include hazardous materials that require specialized equipment and trained personnel to remove.
- Private property owners are expected to rely on insurance coverage, contractors, and other means—at their own expense—to remove and dispose of debris located on their property unless it intrudes into public right-of-way.
- Following emergencies resulting in significant debris it is possible that existing disposal sites may not have sufficient capacity to accommodate the debris.

III. Concept of Operations

A. General

The Department of Environmental Protection is the primary agency for ESF #3 and as such, is responsible for coordinating all ESF #3 administrative, planning, training, preparedness, mitigation, response, and recovery activities. ESF #3 support agencies and cooperating organizations will assist DEP in accomplishing the mission of ESF #3.

1. Preparedness and Monitoring

Prior to and during an emergency, DEP maintains situational awareness of storm and wastewater infrastructure and dams and levees located within the County. The Office of Emergency Management and Homeland Security (OEMHS) monitors all incidents and threats to the County and will notify response partners of incidents impacting or potentially impacting the public works infrastructure or dams and levees across the County. DEP will contact appropriate agencies as necessary to collect additional information.

As an incident or threat escalates, DEP will issue notifications to support agencies, cooperating organizations, and their own agency emergency personnel in accordance with established protocols and checklists.

ESF #3 will be activated at the discretion of the OEMHS Director and/or the Disaster Manager when the Emergency Operations Center (EOC) is activated. Activation of ESF #3 will occur when the disaster and impending disaster is expected to impact the County's public works infrastructure, debris management activities are anticipated, or support is expected from ESF #3.

1.1. Debris Management

DEP is responsible for debris management planning for the County. The Director of DEP and the Director of DOT will each designate a Debris Manager from their department who will be responsible for co-managing and deploying all County and contracted debris removal resources. To the extent possible, debris removal operations will be done in coordination with the Maryland Department of Transportation (MDOT) and public utilities.

1.2. Dam Safety

The Maryland Department of the Environment (MDE) requires Emergency Action Plans (EAP) for all high and significant hazard dams in the County. DEP maintains EAPs for any County-managed dams and municipalities maintain EAPs for any municipality-owned dams.

MDE approves all EAPs and requires that they be updated on an annual basis. Additionally, dams are required to conduct an exercise at least once every 5 years.

Dam owners are liable for damages resulting from a dam's improper operation or a failure that results in a sudden release of water downstream. It is also the owner's responsibility to inspect and maintain the dam and its appurtenances to ensure public safety. The owner of each dam is responsible for its safe and proper design, construction, operation, and maintenance.

Dam owners will develop EAPs in accordance with the provisions of the *Maryland Dam Safety Manual*. Plans will be submitted to OEMHS for review and concurrence. OEMHS will coordinate with the appropriate support agencies and cooperating organizations for technical assistance in reviewing and approving the EAPs.

If there is a problem or imminent problem at a dam, the owner will notify Montgomery County in accordance with the notification protocols included in the site-specific EAP. The Emergency Communications Center (ECC) will conduct additional notifications within the County in accordance with established protocols and procedures. OEMHS will notify the Maryland Department of Emergency Management (MDEM) through the State EOC.

Depending on the scope and magnitude of the incident, the Chief Administrative Officer (CAO) in consultation with the OEMHS Director and/or the Disaster Manager may activate the EOC and ESF #3.

2. Activation and Response

Upon activation of the EOC, DEP will provide representation to coordinate requirements and issues assigned to ESF #3. The size and type of event may impact which individuals from ESF #3 are activated, either virtually or in person in the EOC. For example, during an event that has or is expected to produce a significant amount of debris, DEP will ensure their County's Debris Co-Manager is activated. DEP will request representation from support agencies and cooperating organizations as needed. DEP will issue notifications to support agencies and cooperating organizations and DEP emergency personnel in accordance with established protocols and checklists.

ESF #3 will collect, analyze, and distribute information on the impact and status of critical infrastructure and systems including solid waste, water treatment and distribution, wastewater collection, sewage treatment, and other vital facilities to the County.

Response-related public works or debris management requests will be coordinated by DEP at the EOC. All requests for public works or debris management resources will be submitted to ESF #3 for coordination, validation, and/or action by agencies identified in this ESF. As necessary, private sector resources may be acquired to augment the County's resources.

If County resources are exceeded, DEP will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement. Requests for state or federal assistance will be coordinated by the Disaster Manager through the State Emergency Operations Center (SEOC). Once it is determined outside support or resources will be provided to the County, ESF #3 will coordinate directly with the entity providing the support or resources.

ESF #3 operations will continue at the EOC until directed otherwise by the Disaster Manager.

2. 1. Debris Management

Debris management entails: collection, processing, recycling, and disposal of debris from public right-of-way and public property; ensuring adequate vehicle and pedestrian movement; minimizing health risks associated with debris that might result from natural or technological events; and managing disposal operations of debris in the most efficient, effective, and permissible manner. Debris management activities will include conducting debris assessments; clearing debris from public right-of-way and public property; implementing mutual aid agreements; establishment, maintenance, and clean-up of temporary processing storage sites; coordinating contractors; segregating debris; and disseminating information to the public.

All requests for debris removal will be submitted to the EOC for coordination, validation, and/or action by ESF #3. The extent of damage and the estimated volume of the debris will determine the strategy developed by the debris management team.

MCPS; separately incorporated municipalities; and all federal, state, and local government agencies and organizations are welcome to participate in the *Montgomery County Debris Management Plan (DMP)* and make use of associated contracts and facilities when the Plan is executed. This is provided they sign a Memorandum of Understanding (MOU) which commits them to follow the necessary procedures for establishing proper monitoring and documentation for debris removed in their respective areas of jurisdiction. The MOU also requires payment for ongoing expenses. Jurisdictions eligible to apply directly to the Federal Emergency Management Agency (FEMA) for reimbursement must do so. The County will assist those entities that cannot apply directly to FEMA for aid.

More information on debris management can be found in the *Montgomery County DMP*.

2.2. Dam Safety

Based upon the scope and magnitude of the incident the dam owner, operator or engineer will contain the incident to the extent possible until emergency resources arrive on scene. The Montgomery County Department of Police (MCPD) will establish command if evacuations are necessary.

Dam owners will continue to monitor conditions at the dam in accordance with the intervals identified in the EAP and provide updated information to the EOC through ESF #3.

Dam operators will recommend evacuation of the public within the inundation zone if it is determined to be necessary in accordance with EAP. Recommendations will be conveyed to Montgomery County. In consultation with the OEMHS Director and/or the Disaster Manager, the CAO or designee is generally responsible for making decisions to order an evacuation. However, the on-scene incident commander (IC) may direct an evacuation if he/she determines that there is an imminent threat to the public.

Dam owners will continue to monitor conditions and will recommend to the County when it is safe for evacuees to return. The decision to allow evacuees to return will be made by the CAO or designee in conjunction with the on-scene IC, OEMHS Director, and/or Disaster Manager. The dam's owner or licensed engineer, as required by the EAP, will provide technical assistance to evaluate the dam and its supporting structures to determine whether the situation allows for the safe return of evacuees.

3. Recovery and Demobilization

When it is safe to do so, damage to water treatment and supply, stormwater, wastewater, dams, levees, and sanitary and solid waste systems and facilities will be assessed by the agencies who own the asset, and assessment information submitted to ESF #3. Municipalities with water, wastewater, stormwater, or solid waste systems assess their individual systems and services. DEP will assess damage to County storm water assets. As requested, and if resources allow, DEP will provide assessment support to other entities.

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #3 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to DEP for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #3 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #3 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #3 agencies.
- Develop and maintain an inventory of each agency's public works and debris management-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #3 after-action issues.
- Identify and train personnel to staff ESF #3 in the EOC.
- Participate in planning, training, and exercises related to ESF #3.

Response

- Provide information on the status of debris removal operations; the impact and status of wastewater, stormwater, and water treatment infrastructure and systems; and hydraulic systems throughout the County, including dams and levees.
- Provide public works, debris management, and dams safety services based on priorities established by ESF #3 in coordination with the Disaster Manager at the EOC.
- Provide assistance to DEP as the primary agency and provide representation in the EOC as requested by DEP.
- Coordinate debris management activities to allow access to critical facilities and ensure these are accessible to the public, including individuals with disabilities and others with access and functional needs.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Each entity will assess damage to water treatment and supply, stormwater, wastewater, dams, levees, and sanitary and solid waste systems and facilities for systems and facilities they are responsible for maintaining.

- Coordinate assistance to include personnel, equipment, and technical expertise necessary to assess damage and repair public works systems as required.
- Participate in the After-Action Review, providing insight into ESF #3-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Department of Environmental Protection

- Develop and maintain the ESF #3 Annex to the EOP.
- Coordinate resolution of ESF #3 after-action issues.
- Develop and maintain ESF #3 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #3 activities.
- Activate the appropriate personnel for ESF #3 and ensure ESF #3 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.

Debris Management

- Develop and maintain the *DMP*, including tasks such as:
 - Establish or review pre-positioned contracts with monitoring firms and debris removal contractors.
 - Identify and secure pre-approval from the MDE for locations to serve as debris management site locations.
 - Review current local ordinances and their historical impact on debris removal operations.
- Implement the *DMP* and coordinate debris removal operations, including ensuring debris removed from routes, parking, curbs, and architectural elements critical to individuals with disabilities.
- Co-manage debris removal on County roads with DOT.

Dams Safety

- Develop and maintain EAPs for high and significant hazard dams managed by DEP, as required by the MDE.
- Conduct annual updates of the Dam EAPs for County managed facilities and provide periodic exercises of these plans, as required.
- Provide technical assistance to OEMHS in reviewing Dam EAPs.
- Assist OEMHS with maintaining the Dams Program Standard Operating Guide for County owned and DEP operated dams.
- Monitor County owned and operated dams during storm events or other dam emergencies.

- Perform mitigation on County owned and DEP-managed dams as appropriate.
- Coordinate the emergency response with MDE.
- Based upon conditions, perform detailed inspections of at-risk dams, and make assessment judgments on structural integrity.
- Recommend evacuations if warranted by conditions/assessment of structural integrity for County owned dams.
- Provide substantial damage assessment, reports, and certifications as required and in accordance with FEMA protocols for dam incidents on County owned facilities.
- Assess DEP-managed dams to determine when it may be safe for evacuees to return.
- Provide technical advice to the Disaster Manager in evaluating conditions at other dams to determine whether conditions allow for the safe return of evacuees.

C. Support Agencies

County Attorney's Office

- Prepare and review waivers and legal clearances for debris removal.
- Review contracts and agreements.

Office of Emergency Management and Homeland Security

- Coordinate requests for support through the MIEMAC, EMAC, NCR, and other mutual aid agreements.
- Develop and maintain an inventory of both publicly and privately owned state-regulated dams within the County in coordination with MDE Dam Safety Division.
- Maintain the Dams Program Standard Operating Guide in coordination with DEP.
- Ensure inundation map information from the Dam EAPs is available in the County Geographic Information System (GIS).
- Identify GIS products that will assist the evacuation managers and field response personnel.
- Review in coordination with MDE Dam Safety Division Dam EAPs submitted by dam owners to ensure compliance with state guidelines.
- Distribute approved and updated Dam EAPs to appropriate County departments and offices.
- Maintain copies of updated Dam EAPs in the EOC.
- Maintain a *Critical Information and Key Resources (CI/KR) Plan* with procedures for interacting with dam owners and operators.

Department of General Services

- Develop and maintain internal operational procedures and checklists for conducting debris removal functions at County facilities.
- Assess damage to County buildings and facilities managed by the department.
- Provide support for debris removal through existing landscape contractors. The department maintains a list of County properties and has the responsibility for debris removal and monitoring of utility restoration at County owned properties.
- Monitor status of the repair and restoration of County facilities managed by the department.

Department of Health and Human Services

- Review information related to the health and safety of drinking and/or public use water.
- Assist with notification of boil water alerts to residents and businesses.

Department of Permitting Services

- Ensure that well and septic systems are functioning.
- Provide technical engineering assistance as requested by DEP for recovery operations.

Department of Transportation

- Develop and maintain internal operational procedures and checklists for conducting debris removal functions.
- Conduct rapid assessments for incidents when DOT is the primary agency.
- Coordinate damage assessments and mitigation on County maintained drainage and impoundment systems. (Public Storm Drain systems are maintained by DOT, MSHA, MCPS, MNCPPC).
- Collect, analyze, and distribute information on the impact and status of the County's transportation systems and infrastructure and share with ESF #3.
- Co-manage emergency debris removal on County roads with DEP.
- Coordinate and fill requests for available equipment, trucks, and operators.
- Monitor and provide information on the status and restoration of the transportation infrastructure.

D. Cooperating Organizations**Chevy Chase Village**

- Conduct damage assessments of village infrastructure.
- Provide for emergency repairs for village infrastructure.
- Coordinate emergency debris removal operations within the village.
- Coordinate requests for outside public works support through the EOC.
- Provide public works assistance as requested by the primary agency.
- Manage the repair and restoration of Village infrastructure.

- Manage debris removal operations within the village.
- Provide public works assistance as requested by the primary agency.

City of Gaithersburg

- Develop and maintain Dam EAPs for city-operated dams.
- Conduct damage assessments of city infrastructure.
- Provide for emergency repairs of city infrastructure.
- Coordinate emergency debris removal operations within the city.
- Coordinate with WSSC for emergency repairs for water supply, distribution, and control facilities.
- Coordinate requests for outside public works support through ESF #3 at the EOC.
- Provide public works assistance as requested by the primary agency.
- Monitor conditions at city-owned dams and provide information through ESF #3.
- Perform emergency mitigation on city dams as appropriate.
- Based upon conditions, perform detailed inspections of at-risk dams, and make assessment judgments on structural integrity.
- Recommend evacuations if warranted by conditions/assessment of structural integrity for city-owned dams.
- Manage the repair and restoration of city water supply; distribution and control facilities; and solid waste, stormwater, and wastewater services and infrastructure.
- Manage debris removal operations within the city.
- Provide public works assistance as requested by the primary agency.
- Assess city-owned dams to determine when it may be safe for evacuees to return.

Town of Poolesville

- Conduct damage assessments of town water supply, distribution and control facilities, solid waste, stormwater and wastewater services, and infrastructure.
- Provide for emergency repairs for town water supply, distribution and control facilities, solid waste, stormwater and wastewater services, and infrastructure.
- Coordinate emergency debris removal operations within the town.
- Coordinate requests for outside public works support through the EOC.
- Provide public works assistance as requested by the primary agency.
- Manage the repair and restoration of town water supply; distribution and control facilities; and solid waste, stormwater, and wastewater services and infrastructure.
- Manage debris removal operations within the town.
- Provide public works assistance as requested by the primary agency.

City of Rockville

- Conduct damage assessments of city water supply, distribution and control facilities, solid waste, stormwater and wastewater services, and infrastructure.
- Provide for emergency repairs for city water supply; distribution and control facilities; solid waste, stormwater, and wastewater services and infrastructure.
- Coordinate emergency debris removal operations within the city.
- Coordinate requests for outside public works support through the EOC.
- Provide public works assistance as requested by the primary agency.
- Manage the repair and restoration of city water supply; distribution and control facilities; and solid waste, stormwater, and wastewater services and infrastructure.
- Manage debris removal operations within the city.
- Provide public works assistance as requested by the primary agency.

City of Takoma Park

- Coordinate with utilities for damage assessments of city water supply; distribution and control facilities; and solid waste, stormwater, and wastewater services and infrastructure.
- Coordinate emergency debris removal operations within the city.
- Coordinate requests for outside public works support through the EOC.
- Provide public works assistance as requested by the primary agency.
- Manage the repair and restoration of city water supply; distribution and control facilities; and solid waste, stormwater, and wastewater services and infrastructure.
- Manage debris removal operations within the city.
- Provide public works assistance as requested by the primary agency.

DC Water and Sewer Authority

- Monitor status of District of Columbia Water and Sewer Authority facilities and operations.
- Provide damage assessment and status of wastewater collections services.
- Emergency mitigation and repairs for wastewater collection services and infrastructure.
- Repair and restoration of wastewater collection services and infrastructure.

Maryland-National Capital Park and Planning Commission

- Develop and maintain internal operational procedures and checklists for conducting public works and engineering functions.
- Develop and maintain Dam EAPs for MNCPPC-operated dams.
- Provide public works assistance as requested by the primary agency.

- Monitor conditions at MNCPPC-owned dams and provide information to the EOC through ESF #3.
- Conduct damage assessments of MNCPPC facilities and infrastructure.
- Provide for emergency repairs for MNCPPC facilities and infrastructure.
- Coordinate emergency debris removal operations at MNCPPC facilities.
- Perform emergency mitigation on MNCPPC dams as appropriate.
- Based upon conditions, perform detailed inspections of at-risk dams, and make assessment judgments on structural integrity.
- Recommend evacuations if warranted by conditions/assessment of structural integrity for MNCPPC-owned dams.
- Assess MNCPPC-owned dams to determine when it may be safe for evacuees to return.

Montgomery County Revenue Authority

- Develop and maintain Dam EAPs for dams operated by the Montgomery County Revenue Authority.
- Monitor conditions at authority-owned dams and provide information to the EOC through ESF #3.
- Perform emergency mitigation on authority-owned dams as appropriate.
- Based upon conditions, perform detailed inspections of at-risk dams, and make assessment judgments on structural integrity.
- Assess authority-owned dams to determine when it may be safe for evacuees to return.

Washington Suburban Sanitary Commission (WSSC)

- Develop and maintain Dam EAPs for WSSC-operated dams.
- Maintain up-to-date maps of water and sewer lines and related infrastructure.
- Conduct damage assessments of water supply, distribution and control facilities, sanitary sewer systems and related facilities.
- Develop a protocol to ensure continuous power supply to pump stations.
- Maintain security of the water distribution system.
- Adjust system operations to minimize damage in the area of impact.
- Monitor status of WSSC facilities and operations.
- Communicate information related to the health and safety of drinking and/or public use water with DEP and DHHS.
- Monitor conditions at WSSC-owned dams and provide information to the EOC through ESF #3.
- Perform emergency mitigation on WSSC-owned dams as appropriate.
- Based upon conditions, perform detailed inspections of at-risk dams, and make assessment judgments on structural integrity.

- Recommend evacuations if warranted by conditions/assessment of structural integrity for WSSC-owned dams.
- Provide information on emergency contracts for infrastructure repair.
- Repair and restoration of water supply and distribution services and infrastructure.
- Repair and restoration of wastewater collection services and infrastructure.
- Assess WSSC-owned dams to determine when it may be safe for evacuees to return.

Maryland Department of the Environment, Dam Safety Division

- Manage the Dam Safety Program to ensure that all dams are designed, constructed, operated, and maintained safely.
- Provide technical assistance to dam owners and operators in developing and maintain Dam EAPs.
- Provide technical assistance in evaluating the dam and supporting structures to determine whether the situation allows for the safe return of evacuees.

V. References

- Montgomery County Emergency Operations Plan
- Montgomery County Debris Management Plan (rev. 2022)
- Maryland Dam Safety Manual, 1996 (rev. 2003).
- Montgomery County Dams Program Standard Operating Guide
- Emergency Action Plans for state regulated dams classified as “high” or “significant” risk.
- Md. Code Ann. Env’t § 5-503.1 (2017)
- Debris Management Services Contracts: #1052746 -AC, AshBritt, Inc.; #1052747 – BC, Ceres Environmental Services, Inc.; #1052748 – CC, Crowder Gulf, LLC.
- WSSC’s Emergency Response Plan for Sanitary Sewer Overflows, June 16, 2006.
- WSSC’s Best Management Practices Plan for Potable Water Discharges, September 1998.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #4 Firefighting

Emergency Support Function #4 Firefighting	
Agency Role	Agency Name
Primary Agency	Fire and Rescue Service
Support Agencies	Department of Environmental Protection
	Department of General Services
	Department of Health and Human Services
	Department of Permitting Services
	Montgomery County Department of Police
	Office of Procurement
Cooperating Organizations	Department of Transportation
	American Red Cross
	Baltimore Gas and Electric
	First Energy
	Potomac Electric Power Company
	Washington Gas

I. Introduction

The primary and support agencies and cooperating organizations of Emergency Support Functions (ESF) #4 Firefighting are tasked with supporting fire response operations which include fire prevention and suppression as well as lifesaving and life-sustaining operations.

A. Purpose

The purpose of ESF #4 Firefighting is to establish policies and procedures for the effective coordination of the detection and suppression of urban, rural, and wildland fires within the County.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of firefighting operations within ESF #4 in the EOP. This ESF Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) in firefighting operations following a disaster or emergency and provides the concept of operations for conducting firefighting operations and support during a disaster. This ESF Annex supplements the Montgomery County EOP.

ESF #4 encompasses the full range of firefighting services that may be required to support emergency response and recovery operations.

ESF #4 is County wide in scope and applies to and includes detecting and suppressing fires on County and private lands. This ESF includes the coordination of Montgomery County Fire and Rescue Service (FRS) resources during disasters and other large-scale emergencies.

C. Policies

County firefighting planning efforts focus on the safe and efficient operation of the County's firefighting system in an emergency.

Montgomery County FRS is the primary agency for ESF #4 and is responsible for the coordination of overall firefighting operations. FRS will actively engage the agencies in planning, training, and exercises to ensure an effective operation upon activation.

FRS is the primary entity responsible for fire control operations within the County.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

Under normal circumstances, firefighting operations are complex and can involve multiple agencies and jurisdictions. When a fire occurs as a result of or concurrently with another disaster or emergency, it will strain the systems and place extraordinary demands on resources and personnel.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #4:

- Significant disasters or emergencies may occur within the County that may require a coordinated multi-jurisdictional response to suppress fires.
- Water systems may be inoperable or significantly damaged by a disaster or emergency and may challenge conventional firefighting techniques.
- The extent of damage to the transportation infrastructure after a disaster may influence the firefighting strategy.
- Communications systems may be diminished or inoperable during a disaster.

III. Concept of Operations

A. General

Montgomery County Fire and Rescue Service is responsible for firefighting operations within the County. FRS monitors and responds to fires on a daily basis, which generally do not result in the activation of the Emergency Operations Center (EOC). Most firefighting incidents are managed by the on-scene incident commander (IC) consistent with Incident Command System (ICS) principles.

Monitoring and Activation

FRS monitors fire-related incidents 24/7 through the Emergency Communications Center (ECC), which serves as the County's dispatch center. When a fire exceeds the capacity of FRS and additional resources are needed, FRS may request these resources through automatic mutual aid agreements. If additional resources are needed, FRS will coordinate with the Office of Emergency Management and Homeland Security (OEMHS) to request activation of the EOC.

In addition, OEMHS continuously monitors incidents or potential incidents across the County that may impact firefighting operations and will notify FRS as needed.

ESF #4 may also be activated at the discretion of the OEMHS Director and/or the Disaster Manager when the EOC is activated. Activation of ESF #4 will occur when a disaster or impending disaster could cause a fire or when firefighting support from ESF #4 is expected.

Upon activation of the EOC, FRS will coordinate support to the IC and assist in identifying firefighting and fire suppression requirements and potential resource needs the IC may request.

Response Operations

ESF #4 will evaluate and analyze information received to provide assessments of the situation and conditions being encountered by the fire operations. ESF #4 will also relay information provided by other ESFs to the on-scene IC that may be relevant to strategic and tactical decisions being made by the IC.

If requested by the IC, ESF #4 will undertake contingency planning to meet anticipated and unanticipated demands and needs of the situation. ESF #4 will coordinate with other County ESFs to coordinate resource support and to facilitate an effective emergency response.

FRS will task support agencies as needed to provide assets to meet operational requirements. Whenever practical, resources available from County or other governmental or quasi-governmental resources will be used before supplies or services are obtained from private contractors. ESF #5 Emergency Management will provide

technical assistance in identifying resources available through mutual aid agreements. If necessary, private sector sources will be acquired to augment County resources.

Through the execution of existing memoranda of understanding and automatic/mutual aid agreements, the fire, rescue, and hazardous materials resources of federal agencies located within the County may be utilized.

If County resources are exceeded, FRS will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement. Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center. Once it is determined that outside support or resources will be provided to the County, ESF #4 will coordinate directly with the entity providing the support or resources.

The FRS Public Information Officer (PIO) will coordinate with the Montgomery County PIO through ESF #15 External Affairs to ensure accurate, consistent, and timely information is provided to the media and the public when necessary.

ESF #4 includes supporting the establishment of staging areas and other logistical support bases that may be needed to support operations.

ESF #4 operations will continue at the EOC until otherwise directed by the Disaster Manager.

Recovery and Demobilization

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #4 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to FRS for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #4 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #4 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency on the firefighting operations throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #4 agencies.
- Develop and maintain an inventory of each agency's firefighting-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #4 after-action issues.
- Identify and train personnel to staff ESF #4 in the EOC.
- Participate in planning, training, and exercises related to ESF #4.

Response

- Provide firefighting services based upon the priorities established by the on-scene IC and ESF #4 in coordination with the Disaster Manager at the EOC.
- Assist FRS as the primary agency and provide representation in the EOC as requested by FRS.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #4-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Fire and Rescue Service

- Develop and maintain the ESF #4 Annex to the EOP.
- Coordinate resolution of ESF #4 after-action issues.
- Develop and maintain ESF #4 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #4 activities.
- Activate the appropriate personnel for ESF #4 and ensure ESF #4 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Provide fire detection and suppression.
- Provide emergency medical services and triage, treatment, and transportation of victims.
- Assist with death investigations in compliance with local and state statutes.

- Coordinate the activities of County and municipal fire and rescue resources during disaster operations to accomplish incident objectives.
- Establish on-scene incident/unified command.
- Coordinate incoming mutual aid resources in support of fire and rescue operations.
- Prioritize missions in accordance with information provided by ESF #4 Lead.
- Establish and operate staging areas as necessary.
- Regulate and supervise burn sites for debris removal as needed with direct assistance from Maryland Department of Natural Resources.
- Transition individuals, businesses, and facilities impacted by fires to other County government departments and offices for recovery efforts.

C. Support Agencies

Department of Environmental Protection

- Provide support for debris removal.

Department of General Services

- Provide vehicles, site access, fuel, and maintenance support for emergency transportation and recovery operations.
- As necessary, provide materials, supplies, services, and equipment needed to support emergency field operations.

Department of Health and Human Services (DHHS)

- Support temporary sheltering as appropriate (in cases of structural fires).
- Activate DHHS's assessment team as appropriate to do an initial assessment of clients' needs.

Department of Permitting Services

- Provide assistance as requested by the primary agency.
- Enforce fire and life safety code.

Montgomery County Department of Police

- Provide traffic and access control, in coordination with the Department of Transportation (DOT), at emergency scenes as requested by FRS.
- As needed, coordinate evacuations and provide security for evacuated areas.
- Provide crowd control and site security.
- Assist with death investigations in compliance with local and state statutes.

Office of Procurement

- As necessary, procure and provide materials, supplies, services, and equipment needed to support emergency field operations.

Department of Transportation

- Provide support for heavy equipment, snow and debris removal and traffic management.

D. Cooperating Organizations**American Red Cross**

- Provide support to displaced persons as appropriate (in cases of structural fires).

Utilities (Baltimore Gas and Electric, First Energy, Potomac Electric Power Company, and Washington Gas)

- Secure power to addresses or structures.
- Respond to downed power lines.
- Assist at fire scenes by shutting off gas utilities.

V. References

- Fire and Rescue Service Disaster Plan
- Montgomery County Emergency Operations Plan

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #5 Emergency Management

Emergency Support Function #5 Emergency Management	
Agency Role	Agency Name
Primary Agency	Office of Emergency Management and Homeland Security
Support Agencies	County Attorney's Office
	Department of Finance
	Office of Human Resources
	Office of Labor Relations
	Office of Procurement
	Department of Technology and Enterprise Business Solutions

I. Introduction

The primary and support agencies of Emergency Support Function (ESF) #5 Emergency Management are tasked with the coordination of Countywide response operations and resources. This is conducted through the Emergency Operations Center (EOC), both in person and virtually.

A. Purpose

The purpose of ESF #5 Emergency Management is to support the overall activities of Montgomery County in managing an emergency or disaster. ESF #5 provides the core management and administrative functions for supporting the Montgomery County EOC, following the general structure and functions of the National Incident Management System (NIMS).

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Montgomery County Emergency Operations Plan (EOP) in support of ESF #5 operations. The ESF #5 Annex outlines the specific roles and responsibilities of primary and support County departments and offices ("agencies") under ESF #5. This ESF Annex supplements the County EOP.

The emergency management activities outlined in this ESF will be accomplished at the EOC. As the primary agency for ESF #5, the Office of Emergency Management and Homeland Security (OEMHS) will perform the activities laid out in this Annex.

This ESF is County wide in scope and applies to all hazards. ESF #5 can be activated to support events occurring within the County, neighboring jurisdictions, or in support of the National Capital Region (NCR).

C. Policies

Montgomery County, in accordance with the Maryland Department of Emergency Management (MDEM) Act, is required to maintain an organization for the Office of Emergency Management; to have a Director appointed by the Governor, upon the recommendation of the County Executive (CEX); to develop and maintain a plan for disaster preparedness; and to conduct disaster operations within its borders. Md.Code Ann., Pub Safety, §§ 14-101, *et. seq.*

Per Chapter 2 of the Montgomery County Code, 2004, as amended, OEMHS must undertake emergency management and disaster preparedness planning, and coordinate response and recovery operations to disasters. Additionally, OEMHS must conduct preparedness activities with other County government departments and agencies as necessary.

The Montgomery County EOC is a centralized location for direction and coordination of all major disasters that impact Montgomery County. The EOC allows for a centralized location to coordination multiagency support during an emergency. With current technological capabilities, the EOC may also operate virtually or in a hybrid format. For more information on the EOC see the *EOP – Section IX: Direction, Control, and Coordination*.

All emergency response and recovery operations conducted under this ESF will be in accordance with NIMS and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

Any disaster or emergency that threatens Montgomery County and causes full or partial activation of the EOC will require the support of ESF #5 and the emergency management team. OEMHS continuously monitors incidents and threats to the County and prepares for an all-hazards response.

For more information on hazards potentially impacting the County, see the *EOP – Section V: Situation Overview*.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #5.

- There will be an immediate and continuous need to collect, analyze, and disseminate information, monitor the situation and notify stakeholders as appropriate, and identify any potential upcoming response requirements.
- During the early stages of an event, information will be limited. All information will be verified before being released, which may lead to delays in responding to inquiries.
- On occasion, there may be up to several days advance warning for potentially severe weather. During this time, the County may activate warning systems, mobilize resources, activate the EOC, and implement evacuations as needed to ensure the safety of County residents, personnel, and assets.
- Traditional forms of communication may be impacted or inoperable during an emergency, causing the County to utilize alternate forms of communication to share information with response partners, County leadership, and the public.

III. Concept of Operations

A. General

The Office of Emergency Management and Homeland Security is the primary agency for ESF #5 and is responsible for the coordination of all ESF #5 mitigation, preparedness, response, and recovery activities. This includes engaging support agencies and cooperating organizations in planning, training, and exercises to ensure an effective operation upon activation.

Emergency management as a function is responsible for coordinating support to the Incident Command (IC) or Unified Command (UC); responding to emergencies that warrant EOC activation; recommending declarations of emergency to the CEX; and collecting, analyzing, and disseminating response-related information to all response partners.

Monitoring and Alerts

As the County's emergency management agency, OEMHS will monitor weather conditions for the potential threat of severe weather. Montgomery County has access to meteorology and weather warning systems so that adequate severe weather warnings can be provided to County residents for most severe weather events.

Montgomery County participates in the National Weather Service (NWS) Storm Ready community preparedness program that promotes the importance of public readiness. Information is provided to the public through a variety of venues including the County website, the media, and through seminars and workshops. The Montgomery County website provides information on severe weather hazards and actions residents can take to be prepared for or cope with the aftermath of severe weather events.

