Emergency Operations Plan

Talbot County, Maryland

January 2024

Acknowledgments

The Talbot County Emergency Operations Plan ("the EOP") serves as a foundational document that is designed to guide actions before, during, and following major emergencies or disasters in Talbot County. The EOP has been built through collaboration with the County government, municipalities, and support agencies and organizations with the purpose of ensuring that the County is prepared. Further, the EOP is the underpinning of a comprehensive emergency management organization where those identified in the EOP work together with the emergency management staff to identify hazards, plan to reduce those hazards through mitigation efforts, and then plan to be able to respond effectively and to recover by working together. It is important to recognize that the EOP is a living document, meaning that it will be adjusted from time to time based on new information, simulations, and emergency response critiques. Finally, the adoption of this EOP by the County government, as well as the municipalities, is a testament to a highly effective and collaborative emergency management organization that has proven itself over time, *i.e*., the community response to the COVID pandemic as well as responses to the adverse effects from storm conditions and other emergency situations in the past.

Clay B. Stamp

County Manager

Administrative Resolution

**ADMINISTRATIVE RESOLUTION ADOPTING
THE 2024 EMERGENCY OPERATIONS PLAN
FOR TALBOT COUNTY, MARYLAND**

WHEREAS, pursuant to Md. Code Ann., Public Safety § 14-109(a)(1)-(2), Talbot County, Maryland (the "County") is required to establish a local organization for emergency management in accordance with the State of Maryland emergency management plan and program and participate in federal emergency management programs, as outlined in the Emergency Operations Plan (the "Plan"); and

WHEREAS, the Plan is a common understanding of the fundamentals of risk-informed planning and decision-making to assist the County in examining a hazard or threat and produce an integrated, coordinated, and informed strategy for response and recovery; and

WHEREAS, the Plan was last updated in 2014; and

WHEREAS, the County Council of Talbot County, Maryland (the "County Council") is desirous of updating the Plan for consistency with current guidance policy, while remaining flexible enough to evolve to reflect lessons learned from actual disaster and emergency incidents and responses, ongoing planning efforts, training, and updated guidance from federal and State agencies (the "2024 Plan"); and

WHEREAS, the 2024 Plan was written with the intention to coordinate all County stakeholders to prepare and plan for, respond to, and recover from emergencies to ensure the County and its communities are resilient against all natural, manmade, and technological hazards; and

WHEREAS, the 2024 Plan includes a "Basic Plan," which outlines when and how the County operates during a disaster, and appendices that guide County partners on their roles and responsibilities during disasters; and

WHEREAS, the 2024 Plan identifies the roles and responsibilities of federal, State, and County agencies and personnel, as well as private organizations that may assist the County during emergencies and disasters within the County.

NOW, THEREFORE, BE IT RESOLVED, by the County Council of Talbot County, Maryland, that the 2024 Emergency Operations Plan, dated January 23, 2024, shall be and is hereby ADOPTED, together with all changes requested by the County Council as set forth in the 2024 Plan prior to its adoption.

NOW, THEREFORE, BE IT RESOLVED, by the County Council of Talbot County, Maryland, that the 2024 Emergency Operations Plan, dated January 23, 2024, shall be and is hereby ADOPTED, together with all changes requested by the County Council as set forth in the 2024 Plan prior to its adoption.

AND BE IT FURTHER RESOLVED that this Administrative Resolution shall take effect immediately upon adoption.

INTRODUCED by the County Council of Talbot County, Maryland at a Regular Meeting on January 23, 2024, at which meeting copies were available to the public.
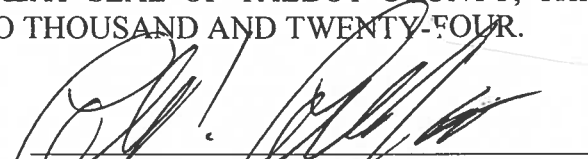
ADOPTED by the County Council of Talbot County, Maryland at a Regular Meeting on January 23, 2024, at which meeting copies were available to the public.