Weather is monitored through multiple weather forecasts received from the NWS's direct telephone link, National Oceanic and Atmosphere Administration (NOAA) weather radio, Live Doppler Radar, and live warnings and alerts provided through the NWS satellite link through the Emergency Management Weather Information Network. Watches and warnings issued by the NWS will be distributed via the Montgomery County Internal Alert System to designated departments and offices in accordance with established notification protocols and procedures. In addition, residents and businesses that are registered in the Alert Montgomery network will also receive severe weather warnings.

Weather-related watches and warnings are conveyed to the public through a variety of means including NOAA weather radio, the Alert Montgomery notification system, the Montgomery County website, cable, the Emergency Alert System (EAS), public radio, and television.

In addition to monitoring weather events, OEMHS receives notifications from the County's Emergency Communications Center (ECC) to their Duty Officer when the ECC receives information on a situation that may require a coordinated, multi-agency response, such as a large fire or active shooter.

OEMHS will notify response partners as appropriate of disasters or impending disasters. For more information on the notification process, see the *EOP – Section VII, D: Emergency Notifications and Warnings*.

Activation

Information collection, analysis, and dissemination activities may be initiated as a situation emerges. ESF #5 may be activated to monitor an incident to determine the scope and magnitude of the emergency and to recommend EOC activations. Upon activation of the EOC, ESF #5 assumes responsibility for the collection, analysis, and dissemination of emergency-related information. ESF #5 will also facilitate the incident action planning process for the EOC in support of the IC.

ESF #5 will be activated at the discretion of the Director of OEMHS and/or the Disaster Manager. Upon activation, ESF #5 will notify support agencies and cooperating organizations as necessary. There are multiple EOC Activation Levels (enhanced monitoring, partial activation, and full activation). ESF #5 will be activated at every level and available to provide emergency management support any time the EOC is activated.

Response

Once activated, OEMHS staff will serve roles in ESF #5, the Planning Section, Logistics Section, Operations Section, and Finance/Administration Section of the County's Incident Command System (ICS).

As the emergency management function for the County, ESF #5 assists the entire ICS as necessary. ESF #5 is responsible for the staffing and operation of the EOC, collection of financial information for emergency operations, and other support functions required for responses to major disasters and emergencies.

ESF # 5 focuses upon the policy issues which involve recommendations to the CEX for emergency declarations and the use of appropriate emergency powers under local, state, and federal declarations. ESF #5 analyzes damage assessment information gathered by ESF #17 and determines whether thresholds are met for recommendations to the Governor for federal emergency declarations.

ESF #5 Emergency Management functions include:

- Managing EOC operations and ensuring that the EOC is adequately staffed to accomplish its mission.
- Providing technical assistance in establishing shelters, reception centers, or other mass care facilities.
- Providing guidance and support for evacuations, protective actions, preparing emergency declarations, and staging resources.
- Supporting agencies in their efforts to ensure their disaster-related programs are ADA-compliant.
- Maintaining and executing WebEOC incidents.
- Managing the overall emergency-related information collection process. This includes collecting information from all ESFs related to the response efforts, pertaining to the general population and people with disabilities.
- Preparing and distributing situational reports for each operational period.
- Facilitating contingency planning at the EOC and publishing the EOC Action Plan for each operational period in support of the IC.
- Providing operational information to the various departments, offices, and supporting organizations engaged in emergency operations.
- Serving as the primary point-of-contact with MDEM and the State Emergency Operations Center (SEOC) to request additional resources.
- Coordinating and managing all requests for Geographic Information Systems (GIS) support to emergency operations.
- Tracking the status of assigned objectives to ensure completion via WebEOC.

One of the key responsibilities of ESF #5 is information collection, dissemination, and analysis. For additional information on this process and the essential elements of information (EIs) collected, see the *EOP – Section X: Information Collection, Analysis, and Dissemination*.

ESF #5 will receive Incident Action Plans from the IC/UC and actively analyze, summarize, and distribute information on the situation to all departments, offices, cooperating organizations, and other response partners. County departments and

offices and cooperating organizations will provide information through WebEOC related to their operations, resource requirements, and their assigned information collection requirements. Agencies will work together to gather and share intelligence regarding the status of critical infrastructure.

The Operations Chief, in consultation with the Disaster Manager, will establish operational periods as the basis for action planning and situation reporting. ESF #5 will prepare and distribute the EOC schedule on a daily basis and prepare and distribute situation reports based upon information provided by the various County departments and offices at the EOC via WebEOC.

Documents developed by ESF #5 at the EOC will not be released directly to the public without appropriate authorization and in coordination with the Office of Public Information (OPI).

Recovery and Demobilization

Post-incident assessments will be conducted in accordance with the EOP and *Damage Assessment Plan* to determine the scope and magnitude of the incident and the needs of the affected population. The Department of Permitting Services is the primary agency for ESF #17 Damage Assessments and will manage this process. See the *ESF #17 Annex Damage Assessment* and *Damage Assessment Plan* for more information.

ESF #5 will rely on information collected through the damage assessment process as well as information reported by the IC and other departments and offices to develop a Countywide summary of events, damages, and response operations.

In the event of significant wind damage due to straight-line winds, tornadoes, and/or hail, OEMHS will ensure that the NWS is notified.

ESF #5 is focused on the response phase of operations. As the situation stabilizes and transitions to recovery, the ESF #5 role transitions to ESF #14 Community Recovery. OEMHS is the primary agency for ESF #14. Reference the *ESF #14 Annex* and *Pre-Disaster Recovery Plan (PDRP)* for additional information on long-term recovery. In the event that ESF #14 is not activated and the County does not transition to the *PDRP*, OEMHS will ensure any open actions or issues are transferred to the appropriate agencies for completion upon demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #5 partners may simultaneously perform response and recovery actions.

ESF #5 will develop a demobilization plan and prepare for demobilization throughout the incident. Demobilization planning activities include early monitoring of resources to determine when they are no longer needed and considering long-term solutions to short-term emergency actions.

Following an EOC activation, OEMHS will conduct a hotwash and after-action review (AAR).

B. Critical Infrastructure and Key Resources (CI/KR)

OEMHS is responsible for developing, maintaining, and distributing the CI/KR Plan.

If there is a problem or imminent problem at a facility, the owner will notify Montgomery County in accordance with the notification protocols included in the site-specific Emergency Action Plan.

The ECC will conduct additional notifications within the County in accordance with established protocols and procedures.

OEMHS will notify MDEM through the Maryland Joint Operations Center as well as Maryland Coordination and Analysis Center.

For additional information on CI/KR, please reference the *Montgomery County Critical Infrastructure and Key Resources Protection Plan*.

IV. Organization and Assignment of Responsibilities

All ESF #5 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency on the infrastructure throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #5 agencies.
- Develop and maintain an inventory of each agency's emergency response assets. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #5 after-action issues.
- Identify and train personnel to staff ESF #5 in the EOC.
- Participate in planning, training, and exercises related to ESF #5.

Response

- Provide emergency management services based upon the priorities established by ESF #5 in coordination with the Disaster Manager at the EOC.
- Assist OEMHS as the primary agency and provide representation in the EOC as requested by OEMHS.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the AAR, providing insight into ESF #5-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Office of Emergency Management and Homeland Security

- Develop and maintain the ESF #5 Annex to the EOP.
- Coordinate the resolution of ESF #5 after-action issues.
- Develop and maintain ESF #5 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #5 activities.
- Activate the appropriate personnel for ESF #5 and ensure ESF #5 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Monitor and track weather conditions, forecasts, incidents, or potential incidents.
- Maintain the EOC in a state of operational readiness; activate and manage the EOC as necessary.
- Develop and maintain mutual aid agreements. Compile and maintain a copy of all County Memoranda of Understanding (MOUs) and mutual aid agreements relevant to disaster response for reference in the EOC.
- Conduct WebEOC training and exercises.
- Build, develop, and test WebEOC boards.
- Provide preparedness and safety information to the public via the Montgomery County website and other means.
- Chair the Local Emergency Planning Council (LEPC) and maintain the Superfund Amendments and Reauthorization Act of 1986 (SARA) Title III lists of facilities that require an emergency plan.
- Identify GIS products that will assist the evacuation managers and field response personnel.
- Provide technical assistance to ESF primary agencies in developing and conducting training and exercises.
- Coordinate County participation in regional, state, and federal exercises.
- Manage and coordinate the County's Corrective Action Program (CAP).
- Prepare and distribute exercise after-action reports and identify issues to be addressed through the CAP.
- Ensure representation in exercise planning from individuals and organizations representing those with disabilities and others with access and functional needs.
- Maintain and operate WebEOC in support of County response efforts.
- Provide technical assistance and administrative support in the preparation and processing of emergency declarations, protective action guidelines, and related issues.
- Serve as primary liaison to MDEM and the SEOC.

- Manage the overall emergency information collection process.
- Facilitate the EOC action planning process and publish the EOC Action Plan each operational period.
- Coordinate and manage requests for GIS support.
- Coordinate with law enforcement and federal partners to receive up-to-date intelligence information on any potential threats, especially those affecting CI/KR.

C. Support Agencies

County Attorney's Office

- Advise County officials concerning legal responsibilities, powers, and liabilities in emergency declarations and operations.
- As needed, prepare required documents, waivers, and legal clearances for emergency declarations and the exercise of emergency powers.
- Provide advice concerning legal responsibilities, powers, and liabilities regarding policy formulated for emergency operations and post-disaster and recovery assistance.
- Prepare, as appropriate, emergency ordinances (e.g., price gouging and curfews) and local declarations.
- Provide legal guidance on issues pertaining to evacuations.
- Assist with the preparation of applications, legal interpretations, opinions, and Board of Supervisor packages regarding recovery and/or reimbursement.

Department of Finance

- Assist with grant management for emergency management-related activities.
- Assist in the provision of training on disaster-related financial management procedures for all County departments and offices.
- Provide Project Codes so that all County departments and offices will be able to track expenses directly related to the disaster or emergency.
- Ensure appropriate accounting reports are available to facilitate the compilation of Countywide costs to support reimbursement claims or for management reporting.
- Assist in documenting costs for all response and recovery activities.
- Assist in preparing bills and requests for reimbursement for all eligible County response and recovery activities.
- Assist with and/or provide financial advice to OEMHS in the preparation and review of federal reimbursement forms, financial reports, and applications.

Office of Human Resources

- Relay necessary human resources information to County employees as appropriate.
- Provide available staff, resources, and guidance to support emergency operations regarding human resources issues as appropriate.

Office of Labor Relations

- Relay necessary labor relations information to County employees as appropriate.
- Provide available staff, resources, and guidance to support emergency operations regarding labor relations issues as appropriate.

Office of Procurement

- Assist with P-cards, WebEOC purchases, and emergency procurement.
- Assist in determining if there are current contracts to support the emergency.

Department of Technology and Enterprise Business Solutions

- Maintain operational readiness and effectiveness of IT systems used in EOC operations; ensure rapid response to address and resolve IT problems encountered during EOC activations.
- Provide technical IT assistance and support to the EOC.

V. References

- Montgomery County Emergency Operations Plan.
- Maryland Consequence Management Operations Plan, 2019.
- Montgomery County Emergency Management Program Strategic Plan, 2021.
- Montgomery County Damage Assessment Plan.
- Maryland Dam Safety Manual, 1996 (rev. 2003).
- Montgomery County Dams Program Standard Operating Guide.
- Emergency Action Plans for state regulated dams classified as “high” or “significant” risk.
- Md. Code Ann., Env’t §§ 5-503.1 (2017).
- Montgomery County Office of Emergency Management and Homeland Security Multi-Year Training and Exercise Plan, FY 2015 – FY 2019.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #6 Mass Care, Emergency Assistance, Housing, and Human Services

Emergency Support Function #6 Mass Care, Emergency Assistance, Housing, and Human Services	
Agency Role	Agency Name
Primary Agency	Department of Health and Human Services
Support Agencies	Office of Animal Services
	Community Use of Public Facilities
	Department of Correction and Rehabilitation
	Office of Emergency Management and Homeland Security
	Fire and Rescue Service
	Department of General Services
	Department of Housing and Community Affairs
	Montgomery County Department of Police
	Montgomery County Public Libraries
	Department of Recreation
	Regional Services Centers
	Department of Transportation
Cooperating Organizations	City of Gaithersburg
	City of Rockville
	City of Takoma Park
	American Red Cross
	Montgomery College
	Montgomery County Public Schools
	Montgomery County Sheriff's Office

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Function (ESF) #6 Mass Care, Emergency Assistance, Housing, and Human Services manage and support the mass care response following a disaster. The activities or functions of mass care addressed in the ESF #6 Annex include sheltering for people and their pets, feeding, distribution of emergency supplies, reunification assistance, and the provision of readily available emergency assistance, including information, in support of individual recovery plans for people seeking mass care services following a disaster or emergency. All sheltering and mass care activity coordinated or supported by ESF #6 must be accessible and provide

reasonable accommodations for people with disabilities and others with access and functional needs (AFN).

A. Purpose

The purpose of this Annex is to outline the specific roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) for mass care services and activities following a disaster or emergency. This Annex also provides Montgomery County’s concept of operations to provide mass care services and support. Detailed information on agency roles and responsibilities can be found within the Montgomery County *Shelter Operations Guide*.

B. Scope

ESF #6 provides coordination and support to all agencies and organizations in Montgomery County that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) to provide mass care services including sheltering. The ESF #6 Annex outlines the specific roles and responsibilities of primary and support agencies and coordinating organizations providing mass care and shelter following a disaster or emergency. The ESF #6 Annex is a supporting document of the County EOP.

The scope of this ESF #6 Annex is Countywide and applies to all County, municipality, and whole community mass care resources. This is an all-hazards Annex. The focus of ESF #6 is on the short-term and immediate needs of people impacted by disaster. Initial planning for providing equivalent opportunities for accessible post-emergency temporary housing to persons with disabilities will begin during the response and sheltering phase of a disaster. Recovery and long-term housing issues will be covered in the *ESF #14 Annex* and *Pre-Disaster Recovery Plan (PDRP)*. The mass care needs of people who require continuous medical care to address chronic debilitating life-threatening conditions are beyond the scope of this Annex. If additional medical care is needed beyond the scope of ESF #6, ESF #6 will coordinate with ESF #8 to find an appropriate place to house individuals.

C. Policies

Montgomery County’s highest priorities at disaster care sites are the safety and health of all populations being served. To align with these priorities, the initial efforts for mass care and emergency assistance activities focus on meeting the immediate basic sustainment needs of disaster survivors: shelter, food, water, basic supplies, and information.

To ensure the safety and health of anyone impacted by a disaster in Montgomery County, mass care services are integrated and inclusive. Montgomery County standards call for equity of service for all people served at Montgomery County mass care sites and shelters.

Inclusive and equitable mass care services require careful planning and consideration to integrate the needs of all people and groups that might otherwise be excluded or marginalized. Virtually all incidents disproportionately affect individuals with disabilities and/or AFN (e.g., limited English proficiency, older adults, children, those who are transportation disadvantaged, and others).

The County is committed to a whole community collaborative effort to provide AFN support and to address the unique cultural and social needs of people from diverse communities within a jurisdiction throughout the cycles of mitigation, preparedness, response, and recovery. Accessibility of all services in compliance with federal laws governing Americans with Disabilities Act (ADA) directives is considered essential to meet the top priority of safety and health for mass care services and communications about those services. Mass care and sheltering will respond to the needs of displaced people by providing all services, aids, and benefits with consideration for reasonable accommodations for the specific functional and access needs of all individuals and providing equitable access to services for all.

Meeting these legal mandates requires transparency to ensure there is no discrimination in the planning for or provision of mass care services to the public. This EOP affirms the County's commitment to coordinating with whole community stakeholders, partner agencies, and jurisdictions in the County in mass care planning efforts and incorporating their input to assure that the unique individual needs of all community members are addressed during response activities.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the ADA.

II. Situation and Assumptions

A. Situation

A disaster or any emergency may create the need for people to relocate or evacuate from the places where they normally work and live. Secondary and cascading impacts may also create disruptions in the normal supply chains that people depend on for their daily sustenance needs. The County's mass care mission addresses the basic sustenance needs of people who are affected in those circumstances.

Mass care sites may need to open for a wide array of emergencies, ranging from countywide incidents to incidents isolated to a single neighborhood or multi-unit housing facility. When an incident impacts the ability of residents to safely meet their basic sustenance needs (food, water, shelter, and/or supplies), Montgomery County may find it necessary to open mass care sites.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #6:

- Sheltering operations will be required when the County orders an evacuation of a limited or widespread area or when the emergency displaces people from their current living environment.
- Sheltering operations may need to be located outside of Montgomery County depending on the impacts of the disaster on the entire County.
- Identification of alternate shelter sites may be required if the pre-designated shelter locations sustain damage, become uninhabitable, or are inaccessible.
- Family reunification activities may be necessary should family members become separated or should unaccompanied minors arrive at shelters or other service sites.

III. Concept of Operations

A. General

Montgomery County Department of Health and Human Services (DHHS) is responsible for the coordination and support of mass care services provided in the County.

Montgomery County maintains a Statement of Understanding with the American Red Cross (ARC) of the National Capital Region (NCR). The ARC is a primary service provider within the County for mass care activities including sheltering and feeding.

Prior to and during an emergency, DHHS maintains situational awareness of mass care needs and available resources throughout the County. Similarly, the Office of Emergency Management and Homeland Security (OEMHS) maintains situational awareness of all disasters or potential disasters that could impact Montgomery County. If a situation arises that might require ESF #6 support, OEMHS will inform DHHS. As the primary agency, DHHS will notify support agencies and cooperating organizations of incidents or potential incidents, as appropriate.

Mass care operations when the EOC is not activated:

The need for mass care services may arise from an emergency isolated to a single community, which would not require the activation of the Emergency Operations Center (EOC). For situations without an active EOC, the process will likely begin with first responder life-safety assessments at the incident scene. If the first responders on the scene identify a large number of residents potentially displaced from their residences due to the incident, they will contact the Emergency Communications Center (ECC). After receiving notice of the potential need to assist residents, the ECC will contact OEMHS/DHHS if it believes that emergency mass care may be necessary. OEMHS or

DHHS will contact the ARC. The following communication pathway will be used to determine whether to open a shelter:

First Responders (FRS/MCPD) -> ECC -> OEMHS/HHS -> ARC

Activation and Response

ESF #6 will be activated at the discretion of the OEMHS Director and/or the Disaster Manager when the EOC is activated if a disaster or impending disaster is expected to require mass care operations or support from ESF #6. Activation of ESF #6 to provide coordination and management for mass care and sheltering activities is dependent upon the expected needs associated with the scope and magnitude of incidents or potential incidents.

Mass care services will be coordinated by the primary agency at the EOC. DHHS will provide representation to the EOC to coordinate mass care and sheltering requirements and issues. DHHS will request representatives from the other support agencies and cooperating organizations as needed. ESF #6 will collect, organize, analyze, summarize, and disseminate mass care information provided by various sources including whole community mass care support agencies.

Upon request, ARC will partner in the operation of shelter facilities and arrange for mass feeding and other appropriate support in cooperation with the other departments, offices, and organizations assigned to support this ESF. DHHS and/or ESF #6 may also coordinate with other whole community organizations for support of mass care operations.

ESF #6 will monitor the status of the County mass care resources and support capability in coordination with regional mass care organizations and the Maryland Department of Human Services (MDHS) and provide periodic updates to the EOC.

Generally, the threshold for considering opening an emergency shelter is when seven (7) family units or more are displaced. The scope and scale of impacts to other sustainment elements are typically much higher. For specific guidance for initiating sheltering in Montgomery County, refer to the Montgomery County *Shelter Operations Guide*, V. 2.04.

In an incident where the EOC is activated, or in advance of a predicted or impending emergency, the Disaster Manager in consultation with ESF #6 representatives will determine whether mass care services are needed, and which types of sites are required based on an assessment of the needs of people impacted by the disaster.

All requests for mass care support by other County departments and offices will be submitted to the EOC for coordination, validation, and/or action by the agencies identified in this ESF. DHHS will issue requests for support agencies to provide assets to

meet the operational requirements of the emergency. As necessary, whole community resources may be acquired to augment the County resources.

If County resources are exceeded, DHHS will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the NCR Mutual Aid Agreement. Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center. Once it is determined that outside support or resources will be provided to the County, ESF #6 will coordinate directly with the entity providing the support or resources.

DHHS will coordinate the staffing and services of reception centers and County sheltering facilities to meet immediate needs. The determination to open shelters and/or reception centers will be made by the primary agency in coordination with the Disaster Manager or the Director of OEMHS.

ESF #6 will establish and operate feeding sites to serve disaster victims as determined by the Director of OEMHS, DHHS, and/or the ARC.

DHHS will coordinate with the Office of Animal Services at the established shelter locations. The Office of Animal Services will operate emergency pet shelters in accordance with the *Emergency Response Plan for Animals*.

When directed, the DHHS will establish and operate a Family Reunification Center (FRC), Family Assistance Center (FAC), or Disaster Recovery Center (DRC) to provide reunification and short-term disaster recovery assistance to disaster victims and/or the families of disaster victims in Montgomery County. DHHS will coordinate with ESF #5 and ESF #15 to announce the opening, location, and hours of operation of the center.

DHHS shall coordinate with ESF #15 and the County's Public Information Officer (PIO) to advise the public concerning the availability of emergency food and water supplies, food rationing (if necessary), and food distribution locations and procedures.

DHHS will record expenditures, costs, and charges related to identifying and distributing emergency food and water and submit records to the Director of Finance or his designee for compilation in support of reimbursement claims.

Basic dormitory supplies (regular and special needs cots, blankets, and comfort kits) are maintained by ARC for deployment to sheltering locations. If conditions (such as weather or road obstructions) require, the EOC, OEMHS, and/or DHHS will provide support in facilitating the movement of the equipment in Montgomery County. ARC will pre-position trailers to potential sheltering sites, when possible, in coordination with ESF #6 partners.

DHHS in coordination with the Disaster Manager (if the EOC is activated) or OEMHS Director and support partners will determine when mass care and shelter operations should demobilize. ESF #6 operations will continue at the EOC until otherwise directed by the Disaster Manager.

Recovery and Demobilization

The transition to recovery and the demobilization of mass care operations will bridge response operations into short-term recovery. Prior to the demobilization of mass care services, extensive coordination will be required between ESF #6 and the housing mission of recovery services.

Whenever it is determined to demobilize the FRS, FAC, or DRC, DHHS will transition from providing short-term recovery assistance to providing long-term recovery assistance such as longer-term housing and social support. DHHS will coordinate with ESF #15 to communicate the transition to long-term recovery.

ESF #6 will coordinate as appropriate with ESF #14 Community Recovery to ensure individual and community recovery are synced in their efforts to the extent possible. Efforts and assistance from both ESF #6 and ESF #14 may transition into the County's long-term recovery strategy. See the *PDRP* for more details.

The ESF #6 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *PDRP*. If the corresponding RSF is not activated, outstanding issues will be transferred to DHHS for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #6 partners may simultaneously perform response and recovery actions.

Montgomery County Mass Care Services and Activities

Core Capability: Mass Care Services, Sheltering	
Sheltering Service Description	Sheltering Options
• Sheltering: the provision of life-sustaining services in a safe, sanitary, and secure environment for survivors who have been affected by disasters and people who evacuate before a disaster strikes. • Sheltering includes: ○ Finding facilities. ○ Supplying life-sustaining and essential services.	• Shelter: ○ A shelter is an accessible facility set up to supply comfort, food, water, information, and sleeping accommodations to meet the immediate disaster-caused needs of individuals, families, and communities. ○ Core services are provided in every shelter.

○ Supporting the closing of shelters and placement of shelter residents into longer-term housing solutions. ○ Temporary construction, issuance, or permitting of shelter facilities (e.g., tents). ○ The coordination of facilities outside of the County’s authority. ○ Shelter management. ○ Staffing. ○ Shelter resident assessments. Support for the transition from emergency shelter to transitional or permanent housing.	○ Situational services are supplied based on the needs of the clients. ○ All services are programmatically and physically accessible to all clients. • General Population Shelter ○ An accessible facility set up to provide shelter for everyone in the community including those individuals with AFN, including those with disabilities requiring supportive services to keep independence and use the shelter and its programs and services. • Non-Traditional Shelter ○ A location, generally in a large structure or open space, where a significantly substantial number of evacuees can take refuge and be sheltered for short or longer periods of time. ○ These locations require an expanded amount and diversity of internal infrastructure and support services, which may include infrastructure operations such as logistics, utilities, security, additional behavioral health support and traffic control, as well as services such as laundry, medical care, and recovery support. • Non-Congregate Shelter ○ A non-traditional facility (e.g., home of family or friends, trailer, hotel, dormitory, cruise ship, or recreational vehicle) that provides individuals and households with a level of privacy higher than that of a congregate shelter.
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Core Capability: Mass Care Services, Feeding	
Feeding and Hydration Service Description	Feeding Site or Method Options
• Feeding: Provision of food, snacks, and hydration to people affected by disaster. ○ Feeding may require whole community support, starting with the local food banks, restaurants, and caterers and then transitioning to non-profit organizations noted for their disaster feeding expertise. ○ Feeding can be provided at fixed and/or mobile sites. ○ Feeding requirements are based on the demographic, cultural, dietary, and ethnic diversity of a community, in addition to basic nutritional standards. • Feeding operations includes the preparation, coordination, and delivery of meals through the following methods: ○ Congregate feeding—supplying meals and beverages in a shelter. ○ Outreach feeding—supplying meals and beverages either at a fixed, non-shelter location in or near a disaster-affected area or by using emergency response vehicles (ERV) or other vehicles that travel throughout affected communities delivering meals. ○ Canteening—supplying snacks, beverages, and sometimes meals to first-responders, shelter clients, and others who need their nutritional needs to be met outside of scheduled mealtimes.	• Shelter Feeding: core service ○ Vendor Contracts ○ Partner Organization ○ Field Kitchens • Community feeding sites: ○ Can include fixed sites for preparation/distribution/both of food and mobile feeding units, as well as bulk distribution of food commodities (i.e., food boxes). ○ May be at sites already used by the community to support supplemental nutrition assistance or other feeding programs. • Mobile Distribution ○ ERVs ○ Other possible resources for mobile feeding include grocery delivery services, restaurant delivery services, and food-trucks.

Core Capability: Mass Care Services, Distribution of Emergency Supplies	
Distribution of Emergency Supplies Service Description	Distribution of Emergency Supplies Site or Delivery Method Options
• Mass care activities include acquiring and delivering life-sustaining resources, hygiene items, and clean-up items to meet the urgent needs of disaster victims. • Three categories of emergency supplies for distribution ○ Life-sustaining: food, water, non-prescription medicine, and first aid kits. ○ Comfort: Core Service: supplies that provide comfort include hygiene kits including items such as toothpaste, towels, wash cloths, soap, and toothbrushes. ○ Other essential supplies: essential supplies including but not limited to shovels, masks, gloves, lanterns, lantern fuel, tents and sheeting, sleeping bags, household kits, cots, blankets, cooking kits, comfort kits, household pet and service animal needs, and clean-up kits (detergents, bucket, sponges, mop, trash bags, disposable gloves). • Added support required for distribution of emergency supplies may include: ○ Transportation ○ Warehousing ○ Equipment ○ Technical Assistance ○ Other Mission-Critical Services.	• Points of Distribution ○ Fixed locations where emergency supplies can be distributed to community members impacted by the disaster. • Commodity points of distribution: A centralized point where supplies and commodities are delivered for the public to pick up. • Mobile distribution: Vehicle drop of emergency supplies to neighborhoods or individual residences.

Core Capability: Mass Care Services, Emergency Assistance Services	
Emergency Assistance Service Description	Emergency Assistance Sites or Delivery Options
- Core and situational help and services based on the needs of people impacted by the disaster. Emergency first aid supplemental to any physical and behavioral healthcare services that may be needed to support shelter residents. - Basic (first aid) - Emergency medical care Basic health services: - Core service in shelters. - Referrals and coordination with supporting agencies, departments and organizations for health and medical support. - Provision of physical and behavioral health services. - Contagious disease monitoring. - Acquisition of prescription medication and durable medical equipment. - Monitoring those with chronic health conditions. - Requests for this support should be initiated through ESF #6 at the EOC. Behavioral wellness services: - Core service in shelters. - Disaster psychological first aid - Referrals to and coordination with supporting agencies, departments, and organizations for behavioral health support. - Conflict resolution support for survivors in shelters in coordination with shelter staff and security staff. Disaster case management: - Longer-term support services designed to connect disaster survivors with existing resources in the	Shelters Disaster Relief Centers Reception Center Evacuation Centers FACs Heating/Cooling Centers: Temporary facilities made available during extreme temperature conditions that are dangerous or present difficulties for coping, can also be used for unsafe air quality events. - Heating and Cooling Centers may be established at convenient locations for at-risk or exposed populations. Disaster Recovery Centers: federal or state locations for multiagency (recovery) resource centers and/or disaster recovery centers.

community to help them transition from mass care services into individual recovery. ○ Case management ensures that a sequence of delivery is followed to streamline assistance, prevent duplication of benefits, and provide an efficient referral system. ○ Typically initiated as part of the transition to intermediate recovery, disaster case management is reliant on effective whole community coordination. ○ Information collected during shelter assessments can help inform strategies for disaster case management. ○ May provide essential support needed for transition to temporary housing and immediate community recovery efforts. • Disability integration and AFN Support and Accommodation: ○ Core service at all mass care sites.	
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Core Capability: Mass Care Services, Reunification Assistance	
Reunification Assistance Service Description	Reunification Assistance Site or Delivery Method Options
- The service of reunification describes the human and technological resources to reconnect individuals as quickly as possible following a disaster or incident. - The nature and specific circumstances of an event will determine the entity best suited to assume responsibility for reunification services. - The Disaster Manager at the EOC in coordination with ESF #6 will evaluate the reunification activities required for each event and recommend the appropriate entity to assume responsibility for reunification services. - Reunification may involve locating, registering, tracking, and reuniting evacuees with families. - Reunification of unaccompanied minors and separated or missing children with their parents or legal guardians in the aftermath of a disaster is an operational priority. - Reunifying individuals with disabilities, older adults, and others with an AFN with their personal care providers, service animals, and assistive technology (AT) is also a priority. - Referring and reunifying minors and individuals with disabilities, older adults, and others with an AFN, requires the coordinated use of resources and efforts from across the whole community and all levels of government.	Self-registration tools on social media, like Facebook Mark Yourself Safe National Center for Missing and Exploited Children, Unaccompanied Minors Registry - Provides a safe and secure place for emergency management agencies, law enforcement, shelter staff, hospital employees and other organizations to report minors in their care during disasters. - Accepts reports of children up to age 18 who have been separated from their parents, legal guardians, or other relatives. - Allows shelters, hospitals and other agencies managing many unaccompanied children to upload entire lists of names at once. - When a person makes a report to the Unaccompanied Minors Registry it goes directly to the National Center for Missing and Exploited Children's Call Center. A case will be opened for the child and information will be passed on to field resources on the ground. Local resources - As of June 2022, the ARC Safe and Well website and applications are not functional. - Red Cross family reunification provides limited reunification services for specific groups of people including the elderly, people with AFN or people with limited English proficiency. For more information

	visit the ARC website at https://www.redcross.org/get-help/disaster-relief-and-recovery-services/contact-and-locate-loved-ones.html .
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Core Capability: Mass Care Services, Evacuee Support	
Evacuee Support Service Description	Evacuee Support Site or Delivery Options
• Mass evacuee support includes supplying life-sustaining services and resources to people displaced during evacuations. ○ May include support for mass evacuation tracking and the movement of government-assisted evacuees and their household pets, service animals and medical equipment. ○ May include reunification services. ○ Supplying resources including equipment, material, supplies, facilities, and personnel to support mass evacuees. ○ Support for evacuees being moved by government transportation. ○ Providing shelter for people displaced by evacuation. ○ Providing people sheltered because of evacuations with current information about the status of the disaster including information about actions evacuees may need to take when returning home.	• Evacuation Center: (Typically large) facilities that can accommodate people in transition during an emergency. Evacuation centers provide a central location for needs assessments and connection to available services. • Registration/Reception Center: A location separate from shelters where displaced people can register for shelter and other services and be assessed for other needs, such as animal sheltering, medical needs, etc. • Welcome Center/Information Points: Sites near evacuation routes. Services may include restroom facilities, first aid, hydration, food, and information, such as directions to shelter sites.

State Mass Care Support Capability

The Maryland Department of Human Services supports mass care services and is the point of coordination for response and recovery operations for DHHS. Their response capabilities for state support of mass care are detailed in the table below.

Maryland State Coordinating Function Human Services	
Response-Partial Phase	Response-Full Phase
- Coordinates with local and federal counterparts as appropriate. - Coordinates providing mental health assistance to affected citizens and response personnel. - Supports people with disabilities and/or AFN with AT support and rented equipment. - Coordinates mass feeding services to displaced residents and evacuees. - Provides case workers to impacted residents. - Coordinates with VOADs to determine the availability of resources. - Activates a reunification/referral hotline number on standby. - Pre-stages shelter supplies in anticipation of shelter opening. - Coordinates with partners to deploy volunteers to open shelters and other mass care facilities. - Supports the local and/or MDHS FAC and other types of Mass Care Centers. - Designates facilities capable of sheltering animals. - Provides available personnel, equipment, or other resource support including subject matter experts, as requested by the SEOC Commander or local jurisdiction.	- Coordinates with local and federal counter parts as appropriate. - Coordinates providing mental health assistance to affected citizens and response personnel. - Supports people with disabilities and others with access and functional needs with AT support and rented equipment. - Coordinates mass feeding services to displaced residents and evacuees. - Provides case workers to impacted residents. - Coordinates with Voluntary Organizations Active in Disaster (VOADs) for response resources. - Activates the family reunification/referral hotline. - Opens pre-staged shelters. - Coordinates providing medical support to local/state shelters. - Coordinates with partners to deploy volunteers to open shelters and other mass care facilities. - Supports the local and/or MDHS FAC and other types of Mass Care Centers - Deploys volunteers to open shelters and/or FACs. - Designates facilities capable of sheltering animals.

IV. Organization and Assignment of Responsibilities

All ESF #6 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency on their ability to provide mass care services throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- Plan and direct the Countywide program of emergency social services, including staffing of shelters with ESF #6 support agencies and cooperating organizations.
- In accordance with State directives, implement fiscal policies and procedures to administer programs for emergency financial assistance.
- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #6 agencies.
- Develop and maintain inventory of department emergency response resources to include the durable medical equipment and consumable medical supplies needed to meet in-shelter functional needs support services. Each agency is responsible for maintaining its own inventory.
- Coordinate resolution of ESF #6 after-action issues.
- Identify and train personnel to staff ESF #6 in the EOC.
- Participate in planning, training, and exercises related to ESF #6.

Response

- Provide support for mass care services based upon the priorities established by ESF #6 in coordination with the Disaster Manager at the EOC. This may include providing support to people affected by evacuations or relocations, provision of equipment and supplies in support of mass care services and activities, or coordination of support personnel for mass care services and activities.
- Assist DHHS as the primary agency and provide representation in the EOC as requested by DHHS.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Provide coordination and support of the transition from mass care services to the provision of temporary housing and other individual and community recovery services.

- Participate in the After-Action Review, providing insight into ESF #6-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Department of Health and Human Services

- Develop and maintain the ESF #6 Annex of the EOP.
- Coordinate resolution of ESF #6 after-action issues.
- Develop and maintain ESF #6 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the EOC to coordinate ESF #6 activities.
- Activate the appropriate personnel for ESF #6 and ensure ESF #6 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Establish, socialize, and provide quality assurance for protocols to protect vital records, including those with personally identifiable information (PII) and Health Insurance Portability and Accountability Act (HIPAA) information.
- Create, train, and exercise disaster response teams for sheltering, reunification assistance, and other mass care services.
- Coordinate with the Disaster Manager to submit requests to the Maryland Department of Emergency Management and MDHS for available emergency food, water, medicine, and medical supplies.
- Plan and distribute food vouchers and temporary cash assistance to assist eligible victims. The Plan will have alternative provisions for food benefits when electrical power is not available.
- Upon declaration of a “temporary emergency” by the U.S. Department of Agriculture (USDA) Food and Nutrition Service, issue food benefits (i.e., food stamps) to disaster victims in accordance with DHHS procedures.
- Upon a Declaration of Emergency by the Governor, arrange money grants for food to eligible disaster victims in accordance with MDHS procedures.
- Provide for authorized issuance of food and/or money grants at DHHS offices and at Federal Emergency Management Agency (FEMA) Disaster Assistance Center (DAC) when established.
- Ensure a County Lead Representative (CLR) is designated at each shelter location and that they communicate with the EOC during each operational period.
- Open and operate mass care emergency shelters as needed, with a strong preference for establishing a co-located shelter whenever an emergency shelter is needed.
- Provide an emergency shelter liaison to coordinate with pet shelter liaison.

- In consultation with the Director of OEMHS or the Disaster Manager, if the EOC is activated, assess and identify the need to open additional mass care sites including FACs.
- Ensure continuity of on-going food/nutrition assistance programs and adapt to include victims who become eligible because of a disaster.
- In coordination with housing recovery efforts, initiate planning for post-emergency temporary housing of shelter residents as needed, to include providing equivalent opportunities for accessible temporary housing to people with disabilities.
- Identify personnel to serve as a liaison to the Volunteer and Donations Management Team.
- Collaborate with the Volunteer and Donations Management Team to provide and support ongoing community recovery efforts.

C. Support Agencies

Office of Animal Services

- Manage pet evacuations and sheltering operations.
- Provide a pet shelter liaison to coordinate with emergency shelter liaison.

Community Use of Public Facilities

- Provide available staff, resources, and facilities to support emergency operations.
- Provide information as to community use of public facilities during emergency operations.

Department of Correction and Rehabilitation

- If requested, provide food arrangements per the Shelter Operations Guide.

Office of Emergency Management and Homeland Security

- Provide coordinating support for reunification assistance efforts.
- Assist DHHS in determination of need for opening shelters, reception centers, and other short-term mass care facilities.
- Provide technical assistance and support for mass care needs and operations.
- Coordinate with non-profit organizations, businesses, Regional Services Centers, state, and federal agencies to implement the donations management system.
- Determine in conjunction with the Incident Commander and Montgomery County DHHS whether to establish an FAC.
- Annually update and maintain an inventory of facilities to be used for emergency shelter locations, contact lists, shelter layout, if available, and shelter capacity.
- Coordinate requests for support through the MIEMAC, EMAC, NCR, and other mutual aid agreements.

Fire and Rescue Service

- Support the evacuation of mobility-impaired residents from multiple story buildings.
- As requested, provide support for reunification assistance efforts.

Department of General Services (DGS)

- Develop and maintain an inventory of County owned or leased buildings for use as emergency services, storage, or staging facilities, or temporary shelters during disasters.
- Ensure the operability of emergency generators at recreation centers and County buildings that have been surveyed for use as emergency shelters.
- Conduct maintenance and facilities management at all Montgomery County government shelter locations or provide oversight if DGS is not the responsible party.
- Provide fuel for emergency vehicles, portable equipment, and emergency generators.
- Provide custodial supplies and services at designated shelters or assistance, if requested and able, when DGS is not the responsible party.

Department of Housing and Community Affairs

- Conduct inspections on housing units to determine who has been displaced.
- Assist in recovery efforts as landlord/tenant affairs.

Montgomery County Department of Police

- When requested to supplement the Montgomery County Sheriff's Office, provide security resources for shelters, reception centers, and other mass care facilities.
- As requested, support coordination of reunification assistance efforts.

Montgomery County Public Libraries

- Conduct heating and cooling centers at request of the County.
- As requested, deploy library mobile sites at shelter to help with resources to contact families.
- If requested, provide bilingual staff for assistance with shelter communications.

Department of Recreation

- Provide staff support for shelters, reception centers, and other short-term mass care facilities.
- Identify a representative to the EOC, if the Shelter Task Force is activated, or when requested by the primary agency.
- Provide facilities for community and emergency use.

Regional Services Centers

- Make the Regional Services Center available if requested as an emergency shelter if there is adequate space. Provide available space and resources such as volunteer and donation coordination.

Department of Transportation

- Coordinate with partners to get resources for evacuations, such as traffic control devices, signs, or other resources to assist in establishing a secure perimeter and directing traffic.
- Assist in developing ingress and egress routes for areas impacted by the disaster.
- As requested, coordinate transportation support (e.g., Ride On buses) to/from shelters or disaster centers.
- Coordinate the use of Ride On buses as a warming center or cooling space.
- If requested, provide available accessible transportation assets (buses and personnel) to help transport sheltered people.
- Coordinate all County transportation resources planned for use in the evacuation, including providing transportation for those with disabilities and others with AFN.

D. Cooperating Organizations**City of Gaithersburg**

- Open and manage the Gaithersburg facility as a shelter (facility only, not residents) at the request of the County.
- As appropriate and as resources allow, provide additional support services to affected residents.

City of Rockville

- As appropriate and as resources allow, provide additional support services to affected residents.

City of Takoma Park

- As appropriate and as resources allow, provide additional support services to affected residents.

American Red Cross

- Provide staff support to a FAC and/or DRC.
- Assess potential facilities for use as an emergency shelter, including ADA compliance.
- Provide shelter, food, and clothing to address the basic human immediate needs of disaster victims and functional needs support services for people with disabilities.
- Upon request, open and operate mass care shelters and reception centers.

- Provide staff support to a FAC.
- In coordination with the primary agency, provide mental health services for disaster victims.
- Provide fixed and mobile feeding sites for evacuees, victims, and emergency workers.
- Upon request, provide food for staff at pet shelters.
- Provide canteen services (e.g., bulk distribution of clean-up kits) from mobile units for families cleaning up following a disaster.

Montgomery College

- Develop and maintain inventory of agency resources.
- Provide available facilities for town hall meetings following disasters.
- Conduct debris removal and disposal operations for college facilities and grounds.

Montgomery County Public Schools

- Provide facilities for shelters, reception centers, and heating/cooling centers.
- Provide support for feeding operations.
- Assist with damage assessments by providing damage assessment reports for the Montgomery County Public Schools.

Montgomery County Sheriff's Office

- Provide available staff, resources, and facilities to support emergency operations.
- Provide security for all emergency shelters for the duration of the emergency shelter established by the County in coordination with the ARC or DHHS, contingent upon available resources.
- If needed, provide deputy sheriffs to ensure the orderly distribution of food, water, and/or medicine at County identified distribution centers.

V. References

- Montgomery County Emergency Response Plan for Animals.
- Montgomery County Emergency Operations Plan.
- Chapter 7 from Title II of the Americans with Disabilities Act.
- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters.
- Montgomery County Shelter Operations Guide.
- Montgomery County Extreme Weather Plan.
- Montgomery County Family Reunification Plan.
- Montgomery County Volunteer and Donations Management Plan.
- Montgomery County Pre-Disaster Recovery Plan.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

VI. Glossary

Accessible – Programs and services must be usable by people with disabilities and others with AFN. This includes ensuring facilities are physically accessible (e.g., a facility must have an accessible path of travel, as well as accessible bathrooms, telephones, and drinking fountains, so they are, for example, usable by a person who uses a wheelchair, etc.), and programs and services are accessible (e.g., materials must be presented in accessible formats so they are, for example, usable by a person who requires large print or Braille).

Americans with Disabilities Act (ADA) Best Practices Toolkit for State and Local Government – Identifies key ADA obligations that apply to all aspects of emergency management.

American Red Cross (ARC) Shelter – A shelter facility operated by the ARC in agreement with Montgomery County.

C-MIST Framework – A flexible framework built on five essential function-based needs: communication, medical needs, maintaining functional independence, supervision, and transportation (C-MIST)...with the goal of addressing functional limitations [and] includes both people who identify as having a disability and the larger number of people who do not identify as having a disability but who have a functional limitation in hearing, seeing, walking, learning, language, and/or understanding.

Co-Located Shelter – A shelter where pet owners and their pets are housed or sheltered in the same building, or an adjacent building. Montgomery County has a strong preference for establishing a co-located shelter whenever an emergency shelter is needed.

Disaster Recovery Centers (DRC) – Temporary locations established during a disaster recovery where a wide range of services may be offered to residents impacted by a larger-scale emergency.

Emergency Shelter – A facility operated by Montgomery County, or the ARC NCR in agreement with Montgomery County, where residents displaced by an emergency, disaster, or other incident can seek temporary housing and other basic needs.

Evacuation Center – A facility where potentially impacted residents can seek refuge from an impending disaster, such as a hurricane or slow-rise flood. Evacuation centers are intended for short term protection from the direct impacts of an emergency and, as such, may not provide the same housing amenities (showering, sleeping, meals) as an emergency shelter.

Family Assistance Center (FAC) – Temporary locations established post-disaster where family reunification or identification may occur as well as connecting affected families to post-disaster recovery services.

Functional Needs Support Services (FNSS) – Services that enable individuals to maintain their independence in a general population shelter.

Heating/Cooling Center (H/C Centers) – Temporary location intended to provide refuge from extreme atmospheric temperature events. These H/C Centers will often be public facilities with appropriate climate control used during prolonged periods of dangerous temperatures. H/C Centers may occupy the same locations as other full sheltering operations, but not all H/C Centers will provide the dormitory, feeding, or other core functions of a full shelter.

Mass Care and Emergency Assistance – Mass care and emergency assistance is comprised of seven activities including sheltering; feeding; distribution of emergency supplies; support for individuals with disabilities and others with AFN; reunification services for adults and children; support for household pets, service animals, and assistance animals; and mass evacuee support.

People with Access and Functional Needs (AFN) – Individuals who may have additional needs before, during, and after an incident or disaster in functional areas, including, but not limited to: communication, health and medical needs, maintaining functional independence, personal care assistance, and transportation.

Person with a Disability – An individual with a disability is defined by the ADA as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment.

Reception Center – Temporary location intended to provide a place of refuge for temporarily displaced workers or residents as might be required immediately after a spontaneous event and prior to opening a full shelter. A reception center is intended to provide limited assistance for a short period of time.

Whole Community – As used throughout this plan, the term “whole community” includes individuals and communities, businesses, private and public sector owners and operators of critical infrastructure, faith-based organizations, nonprofit organizations, and all levels of government (regional/metropolitan, state, local, tribal, territorial, insular areas and federal). Source: National Response Framework, 2019 available at <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response>.

ESF #7 Resource Support and Logistics Management

Emergency Support Function #7 Resource Support and Logistics Management	
Agency Role	Agency Name
Primary Agency	Department of General Services
Support Agencies	Alcohol Beverage Services
	Department of Correction and Rehabilitation
	Office of Emergency Management and Homeland Security
	Department of Finance
	Fire and Rescue Service
	Department of Health and Human Services
	Office of Human Resources
	Montgomery County Department of Police
	Office of Procurement
	Department of Recreation
	Department of Transportation
Cooperating Organizations	Maryland-National Capital Park and Planning Commission
	Montgomery College
	Montgomery County Public Schools

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Function (ESF) #7 Resource Support and Logistics Management provide logistical support and resource management following a disaster. This includes maintenance, deployment, and demobilization of the County's physical resource inventory. ESF #7 coordinates with other local, state, regional, and federal partners to obtain additional resources as required during an event.

A. Purpose

The purpose of ESF #7 Resource Support and Logistics Management is to provide resource support throughout impacted areas in Montgomery County following an emergency or disaster.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the EOP in support of logistics operations in ESF #7. This ESF Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) in providing logistical support following an emergency or disaster. This ESF supplements the County Emergency Operations Plan (EOP).

ESF #7 encompasses the full range of resource management activities that may be required to support emergency operations, including supporting the establishment of staging areas, storage facilities, and distribution sites; acquiring, tracking, distributing, and demobilizing resources throughout the County; and coordinating with local, regional, state, and federal partners to obtain additional resources.

In this ESF Annex, resources include personnel and major items of equipment, supplies, and facilities available or potentially available for incident operations. As the primary agency for ESF #7, the Department of General Services (DGS) will manage the resource support for equipment, supplies, facilities, and other County assets that are utilized during a disaster. Additionally, DGS will coordinate the acquisition and use of individuals that are needed to support their respective equipment (i.e., if a large piece of equipment is acquired and requires a specific operator, DGS and the ESF #7 partners will be responsible for acquiring the operator as well). The Office of Human Resources (OHR) will work with the Office of Emergency Management and Homeland Security (OEMHS) to ensure adequate staffing for emergency operations at the Emergency Operations Center (EOC), either in person or virtually, or on-scene at the incident.

ESF #7 is countywide in scope and provides an overview of the resource management process used throughout the County during an emergency response. This includes the process for all County departments, offices, and municipalities to request and receive emergency response-related resources. This Annex is not limited to any hazard but applies to all hazards.

Additional information on logistical operations during an emergency can be found in the *EOP – Section XII, C: Logistics*.

C. Policies

The Department of General Services is the primary agency for ESF #7 and is responsible for the overall coordination of logistical support during an emergency. County departments and offices, municipalities, and other response partners should coordinate logistical needs with ESF #7. ESF #7 is not intended to replace or supplant the purchasing authorities of the individual County departments and offices. Rather, ESF #7 will assist other County ESFs in locating and procuring critical resources, supplies, and services in support of emergency response and recovery operations.

The ordering of supplies and services will follow the Procurement Regulations, Section 11B-16 “Emergency Procurement” Montgomery County Code Chapter 11 and the Maryland Annotated Code, as amended. Supplies and services can also be procured using existing contracts to the extent practical.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

A disaster or any emergency may severely impact the County’s access to resources needed for emergency response and/or recovery. County resources may become depleted, causing the County to seek resources from outside the County. By preparing for potential resource shortfalls and pre-staging resources, the County can mitigate the impacts of the disaster.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #7:

- Significant disasters or emergencies may occur within the County that will require the distribution of relief commodities such as potable water, food, and ice to affected residents requiring a coordinated logistical effort.
- While Montgomery County contains sufficient resources to respond to most emergencies, a significant emergency may result in the depletion of some types of resources. In response to such a situation, it is the responsibility of the Montgomery County government to make the wisest, most effective use of available resources to protect the lives and property of its citizens.
- As County resources become depleted, neighboring counties, the state, or federal authorities may be asked to provide additional resources.
- Additional resources may take considerable time (72 hours or more) to deploy.
- Whenever practical, resources available from County or other governmental or quasi-governmental resources will be used before supplies or services are obtained from private contractors.

III. Concept of Operations

A. General

As the ESF #7 primary agency, the DGS will manage overall logistical operations in the County during a disaster. DGS will coordinate with the Logistics Section in the EOC and the Disaster Manager to fulfill resource requests.

Preparedness and Activation

Resource lists will be developed and maintained by each department that detail the type, location, contact arrangements, and acquisition procedures of the resources identified as being critical, including critical resources needed to support people with disabilities. ESF #7 will coordinate with other ESFs to maintain an understanding of County resources and assets to obtain items more expeditiously during a major disaster or emergency.

Potential sites for local resource collection, storage, and distribution sites will be identified and strategically located to facilitate recovery efforts. Standard operating procedures (SOPs) will be developed to manage the processing, use, inspection, and return of resources coming into the area. The State of Maryland has an agreement with Walmart Stores/Sam's Club to use their parking lots as "points of distribution" (PODs) for emergency supplies. These sites will be considered in the event the County determines the need to establish PODs.

Prior to, during, and after an emergency, DGS will coordinate with the Office of Procurement and Department of Finance to ensure internal policies and procedures are in place regarding ordering, tracking, and requesting reimbursement for emergency-related resources.

ESF #7 will be activated at the discretion of the OEMHS Director and/or the Disaster Manager when the EOC is activated. Activation of ESF #7 will occur when the disaster and impending disaster is expected to require the need for additional resources, both from within and outside of the County, or when support from ESF #7 is expected.

Upon activation of ESF #7, DGS will provide representation to the EOC to serve as the ESF #7 lead to coordinate resource and logistics management requirements and issues. As necessary, DGS will request support from the ESF #7 support agencies and cooperating organizations. Support agencies and cooperating organizations will assist in staffing the EOC and fulfilling resource requests, as requested by DGS.

Response

Response-related resource support will be coordinated by the primary agency at the EOC. All requests for resource and logistical support from on-scene incident commanders (ICs) and/or other ESF representatives will be assigned to ESF #7. ESF #7 will receive, analyze, and respond to resource requests from response partners across the County. While requests are often made through informal channels, for a resource request to be official, it must be entered into WebEOC. The exception to this is first responder resources, which are ordered, dispatched, and tracked through the Emergency Communications Center (ECC) and Computer Aided Dispatch (CAD), as they are on a day-to-day basis.

ESF #7 will manage all assigned requests for resources and logistical support and the appropriate ESF/agency will coordinate directly with the requester as necessary. ESF #7 will coordinate with other ESFs to fulfill resource requests. Examples include:

- Coordinating with ESF #1/Department of Transportation (DOT) on transportation-related resources or for support delivering and distributing resources.
- Coordinating with ESF #13/Montgomery County Department of Police (MCPD) to provide traffic management and security at distribution sites.
- Coordinating with ESF #6/Department of Health and Human Services (DHHS) to provide logistical assistance in establishing, staffing, and operating PODs.

The primary agency will task support agencies as needed to provide assets to meet operational requirements. To the extent possible, ESF #7 will utilize County assets before purchasing or requesting outside resources. If necessary, private sector sources will be acquired to augment the County resources with the assistance of the Office of Procurement.

The Office of Procurement will be available for emergency procurement, if necessary. The Chief Administrative Officer (CAO) will authorize necessary emergency procurements to support emergency operations and delegate contracting authority to ESF #7.

ESF #7 will advise the Disaster Manager of shortfalls that may require state or federal assistance or to obtain guidance in prioritizing requests. ESF #5 Emergency Management will provide technical assistance in identifying resources that may be available through mutual aid agreements such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement.

Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center (SEOC) in response to needs identified by the EOC and/or IC. Once it is determined that the state will be assisting, ESF #7 will coordinate directly as needed with their SEOC counterpart in fulfilling the requests.

In the event of a federal emergency or disaster declaration that includes Montgomery County, critical resources and logistical support may be available from federal sources. The Disaster Manager will initiate requests for assistance through the SEOC. Once it is determined that the federal government is providing the resources (such as potable water, food, and ice) the County ESF #7 representative will coordinate directly with the designated federal point-of-contact to fulfill the County's requests and to address any issues as to delivery timelines and locations.

ESF #7 operations will continue at the EOC until otherwise directed by the Disaster Manager.

Recovery and Demobilization

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #7 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to DGS for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #7 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #7 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #7 agencies.
- Develop and maintain an inventory of each agency's emergency response-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #7 after-action issues.
- Identify and train personnel to staff ESF #7 in the EOC.
- Participate in planning, training, and exercises related to ESF #7.

Response

- Fulfill resource requests and provide logistics support based upon the priorities established by ESF #7 in coordination with the Disaster Manager at the EOC.
- Assist DGS as the primary agency and provide representation in the EOC as requested by DGS.
- Coordinate resources to include supplies, equipment, and technical expertise necessary to support response operations.

- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #7-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Department of General Services

- Develop and maintain the ESF #7 Annex to the EOP.
- Coordinate resolution of ESF #7 after-action issues.
- Develop and maintain ESF #7 SOPs and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #7 activities.
- Activate the appropriate personnel for ESF #7 and ensure ESF #7 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Develop and maintain a resource list that includes materials and supplies commonly needed in an emergency and a list of potential supplies. The list will be managed with input from other County departments and offices based on resources utilized in previous events.
- Provide maintenance support during emergency operations for County owned or leased buildings.
- Provide fuel for emergency vehicles, portable equipment, and emergency generators.
- Provide overall logistics support and resource management for the incident.
- Coordinate resource requests in WebEOC.
- Obtain, deploy, track, and demobilize incident-related resources.
- As needed, lease facilities needed to support operations.
- Provide logistical support in establishing recovery-related facilities.

C. Support Agencies

Alcohol Beverage Services

- As required, identify and manage warehouse buildings, appropriate sites for food and water storage areas, and reception areas.
- Assist with establishing delivery locations for bulk food and water supplies, and the means of disbursement to individuals, shelters, and others, as required.

- Provide drivers and trucks for delivery of food and water and provide appropriate materials for handling equipment and qualified operators for forklifts, tow motors, etc.
- Provide refrigerated trucks, if appropriate, and refrigerated warehouse space as a temporary morgue when required.
- Provide support in demobilizing points of distribution established for distributing emergency relief commodities.

Department of Correction and Rehabilitation

- Provide community service volunteers and supervised inmate volunteers to assist with loading and unloading, sorting, packaging and otherwise handling donated goods, as necessary.
- As appropriate provide warehouse support through the Montgomery County Correctional Facility (MCCF) for storage of emergency relief commodities.
- Provide emergency laundry service in support of County emergency operations through the MCCF.
- Provide food preparation in support of County emergency operations from the MCCF facility.

Office of Emergency Management and Homeland Security

- Coordinate requests for support through the MIEMAC, EMAC, NCR, and other mutual aid agreements.
- Manage and track requests for resources submitted to MDEM.
- Provide technical assistance in identifying sources for emergency relief commodities.

Department of Finance

- Provide financial management including maintaining vendor files and payment of bills.
- For expenditures requiring centralized Department of Finance approval, maintain records of expenditures, charges, and costs incurred by the County in identifying and distributing emergency food, water, or other supplies and equipment.

Fire and Rescue Service

- Provide available warehouse and storage space as requested by the primary agency.

Department of Health and Human Services

- Provide available warehouse and storage space as requested by the primary agency.

Office of Human Resources

- Provide available staff, resources, and guidance to support emergency operations regarding human resources issues as appropriate.
- Assist in finding additional County personnel to support emergency operations.

Montgomery County Department of Police

- Provide traffic management and control at distribution sites.
- Provide security at distribution sites and logistical support facilities.

Office of Procurement

- Include language related to emergency services in new contracts and amend existing contracts as appropriate.
- As necessary, procure and provide materials, supplies, services, and equipment needed to support emergency operations.
- Provide available staff, resources, and facilities to support emergency operations.

Department of Recreation

- Provide available warehouse and storage space as requested by the primary agency.

Department of Transportation

- Coordinate and fill requests for available equipment, trucks, and operators.
- Coordinate assistance for traffic management and control.
- Provide information on traffic conditions and issues through the Transportation Management Center.
- Coordinate with partners to get resources for evacuations, such as traffic control devices, signs, or other resources to assist in establishing a secure perimeter and directing traffic.
- Assist in developing ingress and egress routes for areas impacted by the disaster.

D. Cooperating Organizations**Maryland-National Capital Park and Planning Commission**

- Provide available warehouse and storage space as requested by the primary agency.

Montgomery College

- Provide available warehouse and storage space as requested by the primary agency.
- Provide available facilities and parking lots to assist with emergency operations.

Montgomery County Public Schools

- Provide transportation support to logistics operations.
- Provide available warehouse and storage space as requested by the primary agency.

V. References

- State of Maryland Consequence Management Operations Plan, 2019.
- Montgomery County Emergency Operations Plan.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #8 Public Health and Medical Services

Emergency Support Function #8 Public Health and Medical Services	
Agency Role	Agency Name
Primary Agency	Department of Health and Human Services
Support Agencies	Alcohol Beverage Services
	Community Engagement Cluster
	Department of Correction and Rehabilitation
	County Attorney's Office
	Office of Emergency Management and Homeland Security
	Fire and Rescue Service
	Department of General Services
	MC 311
	Department of Permitting Services
	Montgomery County Department of Police
	Office of Procurement
	Department of Recreation
	Department of Transportation
Cooperating Organizations	American Red Cross
	Behavioral Health Providers
	Dialysis Centers
	Private EMS Providers
	Funeral Homes
	Home Health Care
	Hospitals
	Montgomery College
	Montgomery County Public Schools
	Montgomery County Sheriff's Office
	Skilled Nursing Facilities
	Urgent Care Centers
	Maryland Office of the Chief Medical Examiner
	Maryland Department of Health
	Montgomery County Health Collaborative for Emergency Preparedness
	Region V Emergency Preparedness Coalition

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Function (ESF) #8 Public Health and Medical Services are tasked with managing public health and medical response operations. ESF #8 partners provide support in mitigation, prevention, preparedness, response, and recovery activities related to public health and medical services.

A. Purpose

The purpose of ESF #8 Public Health and Medical Services is to provide lifesaving and life-sustaining services before, during, and following a disaster. By providing direction, coordinating procedures, and clarifying responsibilities for the countywide health and medical responses during a disaster, ESF #8 efforts can save lives and minimize morbidity and mortality.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of health and medical services in ESF #8. Health and medical support includes coordinating health and medical professionals and their disposition of care and treatment, as well as managing medical supplies and resources to facilitate an effective and efficient response and recovery.

The ESF #8 Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) in public health and medical services operations following a disaster or emergency and provides a concept of operations for conducting public health and medical services, and behavioral health and support during operations. This ESF Annex supplements the Montgomery County EOP.

ESF #8 is responsible for coordination of public health and medical responses to significant biological threats and incidents. This includes detection and characterization of the threat (surveillance and investigation), threat containment (mass prophylaxis and non-pharmaceutical interventions (NPIs), and patient treatment (medical surge).

This ESF is applicable to significant disease outbreaks resulting from bioterrorism attacks or natural origins within or affecting Montgomery County including:

- Biological terrorism events involving Weapons of Mass Destruction (WMDs),
- Emerging infectious diseases, and
- Novel pathogen outbreaks (pathogens that have not been previously identified).

ESF #8 is countywide in scope and applies to all County owned and maintained public health and medical resources. ESF #8 coordinates with numerous response partners, including government organizations, private entities, nonprofit organizations, and

coalitions. The scope of this Annex is not limited to a particular hazard but applies to all hazards.

C. Policies

In the event of an incident that results in mass fatalities the Maryland Office of the Chief Medical Examiner (OCME) will assume jurisdiction of human fatalities and investigate the deaths as authorized under Title 5 of the Health-General Article, Annotated Code of Maryland. For the purposes of this ESF, mass fatality will mean any situation in which there are more human bodies to be recovered and examined than can be handled by the usual local resources. If OCME does not assume jurisdiction, it will become the responsibility of ESF #8. Additional authorities surrounding mass fatality events are detailed below in the concept of operations and in the *Mass Fatality Annex* to the Department of Health and Human Service's (DHHS) *All-Hazards Emergency Response Plan*.

The Federal Bureau of Investigation (FBI) is the lead agency for the criminal investigation of acts of terrorism or suspected terrorism. Montgomery County will manage all aspects of the incident and will coordinate with the FBI when they assume the lead for the investigation. The FBI Victim Assistance Team may be deployed to assist victims' families.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

The County is faced with a number of hazards that may require health and medical support. Disasters may result in mass casualties or fatalities, disruption of food and water distribution, disruption of utility services, widespread disease outbreaks, and other situations that could create potential health hazards. Coordination with ESF #8 and its support partners is crucial to saving lives and reducing the impact and burden of disease on the County.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #8:

- The response to a bioterrorism event or natural disease outbreak will be guided by the number of individuals affected and the nature of the incident.
- A significant disaster event may cause injuries to a considerable number of people, produce physical or biological health hazards throughout the affected area, and create a widespread need for medical care or public health guidance.