GIVEN UNDER OUR HANDS AND THE GREAT SEAL OF TALBOT COUNTY, THIS 23rd DAY OF JANUARY IN THE YEAR OF OUR LORD TWO THOUSAND AND TWENTY-FOUR.
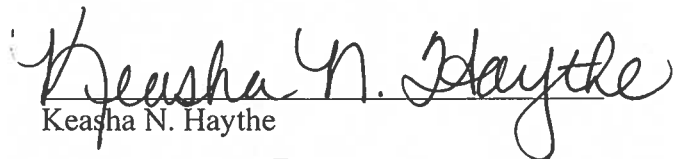
ADOPTED:

Chuck F. Callahan, President

By the Council: January 23, 2024

Certified _Susan W. Moran_

Pete Lesher, Vice President

Susan Moran, Secretary

Keasha N. Haythe

Lynn L. Mielke

Dave Stepp

Table of Contents

Acronyms

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

Acronym	Definition
AAR	After Action Report
CCF	County Coordinating Function
CDBG-DR	Community Development Block Grant-Disaster Recovery
COVID-19	Coronavirus Disease 2019
COG	Continuity of Government
COOP	Continuity of Operations
CCP	Crisis Counseling Assistance and Training Program
DES	Department of Emergency Services (Emergency Management)
DCM	Disaster Case Management
DUA	Disaster Unemployment Assistance
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
GIS	Geographical Information System
HIRA	Hazard Identification and Risk Assessment
HMA	Hazard Mitigation Assistance
HMGP	Hazard Mitigation Grant Program
ICP	Incident Command Post
ICS	Incident Command System
IHP	Individuals and Households Program
IMT	Incident Management Team
IT	Information Technology
JIC	Joint Information Center
JIS	Joint Information System
LTRC	Long-term Recovery Committee
MDEM	Maryland Department of Emergency Management
MD IMT	Maryland Incident Management Team
MIEMIC	Maryland Intrastate Emergency Assistance Compact
MJOC	Maryland Joint Operations Center
MOU	Memoranda of Understanding
NDRF	National Disaster Recovery Framework

NGO	Non-Governmental Organization
NIMS	National Incident Management System
PIO	Public Information Officer
POC	Point of Contact
SARL	State Response Activation Level
SitRep	Situation Report
SOP	Standard Operating Procedure
SPG	Senior Policy Group
SDO	State Duty Officer
HUD	U.S. Department of Housing and Urban Development
UME	University of Maryland Extension Office
VOAD	Voluntary Organizations Active in Disasters

Executive Summary

The Talbot County Emergency Operations Plan (EOP), also referred to in this document as "Emergency Operations Plan" or EOP, describes how the County will operate during emergency situations and disasters. The EOP delineates roles and responsibilities to County departments for coordinating emergency responses activities before, during, and after an emergency or disaster. Although, there are no specific instructions as to how every emergency will be handled, the goal of this EOP is to create a flexible plan that can coordinate emergency response efforts to save lives, reduce injuries, and preserve property.

In addition to looking at National Best Practices, Federal Guidance, State and other local EOPs, this EOP also integrates the Talbot County COVID-19 After-Action Report Recommendations (AAR) to adequately prepare for, respond to, recover from, and mitigate any hazard threatening the lives and property of residents and visitors.

The EOP is divided into three (3) sections: 1) The Basic Plan; 2) County Coordinating Function Annexes; and 3) Appendices.

Section One consists of the Basic Plan of the EOP which includes the federal, State, local laws and authorities, and other references that provide the foundation and basis for the EOP. This section of the EOP establishes the purpose, scope, and planning assumptions. The Introduction and Planning Overview also contains background information on Talbot County, including demographic data and a description of the County. Additionally, a portion of the EOP includes the integration of other regional, State, and local planning efforts.

Section Two is comprised of sixteen (16) County Coordinating Functions (CCF) that define the purpose and scope of the CCFs. Each CCF identifies specific County departments and external partners' roles and responsibilities related to the CCF. Relevant supporting data, laws and authorities, and references to other plans and operating procedures are included where appropriate.