- Medical, mental health, and extended care facilities may be damaged or affected by utility company outages (electric, natural gas, and water) that will impact the ability to provide medical care.
- Damage to industrial sites, water systems, and pipelines may create secondary casualties, cause fires, or create a toxic or contaminated environment for communities and first responders.
- Damage to solid waste disposal facilities and water treatment systems and the disruption of electrical power may cause conditions that propagate bacteria and disease.
- It may be difficult to determine initially whether an emergency is caused by deliberate or accidental factors. However, the initial response to protect public health and reduce the threat may be the same.
- It may be necessary for non-public safety County departments to reduce or suspend normal operations to assist with response to the incident. Many County departments may be needed to provide employees to assist in staffing critical public health functions.
- Biological incidents may take days to weeks to identify through illness, death, or other surveillance systems.
- During a mass fatality event, media representatives will quickly attempt to establish a strong on-scene presence.
- For an incident with national impacts and a high number of fatalities, the mutual aid available to the County may be extremely limited or unavailable.
- Depending upon the number of fatalities, funeral homes, crematories, cemeteries, and transportation resources may quickly become overwhelmed. There will be shortages of resources such as caskets, litters, and transportation vehicles.
- A biological incident will overextend public health resources leaving limited resources to manage fatality issues during an outbreak.

III. Concept of Operations

A. General

As the primary agency for ESF #8, the Department of Health and Human Services will actively engage the support agencies and the County medical community in planning, training, and exercises to ensure an effective operation upon activation.

DHHS is responsible for coordinating the overall public health and medical response operations. ESF #8 will provide health and medical services and behavioral health to the community during and after a disaster or emergency including providing medical services, mass pharmaceutical dispensing, and preventing or controlling epidemics.

The DHHS *All-Hazards Emergency Response Plan* and supporting annexes will provide the framework for the public health response operations.

Monitoring and Activation

As the County's public health entity, DHHS does routine monitoring for public health events that might impact Montgomery County. This includes conducting active and passive surveillance, maintaining communication with the Maryland Department of Health (MDH), monitoring information released by the Centers for Disease Control and Prevention (CDC), and coordinating with local healthcare facilities and coalitions on any potential public health threats.

Should an event arise that requires more formal monitoring or a coordinated response from public health and medical partners, DHHS may activate their Public Health Command Center (PHCC) to coordinate the overall public health and medical response. Upon activation of the County Emergency Operations Center (EOC), DHHS will provide representation to coordinate public health and medical services requirements and issues.

The DHHS representative at the EOC will maintain communications with the PHCC to ensure that tasks and other support are requested appropriately. The PHCC and the EOC will exchange situational awareness updates on a regular basis. In the event of a public health emergency, both the EOC and PHCC will likely be activated and the Disaster Manager at the EOC and Health Officer at the PHCC may jointly lead the response. For additional information on activation levels and authorities for public health events, see the *DHHS All Hazards Emergency Response Plan*.

ESF #8 may also be activated at the discretion of the Director of the Office of Emergency Management and Homeland Security (OEMHS) and/or the Disaster Manager when the EOC is activated. Activation of ESF #8 will occur when the disaster or impending disaster is expected to impact the County's public health and medical system or when support is expected from ESF #8. Depending on the scope and magnitude of the event and the level of coordination required from DHHS, the PHCC may or may not be activated when the EOC activates.

Response Operations

DHHS will collect, organize, analyze, summarize, and disseminate information related to the medical infrastructure, services, and public health issues in coordination with the ESF #8 support agencies and the medical community. This information will be disseminated to and coordinated with the EOC. Damage assessment information will be provided to the Department of Permitting Services as detailed in the *ESF #17 Annex*.

DHHS in coordination with ESF #15 External Affairs will develop and disseminate public service announcements as necessary to provide the public with pertinent public health information and guidance.

DHHS will receive information throughout an event about the status of healthcare facilities and will coordinate support to these facilities as needed. DHHS will also collect information from other ESFs about the status of critical infrastructure throughout the County and share this information with their ESF #8 partners, as damage to the County's critical infrastructure could impact the services that healthcare facilities can provide and the number of individuals needing care.

If County resources are exceeded, DHHS will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement. Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center.

Once it is determined that an outside entity will be providing support, DHHS will coordinate directly with that entity. DHHS will work with local County partners, support agencies, and cooperating organizations to fulfill requests before seeking help from outside the County. DHHS will coordinate incoming mutual aid and other resources in support of public health and medical services.

All requests for public health and medical services from other ESFs, County departments, offices, and municipalities will be submitted to ESF #8 at the EOC for coordination, validation, and/or action by agencies identified in this ESF.

Available federal resources, such as the Disaster Medical Assistance Teams, are listed in the federal ESF #8 Annex to the National Response Framework.

Recovery and Demobilization

Information will be gathered by ESF #8 as quickly and efficiently as possible throughout an event. This will include information on the status of healthcare facilities and critical information. This information will inform recovery actions detailed in the *ESF #14 Annex* and *Pre-Disaster Recovery Plan (PDRP)*.

Depending on the scope, magnitude, and type of event, there may be a need to continue to support public health and medical services for several weeks or months following a disaster. Additionally, there may be a need to implement population health monitoring to determine the long-term impacts of a disaster on an individual's and the community's health.

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #8 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *PDRP*. If the corresponding RSF is not activated, outstanding issues will be transferred to DHHS for coordination and completion upon the demobilization of the

EOC. As there is often not a clear divide between response and recovery operations, ESF #8 partners may simultaneously perform response and recovery actions.

B. Mass Fatality Incidents

Within Montgomery County, the lead agency for a mass fatality response is determined by whether or not the OCME has jurisdiction over the deaths. The OCME is responsible for determining the cause and manner of the death specifically if the death occurs by violence, suicide, casualty, suddenly, or in any suspicious or unusual manner as authorized under Title 5 of the Health-General Article, Annotated Code of Maryland.

Traditionally, mass fatality incidents have been divided into two categories: those which fall under OCME jurisdiction—such as terrorist attacks, transit, and industrial accidents, etc.—and those that do not, such as disease outbreaks and pandemics. Montgomery County will seek to establish a similar command structure for both type of events as outlined below.

- In the event that the incident falls under OCME jurisdiction, the Montgomery County Department of Police (MCPD) will assume the lead role for the County.
- If the event does not fall under OCME jurisdiction, DHHS will be the lead County agency.

For mass fatality incidents not related to a naturally occurring outbreak of disease, MCPD is the primary agency for coordinating mass fatality incident response.

If a jurisdiction does not fall under the OCME, such as in the case of naturally occurring communicable disease outbreak, Montgomery County will coordinate the management and storage of the fatalities exceeding the capacity of the local mortuary affairs system. DHHS is the primary agency for coordinating the public health and medical response to epidemic diseases.

OCME may have some initial responsibility and jurisdiction in the identification and confirmation of the communicable disease and will continue to be responsible for certain categories of cases that fit criteria established by law (e.g., deaths for which there is no attending physician or there is an unidentified decedent). OCME will also assist in identification of the decedents if they remain unidentified after local investigation by the MCPD. An initial assessment of the incident will be conducted by MCPD in coordination with Fire and Rescue Service (FRS) to determine the scope of the event and the need for the OCME and additional resources.

OCME notification in most mass fatality events will be initiated through MCPD in accordance with established protocols and procedures.

OCME will be the lead agency for managing the collection, processing, and disposition of the fatalities.

In the event of an aviation incident, MCPD will coordinate with the National Transportation Safety Board (NTSB) as the lead agency for investigating the cause of the incident and facilitating support to the victims' families. The airline is primarily responsible for family notification of the incident (they may give death notification if it is known all have died but will not notify the families of positive identification) and all aspects of victim and family logistical support. The airline will establish a Joint Family Support Operations Center (JFSOC) to coordinate providing support to the families. Montgomery County will provide a liaison to the JFSOC to facilitate coordination with the EOC and the on-scene incident command.

DHHS will coordinate with state and federal public health agencies and MDH to assess the health and medical needs arising from a mass fatality incident.

DHHS, in coordination with all support agencies under this ESF and ESF #7, will assist in identifying an appropriate location and facility for the establishment of an incident morgue or other temporary facility as determined necessary by the OCME.

An incident morgue is defined as the location where the medical examiner and law enforcement conducts medicolegal death investigations, identifies the remains, documents injuries, determines the cause of death, and collects forensic evidence for criminal and/or civil courts and law enforcement.

C. Biological Incidents

The County—in collaboration with NCR jurisdictions, state, and federal health and public safety agencies—is actively engaged in bioterrorism surveillance, detection, and other safety activities on a 24/7 basis. A syndromic surveillance system has been established by Maryland, Virginia, and the District of Columbia to collect information from all local hospitals to help identify any unusual disease occurrences. Data is analyzed daily by public health experts so they can spot any deviation from the normal patterns. The system provides health directors with the information necessary to initiate control measures to protect the public. Notification of an incident may originate from a variety of sources depending upon the nature of the event.

Due to its proximity to Washington, D.C., Montgomery County is a participant in BioWatch. BioWatch is a nationally networked early warning system for urban areas that can rapidly detect trace amounts of targeted biological materials in the air—whether due to intentional release or a natural occurrence.

Montgomery County hospitals have the primary responsibility for triaging, admitting, and providing definitive medical care for patients affected by an incident, including, as necessary, decontamination.

The response to a single point, suspicious powder, or hazardous materials investigation will require coordination among numerous County departments and offices. FRS will

normally be the initial primary agency. During investigations, responders will follow guidelines and procedures provided in department response plans. In the event a public health response is necessary, DHHS will participate in the Unified Command (UC) and will assume the lead as circumstances indicate.

In the event of a public health emergency, DHHS will activate the Incident Command (IC) or UC at its PHCC to coordinate the response efforts of health and medical professionals and to ensure coordination with the MDH, County hospitals, and other healthcare providers. Emergency response strike teams will be activated and deployed through the PHCC based upon the scope and magnitude of the event.

Depending upon the scope and magnitude of the incident, the County EOC will be activated to provide support to the IC/UC at the PHCC in conducting the response operations and to ensure the full mobilization of resources among County departments and offices. The EOC will serve as a multi-agency support and coordination facility to coordinate requests for outside resources from neighboring jurisdictions, the state and, if necessary, the Federal government. The EOC will also coordinate support to the IC/UC at the PHCC through the ESF primary and support agencies.

The Health Officer and OEMHS Director will jointly determine the need to activate the Joint Information Center (JIC) to provide information to the public.

When necessary, the Health Officer will activate and implement plans for mass prophylaxis and/or vaccinations. Support for implementing plans from other County departments and offices will be coordinated through the EOC. Sites will be opened as needed to provide medical countermeasures (MCMs).

The Health Officer, will direct the use and distribution of assets deployed in response to the incident. If needed, the Health Officer may request the Strategic National Stockpile (SNS) to augment the local capacity to respond. Requests for the SNS, managed by the CDC, will be coordinated with the County EOC, MDH, Maryland Department of Emergency Management (MDEM), and the Governor's Office.

At the state level, the Office of Preparedness and Response is responsible for staffing the MDH Command Center during a significant public health event such as a pandemic, natural disaster, act of terrorism, or any incident that requires the coordination of state-level health department resources. The MDH Command Center coordinates the state health department response to an incident in collaboration with MDEM's EOC and other state agencies. The PHCC will coordinate directly with MDH as necessary to address public health issues.

The County Health Officer, or their designee, will direct DHHS and serve as the subject matter expert to the Disaster Manager when the EOC is activated. The County Health

Officer has the authority to take actions to control and prevent the spread of any dangerous, contagious, or infectious diseases that may occur within the jurisdiction.

IV. Organization and Assignment of Responsibilities

All ESF #8 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency on the public health and medical system throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #8 agencies.
- Develop and maintain an inventory of each agency's health and medical assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #8 after-action issues.
- Identify and train personnel to staff ESF #8 in the EOC.
- Participate in planning, training, and exercises related to ESF #8.

Response

- Provide public health and medical support and services based upon the priorities established by ESF #8 in coordination with the Disaster Manager at the EOC.
- Assist DHHS as the primary agency and provide representation in the EOC as requested by DHHS.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #8-related activities.
- Participate in public health and medical recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Department of Health and Human Services

Mitigation

- Conduct pre-event messaging to increase the public's preparedness for naturally occurring and bioterrorism-related emergencies.

Preparedness

- Develop and maintain the ESF #8 Annex to the EOP, the DHHS *All-Hazards Emergency Response Plan*, and the *Mass Fatality Annex*.
- Coordinate resolution of ESF #8 after-action issues.
- Develop and maintain ESF #8 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Develop and maintain procedures for mass and mobile prophylaxis using vaccination and/or antibiotics, other emergency distributions of MCMs, and public directives for NPIs.
- In coordination with all support agencies and cooperating organizations, develop and maintain an inventory of medical resources within the County.
- Provide surveillance for disease occurrence in coordination with NCR jurisdictions, MDH, and the healthcare system.
- Ensure facilities used for County public health and medical services are accessible to individuals with disabilities or access and functional needs (AFN).
- Manage any County prophylactic medication stockpiles, including antibiotics, antivirals, etc.
- Partner with the healthcare system on medical surge capacity planning for mass casualty incidents.
- Support mass fatality planning.
- Identify and address potential legal, environmental, and public safety health issues that may be generated by biological events.
- Identify specialized resources such as personnel, equipment, and services to address shortfalls in identified capability assessments.
- Conduct joint planning with NCR jurisdictions and prepare mutual aid agreements with surrounding jurisdictions to augment local resources.
- Collaborate and coordinate with the State of Maryland, regional, and local partners to develop, test, and improve capabilities.
- Provide lists of nursing homes, assisted living facilities, and large group homes for the GIS to determine if they are in the impacted area.

Response

- Provide a representative to the County EOC to coordinate ESF #8 activities.
- Activate the appropriate personnel for ESF #8 and ensure ESF #8 is fully staffed.
- In coordination with ESF #15, develop and disseminate public service announcements as necessary to provide the public with pertinent public health information and guidance.

- Develop information in accessible formats to ensure effective communication with all populations, including those with disabilities and/or with AFN.
- Coordinate situational awareness with ESF #8 partners, including assessment of the public health and medical infrastructure and incident-related changes to health and medical services and medical needs.
- Establish and operate points of dispensing of prophylactic medication.
- Liaise with County health care facilities, MDH, and the community to coordinate emergency requests for health and medical resources, including the SNS.
- Review and implement non-pharmaceutical intervention measures (e.g., isolation, quarantine, social distancing, etc.).
- Provide guidance to the public on general sanitation issues.
- In coordination with MDH, DOE, and ESF #11, advise on assessment of environmental risk related to biological incidents.
- Coordinate and provide disaster mental health services in conjunction with private community mental health partners.
- Provide emergency public health services.
- Coordinate laboratory surveillance and technical expertise provided by MDH.
- Coordinate with ESF #6 to provide medical support to emergency shelter operations.
- Coordinate with ESF #13 to provide expertise for criminal investigations.
- Provide epidemiological surveillance, outbreak investigation, and active disease surveillance and control.
- Provide information on health and medical services and programs for individuals and people with disabilities and individuals with AFN during an emergency.
- Connect individuals with disabilities with resources for disability-related assistance, durable medical equipment, and consumable medical supplies.
- Manage credentialed volunteers to staff jobs at mass and mobile medication dispensing or distribution.
- When necessary, activate the PHCC.
- Coordinate resources for the storage, disposition, identification, and handling of human fatalities, in conjunction with the MCPD, FRS, and OCME.
- Provide information on behavioral health services that are available during an emergency.
- Coordinate with FSR, MDH, hospital infection control practitioners, and other community partners to identify the causative agent in a disease outbreak.
- Coordinate with funeral home directors, cemetery managers, and state agency partners to identify and address fatality management needs and resources.
- Coordinate personal protective equipment (PPE) guidance for biological threats in coordination with guidance from the CDC and MDH.

- Process death certificates.
- Inform hospitals and other medical treatment facilities of potentially contaminated patients arriving at their facilities.

Recovery

- Ensure that appropriate mental health services are available to disaster victims, responders, and their families.
- Continue coordination with state and federal health agencies, such as MDH and the CDC.
- Provide information to people with disabilities to connect with state and federal agencies about available resources through the Deficit Reduction Act and the Centers for Medicare and Medicaid Services.
- Maintain protective actions as situation dictates.
- With support from ESF #11, participate in the development of environmental clean-up plans in coordination with local, state, and federal government agencies.

C. Support Agencies

Alcohol Beverage Services

- Provide refrigerated trucks and refrigerated warehouse space as a temporary storage area or morgue.
- Provide transportation support and delivery to identified facilities for MCM activities.
- Identify and manage warehouse buildings, which may serve as storage areas and reception areas for food, water, and other commodities.
- Assist with establishing delivery locations for bulk food, water supplies, and other commodities and the means for disbursement to individuals, shelters, and others, as required.
- Provide drivers and trucks for delivery of food, water, and other commodities.
- Provide appropriate materials for handling equipment and qualified operators for forklifts, tow motors, etc.
- Provide support in demobilizing PODs established for distributing emergency relief commodities.

Community Engagement Cluster

- Assist with communication to non-profit community.
- Assist with coordination of building space in Regional Services Centers for use as medical dispensing sites.

Department of Correction and Rehabilitation

- Provide community service volunteers and supervised inmate volunteers to assist with loading and unloading, sorting, packaging, and otherwise handling donated goods, as necessary.

- As appropriate provide warehouse support through the Montgomery County Correctional Facility (MCCF) for storage of emergency relief commodities.
- Provide emergency laundry service in support of County emergency operations through the MCCF.
- Provide food preparation in support of County emergency operations from the MCCF facility. Provide security at distribution sites.

County Attorney's Office

- Assist with the implementation of isolation and quarantine orders and other court orders.
- Prepare waivers and legal clearances.
- Provide advice concerning legal responsibilities, powers, and liabilities regarding emergency operations.
- Prepare, as appropriate, emergency ordinances (e.g., price gouging and curfews) and local declarations.
- Advise County officials concerning legal responsibilities, powers, and liabilities regarding emergency operations and post-disaster and recovery assistance.

Office of Emergency Management and Homeland Security

- Coordinate with the Community Resilience and Outreach Program.
- Coordinate requests for support through the MIEMAC, EMAC, NCR, and other mutual aid agreements.
- Assist in the development and dissemination of protective guidance information.
- Coordinate with the County Executive to prepare and conduct appropriate memorial services.

Fire and Rescue Service

- Determine usage rates for expendable PPE used during prolonged incidents and manage sufficient stocks for use during the incident for FRS personnel.
- Provide emergency medical care, triage, and transportation in accordance with standard operating policies and procedures.
- Coordinate and activate the Community Emergency Response Team (CERT).
- As resources permit, provide ambulances and personnel to assist with the evacuation of hospitals and nursing homes after these facilities have exhausted their private transportation vehicle resources.
- Provide response to suspected hazardous materials (e.g., white powder) and provide limited sampling services to identify causative agents.
- As needed, provide technical assistance in decontamination.
- Coordinate search, rescue, and recovery with MCPD for the location of victims.

- Advise OCME on adequate PPE for OCME staff to protect against exposure to hazardous materials.

Department of General Services

- Provide available and appropriate space to serve as a point of dispensing site.

MC 311

- Provide appropriate information coming through the call center to public safety and health services representatives.
- Relay necessary public safety and health information to those contacting the call center.
- Provide available staff, resources, and facilities to support emergency operations.

Department of Permitting Services

- Provide inspection of wells and septic systems.

Montgomery County Department of Police

- Provide security for the SNS receiving, staging, and storing site; dispensing sites; and medical treatment facilities.
- During mass fatality incidents, under the guidance of OCME, process evidence (fingerprinting, DNA sampling, collection of personal effects, documentation of injuries, and identification and notification of next of kin).
- Serve as the County's primary agency for coordination with OCME for incidents resulting from violent, suspicious, unnatural, homicidal, suicidal, or unexplained circumstances.
- In conjunction with FRS, OCME, and other law enforcement agencies, coordinate resources for the storage, disposition, identification, and handling of human fatalities.
- Establish and maintain chain of custody of the decedents.
- Conduct death investigations. In instance where other agencies have primary jurisdiction of death investigations, provide support.
- Depending on scope and size of the incident, assist in the enforcement of isolation and quarantine orders.
- Maintain security and traffic control in and around the scene, incident morgues, and/or mortuary affairs collection points.
- Coordinate and/or assist in conducting evacuations.
- Serve as liaison to the FBI and other federal investigative agencies for terrorist incidents.
- Conduct criminal investigations.
- Determine usage rates for expendable PPE used during prolonged incidents and manage sufficient stocks for use during the incident for MCPD personnel.
- Coordinate support to victims' families such as crisis intervention, assistance to address social needs, and financial compensation.

- Coordinate with DHHS, FRS, and other Montgomery County departments to provide accurate and timely incident information to the victims' families.
- Coordinate with external resources, such as the Department of Justice, to facilitate services for victims' families.

Office of Procurement

- As necessary, procure and provide materials, supplies, services, and equipment needed to support emergency operations.
- Provide available staff, resources, and facilities to support emergency operations.

Department of Recreation

- Provide facilities for the emergency distribution of MCM or to support other public health and medical interventions.

Department of Transportation

- Coordinate with partners to get resources for evacuations, such as traffic control devices, signs, or other resources to assist in establishing a secure perimeter and directing traffic.
- Assist in developing ingress and egress routes for areas impacted by the disaster.
- Coordinate transportation support to points of dispensing.
- Coordinate assistance for traffic management and control for response and re-entry operations.
- Provide information on traffic conditions and issues through the Transportation Management Center.
- Coordinate transportation services to support incident facilities, such as the incident morgue.

D. Cooperating Organizations

American Red Cross

- Supplement County mental health services efforts.
- Assist with recruiting trained volunteers to supplement staffing resources.

Private EMS Providers

- Provide EMS and transportation support, as requested by the ESF #8 primary agency and/or a healthcare facility.

Funeral Homes

- Provide mortuary services, as requested by the ESF #8 primary agency.

Healthcare Facilities (Behavioral Health Providers, Dialysis Centers, Home Health Care Skilled Nursing Facilities, and Urgent Care Centers)

- Maintain communication with ESF #8 primary agency regarding any planned or unexpected closures or impacts to services.

- Maintain Continuity of Operations Plans to reduce impacts to services from natural or man-made disasters, including emergency notification plans for staff and clients (and client contacts in residential settings).

Hospitals

- Develop and maintain facility's EOP and internal medical surge plan.
- Coordinate plan development and integration with local, state, and federal partners.
- Accept and provide care for patients in any all-hazards emergency and/or disaster.
- Maintain communication with DHHS regarding any planned or unexpected closures, impacts to service, or power outages.
- Notify DHHS and FRS when the facility cannot receive new patients.
- As necessary, triage, admit, and provide definitive medical care for patients affected by an incident, including decontamination.

Montgomery College

- Provide available facilities for points of dispensing sites.

Montgomery County Public Schools

- Provide available staging and distribution assets for MCM.
- Provide transportation assistance as requested by the primary agency.
- Provide available warehouse and storage space to support distribution of relief commodities.
- Provide facilities to serve as point of dispensing sites for the public.

Montgomery County Sheriff's Office

- Provide security for the SNS receiving, staging, and storing site; dispensing sites; and medical treatment facilities.
- Assist in the services of isolation and quarantine orders.
- Assist community hospitals with security.
- Provide available staff, resources, and facilities to support emergency operations.
- Provide uniformed personnel, vehicles, and K-9 assistance to the MCPD, as requested.
- If needed, provide deputy sheriffs to ensure the orderly distribution of food, water, and/or medicine at County identified distribution centers.

Maryland Office of the Chief Medical Examiner

- Investigate the death of human beings as casualties associated with an emergency as authorized under Title 5 of the Health-General Article, Annotated Code of Maryland under the direction of the OCME.
- Coordinate with MCPD on deaths that fall under OCME jurisdiction.

Maryland Department of Health

- Assist DHHS in assessing the health and medical needs arising from a mass fatality incident.
- Provide technical assistance on public health related matters.
- Lead the state's response to a significant public health event, such as a pandemic.
- Staff the MDH Command Center and coordinate with DHHS to address public health issues.

Montgomery County Health Collaborative for Emergency Preparedness

- Coordinates with County partners to prepare to respond to large-scale emergency events in a coordinated, collaborative manner.
- Utilize relationships with coalition members to provide mutual aid in case of a medical disaster or event that exceeds the effective response capability of a participating hospital.

Region V Emergency Preparedness Coalition

- Plan, train, and exercise together to prepare for public health and medical emergencies.
- Maintain a cache of emergency response equipment and supplies to be shared during a medical disaster which may impact the entire healthcare network.

V. References

- DHHS – PHS All-Hazards Emergency Response Plan - Annex F: Mass Fatality Incident Management.
- State of Maryland Consequence Management Operations Plan, January 2019
- Montgomery County Emergency Operations Plan.
- Montgomery County EOP - ESF #17 Damage Assessment.
- ESF #8 – Public Health and Medical Services Annex to the National Response Framework (January 2008).
- Presidential Decision Directive 39.
- FBI Chemical/Biological Contingency Plan.
- DHHS Health and Medical Services Support Plan for the Federal Response to Acts of Chemical/Biological Terrorism.
- Mass Fatality Plan Office of the Chief Medical Examiner State of Maryland.
- Maryland Department of Health, Maryland Mass Fatality Plan.
- National Transportation Safety Board Federal Family Assistance Plan For Aviation Disasters, August 1, 2000.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #9 Search and Rescue

Emergency Support Function #9 Search and Rescue	
Agency Role	Agency Name
Primary Agency	Fire and Rescue Service
	Montgomery County Department of Police
Support Agency	Office of Emergency Management and Homeland Security
	Department of Permitting Services
Cooperating Organizations	Chevy Chase Village Police
	City of Gaithersburg Police
	City of Rockville Police
	City of Takoma Park Police
	Maryland-National Capital Park and Planning Commission Police
	Maryland State Police
	US Parks Police

I. Introduction

The primary and support agencies of Emergency Support Function (ESF) #9 Search and Rescue are tasked with managing search and rescue (SAR) operations. Their mission is to coordinate lifesaving SAR operations following a disaster.

A. Purpose

The purpose of ESF #9 Search and Rescue is to coordinate the rapid deployment of SAR resources in urban, ground, or water SAR settings on a day-to-day basis and during a major disaster or emergency.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of SAR operations in ESF #9. This ESF Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations ("agencies") in SAR operations requiring EOC activations. This ESF supplements the Montgomery County EOP.

ESF #9 provides for the effective utilization of SAR and the control and coordination of SAR operations.

ESF #9 is countywide in scope and incorporated local, regional, and national resources to assist in SAR missions within the County.

ESF #9 addresses large-scale SAR operations occurring separately or coincidentally with a significant natural disaster or technological emergency or disaster. The scope of this ESF is not limited to any particular hazards but applies to all hazards.

C. Definitions

Search is defined as operations to locate persons missing, lost, or unaccounted for; to remove them to a safe location if not trapped or injured; or to identify their location, if trapped or injured, so that their extrication and/or emergency medical treatment can be accomplished.

Rescue is defined as the extrication or removal of victims when pinned or trapped in an inaccessible location. Rescue includes, but is not limited to, rope rescue, confined space rescue, water rescue, and trench/collapse rescue.

D. Policies

The primary agency during operations is dependent upon the nature of the mission requirements. For missing persons SAR, typically the Montgomery County Department of Police (MCPD) is the primary agency.

For collapsed structures, confined space, water rescue, and other technical rescues the Montgomery County Fire and Rescue Service (FRS) is the primary agency.

In the event fatalities are encountered during SAR operations the MCPD will assume jurisdiction of human remains and investigate the death of human beings as casualties associated with an emergency as authorized under Section 35 of the County Code. As authorized under Title 5 of the Health-General Article, Annotated Code of Maryland, the Maryland Office of the Chief Medical Examiner (OCME) is responsible for determining the cause and manner of the death—specifically if the death occurs by violence, suicide, casualty, or suddenly.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

Montgomery County is at risk of being impacted by a variety of natural or manmade disasters—most of which could cause an increased number of individuals who are lost, missing, or trapped. An event such as a structural collapse, winter storm, or dam failure could create the need for SAR efforts. SAR missions happen regularly when individuals,

such as children or the elderly, go lost or are missing. However, SAR missions could increase in number, scope, and complexity when compounded with another disaster.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #9:

- As County resources are deployed and reserves committed to emergency response, neighboring jurisdictions under mutual aid may be used to replenish the reserves. Additional resources will likely take more than 24 hours to deploy.
- A disaster may result in a substantial number of persons missing or lost and being in life-threatening situations, requiring SAR and urgent medical care. Secondary effects such as fires, flooding, and hazardous materials releases may compound problems and may threaten survivors and rescue personnel.
- Individuals with disabilities may be unable to evacuate from facilities and may require additional assistance.
- The extent of damage to the infrastructure after a disaster may influence the SAR strategy and the ability to gain access to the impacted area(s).

III. Concept of Operations

A. General

The Montgomery County Department of Police and Montgomery County Fire and Rescue Service are co-primary agencies for ESF #9. In general, MCPD is responsible and takes the lead on incidents that involve missing or lost persons. FRS is responsible and takes the lead on incidents that require rescuing individuals from trapped areas, structural collapses, water rescues, or other technical rescues. In the event of an incident involving simultaneous SAR operations the FRS and MCPD may establish a unified command (UC). Where appropriate, FRS will play a support role to MCPD and vice versa.

Activation and Notification

Many of the activities described in this Annex are routine operations for MCPD and FRS, though will likely be amplified during a disaster or emergency. MCPD and FRS routinely respond to SAR incidents as part of their departments' mission. As such, notification for many SAR events will come in through the County's 24-hour dispatch system, the Emergency Communications Center (ECC), which is staffed by both MCPD and FRS personnel.

The Office of Emergency Management and Homeland Security (OEMHS) monitors incidents and threats to the County and will notify MCPD and FRS of incidents or potential incidents, such as weather events, that might involve SAR missions. MCPD and

FRS will notify appropriate support agencies and cooperating organizations that might be needed to assist.

ESF #9 will be activated at the discretion of the Director of OEMHS and/or the Disaster Manager when the Emergency Operations Center (EOC) is activated. Activation of ESF #9 will occur when the disaster or impending disaster is expected to result in SAR missions or support is expected from ESF #9. Significant disasters or emergencies may occur within the County that will require a coordinated multi-departmental response to conduct SAR missions.

Response

Upon activation of the EOC, FRS and MCPD will provide representation for ESF #9 to coordinate SAR operational requirements. ESF #9 will evaluate and analyze information regarding SAR requests and update assessments of the SAR status in the impact area(s). ESF #9 will conduct contingency planning, as appropriate, to meet anticipated demands and needs. ESF #9 representatives at the EOC will maintain communication with the IC to ensure actions assigned to ESF #9 at the EOC are implemented.

ESF #9 will allocate available resources to each incident based on the priorities identified by the Disaster Manager in coordination with the IC/UC/Unified Area Command (UAC).

Since SAR operations are a part of routine operations for MCPD and FRS, existing County first response resources are sufficient to handle most emergency situations. As appropriate, FRS and MCPS will utilize existing, automatic mutual aid agreements. Depending on the nature, scope, and location of the incident, MCPD and FRS will utilize various support agencies and cooperating organizations to meet operational requirements.

Requests for additional SAR resources will be submitted through ESF #9 at the EOC. FRS and/or MCPD will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement. Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center (SEOC). The *ESF #9 Annex* to the National Response Framework (NRF) describes the type of federal support that may be provided.

Once it is determined that outside resources will be assisting, the ESF #9 representative will coordinate directly with the entity providing support (i.e., the state, other states, the federal government, or private entities). ESF #9 will coordinate incoming mutual aid resources in support of SAR operations and will establish staging areas and logistical support bases for requested mutual aid resources.

Maryland Task Force 1 (MD TF1)—a federally sanctioned urban search and rescue (US&R) team—is maintained by FRS, and its resources are available for operations in a local event. Additional US&R resources may be available in a federally declared emergency or disaster.