Section Three consists of appendices that provide specific details for essential tasks and other information not directly included in the basic EOP.

Talbot in Context

Government

Talbot County has five incorporated municipalities: Easton, Oxford, Queen Anne, St. Michaels, and Trappe. Of these, Easton, the county seat, was the first to form its own government in 1790. It was followed by St. Michaels (1804), Trappe (1827), Oxford (1852), and Queen Anne (1953). Talbot County has a charter form of government that allows for the separation of the executive from the legislative branch, with lawmaking powers vested in an elected legislative body. Five county council members are elected at large for four-year terms.[1]

Population

Talbot County's population is 37,526, which is estimated to be among the lowest in the state.[2] The town of Easton is considered to be Talbot County's population center, with a population of 17,101, or 45.5% of the county's population, according to 2020 U.S. Census data.[3] In 1900, Talbot County's population was under 20,000, a figure that remained unchanged until 1950. The opening of the Chesapeake Bay Bridge in the 1950s marked the beginning of increased county and regional growth. From the 1950s to the 2010s, the population in Talbot County increased from 19,428 to 37,782, representing an annual growth rate of 1.175%. The 2020 Census marks the first census to indicate a decrease in total population – a very slight decrease of 256.

The 2020 median age in Talbot County rose to 50.5 years, up from 47.4 in the 2010 Census. While the statewide median age is 39.0 years, with just 15.95% of the population age 65 or older, about 29% of Talbot's population, some 10,595 residents, were reported to be age 65 or over. Talbot County's relatively high median age is a result of a population that is aging in place, as well as an in-migration of retirees and out-migration of younger people. The U.S. Census American Community Survey reports that just under one fifth (18.4%) of the County's population is less than 18 years of age. The total male and female populations are somewhat evenly distributed through all age groups up to the age of 45, where women become a slightly larger proportion of each age group.[4]

Geography and Climate

Located in the Upper Eastern Shore Region of Maryland, Talbot County is approximately 477 square miles with 600 miles of tidal shoreline that not only serves as an attraction for its thousands of annual visitors, but also plays a large role in its overall economic growth. Talbot County is bordered by Queen Anne's County to the north, Caroline County to the east, Dorchester County to the south, and the Chesapeake Bay to the west. Maryland's Eastern Shore is generally characterized by a predominantly rural landscape, with expanses of agricultural and forest lands. Additionally, there are hundreds of tidal streams, creeks, and rivers which all flow to the Chesapeake Bay. The county seat of Easton is located 59 miles from Baltimore City and 71 miles from Washington, D.C.

Although Talbot County has a continental climate, temperature fluctuations over the year are moderated by the county's proximity to the Chesapeake Bay and Atlantic Ocean. Temperatures range from an average of 77°F in the summer to an average of 39°F in the winter. The county averages 47 inches of precipitation and 15 inches of snowfall annually. In general, the terrain in Talbot County is flat due to its location on the Atlantic Coastal Plain.

Jobs and Economy

Target industries in Talbot County include aviation and marine services, agriculture, food production, biology and life science, small manufacturing, and environmental services. The county's private sector industries generate $2.0 billion in economic output. With its picturesque landscape and waterways, this small but mighty county welcomed 662,000 visitors in 2021, with its bustling tourism industry generating $303 million in revenue and directly supporting 1,986 jobs in the county in 2021.[5] Talbot County offers the lowest real property tax rate and the second lowest income tax rate in the state.

Recreation and Culture

Entertainment along the water is a way of life for Talbot County residents and visitors alike. The five navigable river systems in the county attract competitive and leisure sailors and boaters from throughout the Mid-Atlantic region. Talbot County is also home to a working fleet of crabbers and oyster-dredging skipjacks as well as the renowned log canoe racing sailboats.