Whenever practical, County, other governmental, or quasi-governmental resources will be used before supplies or services are obtained from private contractors, unless such private resources are a part of the established MD TF1.

Assistance may be obtained from non-governmental and volunteer organizations (i.e., Community Emergency Response Team, etc.).

Recovery and Demobilization

ESF #9 operations will continue until all lost, missing, or trapped individuals are located or rescued or until otherwise directed by MCPD, FRS, and County leadership.

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #9 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to FRS or MCPD, as appropriate, for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #9 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #9 agencies are responsible for preventing, preparing for, responding to, recovering from, and mitigating the impacts of an emergency regarding SAR operations throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #9 agencies.
- Develop and maintain an inventory of each agency's SAR-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #9 after-action issues.
- Identify and train personnel to staff ESF #9 in the EOC.
- Participate in planning, training, and exercises related to ESF #9.

Response

- Conduct SAR operations based upon the priorities established by ESF #9 in coordination with the Disaster Manager at the EOC.
- Assist FRS and MCPD as the primary agencies and provide representation in the EOC as requested by FRS or MCPD.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #9-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agencies

Fire and Rescue Service

- Develop and maintain the ESF #9 Annex to the EOP.
- Coordinate resolution of ESF #9 after-action issues.
- Develop and maintain ESF #9 Standard Operating Procedures (SOP) and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to serve as the lead for ESF #9 rescue operations.
- Activate the appropriate personnel for ESF #9 and ensure ESF #9 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Serve as primary agency for conducting rescue operations as outlined in this ESF using necessary federal, state, County, and volunteer resources.
- Coordinate the activities of rescue resources during disaster operations to accomplish incident objectives.
- Prioritize missions in accordance with information provided by the IC/UC/UAC and the Disaster Manager.
- Coordinate incoming mutual aid resources in support of rescue operations.
- Establish and operate staging areas as necessary.
- Provide emergency medical services and transport for victims.

Montgomery County Department of Police

- Develop and maintain ESF #9 to the EOP.
- Coordinate resolution of ESF #9 after-action issues.
- Develop and maintain ESF #9 SOPs and/or Job Aids to support those working in the EOC.

- Provide a representative to the County EOC to serve as the lead for ESF #9 search operations for lost or missing persons.
- Activate the appropriate personnel for ESF #9 and ensure ESF #9 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Serve as primary agency for conducting search operations as outlined in this ESF using necessary federal, state, County, and volunteer resources.
- Coordinate the activities of search resources during disaster operations to accomplish incident objectives.
- Prioritize missions in accordance with information provided by the IC/UC/UAC and the Disaster Manager.
- Coordinate incoming mutual aid resources in support of search operations.
- Establish and operate staging areas as necessary.
- Provide traffic and access control at emergency scenes as necessary.
- Provide crowd control and site security as necessary.

C. Support Agencies

Office of Emergency Management and Homeland Security

- Coordinate requests for support through the MIEMAC, EMAC, NCR, and other mutual aid agreements.
- Coordinate the processing of data into GIS products.

Department of Permitting Services

- Provide a structural engineer to assist with technical rescues as requested by FRS.

D. Cooperating Organizations

Municipality Police Departments (Chevy Chase, Gaithersburg, Rockville, and Takoma Park)

- Assist with SAR operations in their jurisdiction as requested by MCPD or FRS.

Maryland-National Capital Park and Planning Commission Police

- Conduct search operations in Montgomery County Parks.

Maryland State Police

- Provide additional resources and personnel as requested by MCPD.
- Assist with search efforts along interstate highways as requested by MCPD.
- Provide aerial search support and helicopters as requested by MCPD.

US Parks Police

- Provide additional resources and personnel as requested by MCPD.
- Assist with search efforts in federal park properties as requested by MCPD.

V. References

- State of Maryland Consequence Management Operations Plan, 2019.
- Montgomery County Emergency Operations Plan.
- ESF #9 Search and Rescue Annex to the NRF, February 2011.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #10 Oil and Hazardous Materials Response

Emergency Support Function #10 Oil and Hazardous Materials Response	
Agency Role	Agency Name
Primary Agency	Fire and Rescue Service
Support Agencies	County Attorney's Office
	Office of Emergency Management and Homeland Security
	Department of Environmental Protection
	Department of General Services
	Department of Health and Human Services
	Department of Permitting Services
	Montgomery County Department of Police
	Department of Transportation
Cooperating Organizations	City of Rockville
	Washington Suburban Sanitary Commission
	Maryland Office of the Chief Medical Examiner
	Maryland Department of the Environment

I. Introduction

The primary and support agencies of Emergency Support Function (ESF) #10 Oil and Hazardous Materials Response are tasked with coordinating hazardous materials operations throughout the County. Their mission is to respond to hazardous materials events including chemical, biological, radiological, and nuclear incidents.

A. Purpose

The purpose of ESF #10 Oil and Hazardous Material Response is to manage hazardous materials incidents, oil spills, and unanticipated releases in the safest and most efficient way possible to minimize exposure and damage to human health and safety.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of hazardous materials operations in ESF #10. This ESF Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations ("agencies") in hazardous materials operations following a disaster or emergency. This ESF supplements the County EOP. For

the purposes of this ESF, hazardous materials include chemical, biological, radiological, and nuclear releases, whether accidental or intentional.

There are more than 180 facilities in the County subject to the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) reporting. There are an additional 3,000 facilities subject to reporting under the County's Executive Regulation 3-12AM.

This ESF encompasses the response to, containment of, and monitoring of the clean-up of oil and hazardous materials releases that occur concurrently with a major disaster or emergency or are of significant scope and magnitude as to require a multi-agency response. An oil or hazardous waste spill could occur following a variety of disasters or be an emergency in and of itself.

This ESF is countywide in scope and applies to all County departments and offices, municipalities, and response partners preparing for, responding to, or recovering from an oil or hazardous waste incident.

C. Policies

The County has regulations in place to require all facilities with hazardous material on-site to register with the Local Emergency Planning Council (LEPC). A list of these facilities can be found with the Office of Emergency Management and Homeland Security (OEMHS). Periodically, a Commodity Flow Survey is conducted to measure the transport of hazardous materials through Montgomery County. Each facility should have in place a facility response plan. Information on these sites and facilities is maintained by OEMHS; FRS has access to this information and keeps limited site plan information on facilities.

Facilities subject to reporting and notification requirements outlined in SARA Title III and County Executive Regulation 3-12AM will provide required information to the appropriate County departments and offices.

The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) gives the federal government authority to respond to releases or threatened releases of hazardous materials including radionuclides that may endanger public health or the environment. CERCLA also gives the federal government the authority to compel responsible parties to respond to releases of hazardous materials. CERCLA is implemented through the National Oil and Hazardous Substance Contingency Plan (NCP).

The NCP is a regulation contained in 40 Code of Federal Regulations (CFR) Part 300. At the on-scene level, this response authority is implemented by federal on-scene coordinators (OSCs). OSCs may assist state and local government entities in responding to releases but also have the authority to direct the response when needed to ensure the protection of public health and the environment. Response actions include air monitoring; assessment of the extent of contamination; stabilization of the release;

decontamination; waste treatment and storage; and disposal. Four federal agencies have OSC authority: the Environmental Protection Agency (EPA), the United States Coast Guard, the Department of Energy (DOE), and the Department of Defense (DOD).

The Montgomery County Department of Police (MCPD) will assume jurisdiction of human remains and investigate the death of human beings as casualties associated with an emergency as authorized under Section 35 of the County Code. As authorized under Title 5 of the Health-General Article, Annotated Code of Maryland, the Maryland Office of the Chief Medical Examiner (OCME) is responsible for determining the cause and manner of the death specifically if the death occurs by violence, suicide, casualty, or suddenly.

Private property owners are expected to rely on insurance coverage, contractors, and other means—at their own expense—to remove and dispose of hazardous materials located on their property.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

Hazardous materials or oil spills can occur at any time and anywhere throughout the County. A wide variety of hazardous materials are transported through or utilized by facilities within the County. Hazardous materials incidents can be expected to occur and pose significant threats to the County during transportation along major roadways, rail lines, pipelines, and at fixed facilities.

Accidental or intentional releases can occur that may place citizens and emergency response personnel at risk and contaminate people, animals, roadways, structures, and waterways. A major disaster may result in multiple simultaneous hazardous materials incidents.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #10:

- Release of hazardous materials will initially require a local emergency response. While the local emergency response may be adequate for certain limited releases, the resources and expertise of Montgomery County could quickly be depleted by a response to a major incident.
- The detection of radiation and contamination and applications of countermeasures will require special equipment and specially trained personnel

to operate the equipment and interpret the readings. Therefore, extensive use of state and federal resources and intrastate mutual aid agreements must be anticipated.

- County and local responders may become overwhelmed by the magnitude of response required to assess, monitor, contain, remove, and dispose of hazardous materials. Standard communications media may be disrupted or destroyed. Damaged transportation infrastructure may delay and hinder response efforts.
- Incidents involving radioactive materials could result in contamination of fixed facilities and possible release via air or water pathways into the surrounding environment.
- A radiological incident may affect populations across multiple jurisdictions simultaneously, requiring management of multiple incident sites, each of which may require an incident response and a crime scene investigation. Depending on the scope and magnitude of the incident, or in the event of multiple incidents, there may be competing demands for specialized state and federal resources.
- Radiological incidents may not be immediately recognized as such until the radioactive material is detected, or the effects of radiation exposure are manifested in the population.
- Many victims may self-report to healthcare treatment facilities for definitive treatment, bypassing efforts for field decontamination. This may result in potential exposure of treatment facilities to secondary contamination.
- An act of radiological terrorism, particularly an act directed against a large population within the Washington D.C. area that includes Montgomery County, will have major consequences that can overwhelm our local capabilities to respond and may seriously challenge existing federal response capabilities.
- County public safety employees may be exposed to life-threatening danger when entering an area contaminated with radiological agents. All available precautions will be taken to ensure first responder health and safety.
- Complex issues may arise in response to possible radiological exposure of the population and/or environment, including water supply and the food supply, requiring multi-jurisdictional, as well as state and federal involvement and close coordination among numerous agencies at all levels of government and the private sector.

III. Concept of Operations

A. General

Montgomery County Fire and Rescue Service (FRS) is the primary agency for all hazardous materials activities. As such, FRS will actively engage the support agencies in planning, training, and exercises to ensure an effective operation upon activation.

Monitoring and Activation

Many hazardous materials or oil spill incidents in the County will come through the County's 24/7 dispatch center, the Emergency Communications Center (ECC). In these instances, FRS will immediately respond on-scene. As necessary, FRS will establish a unified command (UC) to coordinate hazardous material response operations with multiple agencies.

During the initial phases of a hazardous materials incident or whenever a life-safety hazard is present, FRS will be the Incident Commander (IC). At the request of the IC, hazardous materials emergency response resources will be deployed to provide support. The IC may request through the OEMHS Director that the Emergency Operations Center (EOC) be activated to provide support and coordinate a multi-agency coordination and support effort to the IC. This would activate ESF #10.

ESF #10 may also be activated at the discretion of the OEMHS Director and/or the Disaster Manager when the EOC is activated for other events. Activation of ESF #10 will occur when a disaster or impending disaster is expected to cause an oil spill or hazardous materials event, or support is expected from ESF #10.

Response

Upon activation of the EOC, FRS will provide representation to address strategic level hazardous materials response requirements and issues. The EOC will provide support to field operations in areas such as communications, contingency planning, plume and dispersion modeling, evacuation or "shelter in place" operations, alerting, warning, transportation, logistics support, and mass care coordination activities.

The FRS representative at the EOC will maintain communications with the IC and ensure actions assigned to ESF #10 at the EOC are coordinated with the IC for implementation. The IC will keep the EOC informed as to the status of assigned actions.

Depending on the size and scope of the incident and post incident control and containment, the FRS IC may relinquish command to the senior Department of Environmental Protection (DEP), Maryland Department of Environment (MDE) representative, or the responsible party. This individual will support clean-up operations and oversee/assist in the investigation for emergency and post-emergency operations from the party responsible for the release.

Depending on the size and scope of the incident, ESF #10 will task support agencies and/or other County ESFs to provide assets to meet operational requirements. ESF #10 will allocate available resources to each mission based upon the priorities identified by the Disaster Manager in coordination with the IC.

If the emergency operations are beyond local capabilities, ESF #10 may request state resources through the County EOC. FRS will coordinate with the Disaster Manager to

request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement. Through the execution of memoranda of understanding and mutual aid agreements, the fire, rescue, and hazardous materials resources of federal agencies located within the County may be utilized.

If necessary, private sector sources will be acquired to augment the County's resources or to provide subject matter expertise. Once it is determined that an outside entity is providing assistance, ESF #10 will coordinate directly with that entity.

ESF #10 will coordinate incoming mutual aid resources in support of hazardous material response operations and will establish staging areas and logistical support bases for requested mutual aid resources. Incidents with a terrorism nexus (or suspected nexus) will involve additional coordination with local, state, and federal organizations.

ESF #10 operations will continue at the EOC until otherwise directed by the Disaster Manager.

Fatalities

In the event of fatalities encountered during hazardous materials response operations, the IC will notify the MCPD. The MCPD will assume jurisdiction of human remains and investigate the death of human beings as casualties associated with an emergency. The OCME is responsible for determining the cause and manner of the death specifically if the death occurs by violence, suicide, casualty, or suddenly. The Department of Health and Human Services (DHHS), as ESF #8, will coordinate support from the OCME for County departments and offices.

Radiological Incidents

In the event of a radiological incident, first responders will attempt to determine, as soon as possible, whether the release was the result of an accident or intentional such as an act of terrorism. An act of terrorism will result in a criminal investigation led by the Federal Bureau of Investigation (FBI) and the designation of the affected area as a crime scene. The MCPD has the primary responsibility for handling the law enforcement aspects of the County's response to the deliberate attacks involving nuclear/radiological agents and will serve as the liaison to the FBI.

Federal Assistance and Authorities

Several federal departments and agencies can provide technical advice and assistance at the request of the County. Certain federal agencies are authorized to respond directly to specific nuclear/radiological incidents as outlined in the *Nuclear/Radiological Incident Annex* to the National Response Framework (NRF). In these circumstances, the federal

agencies will coordinate their operations with the state and County through the respective EOCs and the on-scene IC structures.

The level of federal response to an incident is based upon numerous factors including the ability of the state and Montgomery County officials to respond; the type or amount of radiological material involved; the extent of the impact or potential impact on the public and the environment and the size of the affected area.

Additional information about federal authorities under CERCLA and 40 CFR Part 300 can be found in the Policy section of this ESF.

Recovery and Demobilization

Once it is safe to do so, FRS and other responding entities will assist in the damage assessment process. Depending on the magnitude and scope of the event and type of hazardous materials released, there may be a need to conduct long-term population monitoring to assess the impacts on the health and well-being of impacted individuals and communities.

While public utilities are responsible for their own water supply and infrastructure, they may request support and assistance from other ESF #10 partners, as the situation necessitates. Additional remediation measures may be accomplished through contractors.

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #10 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to FRS for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #10 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #10 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an oil or hazardous materials release. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #10 agencies.
- Develop and maintain an inventory of each agency's response to hazardous materials resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #10 after-action issues.
- Identify and train personnel to staff ESF #10 in the EOC.
- Participate in planning, training, and exercises related to ESF #10.

Response

- Provide response services based upon the priorities established by ESF #10 in coordination with the Disaster Manager at the EOC.
- Assist FRS as the primary agency and provide representation in the EOC as requested by FRS.
- Coordinate assistance to include personnel, equipment, and technical expertise necessary to monitor, assess the damage of, and clean up any oil or hazardous materials spill.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #10 related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Fire and Rescue Service

- Develop and maintain the ESF #10 Annex to the EOP.
- Coordinate resolution of ESF #10 after-action issues.
- Develop and maintain ESF #10 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #10 activities.
- Activate the appropriate personnel for ESF #10 and ensure ESF #10 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Develop and maintain mutual aid agreements.

- Develop and maintain a list of available hazardous response resources within the County.
- Manage environmental compliance and reporting through the LEPC.
- Provide technical support to on-scene operations in determining the type and nature of the hazardous material involved.
- Provide support for the response and containment of hazardous materials incidents. Coordinate requests for geographical information system (GIS) capabilities to support damage assessment activities.
- Ensure notification of appropriate local, state, and federal agencies in accordance with applicable laws and regulations.
- Coordinate mutual aid and private vendor resources. Establish staging areas and other response facilities for mutual aid agreements.
- Determine the need for evacuations or other protective actions, such as “shelter-in-place.”
- Conduct decontamination operations for the public. When possible, establish a system for accounting for all exposed persons. When possible and with assistance from law enforcement, collect personal effects removed from contaminated persons.
- Provide detection, render safe, contain, and investigate hazardous devices.
- Establish and conduct radiological monitoring and decontamination operations.
- Deploy hazardous Materials Emergency Response resources as necessary.
- Inform hospitals and other medical treatment facilities of potentially contaminated patients arriving at their facilities.
- Coordinate with hospital security and medical staff to establish controlled access to the hospital in which radiological screening is done prior to entry.
- Assist hospital staff with screening and decontamination resources as needed and as capability allows.
- Determine and implement on-scene protection actions.
- Coordinate re-entry of threatened or contaminated areas.
- Coordinate with appropriate County departments and state agencies and contractors for site clean-up and restoration.

C. Support Agencies

County Attorney’s Office

- Assist in obtaining waivers and legal clearances needed to dispose of debris and materials.
- Provide advice on legal matters relating to emergency authority and responsibility.
- Provide support in conducting investigations following hazardous materials incidents.

Office of Emergency Management and Homeland Security

- Chair the LEPC and maintain the SARA Title III lists of facilities that require an emergency plan.
- Develop and maintain a list of medical and research facilities, industrial users, nuclear power plants, and federal government installations that store and use radioactive materials, including the types of radioactive material they use, store, or transport.
- Maintain a list of any hazardous substance or chemical stored on commercial premises.
- Coordinate requests for support through the MIEMAC, EMAC, NCR, and other mutual aid agreements.
- Coordinate with ESF #10 and ESF #15 for evacuations or other protective actions, such as “shelter-in-place,” risk analysis, and plume and dispersion modeling.
- Assist in the development and dissemination of protective guidance information.
- Assist in coordinating evacuations.
- Maintain a registry of chemical storage and use facilities.

Department of Environmental Protection

- Facilitate coordination with MDE to provide technical advice in developing decontamination, contamination containment, and monitoring procedures for the safety of response personnel, the evacuated population, and the general population in situations involving radiological materials.
- Provide support to hazardous materials response by assisting in procuring contractors for mobile air monitoring, as needed.
- Determine suitable sites and establish procedures for the disposal of hazardous materials, in cooperation with local, state, and federal agencies.
- Coordinate with MDE for assistance through the Radiological Health Program.
- Assist with Federal, state, and local hazardous materials response regarding the hiring of contractors to provide detection, monitoring, and sampling analysis operations.
- Support hazardous materials incident clean-up operations in coordination with MDE.
- Coordinate monitoring and sampling operations with officials from other agencies that may become involved.
- Monitor the progress of cleanup and remediation contractors and assess whether work is being performed in a manner consistent with local, state, and federal guidelines for hazardous materials handling and disposal.
- Support the progress of site restoration and decontamination contractors and assess whether work is being performed in a manner consistent with local, state, and federal guidelines.

- Assist with conducting investigations in conjunction with state and federal agencies to determine parties responsible for the hazardous materials or radiological incident.
- Assist with coordination of federal agencies conducting limited radiological monitoring and provide technical support for decontamination operations.

Department of General Services

- Coordinate and fill requests for available heavy construction equipment, trucks, and fuel.

Department of Health and Human Services

- Review information related to the health and safety of drinking and/or public use water.
- Assist with notification of boil water alerts to residents and businesses.
- Inform hospitals and healthcare facilities, as the situation allows, of potentially contaminated patients that may present to their facility.
- Assist with sheltering operations as needed for areas that are evacuated.

Department of Permitting Services

- Assist as requested by the primary agency in hazardous material inspections.

Montgomery County Department of Police

- Develop and maintain mutual aid agreements.
- Conduct evacuations as needed.
- Initiate warning and alerting in cooperation with the FRS.
- Conduct death investigations. In instances where other agencies have primary jurisdiction over death investigations, provide support.
- Conduct traffic management and control.
- Conduct site access and control.
- Conduct security for evacuated areas, staging areas, and other response facilities.
- Serve as liaison to the FBI and other federal investigative agencies for terrorist incidents.
- Coordinate with ESF #10 and ESF #13 for the disposition of personal property.
- Assist FRS in collecting personal effects removed from contaminated persons.

Department of Transportation

- Coordinate with partners to get resources for evacuations, such as traffic control devices, signs, or other resources to assist in establishing a secure perimeter and directing traffic.
- Assist in developing ingress and egress routes for areas impacted by the disaster.

- Coordinate transportation support to evacuations.
- Provide support to re-entry operations by assisting in traffic control.

D. Cooperating Organizations

City of Rockville

- Assess infrastructure, including the supply of public drinking water, and determine whether water is contaminated.
- Repair and restoration of water supply and distribution services and infrastructure.

Washington Suburban Sanitary Commission

- Assess infrastructure, including the supply of public drinking water, and determine whether water is contaminated.
- Repair and restoration of water supply and distribution services and infrastructure.

Maryland Office of the Chief Medical Examiner

- Investigate the death of human beings as casualties associated with an emergency as authorized under Title 5 of the Health-General Article, Annotated Code of Maryland.

Maryland Department of the Environment

- Provide technical assistance in the cleanup and disposal of hazardous materials.
- Provide technical assistance to DEP through the Radiological Health Program.
- Assist DEP in determining suitable sites and establishing procedures for the disposal of hazardous materials.

V. References

- State of Maryland Consequence Management Operations Plan, January 2019.
- Montgomery County Commodity Flow Survey (2009).
- Montgomery County Emergency Operations Plan.
- ESF #10 Annex, Oil and Hazardous Materials Response, to the National Response Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).
- National Oil and Hazardous Substance Contingency Plan (NCP).
- National Response Framework, Nuclear/Radiological Incident Annex, 2008.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #11 Agriculture and Natural Resources

Emergency Support Function #11 Agriculture and Natural Resources	
Agency Role	Agency Name
Primary Agency	Department of Health and Human Services
Support Agencies	Office of Agriculture
	Alcohol Beverage Services
	Office of Consumer Protection
	Department of Environmental Protection
	Office of Food Systems Resilience
	Montgomery County Department of Police
Cooperating Organizations	Maryland Department of Health

I. Introduction

The primary and support agencies and cooperating organizations of Emergency Support Function (ESF) #11 Agriculture and Natural Resources manage and support the County's food system and agricultural infrastructure. This includes implementing an integrated response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant pest infestation.

A. Purpose

The purpose of ESF #11 Agriculture and Natural Resources is to protect the food supply in the event of an accidental or deliberate action that threatens food safety and security, provide nutrition assistance, and protect the County's natural and agricultural resources following a major disaster or emergency.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of ESF #11. The ESF #11 Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations ("agencies") in supporting the County's agriculture and natural resources before, during, and after a disaster. This ESF Annex supplements the County EOP.

ESF #11 outlines operations related to food security for significant food emergencies involving the unintentional or deliberate contamination, threatened or actual, of food that impacts human health. For the purposes of this ESF, a food-related emergency does

not apply to food incidents routinely handled by the Montgomery County Department of Health and Human Services (DHHS) or the Maryland Department of Health (MDH). This ESF is focused on food emergencies that may involve a large number of people in a small area or that are widespread, involving multiple localities and/or states. Maryland MDH and Montgomery County DHHS will confer and work with state and federal agencies to ensure a coordinated response to food-related problems.

The scope of this ESF includes ensuring that the food products affected by the incident are safe; removing unsafe foods from commerce; and ensuring a partnership among federal, state, local, and private sector entities in providing timely, accurate information and in taking appropriate actions to mitigate the impacts of the incident.

ESF #11 is countywide in scope and applies to agriculture and natural resources throughout the County. The scope of this Annex is not limited to any particular hazard but applies to all hazards.

C. Policies

As the primary agency for ESF #11, DHHS is responsible for the overall coordination of operations related to the County's agriculture and natural resources. DHHS will actively engage the agencies in planning, training, and exercises to ensure an effective operation upon activation. Montgomery County departments and offices will provide support in an incident where the State of Maryland is the lead agency, but only to the limit of its area of expertise.

The State of Maryland Department of Natural Resources will serve as the lead agency for finfish, shellfish, and wildlife, and the State of Maryland Department of Agriculture will serve as the lead agency for plant and animal disease.

The MDH Division of Food Control has the primary responsibility for responding to food safety and security incidents that involve food sold by a wholesale establishment or for incidents at a food processing establishment.

If a fatality occurs related to food safety and security, the Montgomery County Department of Police (MCPD) will assume jurisdiction of human remains and investigate the death of human beings as casualties associated with an emergency as authorized under Section 35 of the County Code. As authorized under Title 5 of the Health-General Article, Annotated Code of Maryland, the Maryland Office of the Chief Medical Examiner (OCME) is responsible for determining the cause and manner of death specifically if the death occurs by violence, suicide, casualty, or suddenly.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

The agricultural and natural resources within Montgomery County could be threatened by several different hazards. Food-related emergencies may result from a variety of factors:

- Natural disasters or man-made events that affect food or impact human health (e.g., hurricanes, floods, power outages) that result in the loss of food due to spoilage or contamination.
- Unintentional contamination of food that results in a public health threat or food-borne disease such as improper processing or production.
- Deliberate contamination of food to cause harm to the public or the economy.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #11.

- Operations under this ESF may be conducted for incidents that originate outside of Montgomery County or the State of Maryland, but—due to their nature and scope—have interstate or national implications. An act of food tampering within the supply chain, particularly an act directed against large sectors of the food industry in the United States will have major consequences that may overwhelm the capabilities of one or more states and local jurisdictions, including Montgomery County.
- A food incident may include biological, chemical, or radiological contaminants that may require concurrent implementation of other ESFs. The incident may not be recognized as such until the biological, chemical, or radiological agent is detected or the effects of exposure to the public are reported to appropriate authorities.
- No single entity possesses the authority, expertise, and resources to act unilaterally on the many complex issues that may arise in response to a significant food incident, especially given the increasingly global nature of the food system.

III. Concept of Operations

A. General

Montgomery County DHHS is responsible for the coordination of agriculture and natural resource operations within the County; however, many state and federal agencies have authorities in food safety as laid out in this Annex. County departments and offices, municipalities, and other response partners should coordinate agriculture and natural resources needs with ESF #11.

Monitoring and Activation

DHHS can be made aware through a variety of methods of a potential threat to agriculture and natural resources within the County. DHHS conducts public health and food safety inspections on a regular basis and has established relationships with food suppliers, businesses, and healthcare providers throughout the County.

DHHS will generally be notified by local healthcare providers through established reporting mechanisms if unusual or reportable symptoms or diseases are identified. DHHS may also be notified by MDH or a federal entity of a threat or potential threat to the County's animals, plants, food supply, or natural resources. Depending on the size and scope of the incident, DHHS may activate the Public Health Command Center (PHCC) to coordinate the response. The County's Emergency Operations Center (EOC) will be activated, as needed, to provide multi-agency coordination and support to the DHHS. The EOC will provide support to field operations in the areas such as communications, alerting, warning, transportation, logistics support, and mass care activities.

Additionally, ESF #11 may be activated at the discretion of the Director of the Office of Emergency Management and Homeland Security (OEMHS) and/or the Disaster Manager when the EOC is activated in response to any hazard. Activation of ESF #11 will occur when a disaster or impending disaster is expected to impact the County's agriculture and natural resources, or support is expected from ESF #11.

Response Operations

Upon activation of the EOC, DHHS will provide representation to coordinate ESF #11 items. DHHS will collect, analyze, and disseminate information to EOC representatives regarding the status of ESF #11 activities and infrastructure.

If the PHCC is also activated, the DHHS representative at the EOC will maintain communications with the PHCC and ensure actions assigned to ESF #11 at the EOC are provided to the PHCC for implementation. The PHCC will keep ESF #11 informed as to the status of assigned actions.

DHHS will task support agencies and/or other County ESFs, as needed, to provide assets in order to meet operational requirements. If necessary, private sector resources will be acquired to augment the County resources. ESF #5 Emergency Management Operations Section will provide technical assistance in identifying resources available through mutual aid agreements.

If County resources are exceeded, DHHS will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement.

Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center.

Once it is determined that outside resources are being provided to the County, ESF #11 will coordinate directly with the entity providing the resource. As necessary, ESF #11 will work with ESF #7 to establish a staging area for resources coming into the County.

Response operations will continue at the EOC until otherwise directed by the Disaster Manager.

Food Safety

The MDH Division of Food Control has the primary responsibility for responding to food safety and security incidents that involve food sold by a wholesale establishment or for incidents at a food processing establishment. In the event of a significant incident related to food security, County departments and offices will provide support to state and federal authorities.

In any incident associated with a food service establishment, such as a restaurant or school cafeteria, DHHS conducts a standard food-borne illness investigation. If a criminal act is suspected as a result of this investigation, the incident will be referred to the MCPD. In the event the investigation indicated that the suspect food may have been initially contaminated at the packing or distribution point in the supply chain, DHHS will alert MDH based on the nature of the incident. MDH in turn will contact the U.S. Department of Agriculture (USDA) or the Food and Drug Administration (FDA).

The USDA and/or FDA will work with federal, state, and local authorities (as well as industry) to conduct tracing, recall, and control of adulterated products (including disposal).

The MCPD will provide the initial response and evidence gathering relative to a criminal investigation of a food supply emergency originating within the County and will coordinate with the Maryland State Police as appropriate. It is likely that this initial law enforcement effort will be quickly augmented with federal law enforcement involvement. An environmental health specialist will provide expertise to investigating officers for all investigations.

At the federal level, the USDA and the FDA have the primary responsibility for food safety and security. USDA is responsible for meat, poultry, and egg-related products, whereas FDA is responsible for all other food sources. Depending upon the nature of the incident other federal departments and agencies may become directly involved as well. Further information on federal response policies related to nationally significant incidents regarding food safety and security is included in the *Food and Agriculture Incident Annex* to the National Response Framework (NRF).

In the event of a federal emergency or disaster declaration that includes Montgomery County, critical resources and support may be available through the federal government. The Disaster Manager will initiate requests for federal assistance through the Maryland Department of Emergency Management (MDEM). The *ESF #11* and *Food and Agriculture Incident Annexes* to the NRF describe support that may be provided through the federal government.

Restaurants, wholesale and grocery stores, schools, and other businesses that produce and distribute food or meals will be notified in case of suspicious outbreak involving food contamination.

In the event of fatalities encountered during an incident involving food safety and security, DHHS will ensure notification of the MCPD. The MCPD will assume jurisdiction of human remains and investigate the death of human beings as casualties associated with an emergency as authorized under Section 35 of the County Code. As authorized under Title 5 of the Health-General Article, Annotated Code of Maryland, OCME is responsible for determining the cause and manner of the death specifically if the death occurs by violence, suicide, casualty, or suddenly. ESF #8 will coordinate support from the OCME as needed.

Incidents involving confirmed or suspected terrorist activity will involve additional coordination with local, state, and federal organizations.

ESF #11 agencies will coordinate to ensure that unsafe foods are removed from commerce and that they will not be offered for sale until their safety is assured.

Recovery and Demobilization

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #11 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to DHHS for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #11 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #11 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #11 agencies.
- Develop and maintain an inventory of each agency's response-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #11 after-action issues.
- Identify and train personnel to staff ESF #11 in the EOC.
- Participate in planning, training, and exercises related to ESF #11.

Response

- Provide agriculture and natural resources services based upon the priorities established by ESF #11 in coordination with the Disaster Manager at the EOC.
- Assist DHHS as the primary agency and provide representation in the EOC as requested by DHHS.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #11-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Department of Health and Human Services

- Develop and maintain the ESF #11 Annex to the EOP.
- Coordinate resolution of ESF #11 after-action issues.
- Develop and maintain ESF #11 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #11 activities.
- Activate the appropriate personnel for ESF #11 and ensure ESF #11 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Issue drinking water and food restriction advisories.

- Issue health advisories in coordination with the Public Information Officer (PIO) and/or ESF #15 External Affairs.
- Establish liaison and coordinate with state and federal health and environmental agencies, such as the Department of Agriculture, Department of Natural Resources, and MDH.
- Implement the local response to an outbreak of a highly contagious animal disease.
- Monitor food handling and mass feeding sanitation service in emergency facilities in coordination with the American Red Cross.
- Monitor food handling practices in licensed commercial food service facilities in the affected area.
- Inspect for the safety of food.
- Coordinate with MDH in the limited testing of clinical and environmental samples where food contamination is reported.
- Inspect restaurants and regulated portions of grocery stores to ensure food safety when an incident is reported.
- Conduct environmental health assessments with support from MDH.
- Participate in the development of environmental clean-up plans in coordination with local, state, and federal government agencies.
- Coordinate the disposal of contaminated food items and coordinate with Office of Animal Services for the disposal of dead animals.
- Coordinate with MDH to collect food samples to send to MDH for testing.
- Continue to provide updated information as needed to the public related to public health.

C. Support Agencies

Office of Agriculture

- Provide available staff, resources, and guidance to support emergency operations related to agricultural issues as appropriate.
- Establish liaison with state and federal health and environmental agencies.
- Establish liaison and coordinate with local farmers.

Alcohol Beverage Services

- Provide refrigerated trucks and refrigerated warehouse space.
- As required, identify and manage warehouse buildings, appropriate sites for food and water storage areas, and reception areas.
- Assist with establishing delivery locations for bulk food and water supplies, and the means of disbursement to individuals, shelters, and others, as required.

- Provide drivers and trucks for delivery of food and water and provide appropriate materials for handling equipment and qualified operators for forklifts, tow motors, etc.

Office of Consumer Protection

- Assist in addressing issues related to consumer protection.

Department of Environmental Protection

- Provide DHHS with information on environmental hazards that would pose a potential health hazard.

Office of Food Systems Resilience

- Assist with issues related to food insecurity and inequities.
- Coordinate the County's efforts to address local food system challenges.

Montgomery County Department of Police

- Conduct criminal investigations and evidence-gathering.
- Coordinate with state and federal law enforcement authorities.
- Coordinate with DHHS for technical expertise in investigations of food-borne diseases.

D. Cooperating Organizations

Maryland Department of Health

- Provide laboratory testing of food samples or potential foodborne diseases.
- Provide technical assistance to DHHS in conducting food inspections and outbreak investigations.

V. References

- State of Maryland Consequence Management Operations Plan, 2019.
- Montgomery County Emergency Operations Plan.
- ESF #11, Agriculture and Natural Resources Annex to the National Response Plan (June 2016).
- Food and Agriculture Incident Annex to the NRF (August 2008).

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #12 Energy

Emergency Support Function #12 Energy	
Agency Role	Agency Name
Primary Agency	Department of General Services
Support Agencies	County Attorney's Office
	Office of Emergency Management and Homeland Security
Cooperating Organizations	Baltimore Gas and Electric
	First Energy
	Maryland-National Capital Park and Planning Commission
	Potomac Electric Power Company
	Montgomery County Public Schools
	Washington Gas

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Function (ESF) #12 Energy are tasked with managing energy operations in disasters. Their mission is to coordinate the maintenance, restoration, and rebuilding of the energy infrastructure following a disaster.

A. Purpose

The purpose of this ESF #12 Energy is to support the County's emergency response operations by coordinating the effective use of available electric power, natural gas, and petroleum products. For the purposes of this ESF, "energy" includes producing, transporting, generating, and transmitting energy including electric power, natural gas, gasoline, heating oil, and other fuels.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of energy services under ESF #12. This ESF supplements the County EOP.

This ESF Annex outlines the specific roles and responsibilities of primary and support agencies and cooperating organizations ("agencies") in collecting information on the status of energy services and infrastructure and facilitating service restoration following a significant emergency or disaster.

ESF #12 encompasses the full range of energy services that may be required to support emergency operations. ESF #12 collects, analyzes, and provides information on the status of energy resources and related infrastructure within the County, including fuel and electrical supply and distribution. ESF #12 monitors the energy restoration process such as percentage of restoration, projected schedules for restoration, and issues impacting restoration operations.

ESF #12 is countywide in scope and applies to all County and municipality owned and maintained energy resources. The scope of this Annex is not limited to any particular hazard but applies to all hazards.

C. Policies

ESF #12 will establish and maintain contact with appropriate private sector representatives to obtain information on energy facilities and distribution systems and the status of restoration. ESF #12 also receives information regarding the status of distribution systems from publicly available sources of information from the utility companies.

Montgomery County, through ESF #12, will coordinate its response activities with the electric utilities including First Energy, Baltimore Gas and Electric, Potomac Electric Power Company, and other local jurisdictions in accordance with the Metropolitan Washington Council of Governments (MWCOG) *Power Emergency Alert Plan*.

Montgomery County, through ESF #12, will coordinate its response activities with Baltimore Gas and Electric, Washington Gas, and other gas utilities for the restoration and maintenance of natural gas service.

County departments and offices, municipalities, and other response partners should coordinate energy needs with ESF #12.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

Most emergency or disaster situations will impact the County's energy supply. Energy disruptions are likely to occur during any type of severe storm (i.e., hurricane, winter weather, severe thunderstorm) or could occur following a cybersecurity attack or man-made disaster. Damage to the County's energy system could have a rippling effect on other response and recovery operations.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumption and limitations specific to ESF #12:

- The loss of any one of the energy utilities can endanger the safety and health of County residents, disrupt businesses, and interfere with the County's ability to provide needed services during an emergency.
- Any County facility critical to the health and safety of residents should have an emergency means of self-generation.
- Energy disruptions can occur due to direct impact upon the infrastructure, surges in requirements, and widespread energy shortages.
- The rapid restoration of energy utilities is essential to the health and welfare of the County's residents and in preserving the County's economic base.
- The restoration of normal operations of energy facilities and distribution systems is the primary responsibility of the owners. However, since restoration of normal operations is critical to the recovery process, the County may assist as needed to expedite the restoration process.
- Energy and utility providers have existing plans and procedures for dealing with energy and utility emergencies.

III. Concept of Operations

A. General

The Department of General Services (DGS) is the primary agency for ESF #12 and, as such, will coordinate energy operations with the support agencies and cooperating organizations detailed in this ESF. The energy and utility providers throughout the County play a critical role in ESF #12 by maintaining and restoring their own energy assets and providing updates to ESF #12 on the status of their assets.

Activation and Notification

The Office of Emergency Management and Homeland Security (OEMHS) monitors incidents and threats to the County and will notify DGS of incidents impacting or potentially impacting the energy system.

ESF #12 will be activated at the discretion of the Director of OEMHS and/or the Disaster Manager when the Emergency Operations Center (EOC) is activated. Activation of ESF #12 will occur when the disaster or impending disaster is expected to impact the County's energy system or support is expected from ESF #12.

OEMHS will notify DGS of the need to activate ESF #12. Upon activation of ESF #12, DGS will notify support agencies and cooperating organizations of potential support needed. DGS will staff the EOC with an ESF #12 representative. Support agencies and cooperating organizations will provide support to ESF #12 as requested by DGS.

Response

Several of the key activities of ESF #12 include:

- Monitoring and reporting on the status of electric and gas utility systems and infrastructure, restoration efforts, and fuel supply.
- Establishing and maintaining liaison with energy service providers.
- Monitoring the energy status of County facilities and reporting outages to utility companies on an as-needed basis. Coordinating emergency restoration plans.
- Implementing rationing measures.
- Allocating fuel resources.
- Coordinating delivery schedules with wholesale providers.
- Locating supplemental resources.

In coordination with the Emergency Management Group (EMG), OEMHS will develop and maintain a power restoration list based upon the facilities required to maintain emergency services, provide sheltering, sanitation, water, and other basic needs. OEMHS will recommend the priorities of facilities to be restored.

ESF #12 will coordinate with the support agencies and other utility services to prioritize the restoration of utilities as the situation allows. When possible, ESF #12 will utilize initial damage assessment information to provide utility companies with information to facilitate the return to service as soon as possible.

Utility companies restore services based on their emergency and operational plans. OEMHS will coordinate with utilities to ensure County staff, including DGS, are fully aware of restoration plans and how they impact the community and government. DGS and OEMHS will coordinate critical County government public facilities and convey restoration priorities.

In a significant disruption of energy services, it may be necessary to develop and implement a coordinated plan for communicating with the public regarding the extent of the emergency, actions being taken, and actions that the public may need to take. ESF #12 will work jointly with the service providers and ESF #15 External Affairs to develop and disseminate information to the public concerning the situation.

ESF #12 will monitor restoration operations and, when appropriate, coordinate assistance from other County departments and offices to expedite the restoration process (e.g., emergency debris removal to provide access).

As necessary, DGS will identify alternate supply sources of fuel to meet emergency needs. ESF #7 will provide fuel for County vehicles. ESF #12 will provide support, as needed, in identifying additional sources.

As needed, ESF #12 will coordinate with utilities to develop measures to curtail and ration energy services, for review and approval of the Chief Administrative Officer

(CAO). Upon approval of such measures, ESF #12 will be responsible for implementation. In some instances, rationing measures are determined to be necessary by the service provider and must be taken instantaneously to not imperil the operations of the entire regional power grid.

ESF #12 will coordinate the relocation, hookup, and maintenance of County owned portable generators as directed by the Disaster Manager. ESF #12 will coordinate with ESF #7, to lease or purchase additional generators as needed to support critical emergency operations. DGS maintains a generator list and manages the availability of mobile generators.

If County resources are exceeded, DGS will coordinate with the Disaster Manager to request mutual aid agreements, such as the Maryland Intrastate Emergency Management Assistance Compact (MIEMAC), the Emergency Management Assistance Compact (EMAC), and the National Capital Region (NCR) Mutual Aid Agreement. Requests for state or federal assistance will be coordinated by the Disaster Manager to the State Emergency Operations Center (SEOC). Once it is determined that resources will be provided from outside the County, ESF #12 will coordinate directly with the entity providing assistance.

Operations will continue at the EOC until otherwise directed by the Disaster Manager.

Recovery and Demobilization

When it is safe to do to, Montgomery County will begin the damage assessment process as outlined in the *ESF #17 Annex*. At this time, if additional issues or impacts on the energy infrastructure are identified, this information should be reported to the EOC. ESF #12 will continue to coordinate with utility providers as necessary throughout the recovery process.

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #12 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to DGS for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #12 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #12 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency on the energy infrastructure throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #12 agencies.
- Develop and maintain an inventory of each agency's energy-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #12 after-action issues.
- Identify and train personnel to staff ESF #12 in the EOC.
- Participate in planning, training, and exercises related to ESF #12.

Response

- To the extent possible, provide energy services based upon the priorities established by ESF #12 in coordination with the Disaster Manager at the EOC.
- Assist DGS as the primary agency and provide representation in the EOC as requested by DGS.
- Coordinate assistance to include personnel, equipment, and technical expertise necessary to monitor, assess the damage of, and repair the County's energy infrastructure.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #12 related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Department of General Services

- Develop and maintain the ESF #12 Annex to the EOP.
- Coordinate resolution of ESF #12 after-action issues.
- Develop and maintain ESF #12 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #12 activities.
- Activate the appropriate personnel for ESF #12 and ensure ESF #12 is fully staffed.

- Develop and maintain a contact list for all support agencies and cooperating organizations, including energy service providers.
- Maintain a list of portable generators available to the County.
- Monitor status of energy infrastructure and service restoration.
- Coordinate assistance to utilities for restoration (debris removal, emergency access, etc.) in coordination with ESF #3.
- Establish and maintain liaison with service providers.
- Coordinate the collection and distribution of information related to energy supply, outages, infrastructure, and restoration.
- Identify alternate sources of fuel for fleet operations and County facilities and equipment.
- Maintain information on the status of fuel supplies and distribution for transportation fuel, fuel oil, propane, and other non-utility building fuels, including maintaining fuel stocks, tracking availability, and securing supplies.
- Provide vehicles, site access, fuel, and maintenance support for emergency transportation.
- Provide operation and dispatch for mobile and stationary generators.
- Coordinate field operations with utility service providers for County owned or maintained facilities.
- Monitor status of primary and back-up energy sources for County Government facilities.
- Coordinate resiliency plans for public facilities and operations with OEMHS.

C. Support Agencies

County Attorney's Office

- Interface between the County and the Public Service Commission on investigations.

Office of Emergency Management and Homeland Security

- Develop and maintain a power priority restoration list based upon facilities required to provide sheltering, sanitary facilities, and other basic needs. Review and update the County's power restoration list following a disaster.
- Assist with the collection and distribution of information related to energy supply, outages, infrastructure, and restoration.
- As needed, coordinate with the utility providers and DGS to develop measures to curtail and ration energy services, for review and approval of the CAO.

D. Cooperating Organizations

Maryland-National Capital Park and Planning Commission

- Provide fuel to support the overall County response and recovery priorities if requested by the fuel prioritization strategy approved by the CAO.

Montgomery County Public Schools

- Provide fuel to support the overall County response and recovery priorities if requested by the fuel prioritization strategy approved by the CAO.

Utilities (Baltimore Gas and Electric, First Energy, Potomac Electric Power Company, and Washington Gas)

As appropriate for each utility provider (i.e., electric, gas, or both), all will perform the following activities during an emergency response and recovery:

- Maintain up-to-date maps of power and/or gas lines and related infrastructure.
- Provide emergency notification information to OEMHS.
- Provide information to the ESF #12 lead on the status of the electric and/or gas systems, supplies, and facilities.
- Upon request, provide a representative to the EOC to provide a liaison between field operations and the County.
- Restore and operate the electrical and/or natural gas systems with consideration given to County priorities.
- Identify assistance needed from the County in restoring electrical and/or natural gas services.
- Maintain security of the power and/or gas distribution system.
- Adjust system operations to minimize damage in the area of impact.
- Provide information on emergency contracts for infrastructure repair.
- Repair and restoration of electrical and/or gas distribution services and infrastructure.
- As appropriate for each utility provider, conduct damage assessments of electrical and/or gas lines, power poles, power stations, and other electrical and/or gas-producing and transmitting infrastructure.

V. References

- Montgomery County Emergency Operations Plan.
- Metropolitan Washington Council of Governments (MWCOG) Power Emergency Alert Plan.
- State of Maryland Consequence Management Operations Plan, 2019.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #13 Public Safety and Security

Emergency Support Function #13 Public Safety and Security	
Agency Role	Agency Name
Primary Agency	Montgomery County Department of Police
Support Agencies	Department of Correction and Rehabilitation
	County Attorney's Office
	Fire and Rescue Service
	MC 311
	Department of Transportation
Cooperating Organizations	Chevy Chase Village Police
	City of Gaithersburg Police
	City of Rockville Police
	City of Takoma Park Police
	Maryland-National Capital Park and Planning Commission Police
	Montgomery County Sheriff's Office
	Washington Metropolitan Area Transit Police
	Maryland State Police
	Maryland Transportation Authority

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Function (ESF) #13 Public Safety and Security are tasked with providing law enforcement support following a disaster. Their mission is to manage law enforcement resources to ensure the safety of the County as well as mitigating any potential threats to County citizens, resources, and/or facilities.

A. Purpose

The purpose of ESF #13 is to provide for the protection of life and property, the maintenance of law and order, and mitigation of potential security risks through the coordination of law enforcement activities in anticipation of and following a major emergency or disaster.

B. Scope

This ESF is applicable to all Montgomery County departments and offices designated as primary or support agencies to this ESF and the Cities of Gaithersburg, Rockville, Takoma

Park, and Chevy Chase Village that maintain their own municipal police departments. The ESF #13 Annex outlines the roles and responsibilities of primary agencies, support agencies, and cooperating organizations regarding public safety and security through the Emergency Operations Center (EOC) upon activation of the Emergency Operations Plan (EOP). This ESF Annex supplements the County EOP.

ESF #13 provides a framework for Montgomery County Department of Police (MCPD) and other law enforcement agencies to effectively mobilize law enforcement resources in the event of a major disaster or emergency.

This ESF is also applicable to all threats or acts of terrorism within or affecting Montgomery County including but not limited to:

- Bombings;
- Weapons of Mass Destruction (WMD) attacks involving chemical, biological, radiological, nuclear, or explosive (CBRNE) agents;
- Hostage-taking and/or active shooter(s) situations;
- Other methods that intend to cause mass casualties and/or harm to critical infrastructure or the environment; and
- Cyber-terrorism.

C. Policies

As the primary agency for ESF #13, MCPD is responsible for coordination of the overall public safety and security in Montgomery County. MCPD will actively engage the agencies in planning, training, and exercises to ensure an effective operation upon activation.

County departments, offices, municipalities, and other response partners should coordinate public safety and security needs with ESF #13.

The MCPD has the primary responsibility for providing police services in Montgomery County, except in the City of Takoma Park.

For incidents that are the result of an act of terrorism (or suspected), the Federal Bureau of Investigation (FBI) will be the lead agency for the criminal investigation.

For incidents that result in mass fatalities, the Montgomery County Department and Health and Human Services (DHHS) *All-Hazards Emergency Response Plan, Annex F: Mass Fatality Incident Management Annex* will be activated.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

The MCPD has the primary responsibility for providing police services in Montgomery County, except in the City of Takoma Park. MCPD, municipal police departments within the County, and other local jurisdictions maintain mutual aid agreements and memoranda of understanding that provide for mutual law enforcement support on a day-to-day basis.

During a major disaster or emergency, County law enforcement services are provided by the MCPD, municipal police departments, the Maryland-National Capital Park and Planning Commission (MNCPPC) Police, the Metropolitan Transit Police, the Sheriff's Office, and the Maryland State Police (MSP).

The MCPD will accomplish direction and control of all law enforcement activity within the County including interstate highways in coordination with the MSP, except for some federal facilities and the City of Takoma Park.

During emergencies, law enforcement agencies may expand their operations to provide the increased protection required by disaster conditions. Numerous federal and state law enforcement agencies—along with the Maryland National Guard, Department of Natural Resources (Police), the Sheriff's Office, and other agencies—are available to assist the MCPD in this effort.

Emergency law enforcement will be an expansion of normal functions and responsibilities. These responsibilities include maintenance of law and order, traffic control, access control, crowd control, security of critical facilities, and evacuation assistance.

Montgomery County is a densely populated County within the National Capital Region (NCR) increasing its potential as a target for terrorist attacks. There are numerous federal facilities in Montgomery County and numerous foreign dignitaries reside within the County. In addition, there are numerous private businesses that support these federal agencies.

The complexity, scope, and potential consequences of a terrorist threat or incident require a rapid and decisive capability to resolve the situation. Such a threat or incident demands an extraordinary level of coordination of law enforcement, criminal investigation, protective actions, emergency management functions, and technical expertise across all levels of government. An incident may affect a single location or multiple locations, each of which may be an incident scene, a hazardous scene, and/or a crime scene simultaneously.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #13:

- Additional law enforcement resources and services may often be available through mutual aid agreements.
- If local capabilities are exceeded, support may be available from state and federal law enforcement agencies and the Maryland National Guard.
- Terrorist attacks will most likely occur with little or no advance warning at any time of the day.
- Montgomery County will provide liaison as needed to federal facilities established to respond to the incident to ensure a unified response.
- The incident scene may have to be preserved as a crime scene by law enforcement personnel while response and rescue operations are simultaneously underway.
- Specialized resources, as well as those normally used in disaster situations, will be needed to support the response to a terrorist incident. Such resources may not exist in Montgomery County.
- A terrorist incident may vary in terms of its characteristics. The attack may involve single or multiple geographic areas and may result in mass casualties. It may involve a hoax, a threatened incident that has not yet occurred, a single-event emergency that has ended, or a continuing crisis of unknown duration and extent. The suspected or actual involvement of terrorists adds a complicating dimension to incident management.
- A terrorist incident could involve hostages, active shooter(s), or other situations that must be resolved prior to activating all or parts of the emergency response operations.
- Residents will monitor the media to receive emergency information. Extensive media coverage and strong public fear can continue for a prolonged period.
- Widespread power and communications outages may require use of alternate methods of providing public information and delivering essential services. Communications may be problematic due to demands exceeding local capacities.
- County public safety personnel may be exposed to life-threatening danger from an attack using WMDs. Such events may have major consequences that can overwhelm County and state capabilities and may seriously challenge existing federal response capabilities.
- Secondary weapons may be placed at the scene to intentionally endanger emergency response personnel, damage response resources, disrupt operations, or cause additional casualties or further property damage.

III. Concept of Operations

A. General

The MCPD monitors incidents on a continuous basis and routinely responds to emergency incidents. Most incidents are managed by the on-scene incident commander (IC). In incidents with multi-agency and/or multi-jurisdictional involvement, a unified command (UC) will be established.

ESF #13 will be activated at the discretion of the Director of the Office Emergency Management and Homeland Security (OEMHS) and/or the Disaster Manager when the EOC is activated. Activation of ESF #13 will occur when a disaster or impending disaster is expected to impact public safety within the County or support is expected from ESF #13.

ESF #13 may also be activated when the on-scene IC requests additional support from OEMHS and other County departments and offices based on the scope and magnitude of the incident.

Activation and Response

Upon activation of the EOC, the MCPD will provide representation to address Countywide public safety requirements and issues. The MCPD, as the primary agency, will request representation from support and cooperating agencies as needed.

If County resources are exceeded, MCPD through the ESF #13 representative at the EOC will coordinate with the Disaster Manager to request mutual aid agreements and state and federal law enforcement resources.

MCPD will coordinate incoming mutual aid resources in support of law enforcement and security operations and establish staging areas and logistical support bases for requested mutual aid resources supporting public safety and security activities.

If National Guard resources are deployed to the County to augment law enforcement and security, the MCPD will coordinate and manage the use of those resources.

Other County departments and offices that require public safety and security assistance in conducting their emergency operations will request support through ESF #13 in the EOC.

Recovery and Demobilization

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #13 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to MCPD for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide

between response and recovery operations, ESF #13 partners may simultaneously perform response and recovery actions.

B. Terrorism Incident

The MCPD will provide the initial response and evidence gathering relative to a possible criminal investigation originating within the County and will coordinate with other local, state, and federal law enforcement organizations as appropriate. Based upon the initial investigation, the MCPD will notify the FBI through the department's chain-of-command. It is likely that this initial law enforcement effort will be augmented with federal law enforcement.

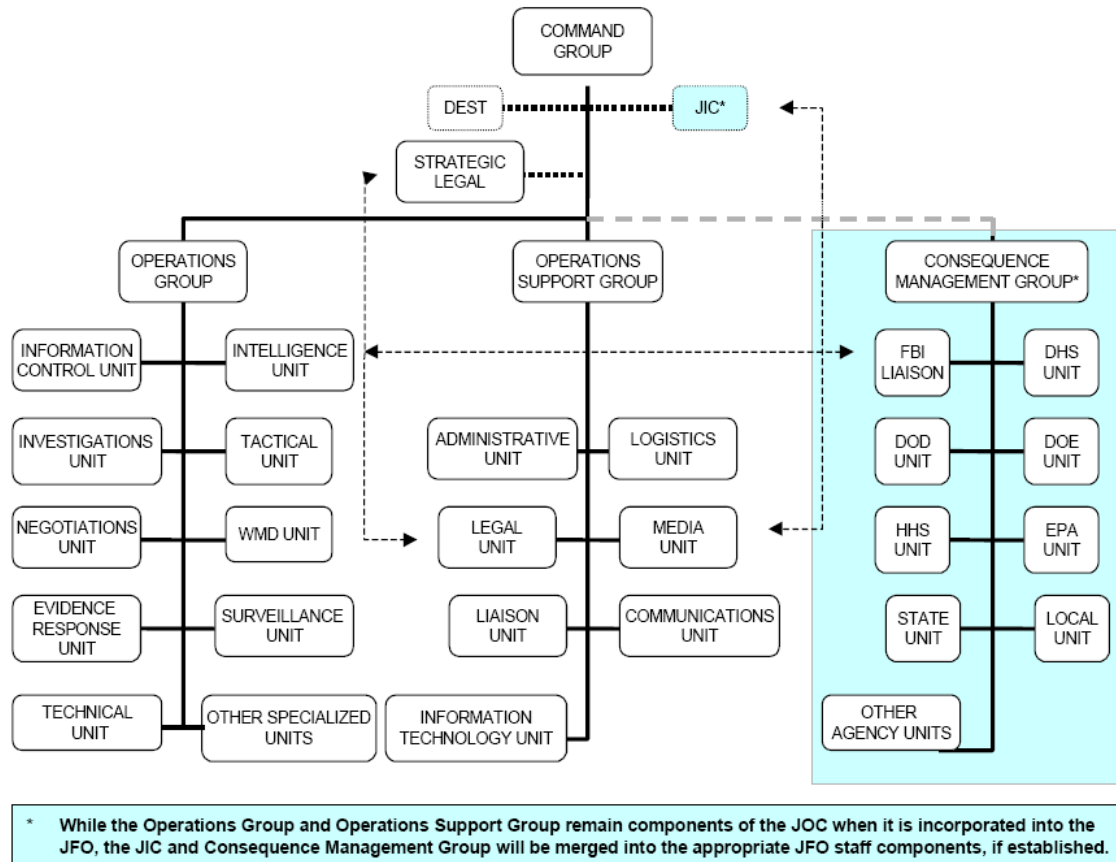
Initial response is to prevent loss of life or personal injury. It may include evacuation or isolation of the incident. Evacuations will be conducted in accordance with the EOP. Temporary or short-term evacuation of a specific area or building may be directed as a consequence of a credible threat. Sheltering-in-place may be employed when it is in the best interests of people to remain indoors to be protected from potentially harmful agents.

When the threat or incident information is validated by the FBI as a terrorist act, the FBI Field Office assigned to the case will deploy to the general location of the threat. If the initial assessment warrants, the FBI will begin a formal threat assessment process. This involves a joint assessment combining experts from the law enforcement and intelligence communities. The FBI will provide knowledge of psychological factors, historic and intelligence records, and technical factors such as weapons and methods—all aimed at establishing the credibility of the threat. Law enforcement at all levels of government will support the investigative process. A significant law enforcement component will be integrated into the UC established with the FBI serving as the lead investigative agency.

The FBI will establish a command post to manage investigative and intelligence activities. Depending upon the scope and magnitude of the incident, the FBI command post may evolve into a Joint Operations Center (JOC) if the threat or incident involves a WMD or CBRNE material. The FBI will coordinate the necessary federal law enforcement assets required to respond, mitigate, and resolve the threat or incident in coordination with the state and local law enforcement agencies. The *Terrorism Incident Law Enforcement and Investigation Annex* to the National Response Framework (NRF) provides detailed information on the organization and functions of the JOC. The JOC organization is provided in Figure 1 below:

Figure 1: Joint Operations Center Organization

(Source: Terrorism Incident Annex of the National Response Plan, 2004 *remains the same in the NRF)



The FBI On-Scene Commander (OSC) of the JOC will most likely request the County and State authorities to assist in the crisis management response. The vested authority of the FBI, designated as the lead federal agency for crisis management of terrorist incidents, does not preempt state and local agencies from conducting crisis management preparation within the scope of their responsibilities.

If appropriate, additional FBI resources may be summoned. Among those that may become involved in the situation are:

- The Strategic Intelligence Operations Center– This is the FBI Headquarters for command and control, located in Washington D.C.
- The Profiling and Behavioral Assessment Unit – This is a unit that develops psychological profiles and assists in the credibility assessment process, located in Quantico, Virginia.

- The Hazardous Materials Response Unit – This unit is trained and equipped to deal with chemical and biological agents that may be used in a terrorist act or threat.
- The Critical Incident Response Group (CIRG) – This is an organization that includes several units, some of which are listed above. Included is the Crisis Management Unit, which assists local FBI offices in developing procedures and organizations to deal with major situations such as terrorist acts. The agency's hostage negotiators are affiliated with CIRG.
- The Hostage Rescue Team – This unit is a highly mobile special weapons and tactics team.

The County EOC will continue to operate and manage the County response to the consequences of the incident in accordance with the EOP. MCPD, Fire and Rescue Service (FRS), DHHS, and OEMHS will provide liaisons to the JOC to ensure integration of operations. Other departments and offices may also provide liaisons depending on the nature of the incident and the response operations.

Locating, accessing, rendering safe, controlling, containing, recovering, and/or disposing of a WMD that has not yet functioned, and disposing of CBRNE materials will be done in coordination with appropriate departments and agencies involving the Department of Defense (DOD), Department of Energy (DOE), and the Environmental Protection Agency (EPA). The *Nuclear/Radiological and Biological Incident Annexes* of the NRF describes the specialized resources, roles, and responsibilities of the federal departments involved in the threat assessment, mitigation, response, and recovery operations.

When—in the determination of the Secretary of the Department of Homeland Security (DHS), in coordination with the Attorney General—the incident becomes a federal emergency or major disaster, DHS will establish a Joint Field Office (JFO) to coordinate the overall federal response. The JOC will become a section of the JFO. The JFO will be managed by a Federal Coordinating Officer (FCO) designated by the Federal Emergency Management Agency (FEMA). The FCO will ensure support is provided to the FBI as required and will lead the federal consequence management response.

Upon determination that applicable law enforcement and/or intelligence goals and objectives are met, and no further threat exists, the FBI Special-Agent-in-Charge may deactivate the JOC and direct a return to routine law enforcement operations. If a JFO is established, it will continue to operate to coordinate federal recovery assistance. At that time, OEMHS will become the primary agency for Montgomery County and will manage recovery operations in accordance with *ESF #14 Community Recovery*.

Federal Assistance

In addition to the FBI being the lead agency for law enforcement and investigations for a terrorist incident or threat, other federal departments and agencies have authorities, resources, capabilities, and expertise that may support terrorism law enforcement and investigation operations. This includes, but is not limited to:

- **Department of Energy (DOE)** - DOE will coordinate nuclear aspects of assessment and search operations when the threat involves special nuclear material (fissile material) and, when requested, cases involving other radioactive materials. It will establish a National Security Area when incidents involving non-Department of Defense materials are involved.
- **U.S. Department of Health and Human Services (U.S. DHHS)** – U.S. DHHS is the primary federal agency for medical and health support during a chemical/biological incident, as designated by the Health and Medical Services Support Plan for the Federal Response to Acts of Chemical and Biological Terrorism. It also provides information and advice on health concerns attributable to chemical and biological discharges.
- **Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA)** - DHS/FEMA is the designated primary federal agency for consequence management. They are responsible for ensuring that consequence management response and recovery activity is coordinated with the FBI. If the President of the United States directs DHS/FEMA to implement a federal consequence management response, DHS will implement portions of the National Response Plan as required. If a major terrorist incident occurs without warning, DHS/FEMA and the FBI will initiate consequence management and crisis management concurrently. DHS/FEMA will support the FBI as required and lead a concurrent federal consequence management response.
- **Environmental Protection Agency (EPA)** - EPA can provide federal OSCs to incidents within its jurisdiction and can access federal funding to abate and mitigate incidents involving CBRNE releases. It has access to the federal Superfund Technical Assistance Response Team to support operations relating to the contamination of any environmental media. It can conduct environmental and water supply monitoring during events and can assist in consequence assessment and protective action decisions. EPA can become the lead federal agency during the site restoration (recovery) phase of the incident.

When the FBI activates a JOC, the agencies identified above normally will provide representatives to assist with the response.

In the event that the President declares an emergency or major disaster declaration, a full range of federal assistance becomes available under the NRF.