On land, the Talbot County Community Center provides sports fields, indoor ball courts, and professional-size rinks for curling, hockey, and figure skating. The County also maintains Hog Neck Golf Course and 29 public boat ramps and marine slips. The local YMCA offers two Olympic-size pools, tennis courts, ball fields, racquet ball and squash courts, rock climbing and fitness training. Golf courses in Easton and St. Michaels are also attractions for many.

For a historical and cultural experience, Easton's Avalon Theatre provides year-round entertainment; the Academy Art Museum houses impressive collections; the Chesapeake Bay Maritime Museum in St. Michaels hosts exhibits on Chesapeake Bay maritime heritage; the Tilghman Watermen's Museum preserves the stories and work of local watermen; and the Rural Life Museum of Trappe celebrates the homes, farms, and industry of the area.

Income

Based on U.S. Census data, in 2021 the median household income in Talbot County was $79,349 and the mean was $116,514.[6] By comparison, the statewide median household income was $91,431 and mean $120,234. Both the median and mean household incomes in the County are higher than the national averages of $69,021 and $97,196, respectively. The poverty rate in Talbot County is estimated to be approximately 9.5%, on par with the Maryland's poverty rate.[7]

Transportation

Located on Maryland's Eastern Shore with access to the I-95 corridor, Talbot County offers a strategic location within 70 miles of Washington, D.C. and has access to more than 90 federal labs and research facilities within a 90-mile radius. The area is within commuting distance to the Annapolis/Baltimore/Washington, D.C. corridor and the Mid-Atlantic market. For access to the many beaches and coast of the county, Route 450 and Route 404 serve as major thoroughfares and as a result increased traffic. Eight industrial parks offer secure sites ready for the development process, providing infrastructure capacity and access to major roadways. For air travel, Talbot County is served by Baltimore/Washington International Thurgood Marshall Airport (BWI) and Ronald Reagan Washington National Airport (DCA). Additionally, Easton Airport (ESN) supports the national airport system by providing access to national and international markets and shuttle services to BWI and Amtrak.

Summary

Talbot County's diverse ecology and opportunities for economic growth along its shoreline make it a wonderful place to live and visit. There is constant activity and movement, with commuters and tourists coming in and out of the county every day. Attracting both young families and retirees, Talbot County has grown more diverse in recent years. Much like many places around the U.S., census data shows that Talbot County's population is rapidly aging. Changing demographics and increases in the diversity of people, workers, and household types in the county require a flexible emergency response system. Therefore, the goal of this EOP is to establish an emergency response system that will meet the needs of all Talbot County residents, workers, and visitors.

Introduction

Talbot County, with its 600 miles of shoreline, is a wonderful place to experience Maryland's Eastern Shore. However, due to its diverse landscape and unique geographical location at the center of the Shore, the importance of tailoring responses to the hazards that may impact the county cannot be understated. From the hazards that can impact the scenic bodies of water that attract thousands of tourists and visitors, to the emergencies occurring in rural communities throughout the county, Talbot County's Emergency Operations Plan provides a framework for agencies to coordinate their efforts to avoid, eliminate, or reduce hazards whenever possible and to effectively address the emergencies that may occur.

The EOP, written in partnership with local and State governmental departments, private organizations, and community partners, takes into consideration major lessons learned from the Coronavirus Disease 2019 (COVID-19) Pandemic, as well as past smaller-scale incidents, to ensure that emergency responders maximize efficiency and have the capacity to protect the County, its residents, and visitors.

Purpose

The purpose of the EOP is to define the actions and roles necessary to provide a coordinated response and recovery within Talbot County in the event of an emergency or disaster. This EOP provides guidance to agencies within Talbot County, with a general concept of potential emergency assignments before, during, and after emergency situations. The EOP establishes standardized policies and procedures for effective coordination of response and recovery from emergencies.

It is designed to accomplish the following:

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

Scope and Applicability

The scope of emergency and disaster response and recovery in this EOP applies to: Talbot County Government departments, relevant State agencies with missions specific to Talbot County, and coordination with other entities that serve the residents and visitors within the geographical boundary of Talbot County. Within Talbot County, there are five incorporated municipalities, each with their respective plans, policies, and legal authority. As such, this EOP is an overall coordination at the County level to supplement the application to municipal response operations.

Objectives

The following are the objectives of the County's EOP:

- Increase overall Countywide preparedness;
- Enhance existing plans and identify additional planning needs;
- Encourage the whole community to leverage opportunities to increase resilience and mitigation measures pre- and post-disaster;
- Identify key factors, activities, and considerations for pre- and post-disaster recovery planning;
- Promote mitigation, and foster resilient redevelopment and construction;
- Promote inclusive and equitable coordination, planning, and information sharing processes;
- Communicate effectively both internally and externally;
- Develop and implement response procedures that will support overall public safety entities to rapidly create incident stabilization to protect life, property, and the environment;
- Sustain lifelines and restore infrastructure and public facilities;
- Maximize funding opportunities pre- and post-disaster;
- Provide and/or ensure quality housing;
- Equip County leadership with the ability to maximize community resources;
- Leverage the private and non-profit sectors by using existing relationships and creating new ones;
- Provide effective coordination with the five county incorporated municipalities and supplement their respective planning efforts, policies, and ability to receive disaster funds;
- Facilitate a seamless transition from response to recovery;
- Maintain and enhance the County's economic base in a post-disaster environment; and
- Provide effective management and coordination in response and recovery.

Mission and Vision

Mission

The mission of Talbot County Government is to provide the best possible service to the citizens who have given us their public trust. The County strives to preserve the rural and agricultural character of the area, while promoting economic development and protecting the environment and its natural resources so that the special quality of life we enjoy remains intact.

The Talbot County Department of Emergency Services provides coordination of preparedness, response, recovery, and mitigation actions to ensure the safety of the county's residents and visitors.

Vision

The Talbot County Department of Emergency Services will pursue innovation and excellence in the delivery of emergency services guided by principles of integrity, trust, and commitment.

Talbot County Pillars

Talbot County is poised to further advance resilience via policy, planning, and action. To that end, Talbot County has established Five Pillars to help guide the process and to establish the foundation of resilience planning and implementation. The Five Pillars established include: (1) Health, Safety, Welfare, (2) Economic Stability, (3) Education, (4) Infrastructure, and (5) Environment. Referring to these pillars when creating policies, plans, and projects will ensure that our community's resilience is in the forefront of our mission.

For more information, please refer to the [2022 Talbot County Hazard Mitigation Plan](#).

Plan Overview

Plan Organization

An EOP is typically updated on a five-year (5-year) cycle. Accordingly, in 2023, the Talbot County EOP is on track to be updated.

The EOP is organized into three (3) sections:

1. Basic Plan – promulgated by the Administrative Resolution
2. County Coordinating Function Annexes
3. Appendices – additional resources and references

Planning Assumptions

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

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

13. Training and exercising of this EOP will be critical to the ability of County personnel to effectively respond to and recover from an emergency or disaster.
14. Talbot County is comprised of five incorporated municipalities that each have their own respective plans, policies, and legal authority. Accordingly, to account for the distinct needs of each municipality, the County will continue to coordinate emergency management efforts with the municipalities by consistently providing opportunities to share concerns, insights, and ideas.
15. Continuing to build working relationships with local, regional, and State partners is a priority for the County. Therefore, the foundation of any partnership formed by the County will be based on open and honest communication and equity in the sharing of resources and ideas as dictated by the incident.

Plan Maintenance and Updates

The Talbot County Department of Emergency Services (DES) is responsible for developing, maintaining, and distributing the EOP. The EOP will be reviewed on a 5-year cycle to incorporate best practices, and new State, federal, and regional guidelines, or directives. However, suggestions for updates can be made at any time, especially after Emergency Operations Center (EOC) activations for significant incidents. Availability of the EOP will be shared on the IDrive and accessible to all departments.