State Assistance

The State of Maryland will assist as outlined in the State of Maryland *Consequence Management Operations Plan* and supporting plans and annexes. Requests for assistance to the State will be through the County EOC to the State EOC.

IV. Organization and Assignment of Responsibilities

All ESF #13 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #13 agencies.
- Develop and maintain an inventory of each agency's emergency operations assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #13 after-action issues.
- Identify and train personnel to staff ESF #13 in the EOC.
- Participate in planning, training, and exercises related to ESF #13.

Response

- Provide public safety and security services based upon the priorities established by ESF #13 in coordination with the Disaster Manager at the EOC.
- Assist MCPD as the primary agency and provide representation in the EOC as requested by MCPD.
- Provide available law enforcement resources as requested by MCPD.
- Assist in traffic management and access control for response and re-entry operations.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #13-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Montgomery County Department of Police

- Develop and maintain the ESF #13 Annex to the EOP.
- Coordinate resolution of ESF #13 after-action issues.
- Develop and maintain ESF #13 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #13 activities.
- Activate the appropriate personnel for ESF #13 and ensure ESF #13 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Develop and maintain mutual aid agreements.
- Coordinate all emergency response law enforcement activities at the County level.
- Provide traffic management and access control for response and re-entry operations.
- Enforce curfews as established by an emergency declaration or executive order.
- Maintain law and order.
- Coordinate the provision of security and traffic control at staging areas, reception centers, mass care shelters, crime scenes, recovery sites, and other critical facilities.
- Implement and manage evacuations as required by the situation.
- Coordinate with higher levels of government for law enforcement support during emergency response activities.
- Coordinate and manage mutual aid resources, including the National Guard, and release these resources to their home jurisdiction when no longer needed.
- Preserve the crime scene.
- Conduct investigations in accordance with federal, state, and local laws.
- If and where necessary, provide support to the FBI crisis management team in conjunction with other local police departments and the MSP.

C. Support Agencies

Department of Correction and Rehabilitation

- Provide available staff, resources, and facilities to support ESF #13 operations.
- Upon request, assist in the security of designated facilities.

County Attorney's Office

- Provide legal opinions and interpretations.
- Draft ordinances as appropriate.

Fire and Rescue Service

- Provide detection, render safe, containment, and investigation for hazardous devices.
- Provide criminal investigation for fire and hazardous device incidents.
- Provide medical support for MCPD operations.
- Assist in incidents that involve hazardous materials.

MC 311

- Provide appropriate information coming through the call center to public safety representatives.
- Relay necessary public safety information to those contacting the call center.

Department of Transportation

- Assist with traffic management and control for response and re-entry operations.
- Provide information on traffic conditions and issues through the Transportation Management Center (TMC).
- Coordinate available accessible transportation to assist with evacuations.

D. Cooperating Organizations**Chevy Chase Village Police**

- Provide available law enforcement as requested by the primary agency to support emergency operations in the County.
- Preserve the crime scene.
- Conduct all investigations in accordance with federal, state, and local laws.
- Maintain law and order within Chevy Chase Village.
- Provide mobile units for warning operations.
- Provide security for critical facilities and resources within the Village and request support as needed through the primary agency.
- Provide access control in restricted/evacuated areas within the Village.
- Provide traffic and crowd control.

City of Gaithersburg Police

- Provide available law enforcement as requested by the primary agency to support emergency operations in the County.
- Preserve the crime scene.
- Conduct all investigations in accordance with federal, state, and local laws.
- Maintain law and order within the City of Gaithersburg.
- Provide mobile units for warning operations.
- Provide security for critical facilities and resources within the City and request assistance as needed.

- Provide access control in restricted/evacuated areas.
- Provide traffic and crowd control.

City of Rockville Police

- Provide available law enforcement as requested by the primary agency to support emergency operations in the County.
- Preserve the crime scene.
- Conduct all investigations in accordance with federal, state, and local laws.
- Maintain law and order within the City of Rockville.
- Provide security for critical facilities and resources within the City and request assistance as needed.
- Provide access control in restricted/evacuated areas within the City.
- Provide traffic and crowd control within Rockville.

City of Takoma Park Police

- Provide available law enforcement as requested by the primary agency to support emergency operations in the County.
- Preserve the crime scene.
- Conduct all investigations in accordance with federal, state, and local laws.
- Maintain law and order within the City of Takoma Park.
- Provide mobile units for warning operations.
- Provide security for critical facilities and resources within the City and request assistance as needed.
- Provide access control in restricted/evacuated areas.
- Provide traffic and crowd control.

Maryland-National Capital Park and Planning Commission Police

- Provide available law enforcement as requested by the primary agency to support emergency operations in the County.

Montgomery County Sheriff's Office

- Upon request, provide assistance in the security of designated facilities for response and recovery operations, including for shelter operations.
- Assist the MCPD with all law enforcement activities at the County level as requested.
- Assist in maintaining law and order.
- Provide security for critical facilities and resources, as requested.
- Provide access control in restricted/evacuated areas, as requested.
- Provide law enforcement communications capabilities.
- Transport prisoners to and from District and Circuit Courthouse as requested.

- Provide personnel and prisoner transport vans to assist MCPD or any other law enforcement agency when requested.
- Upon request, assist with evacuations (control points, traffic management, etc.).

Washington Metropolitan Area Transit Police

- Provide available law enforcement as requested by the primary agency to support emergency operations in the County.
- Provide traffic management and access control for re-entry operations.

Maryland State Police

- Provide available law enforcement as requested by the primary agency to support emergency operations in the County.
- Provide traffic management and access control for re-entry operations.

Maryland Transportation Authority

- Assist with traffic management and control for response and re-entry operations.
- Provide information on traffic conditions and issues through the TMC.
- Provide support to evacuations by providing assistance in traffic control operations and providing barricades, signs, and other devices to assist Police in establishing a secure perimeter and managing vehicular and pedestrian traffic access/egress.

V. References

- National Response Framework, January 2008.
- Terrorism Incident Law Enforcement and Investigation Annex to the National Response Framework, January 2008.
- State of Maryland Consequence Management Operations Plan, 2019.
- Montgomery County Emergency Operations Plan.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #14 Community Recovery

Emergency Support Function #14 Community Recovery	
Agency Role	Agency Name
Primary Agency	Office of Emergency Management and Homeland Security
Support Agencies	Community Engagement Cluster (Including the Volunteer Center, Office of Community Partnerships)
	Community Use of Public Facilities
	Office of Consumer Protection
	Department of Correction and Rehabilitation
	County Attorney's Office
	Department of Environmental Protection
	Department of Finance
	Fire and Rescue Service
	Department of General Services
	Department of Health and Human Services
	Department of Housing and Community Affairs
	Housing Opportunities Commission
	Office of Intergovernmental Relations
	Department of Permitting Services
	Montgomery County Department of Police
	Office of Procurement
	Regional Services Centers
	Department of Technology and Business Enterprise Solutions
	Department of Transportation
Cooperating Organizations	Montgomery County Municipalities
	Maryland-National Capital Park and Planning Commission
	Nonprofit Organizations
	Montgomery County Sheriff's Office
	Utilities

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Functions (ESF) #14 Community Recovery manage and coordinate the overall community recovery process for the County. This includes conducting preliminary assessments of the incident and its impacts, initiating early-stage recovery operations, and making a recommendation to the Disaster Manager on the necessity to activate the Montgomery County Recovery Organization.

A. Purpose

The purpose of ESF #14 is to restore facilities, institutions and community vibrancy to pre-disaster or better conditions. ESF #14 strives to seamlessly transition the County from response to recovery operations.

Detailed information on agency roles and responsibilities can be found within the Montgomery County *Pre-Disaster Recovery Plan (PDRP)*.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of community recovery. This ESF #14 Annex outlines the general roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) in community recovery operations following a disaster or emergency. It provides a framework for the recovery of government, businesses, and residents impacted by the consequences of a County emergency or disaster. This ESF Annex supplements the County EOP.

ESF #14 is countywide in scope and applies to recovery efforts within Montgomery County. ESF #14 provides a framework for recovery, but the scope of recovery services will vary depending on the magnitude and type of incident. The scope of this Annex is not limited to any hazard but applies to all hazards.

When a disaster occurs that requires the coordination of community recovery activities, the County Executive’s Office, in consultation with the OEMHS Director or Disaster Manager, will determine whether to activate the Montgomery County *Pre-Disaster Recovery Plan*. If the County Executive’s Office activates the *PDRP*, roles and responsibilities will transition from ESF #14 to the Recovery Organization, as detailed in the *PDRP*. If the County Executive’s Office does not activate the *PDRP* and Recovery Organization, ESF #14 will be responsible for coordinating community recovery operations as described in this Annex.

C. Policies

The Office of Emergency Management and Homeland Security (OEMHS) is the primary agency for ESF #14 and is responsible for the coordination of recovery operations.

OEMHS will actively engage agencies in planning, training, and exercises to ensure effective operation upon activation.

If the Montgomery County Recovery Organization is activated:

- ESF #14 will remain responsible for all the activities described herein until the Montgomery County Recovery Organization is mobilized and recovery operations have been formally transferred by the Disaster Manager.
- All Task Forces created under the auspices of ESF #14 will be transferred to the appropriate Recovery Support Functions (RSF) under the direction of the Recovery Manager.
- If the Emergency Operations Center (EOC) remains activated following implementation of the *PDRP*, ESF #14 may continue to serve as a liaison between the EOC and the Recovery Organization.
- ESF #14 may remain activated until the Disaster Manager and Recovery Manager agree to demobilize.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

A disaster or any emergency may severely impact the County's infrastructure and cause long-term repercussions. Community and long-term recovery include activities designed to return life to normal or an improved state such as business resumption, employment, rebuilding efforts, environmental remediation, and mourning efforts.

Recovery also includes hazard mitigation activities, restoration or reconstruction of public facilities, and recovery of disaster response costs.

Mitigation activities are those actions that either prevent the occurrence of an emergency or reduce the community's vulnerability in ways that minimize the adverse impact of a disaster or other emergency.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #14:

- A significant disaster or emergency incident may affect the ability of businesses to function, disrupt employment, interrupt government services, affect architecturally accessible facilities, and impact tax revenues.
- Specific recovery operations following any emergency or disaster will be determined by the specific event. Several federal and state agencies may be

involved depending upon the incident and whether the event is declared a federal disaster.

- Recovery activities may begin concurrently with response operations and generally will begin in the EOC either in person or virtually). There usually is no clear line of demarcation between the “response phase” and “recovery phase.”
- Community and long-term recovery activities will continue well beyond the termination of the local emergency declaration and the demobilization of the EOC.

III. Concept of Operations

A. General

OEMHS, as the primary agency, will manage smaller-scale recovery operations within Montgomery County that do not require the activation of the Montgomery County Recovery Organization as detailed in the *PDRP*. Close liaison is maintained by ESF #6 and ESF #16 with voluntary organizations and other services that support individual and family recovery needs to share information and to coordinate efforts when appropriate.

Activation

All incidents that require the full activation of the EOC will trigger the activation of ESF #14. It will then be the responsibility of ESF #14 to assess the need for initiating initial recovery efforts and work with the Disaster Manager and County leadership to determine the need to activate the *PDRP*.

ESF #14 may be activated at any time before, during, or after an incident at the discretion of the Disaster Manager and/or the OEMHS Director when the EOC is activated. ESF #14 will be activated when the disaster or impending disaster is expected to cause community recovery efforts or support from ESF #14 is expected.

This ESF will be activated for large-scale or catastrophic incidents that may require state and federal assistance to address significant community impacts in areas such as housing, business and employment, infrastructure, and social services.

Agencies with significant recovery roles have been designated as support agencies for this ESF. Other agencies may be added based on the needs of the disaster event and the long-term recovery process to include support of community activities such as memorial services.

Planning for recovery may begin concurrently with response operations. ESF #14 may be activated at the EOC to coordinate initial planning for recovery and, as necessary, planning for the activation of the *PDRP* and the Recovery Organization.

Response and Recovery

The initial focus of ESF #14 will be on information gathered during the damage assessment process to determine whether or not to recommend the activation of the Montgomery County Recovery Organization via the *PDRP*. ESF #14 will work with ESF #17 to review the damage assessment information coming into the EOC. ESF #14 will coordinate with ESF #5 to assess the extent of the damage and determine whether the County will request state and/or federal assistance if such declarations are not already requested and/or issued.

As the County assesses the damage, they will begin to compile a list of unmet needs. A collaborative effort is established between the government and the private nonprofit community to address the issue of unmet needs. Unmet needs are any disaster-related losses experienced by the victim that cannot be provided for by the programs available from the local jurisdiction, state, or federal agencies due to the victim's ineligibility for such services or the goods or services. ESF #14 may establish an Unmet Needs Task Force to identify and resolve emergency and long-term disaster-related unmet needs that cannot be met through the traditional programs or resources.

Recovery operations include restoration of County facilities and services. Montgomery County departments and offices are responsible for restoring essential services as outlined in their individual *Continuity of Operations Plans (COOP)*.

At the discretion of the Chief Administrative Officer (CAO) and the Disaster Manager, the primary agency will activate a Community Recovery and Restoration Task Force to provide advice to the County Executive (CEX) and oversee the development of a long-term recovery plan and strategies to implement it. The task force will:

- Provide information to the public on available services and assistance programs in coordination with the Office of Public Information (OPI).
- Assist other organizations in identifying recovery and restoration action.
- Develop, prioritize, and recommend Countywide activities for disaster recovery and mitigation.

The ESF #14 lead will work closely with the Disaster Manager to develop and present the *Response to Recovery Transition Procedure* to the CAO and/or CEX. Once the transition procedures are approved, the ESF #14 lead will work with the Disaster Manager on the specific date and time for transitioning from response operations over to the *PDRP*. If the EOC remains activated following the implementation of the *PDRP*, the lead for ESF #14 will continue to serve as a liaison between the EOC and Recovery Organization.

As the County transitions from response operations to recovery operations, as defined in the *PDRP*, the CAO and OEMHS Director will appoint a Recovery Manager. All County departments, offices, and cooperating organizations who have recovery roles in the EOP

and PDRP will be notified when the EOC is demobilized, the County formally transitions to recovery operations, and the Recovery Manager is responsible. These things may occur simultaneously or at different times following a disaster.

Once the Recovery Organization is activated, activities and tasks assigned to ESF #14 will be transitioned to the Recovery Organization, including the work of any ESF #14 task forces.

Additional information on this process can be found in the *PDRP*.

Disaster Assistance Centers

Immediately following a disaster, OEMHS as the ESF #14 primary agency will evaluate the need to establish a Disaster Assistance Center (DAC). This will be done in coordination with the Department and Health and Human Services (DHHS), the primary agency for ESF #6. ESF #6 provides support for individual recovery, while ESF #14 focuses on community recovery. ESF #16, which is also led by OEMHS, will assist both individual and community recovery by providing donated goods and coordinating volunteer services to meet needs as appropriate.

A DAC is a County managed centralized location where individuals can come to receive information related to available recovery services and programs. The Federal Emergency Management Agency (FEMA) in coordination with the Maryland Department of Emergency Management (MDEM) may also establish a Disaster Recovery Center (DRC) as detailed below in the Federal Support section.

A DAC will be established at the discretion of the Disaster Manager in consultation with the ESF #14 and ESF #6 leads. When a DAC is established, ESF #14 will request support from County departments, offices, and cooperating organizations as needed. These partners will staff the DAC providing information about the services available to individuals and businesses. A DAC may be established under ESF #14 while the EOC is still activated or once the County has transitioned to Recovery Operations under the *PDRP*.

B. Federal Support

In the event of a federal declaration, OEMHS will serve as the primary point-of-contact with MDEM/FEMA in implementing federal disaster relief programs and assistance until the Recovery Organization has assumed responsibility per the *PDRP*. The Governor will designate a Governor's Authorized Representative (GAR) to serve as the state's primary point-of-contact with FEMA regarding federal emergency assistance and relief.

There are three major categories of disaster aid available under a Major Disaster Declaration: Individual Assistance, Public Assistance, and Hazard Mitigation. For additional information on each program, see the *County's EOP – Section XII, B: Finance*.

Recovery programs authorized under a federal disaster declaration are administered by MDEM as outlined in the Maryland *Consequence Management Operations Plan* and supporting plans and procedures. Depending upon the type of program, the County may need to provide logistical and administrative support, and technical assistance, or to serve as a sub-grantee for grants management (public assistance and hazard mitigation). This will be coordinated through ESF #14 and/or the Recovery Organization.

In the event of a federal disaster or emergency declaration, federal and state officials will establish and co-locate at a Joint Field Office (JFO) that will serve as the hub for the coordination of disaster assistance and recovery programs throughout the state for all declared jurisdictions. OEMHS and/or the Recovery Organization will serve as the primary point of contact for the County with the JFO and may designate a County representative to the JFO to ensure effective coordination on recovery programs and assistance.

FEMA and MDEM may establish one or more DRCs in the County following a federal disaster declaration. A DRC is a facility within or near the disaster area at which disaster victims (individuals, families, or businesses) learn about forms of assistance available, meet with federal, state, and local representatives, and, in some cases, apply for disaster aid.

The County may be eligible to apply for hazard mitigation assistance under the federal Hazard Mitigation Grant Program (HMGP). The HMGP provides grants to state and local government entities to implement long-term hazard mitigation measures after a major disaster declaration. Departments and offices engaged in repair and restoration work will consider mitigation methods that will prevent or reduce damage in future incidents for potential funding as part of this program.

The Montgomery County master plans developed and maintained by the Maryland-National Capital Park and Planning Commission (MNCPPC) are important resources to inform the development of community recovery plans and hazard mitigation strategies.

Additional technical assistance for recovery may be available from the federal government. The *ESF #14 – Long-Term Community Recovery Annex* to the National Response Framework (NRF) – provides additional information on potential federal assistance. OEMHS and/or the Recovery Organization will coordinate requests for federal long-term recovery support through MDEM.

IV. Organization and Assignment of Responsibilities

A. ESF #14 Responsibilities

All ESF #14 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency. **All ESF #14 primary**

and support agencies and cooperating organizations are responsible for the following activities:

- Developing and maintaining supporting plans and procedures in coordination with all ESF #14 agencies.
- Developing and maintaining an inventory of each entity's assets and resources that support recovery efforts.
- Assisting in resolving ESF #14 after-action issues.
- Identifying and training personnel to staff ESF #14 in the EOC.
- Assisting OEMHS as the primary agency and providing representation in the EOC as requested by OEMHS.
- Participating in planning, training, and exercises related to ESF #14.
- Providing recovery services based on the priorities established by ESF #14 and the Disaster Manager.
- Maintaining all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.
- Participating in the After-Action Review, providing insight into ESF #14-related activities.
- Identifying opportunities to mitigate the impact of future incidents.
- As requested, participating in the community recovery planning process.

ESF #14 is responsible for:

- Coordinating with MDEM on the implementation of state and federal recovery programs.
- Establishing and operating recovery facilities as needed.
- Providing logistical support and coordinating County department representation at DRCs (FEMA/MDEM managed facilities).
- Assisting displaced disaster victims in locating temporary housing.
- Establishing an Unmet Needs Task Force to address the needs of disaster victims not addressed by programs available from local, state, or federal government entities.
- Preparing and processing requests for reimbursement for disaster-related costs.
- In coordination with MDEM, managing grants for the federal public assistance and hazard mitigation programs, if authorized for Montgomery County.
- Providing administrative and logistical support to the preliminary damage assessment (PDA) process as requested by ESF #17.
- Facilitating the development and implementation of a long-term recovery plan, if warranted by the scope and complexity of the recovery process.

- Making a recommendation for the stand-up of the Montgomery County Recovery Organization based upon the following factors:
 - The size, scope, and scale of a disaster that impacts the County and the review of the damage assessment data suggests that the recovery and reconstruction from the event is likely to exceed locally controlled assets.
 - The disaster is likely to require long-term multi-agency (or organizational) cooperation.
 - The community burden is likely to require significant government support and involvement, including relief of particular statutes, economic stimulus, or re-assignment of significant segments of the community to tasks related to recovery.

B. Primary Agency

Office of Emergency Management and Homeland Security

- Develop and maintain the ESF #14 Annex to the EOP and the County's *DRP*.
- Coordinate the resolution of ESF #14 after-action issues.
- Develop and maintain ESF #14 standard operating procedures and/or job aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #14 activities.
- Activate the appropriate personnel for ESF #14 and ensure ESF #14 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Make a recommendation to CAO, CAO, and/or CEX on activating the *PDRP*.
- Coordinate with MDEM and FEMA on federal disaster relief programs.
- Coordinate support to MDEM/FEMA in establishing and operating DRC(s).
- Coordinate documentation of costs and requests for reimbursement.
- Provide technical assistance to County departments and offices on recovery programs administered by MDEM and FEMA.
- Facilitate community recovery planning.
- Identify appropriate federal programs and agencies to support the implementation of community recovery.
- Serve as a sub-grantee for federal recovery program grants.
- Establish task forces as needed, such as a Community Recovery and Restoration Task Force and an Unmet Needs Coordination Task Force.

C. Support Agencies

Community Engagement Cluster

- Assist the County with communications to the non-profit community. In addition, provide the primary agency with situational updates on the status and needs of the non-profit community.
- Provide space in the Regional Centers, as available, for use as a DRC, DAC, or other community recovery needs.

Community Use of Public Facilities

- Provide available staff, resources, and facilities to support recovery operations.

Office of Consumer Protection

- Provide consumer affairs services during recovery operations.
- Provide information to single-family and multi-family homeowners on appropriate licenses to be applied for in the event their property is destroyed or damaged and needs to be rebuilt or repaired.

Department of Correction and Rehabilitation

- Provide community service volunteers and supervised inmate volunteers to assist with loading and unloading, sorting, packaging and otherwise handling donated goods, as necessary.
- Provide resources as requested, such as laundry services, food services, safety and toiletry kit assembly, cleaning supplies, and vehicles.
- Manage the repair and restoration of department facilities.

County Attorney's Office

- Prepare documents to extend, modify, or end local declarations.
- Advise County officials concerning legal responsibilities, powers, and liabilities regarding post-disaster and recovery assistance.
- Assist with the preparation of applications, legal interpretations, or opinions, and County Council packages regarding recovery and/or reimbursement.
- Assist in obtaining waivers and legal clearances needed to dispose of debris and materials resulting from an emergency or disaster.
- Collect payment of fines for County Code violations cited by the Department of Environmental Protections.

Department of Environmental Protection

- Cite responsible parties for violations of County Code following hazardous materials incidents.
- Determine suitable sites and provide guidelines for the disposal of hazardous materials, in cooperation with local, state, and federal agencies.

- Maintain and implement a Debris Management Plan and coordinate debris removal by government agencies and private contractor(s).
- Prepare and process documentation for the reimbursement of debris management costs.
- Assist with coordination of repair and restoration of County owned high-hazard dams and other high hazard dams within the County. Provide information to the public on debris and hazardous materials disposal.

Department of Finance

- Provide appropriate Project Codes so that the County's Departments will be able to track expenses directly related to recovery operations.
- For expenditures requiring centralized Department of Finance approval, maintain records of expenditures, charges, and costs incurred by the County in identifying and distributing emergency food and water supplies to support reimbursement claims.
- Coordinate with OEMHS the role of any commercial insurance company that provides coverage for County facilities and other County owned property.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.
- Provide assistance and/or financial advice to OEMHS in the preparation and review of federal reimbursement forms, financial reports, and applications.
- Ensure appropriate accounting reports are available to facilitate the compilation of Countywide costs to support reimbursement claims or for management reporting.

Fire and Rescue Service

- Repair and restoration of department resources and services.

Department of General Services

- Provide emergency workspace for displaced workers.
- Acquire, store, and distribute resources in support of recovery operations.
- Provide support to damage assessments by assessing and reporting on the damages to County vehicles and equipment.
- Coordinate logistical support for establishing and operating recovery facilities.
- Manage the repair and restoration of County facilities and department resources and services.

Department of Health and Human Services

- Manage distribution of emergency food stamps.
- Provide limited disaster housing for disaster victims. Provide referrals to state and federal agencies.
- Provide human services to assist individuals and families impacted by disasters.

- Coordinate health and mental health services.
- Form a task force to manage unmet needs following an incident.
- Provide staff support to the DRC(s) and/or DAC.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.

Department of Housing and Community Affairs

- Provide information on housing resources, including accessible and banner-free housing, for use as emergency and/or long-term temporary housing.
- Inspect residential dwellings to determine their suitability for habitation.
- Facilitate the placement of people with disabilities and accessible needs in emergency and/or long-term temporary housing with coordination from ESF #6, #8, #14, and #15 support agencies.
- Provide temporary housing for displaced public housing and rental program residents.
- Provide—through the Rehabilitation and Weatherization Section of the Housing and Code Enforcement Division—counseling for low- and moderate-income families to rebuild or repair their homes, including ramps and other accessibility features.

Housing Opportunities Commission

- Provide available staff, resources, and facilities to support recovery operations.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.

Office of Intergovernmental Relations

- Provide available staff, resources, and facilities to support recovery operations.

Department of Permitting Services

- Expedite, as prudent, the building permit issuance process and the review and approval of site-related and construction plans submitted for the demolition, rebuilding, or restoration of residential and commercial buildings.
- Conduct damage assessments and lead the damage assessment process as outlined in the *ESF #17 Annex*. Share information with ESF #14 and assist in determining short- and long-term recovery needs.

Montgomery County Department of Police

- Manage the repair and restoration of department facilities, resources, and services.
- Provide security for recovery facilities such as DRCs or DACs.

Office of Procurement

- As necessary, procure and provide materials, supplies, services, and equipment needed to support recovery operations.
- Develop and maintain contracts for emergency equipment, supplies, and contractors.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.

Regional Services Centers

- Assist with the aggregation of data to measure the effect of the disaster on private businesses and the workforce in the service region.
- Identify and address key industries that may have been impacted by the disaster in the service region.

Department of Technology and Business Enterprise Solutions

- Manage repair and restoration of County communications facilities.
- Provide support in establishing recovery facilities (communications, technology, and information management).
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.

Department of Transportation

- Provide assistance in traffic management and control.
- Provide information on traffic conditions and issues through the Transportation Management Center.
- Coordinate with partners to get resources for evacuations, such as traffic control devices, signs, or other resources to assist in establishing a secure perimeter and directing traffic.
- Assist in developing ingress and egress routes for areas impacted by the disaster.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.
- Manage the repair and restoration of County transportation systems and services.
- Manage the repair and restoration to County maintained roads and bridges.

D. Cooperating Organizations**Montgomery County Municipalities**

- Provide available staff and resources, if required, to support response operations.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.

- Provide guidance to community recovery operations to ensure compliance with appropriate land-use ordinances and master plans.

Maryland-National Capital Park and Planning Commission

- Provide guidance to community recovery operations to ensure compliance with appropriate land-use ordinances and master plans.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.

Nonprofit Organizations

- Provide guidance to community recovery operations to ensure compliance with appropriate land-use ordinances and master plans.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.

Montgomery County Sheriff's Office

- Provide liaison support to court systems.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.
- Manage the repair and restoration of department facilities.

Utilities

- Provide available staff and resources, if required, to support response operations.
- Provide staffing for the Montgomery County Recovery Organization in the event ESF #14 recommends its activation.
- Manage the restoration of services related to infrastructure.

V. References

- State of Maryland Consequence Management Operations Plan, 2019.
- Montgomery County Emergency Operations Plan.
- ESF #14 – Long-Term Community Recovery Annex to the National Response Framework (January 2008).
- Chapter 7 under Title II of the Americans with Disabilities Act.
- Montgomery County Pre-Disaster Recovery Plan

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #15 External Affairs

Emergency Support Function #15 External Affairs	
Agency Role	Agency Name
Primary Agency	Office of Public Information
Support Agencies	Office of Community Partnerships
	County Attorney's Office
	Office of Emergency Management and Homeland Security
	Fire and Rescue Service
	Department of Health and Human Services
	Office of Intergovernmental Relations
	MC311
	Montgomery County Department of Police
	Regional Services Centers
	Department of Transportation

I. Introduction

The primary and support agencies of Emergency Support Function (ESF) #15 External Affairs are tasked with coordinating the County's public messaging before, during, and following a disaster. Their mission is to provide a common message with "one voice" to County residents, businesses, and the surrounding area in all phases of emergency management.

A. Purpose

The purpose of ESF #15 External Affairs is to communicate accurate, consistent, timely, and accessible information to the public and other stakeholders before, during, and after emergencies. ESF #15 provides information about the incident; actions the County is taking to prepare, respond, and recover from the incident; actions the public can take to remain safe; and available recovery programs.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of public information services in ESF #15. This ESF Annex outlines the specific roles and responsibilities of primary and support agencies ("agencies") in public information preceding or following a disaster or emergency. This ESF Annex supplements the County EOP.

ESF #15 encompasses the full range of external communications services that may be required to support emergency response operations, including public information, community relations, and governmental affairs. Incident-related information will be made available in accessible formats in order to ensure effective communication with people with disabilities.

ESF #15 is countywide in scope and the external communication system described in this Annex applies to the release of information throughout the County by all County departments and offices, municipalities, and response partners.

For additional information on external alert systems that are available see the *EOP – Section VII, D: Emergency Notifications and Warnings*. For additional information on Public Information see the *EOP – Section X: Information Collection, Analysis, and Dissemination*.

C. Policies

Other than an emergency under the direction of law enforcement, when three or more County agencies are involved in emergency operations, the Office of Public Information (OPI)—as the primary agency of ESF #15—will serve as the primary point-of-contact for release of information to the media and public.

This policy does not prevent supervisors from other County departments from providing basic information to the media and the public nor does it preclude Public Safety Public Information Officers (PIOs) from responding to media inquiries at the scene. The Montgomery County Department of Police (MCPD) and Fire and Rescue Service (FRS) will be the lead in external communications training for public safety responses.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

Timely and accurate information coordinated through the appropriate agencies and County leadership is essential to minimize the loss of life and property in a disaster.

Public information includes providing incident-related information through the media and other sources to individuals, families, businesses, and industries impacted or potentially impacted by the incident.

Community relations activities include identifying and communicating with community leaders (e.g., grassroots, political, religious, business, labor, and ethnic) and neighborhood advocacy groups to ensure rapid dissemination of information, identify unmet needs, and establish an ongoing dialogue and information exchange.

Government affairs includes establishing contact with the members of the Montgomery County Council and legislative offices representing the affected areas to provide information on the incident and the status of response and recovery activities. It also includes coordinating responses to inquiries from the Executive and legislative officials.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #15:

- Depending on the type and severity of the incident, some forms of communication will not be available. This will impact the way information is shared with County leadership, response partners, and the public.
- Individuals with certain access and functional needs (AFN) are not able to consume information through traditional communication methods. This information will be made in accessible formats to ensure as many people as possible can receive and understand the message; this includes captioning on incident-related cable programming and posting incident-related information in an accessible format on the County website or social media sites.

III. Concept of Operations

A. General

The Office of Public Information is the primary agency for ESF #15 and serves as the point-of-contact for the release of all information to the media and public. In the event that a County official, incident commander (IC), Public Safety PIO, or County department or office director releases time-sensitive or safety-related information, he or she will ensure that the same information is conveyed to the OPI/ESF #15.

Preparedness

Public education on disaster preparedness is a critical component of ESF #15 and will be conducted on a “year-round” basis in conjunction with the Office of Emergency Management and Homeland Security (OEMHS), MCPD, FRS, and Department of Health and Human Services (DHHS). Public education on disaster preparedness will be provided in an accessible manner to ensure effective communication with people with disabilities.

Activation and Response

In cases other than a law enforcement-directed emergency, the OPI serves as the primary agency for public information and is responsible for the coordination of public information operations.

For “small-scale” emergency response operations, normally involving only one or two departments or offices such as FRS and the MCPD, the on-scene IC determines the need for notifications and all public information is coordinated through that department’s

PIO. This PIO will ensure that OPI is provided copies of relevant documents and kept apprised of field activities.

If the Chief Administrative Officer, at the recommendation of the OEMHS Director and/or the Disaster Manager, activates the Emergency Operations Center (EOC), ESF #15 will be activated to coordinate external affairs and public messaging. Nearly all disasters or emergencies that require multiple ESFs to be activated in the EOC will have a public information component, thus activating ESF #15.

Upon activation, the OPI will coordinate and share information with other County departments and offices through established protocols and procedures. OPI will collect, organize, analyze, summarize, and disseminate information provided by various sources including support agencies.

The agencies identified in this ESF will utilize all available communications tools during an emergency. This may include, but is not limited to, public information press releases, local cable television channels, the Montgomery County website, news conferences, local radio and television, media releases, highway advisory radio, community meetings, libraries, MC311, and door-to-door contact.

Depending upon the situation, OPI may establish a Joint Information Center (JIC) that may include representatives from the OEMHS, MCPD, FRS, Office of the Sheriff, and other departments and office representatives as determined by OPI. Depending upon the nature of the incident, technical experts may be needed from a variety of departments/offices. All departments and offices will provide PIOs and/or technical experts to the JIC as requested by the OPI.

A Joint Information System (the equipment and procedures required to operate a JIC) should be in place to activate a JIC on short notice. A “virtual JIC” will be implemented in lieu of a separate facility to coordinate and share information among the departments and offices and cooperating organizations. The JIC will operate as the coordination center for all public information activities related to the incident.

For additional information on the JIC, refer to the *EOP – Section X: Information Collection, Analysis, and Dissemination*.

In a scenario that has implications across the jurisdictions of the National Capital Region (NCR), a virtual Regional JIC may be activated to ensure that consistent information is provided throughout the NCR. OPI will actively support the virtual JIC by ensuring that relevant information and documents are posted and participating in collaboration on common messages.

The County's JIC will coordinate with the Maryland Department of Emergency Management (MDEM) JIC to ensure collaboration on common messages where appropriate.

In a public health emergency or mass casualty incident, close coordination of communication between the community hospitals, DHHS, and FRS is critical. If a JIC is established, the OPI will lead the JIC and coordinate with hospital public affairs officials, who may establish their own JIC.

Recovery and Demobilization

The JIC and/or ESF #15 will continue operations until directed otherwise by the Disaster Manager.

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. The ESF #15 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to OPI for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #15 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

All ESF #15 agencies are responsible for mitigating, preventing, preparing for, responding to, and recovering from the impacts of an emergency throughout the County. **This section outlines general activities that are the responsibility of all partners followed by agency-specific activities.**

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #15 agencies.
- Develop and maintain an inventory of each agency's communications-related assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #15 after-action issues.
- Identify and train personnel to staff ESF #15 and/or the JIC.
- Participate in planning, training, and exercises related to ESF #15.

Response

- Coordinate external affairs and public information based upon the priorities established by ESF #15 in coordination with the Disaster Manager and incident commander.
- As requested by OPI, provide assistance, technical expertise, and representation in the EOC and/or the JIC.
- Assist in responding to public information requests as requested by OPI.
- Share all released information with OPI.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #15-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agency

Office of Public Information

- Develop and maintain the ESF #15 Annex to the EOP.
- Coordinate resolution of ESF #15 after-action issues.
- Develop and maintain ESF #15 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #15 activities.
- Activate the appropriate personnel for ESF #15 and ensure ESF #15 is fully staffed.
- Develop and maintain a contact list for all support agencies.
- Develop and maintain a list of media contacts.
- Develop and maintain a list of PIOs from all County departments and offices, municipalities, hospitals, and other critical facilities.
- Coordinate public information requests.
- Establish a JIC to organize, integrate, coordinate information, and provide effective communication of public information and warnings to the general population, including people with disabilities and others with AFN.
- Coordinate with translation services to provide materials in multiple languages.
- Provide sign language interpretation during press conferences or public presentations using the County's 24/7 Sign Language Interpretation contract.
- Maintain records of all public information releases.
- Coordinate and share information with other County departments and offices.

C. Support Agencies

Office of Community Partnerships

- Disseminated information to targeted communities as requested by OPI.
- Utilize language translation team to translate materials for public consumption.

County Attorney's Office

- Assist in responding to public information requests as requested by OPI.
- Share all released information with OPI.

Office of Emergency Management and Homeland Security

- Assist in responding to public information requests as requested by OPI.
- Share all released information with OPI.

Fire and Rescue Service

- Assist in responding to public information requests as requested by OPI.
- Share all released information with OPI.
- Serve as lead PIO on public safety incidents involving less than 3 agencies in which FRS is the lead agency.

Department of Health and Human Services

- Assist PIO in developing and maintaining a hospital PIO list.
- Assist in responding to public information requests as requested by OPI.
- Share all released information with OPI.

Office of Intergovernmental Relations

- Serve as liaison to elected officials.

MC311

- Staff the countywide customer service line and extend hours as necessary for response and recovery operations.
- Provide the public with disaster-related information, including the status of the incident, available recovery programs, and information on donations.
- Provide the EOC with insight into common questions and concerns that the public has based on call volume and trends.

Montgomery County Department of Police

- Assist in responding to public information requests as requested by OPI.
- Share all released information with OPI.
- Serve as lead PIO on public safety-related incidents in which MCPD is the lead agency.

Regional Services Centers

- Provide outreach to local communities and assist in disseminating information.

Department of Transportation

- Assist in responding to public information requests as requested by OPI.
- Share all released information with OPI.
- Provide portable variable message boards and coordinate with MDOT on the use of message boards on interstates within the County.

V. References

- Montgomery County Emergency Operations Plan.
- State of Maryland Consequence Management Operations Plan, 2019.
- Office of Public Information Standard Operating Procedures.
- Police Department Public Information Standard Operating Procedures.
- Fire and Rescue Service Public Information Standard Operating Procedures.
- Title II of the Americans with Disabilities Act, and Section 508 of the Vocational Rehabilitation Act.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #16 Volunteer and Donations Management

Emergency Support Function #16 Volunteer and Donations Management	
Agency Role	Agency Name
Primary Agency	Office of Emergency Management and Homeland Security
Support Agencies	Community Engagement Cluster
	Community Use of Public Facilities
	Department of Finance
	Department of Health and Human Services
	MC311
	Office of Public Information
	Montgomery County Public Libraries
	Department of Recreation
	Montgomery County Volunteer Center
Cooperating Organizations	American Red Cross
	Montgomery County Community Organizations Active in Disaster (COAD)
	Montgomery County Volunteer Groups
	Maryland Voluntary Organizations Active in Disaster (VOAD)

I. Introduction

The primary, support, and cooperating agencies of Emergency Support Function (ESF) #16 Volunteer and Donations Management coordinate volunteers and manage donations received by the County following a disaster. Their mission is to support volunteer operations including, but not limited to, shelters, distribution sites, and family assistance centers (FACs), and to manage any donations received by the County.

A. Purpose

The primary purpose of ESF #16 is to coordinate the provision of donated resources to meet the needs of the affected population through our affiliated partners and to effectively manage and control unsolicited donations and unaffiliated volunteers.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Emergency Operations Plan (EOP) in support of volunteer and donations management

services under ESF #16. This ESF Annex outlines the general roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) in volunteer and donations management operations following a disaster or emergency and provides a concept of operations for conducting volunteer and donations management services and support. This ESF supplements the County EOP.

ESF #16 is Countywide and applies to all volunteers and donated goods and services throughout Montgomery County. The scope of this Annex is not limited to any hazard but applies to all hazards.

For a more detailed plan see the Montgomery County *Volunteer and Donations Management Plan (VDMP)*.

C. Policies

As the primary agency, the Office of Emergency Management and Homeland Security (OEMHS) is responsible for the coordination of the overall response operations relating to volunteer and donations management. OEMHS will actively engage agencies in planning, training, and exercises related to ESF #16 to ensure effective operations upon activation. The role of OEMHS in ESF #16 is as a coordinator of goods and services. Volunteers are directed through partnering volunteer agencies to provide the most efficient and effective use of the volunteer services available.

ESF #16 does not affect the established procedures of any agency or organization regarding their respective procedures for the management of volunteers and/or solicited goods.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

Volunteers and donations are a potential resource to a community affected by a disaster. By establishing a system for receiving and distributing donations and receiving and referring spontaneous volunteers, Montgomery County can utilize these resources effectively.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #16:

- To the greatest extent possible, the County will not accept donated goods or services unless those donated goods or services can be directed to the end user.

Those wishing to donate will be encouraged to donate cash or credit to charitable organizations supporting the relief effort.

- Spontaneous and affiliated volunteers will come forward to assist in a disaster.
- Coordination with existing volunteer and disaster relief agencies serving the County will help ensure efficient resource utilization and avoid duplication of services.
- Following a disaster, people will want to assist. However, many items donated are not needed by disaster victims as part of their recovery. Public messaging will include information on emergency needs and instructions for donations of money, goods, or services.

III. Concept of Operations

A. General

As the primary agency for ESF #16, OEMHS will lead the preparedness, response, and recovery operations associated with volunteer and donations management.

Notification and Activation

As an incident or threat escalates, OEMHS will issue notifications and alerts in accordance with established protocols and checklists. ESF #16 will be activated at the discretion of the Director of OEMHS and/or the Disaster Manager when support is expected from ESF #16.

The decision to activate this ESF will be based upon:

- The size and magnitude of the incident is such that the public will want to show their support by donating funds, goods, or through volunteering.
- Nonprofits or other agencies have requested assistance with managing volunteers and/or donations.
- Other requests for similar assistance have been received by the EOC.

Upon activation of this ESF, OEMHS will notify all support agencies and cooperating organizations.

ESF #16 will form a Volunteer and Donations Management Team (VDMT) and the VDMT will report to the Volunteer and Donations Management Team Coordinator (VDMTC).

The VDMT will determine the level of activation and the need to activate the *VDMP*. There are five levels of activation which may somewhat overlap:

- Level 1: No volunteers needed; funnel donations to a predetermined list.
- Level 2: Activate Montgomery County COAD.
- Level 3: Activate County Volunteers.

- Level 4: Activate Maryland VOAD through the Maryland Department of Emergency Management (MDEM) and other inter-jurisdictional Memorandums of Understanding (MOUs).
- Level 5: Open a Volunteer Reception Center (VRC).

Response Operations

The VDMT will attempt to exhaust County volunteer agencies first. When County Volunteers are not sufficient to complete the task, the VDMT will activate the COAD.

As determined by OEMHS, and in consultation with support agencies, a VRC may be established to serve as a marshalling point for spontaneous volunteers. At the VRC volunteers will be registered, provided expedient training, and deployed to support relief efforts.

The VDMT will match volunteer and donations resources needed with the appropriate organizations. The VDMTC will monitor needs requested versus assistance provided.

Upon depletion of local assets, OEMHS will submit a resource request to MDEM for any volunteer services that may be needed. Additionally, OEMHS may request volunteer and donations management resources from neighboring jurisdictions with pre-signed MOU's. Requests for outside assistance will be coordinated through the Disaster Manager.

As needed, MC311 and the Public Information Officer will assist in donation management by referring residents wishing to donate or residents needing donations to the appropriate resources; a list of appropriate resources will be provided by ESF #16.

ESF #16 will ensure the capability exists to direct donations and services to people with disabilities affected by the incident.

ESF #16 will maintain close coordination with the MDEM and the Montgomery County COAD on volunteer and donation issues to ensure a unity of effort in the management of spontaneous volunteers and unsolicited donations.

ESF #16 will establish logistics facilities to direct, store, stage, and distribute unsolicited donations if necessary.

ESF #16 will work with all departments, offices, cooperating organizations, and other disaster relief organizations engaged in disaster response and recovery to share information on available resources and to match offers with unmet needs.

ESF #16 will discourage unsolicited donations for which there are no identified requirements. Any unsolicited donations not directed to an end user will be directed to a designated staging or storage facility and may be redirected to another organization or may not be accepted.

Recovery and Demobilization

Operations will continue at the EOC until otherwise directed by the Disaster Manager.

As response operations subside, the County transitions into recovery and prepares to demobilize the EOC. ESF #16's activities may continue into the recovery phase of the operation. Refer to the *VDMP* and *Pre-Disaster Recovery Plan (PDRP)* for more information on recovery operations.

The ESF #16 representative at the EOC will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF), as outlined in the *PDRP*. If the corresponding RSF is not activated, outstanding issues will be transferred to OEMHS for coordination and completion upon the demobilization of the EOC. As there is often not a clear divide between response and recovery operations, ESF #16 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

This ESF is a general outline of Volunteer and Donations Management activities. **All agencies are responsible for the general activities listed below.** Details on Agency roles and responsibilities can be found within the Montgomery County *VDMP*.

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #16 agencies.
- Develop and maintain an inventory of each agency's assets and resources. Each agency is responsible for maintaining its own inventory.
- Assist in resolving ESF #16 after-action issues.
- Identify and train personnel to staff ESF #16 in the EOC.
- Participate in planning, training, and exercises related to ESF #16.

Response

- Provide volunteer and donation management services based upon the priorities established by ESF #16 in coordination with the Disaster Manager at the EOC.
- Assist OEMHS as the primary agency and provide representation in the EOC as requested by OEMHS.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #16-related activities.
- Participate in recovery operations as requested and specified in the *ESF #14 Annex* and *PDRP*.

B. Primary Agencies

Office of Emergency Management and Homeland Security

- Develop and maintain the ESF #16 Annex to the EOP and the County's *VDMP*.
- Coordinate the resolution of ESF #16 after-action issues.
- Develop and maintain ESF #16 Standard Operating Procedures and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #16 activities.
- Activate the appropriate personnel for ESF #16 and ensure ESF #16 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Determine the need to activate the *VDMP* during a disaster.
- Serve as the primary point of coordination on donations management issues.
- Develop and maintain information in coordination with ESF #15 External Affairs to be disseminated to the public concerning donations and volunteering.
- In consultation with partners, decide on the location and activation of facilities such as shelters, family reunification sites, and VRCs.

C. Support Agencies

Community Engagement Cluster (including Office of Community Partnerships, Volunteer Center, and Regional Services Centers)

- Coordinate with the non-profit community by gathering information on status and needs. Provide updates to the non-profit community in coordination with ESF #15.
- Communicate needs to potential volunteers through existing volunteer databases or contact lists.
- Provide available staff, resources, and facilities to support emergency operations.

Community Use of Public Facilities

- Provide available staff, resources, and facilities to support emergency operations.

Department of Finance

- Establish accounts for tracking the costs associated with implementation and operation of a donations management program.
- Manage donations of cash or checks, except those marked for the Red Cross, in an account designated for disaster relief.

Department of Health and Human Services

- Provide available staff, resources, and facilities to support emergency operations.

MC 311

- Refer residents interested in volunteering or donating goods or residents needing donations to appropriate resource based on information provided by ESF #16.
- Provide available staff, resources, and facilities to support emergency operations.

Office of Public Information

- Assist in disseminating real time information to the public about the need for volunteers and donations in coordination with the VDMT and VDMTC.

Montgomery County Public Libraries

- Provide available staff, resources, and facilities to support emergency operations.

Department of Recreation

- Provide available staff, resources, and facilities to support emergency operations.

Montgomery County Volunteer Center

- Provide available staff, resources, and facilities to support volunteer engagement, recruitment, and tracking in emergency operations.

D. Cooperating Organizations**American Red Cross**

- Provide available staff, resources, and facilities to support emergency operations.

Montgomery County Community Organizations Active in Disaster

- Provide available staff, resources, and facilities to support emergency operations.

Montgomery County Volunteer Groups (including CERT, ESCV, MRC)

- Provide available staff, resources, and facilities to support emergency operations.

Maryland Voluntary Organizations Active in Disaster

- Provide available staff, resources, and facilities to support emergency operations.

V. References

- Montgomery County Emergency Operations Plan.
- State of Maryland Consequence Management Operations Plan, 2019.
- Volunteer Mobilization Center Procedure.
- Montgomery County Volunteer and Donations Management Plan.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.

ESF #17 Damage Assessment

Emergency Support Function #17	
Damage Assessment	
Agency Role	Agency Name
Primary Agency	Department of Permitting Services
Support Agencies	Office of Emergency Management and Homeland Security
	Department of Environmental Protection
	Department of Finance (Risk Management)
	Fire and Rescue Service
	Department of General Services
	Department of Health and Human Services
	Department of Housing and Community Affairs
	Montgomery County Department of Police
	Department of Recreation
	Department of Technology and Enterprise Business Solutions
	Department of Transportation
Cooperating Organizations	Chevy Chase Village
	City of Gaithersburg
	Town of Poolesville
	City of Rockville
	City of Takoma Park
	American Red Cross
	Civil Air Patrol
	Community Emergency Response Team
	DC Water and Sewer Authority
	Hospitals
	Maryland-National Capital Park and Planning Commission
	Montgomery College
	Montgomery County Public Schools
	Utility Companies
	Washington Suburban Sanitary Commission

I. Introduction

The primary and support agencies and cooperating organizations of Emergency Support Function (ESF) #17 coordinate the damage assessment process for Montgomery County. They determine the nature and extent of the damage for proper prioritization and resource allocation following an emergency or disaster.

A. Purpose

The purpose of ESF #17 Damage Assessment is to complete a coordinated damage assessment within Montgomery County and identify the tasks required for County government agencies, citizens, and businesses to recover from a major disaster.

B. Scope

This ESF is applicable to all agencies that have assigned roles and responsibilities in the Montgomery County Emergency Operations Plan (EOP) in support of damage assessment. The ESF #17 Annex outlines the general roles and responsibilities of primary and support agencies and cooperating organizations (“agencies”) in the damage assessment operations following a disaster or emergency and provides a general concept of operations for conducting assessment operations. This ESF supplements the County EOP.

Detailed information on agency roles and responsibilities can be found within the Montgomery County *Damage Assessment Plan*.

ESF #17 is countywide in scope and applies to all County departments and offices, municipalities, nonprofits, and response partners that have a role in responding to or recovering from emergencies in Montgomery County. The scope of this Annex is not limited to any particular hazard but applies to all hazards.

C. Policies

The assessment or conduct of individual and public damage is the responsibility of Montgomery County, with the assistance of the municipalities and private organizations.

In the event that the devastation is so extensive that local resources are overwhelmed, state damage assessment teams will be requested through the Maryland Department of Emergency Management (MDEM). The Office of Emergency Management and Homeland Security (OEMHS), utilizing the information gathered by ESF #17 and the Department of Permitting Services (DPS), will determine the need to request state support and initiate the request through the Emergency Operations Center (EOC). ESF #5 will make all requests for state resources. In the event the EOC is not yet operational the request will be made by the OEMHS Director.

For the purposes of this ESF, damage assessment includes the collection of information on the status of critical infrastructure such as electric power generation and distribution, telecommunications, transportation, and medical services, in addition to information on the number and types of residential, commercial, and/or industrial structures damaged or destroyed. The collection of this information requires the support of multiple County departments, offices, and cooperating organizations, such as utility service providers.

All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).

II. Situation and Assumptions

A. Situation

Nearly all disasters or emergencies that impact the County and cause the activation, partial or full, of the Emergency Operations Center (EOC) will cause some sort of damage to the County, both physical and financial. As soon as it is reasonably safe to do so following an emergency, the County will begin collecting information on the damage that occurred.

B. Limitations and Assumptions

The planning assumptions stated in the Montgomery County EOP and *Damage Assessment Plan* also apply to this ESF. Below are additional planning assumptions and limitations specific to ESF #17:

- Rapid assessments (RAs) will be coordinated by on-scene Incident Commanders (ICs) within the first 24 hours to identify the scope of the incident and the potential resources needed for response. ICs may request additional assistance from support agencies to complete RA.
- Damage assessments may be a continuing process that begins with the on-scene IC and continues through the recovery phase.

III. Concept of Operations

A. General

The Department of Permitting Services is responsible for coordinating the damage assessment process defined in this ESF. ESF #17 will collect, organize, analyze, summarize, and disseminate assessment information provided by various sources. Within the structure of the EOC, ESF #5 is responsible for the collection, analysis, and distribution of damage assessment information.

This ESF is a general outline of Damage Assessment activities. Details on damage assessment operations and response partners' roles and responsibilities can be found within the Montgomery County *Damage Assessment Plan*.

Damage Assessment Overview

Damage assessments will be conducted in phases that are defined as follows:

- **Rapid Assessment (also referred to as “Windshield Survey”):** a quick survey of the area impacted by a disaster or emergency to ascertain the scope of the event and determine immediate life-threatening situations and imminent hazards. The RA is coordinated by the IC supported by other public safety personnel on-scene normally within 24 hours of the incident's onset.
- **Initial Damage Assessment (IDA):** an initial and/or detailed evaluation and inspection of residential and commercial structures damaged by the incident as well as an assessment of critical infrastructure including transportation, utilities, medical services, and communications. IDAs are led by DPS with support from the Department of Transportation (DOT), Department of General Services (DGS), the Department of Recreation, Montgomery County Public Schools (MCPS), Department of Environmental Protection (DEP), Department of Health and Human Services (DHHS), Department of Technology and Enterprise Business Solutions (TEBS), Community Emergency Response Team (CERT), municipalities, and cooperating organizations. An IDA normally will commence within 24 to 48 hours following an incident onset and may take up to 7 days to complete.
- **Preliminary Damage Assessment (PDA):** an on-site survey of the affected area(s) by the Federal Emergency Management Agency (FEMA) and MDEM to determine the scope and magnitude of damages caused by the event to ascertain whether federal assistance may be required. Generally, a PDA is conducted prior to an official request by the Governor for the declaration of an emergency or major disaster by the President. The County will support the PDA process as requested. Primary support to the PDA will be coordinated through the EOC. There is no established timeframe for conducting a PDA but generally, it would be 72 hours or more after the incident. A PDA is normally completed within 24 to 48 hours after it is initiated.

The objectives of damage assessments are as follows:

- Determine the immediate needs and priorities of disaster victims.
- Evaluate the damage to housing, businesses, lifelines, critical facilities, and infrastructure.
- Develop initial cost estimates of damage to housing, businesses, lifelines, critical facilities, and infrastructure.

- Identify obstacles or interruptions to emergency operations or impediments to relief efforts.
- Identify secondary threats such as unsafe buildings still occupied or areas at risk of rising floodwaters.
- Estimate the economic impact of the disaster including damage to commerce and industry.
- Monitor public health.
- Determine the resources needed to respond to the disaster and identify the gaps that need to be filled from outside sources.

Activation

ESF #17 will be activated at the discretion of the OEMHS Director and/or the Disaster Manager any time there is a full or partial activation of the EOC. ESF #17 may not be activated at the same time the EOC is activated but may be activated as the incident occurs and reports of damage begin coming into the County.

Response

The damage assessment process begins with the RA conducted by on-scene public safety personnel. This information may include the number of injuries or fatalities, street and bridge access, damage to buildings, downed power lines, and damage to critical infrastructure. This information will be provided to the on-scene IC and the EOC. If the EOC is not activated, the information will be provided to OEMHS.

The RA is used to determine the overall impact of the incident, determine the need for outside resources, and establish objectives for the current and future operational periods. It also provides information for the IC to use in managing the incident and requesting additional resources.

If damage is spread over a wide geographical area or where ground access is restricted, the County may utilize a County owned or acquired aircraft to do a flyover to conduct an RA.

The IDA of residential and commercial structures is initiated by the Disaster Manager at the EOC. Prior to activation of the EOC, an IDA may be initiated by the Chief Administrative Officer or the OEMHS Director.

The Disaster Manager or OEMHS Director will initiate the activation of the online Damage Reporting Portal, which allows County property owners to submit detailed reports of damage to their properties, along with supporting photographic evidence. The Portal will be accessible via a link on the County website; the Office of Public Information (OPI) will assist in informing residents of the availability of the Portal. Information from the Portal will be collected and analyzed. DPS may send teams out to verify and assess the information submitted through the Portal.

DPS is the primary agency for IDA operations that include inspection and assessment of residential, commercial, and/or industrial structures. DPS will deploy IDA teams who will report their findings and status to the EOC. The EOC will review and consolidate information from the field and enter the information into appropriate databases and maps.

Damage to County buildings, roads, bridges, school facilities, parks, utilities, and water authority facilities will be assessed by those respective agencies and information submitted to the EOC. County departments and offices will work together to gather and share information on critical infrastructure and to maximize the use of specialized resources.

County departments and offices will coordinate with the private sector and other sources to provide assessment of critical infrastructure and services as outlined in the Damage Assessment Matrix. The matrix provides timelines for providing IDAs and updates. Reporting will continue until the infrastructure and/or services are restored and the Disaster Manager or OEMHS Director has confirmed that reporting is no longer necessary.

ESF #17 at the EOC will organize the information collected and work with ESF #5 to prepare the countywide IDA report to send to MDEM. Information will also be used to prepare situation reports, briefings, and other relevant documents.

Depending upon the severity of the incident, the state may request FEMA to conduct a joint federal/state PDA. The PDA is an onsite survey by state and federal officials to determine the impact and magnitude of damages and to determine whether a federal disaster declaration may be warranted.

Depending upon the type of damage, PDA teams will be organized to assess damage to private property, or public property, or separate teams to assess both. ESF #17 will coordinate administrative and logistical support for the PDA process. Data collected by the County damage assessment process will be provided as appropriate to the joint state and federal PDA teams.

The Montgomery County damage assessment process is based upon defined Essential Elements of Information (EEl)s that provide a framework for information collection and analysis. The matrix defines the EEl)s and identifies the specific information requirements and sources. The Damage Assessment Matrix can be found in the County's *Damage Assessment Plan*.

Recovery

As response operations subside, the County will transition into recovery and prepare to demobilize the EOC. Damage assessments may continue after the EOC has been deactivated. After damage assessments are complete and the EOC is demobilized, the

ESF #17 representative will ensure any open actions or issues are transferred to the corresponding Recovery Support Function (RSF) as outlined in the *Pre-Disaster Recovery Plan (PDRP)*. If the corresponding RSF is not activated, outstanding issues will be transferred to OEMHS for coordination and completion. As there is often not a clear divide between response and recovery operations, ESF #17 partners may simultaneously perform response and recovery actions.

IV. Organization and Assignment of Responsibilities

This ESF is a general outline of Damage Assessment activities. **All agencies are responsible for supporting the primary agency with the mitigation, preparedness, response, and recovery tasks listed below.** Details on agency roles and responsibilities can be found within the *Damage Assessment Plan*.

A. ESF Actions by Phase

Mitigation

- As appropriate, identify opportunities to mitigate the impact of future incidents.

Preparedness

- Develop and maintain supporting plans and procedures in coordination with all ESF #17 agencies.
- Assist in resolving ESF #17 after-action issues.
- Identify and train personnel to staff ESF #17 in the EOC.
- Train staff to fulfill their designated damage assessment roles and responsibilities.
- Participate in planning, training, and exercises related to ESF #17.

Response

- Conduct and prioritize damage assessments based on guidance provided by ESF #17 in coordination with the Disaster Manager at the EOC.
- Assist DPS as the primary agency and provide representation in the EOC as requested by DPS.
- Maintain all financial records related to emergency operations in accordance with guidance from the EOC Finance/Administration Section and internal County policies and procedures.

Recovery

- Participate in the After-Action Review, providing insight into ESF #17-related activities.
- Continue the damage assessment process until it is complete.

B. Primary Agency

Department of Permitting Services

- Develop and maintain the ESF #17 Annex to the EOP.
- Coordinate resolution of ESF #17 after-action issues.
- Develop and maintain ESF #17 Standard Operating Procedures, and/or Job Aids to support those working in the EOC.
- Provide a representative to the County EOC to coordinate ESF #17 activities.
- Activate the appropriate personnel for ESF #17 and ensure ESF #17 is fully staffed.
- Develop and maintain a contact list for all support agencies and cooperating organizations.
- Designate a Damage Assessment Coordinator to support overall damage assessment activities.
- Collect and submit damage assessment reports to ESF #5.
- Coordinate the posting of unsafe buildings and re-inspections as necessary to revise or remove placards.
- Coordinate structure evaluations and inspections of residential and commercial structures.
- In support of damage assessment activities, issue reports, placards, permits, and demolition permits as related to the incident.

C. Support Agencies

Office of Emergency Management and Homeland Security

- Assist DPS in collecting, analyzing, and distributing damage assessment data.
- As needed, coordinate with MDEM for damage assessment support and PDA.
- Develop and maintain observation forms and checklists for flyover assessments.
- Develop and maintain the online Damage Reporting Portal.

Department of Environmental Protection

- Assist with coordination to assess damage to public water systems, waste disposal systems, and dams.
- Provide technical assistance and guidance to damage assessment teams on environmental hazards. Assist with damage assessments related to health hazards caused by disruption of sanitary waste disposal, overgrowth of toxic molds (post-flood), and the proliferation of rodents or insects capable of carrying diseases of public health concern.

Department of Finance (Risk Management)

- Support the primary and support agencies by providing expertise and advice on strategies to manage, address, and mitigate risks.

- Coordinate claims for damage with commercial property carriers in collaboration with other ESF members and outside resources, as required.

Fire and Rescue Service (FRS)

- Lead the RA process for incidents when FRS is the primary agency and provide support when they are not the primary agency.
- Activate CERT for support in conducting windshield surveys, RA, and providing information to the IC.

Department of General Services

- Assess damage to all County buildings and facilities managed by the department.

Department of Health and Human Services

- Lead RAs for incidents where DHHS is the primary agency and support when they are not the primary agency.
- Collect information on the status of the medical infrastructure, medical services, and medical needs.

Department of Housing and Community Affairs

- Conduct damage assessments for multi-family housing situations.

Montgomery County Department of Police (MCPD)

- Lead RAs for incidents where MCPD is the primary agency and support when they are not the primary agency.
- Provide access control for damaged areas and security for damage assessment teams.

Department of Recreation

- Assess and report damage to recreation facilities.

Department of Technology and Enterprise Business Solutions

- Collect, analyze, and distribute information on the impact and status of the telecommunications infrastructure.
- Conduct and report an assessment of the County's communications and information management systems and infrastructure.

Department of Transportation

- Lead RAs for incidents where DOT is the primary agency and support when they are not the primary agency.
- As primary agency for ESF #1, collect, analyze, and distribute information on the impact and status of the County's transportation systems, accessible transportation resources, and infrastructure.
- Provide damage assessment reports for all County maintained bridges and roads.

D. Cooperating Organizations

Municipalities (Chevy Chase Village, City of Gaithersburg, Town of Poolesville, City of Rockville, and City of Takoma Park)

- Conduct damage assessments of municipality's critical infrastructure and key resources.
- Collect, analyze, and distribute damage assessment information.

American Red Cross

- Provide support by conducting private property damage assessments and providing the results to ESF #17.

Civil Air Patrol

- Provide air support resources for flyover damage assessments.

Community Emergency Response Teams

- Support the IDA process.

DC Water and Sewer Authority

- Provide damage assessments and status of wastewater collection services information to ESF #17.

Hospitals

- Collect, analyze, and distribute information on the damage to hospital infrastructure and facilities.

Maryland-National Capital Park and Planning Commission

- Collect, analyze, and distribute information on the damage to park facilities.

Montgomery College

- Collect, analyze, and distribute information on the damage to Montgomery College facilities.

Montgomery County Public Schools

- Collect, analyze, and distribute information on the damage to MCPS facilities.

Utility Companies

- Conduct damage assessments of utility infrastructure and provide assessment information to ESF #17.

Washington Suburban Sanitary Commission

- Conduct damage assessments of water supply, distribution and control facilities, sanitary sewer systems, and related facilities and provide assessment information to ESF #17.

V. References

- State of Maryland Consequence Management Operations Plan, 2019.
- Montgomery County Emergency Operations Plan.
- Montgomery County Damage Assessment Plan.

A complete list of acronyms can be found in the *EOP – Section XIV, C: Acronyms*.