Planning Partners

Planning Partners
• Easton Airport
• Fire Marshal's Office
• Local Food Pantries
• Maryland Department of Natural Resources Forest Service
• Municipal Departments of Public Works
• Municipal Permitting Offices
• Municipal Police Departments
• Talbot County Communications Manager
• Talbot County Department of Corrections
• Talbot County Department of Economic Development and Tourism
• Talbot County Department of Emergency Services (DES)
• Talbot County Department of Parks and Recreations
• Talbot County Department of Planning and Zoning
• Talbot County Department of Public Works + (GIS)
• Talbot County Department of Social Services
• Talbot County Department of Technical Services
• Talbot County Facilities Maintenance
• Talbot County Finance Office
• Talbot County Free Library
• Talbot County Health Department
• Talbot County Manger's Office
• Talbot County Office of Law
• Talbot County Office of Permits and Inspections
• Talbot County Public Schools (TCPS)
• Talbot County Roads Department
• Talbot County Senior Center
• Talbot County Sheriff's Office
• Talbot County Volunteer Fire Departments
• Talbot Family Network/Talbot Hunger Coalition
• Talbot Humane Society
• University of Maryland Extension Office (UME)

Activation and Notification of the Emergency Operations Center

If necessary, the EOC will be activated. County day-to-day functions that are not essential functions or do not contribute directly to the emergency operation may be suspended for the duration of the emergency. The efforts that would normally be required for those functions will be redirected to the accomplishment of emergency tasks by the agency concerned. Each County department/agency is responsible for assigning a representative, with the authority to delegate resources, to the EOC when requested by the Director of the Talbot County Department of Emergency Services and/or the County Manager.

The decision to activate the Emergency Operations Center can be authorized by the following individuals:

- Council President
- County Manager
- Director of DES or designee

Once the decision to activate the EOC has occurred, the notification process may follow the actions listed in the chart below:

Figure 1. No Notice/ Notice Events

Notice Events	No Notice Events

1. **EOC Activation Email** – an email activation notification will be sent out to EOC partners through the Everbridge alert system and/or email. The email will contain the following:
  a. Known information regarding the impeding event/threat.
  b. EOC hours
  c. Requests for specific representatives.
  d. Reminder to make personal and family arrangements.
 	
2. **EOC Event Briefing** – Once the EOC is activated, an EOC briefing will occur and can include members of the media. The following would likely be addressed:
	Note: For a no-notice event, the circumstances may vary. The following table provides the process that has been used in past events to assist with shaping the overall coordination efforts for the EOP.
	
	1. **911 alerts DES Director or designee, and decision is made to activate EOC.**
	
	2. **DES Director notifies County leadership and EM personnel.**
	
	3. **EM personnel mobilize and contact dispatch for windshield survey info.**
	  a. EM might go on-scene
	  b. Other staff might go to set up the EOC.

a. Information regarding the event/threat.
b. Public recommendations (any preparedness information)
c. Regional coordination, if necessary.

3. **EOC Meetings**
   a. Briefings – Partners, County leadership, etc.
   b. Situation Reports

4. **Contact partners impacted-understand the situation.**
   a. Depending on the time, might conduct a briefing via virtual conference line to gain situational awareness immediately.
   b. Quickly establish a meeting for the Senior Policy group with the County Manager.

5. **Contact the EOC partners through the Everbridge alert system and/or email.**

6. **Formalize EOC Briefing-EOC Activated**

Figure 2. Activation Levels

ACTIVATION LEVEL	CRITERIA	STAFFING	Example Triggers
Full Activation	An emergency that will require interagency coordination as well as possible state and federal assistance.	• All EOC positions filled. • CCFs activated and staffed accordingly. • State and/or federal representatives may be present. • Staffed 24/7.	• Impending storm • Multiple agencies require resource coordination • Loss of life and property deemed significant.
Partial Activation	An emergency that will require some or limited interagency coordination.	• DES personnel. • EOC positions filled as required (core impacted functions) • One or two CCFs activated. • Staffed 24/7. • Operational periods are established with associated staffing levels.	• 911 Dispatcher supporting EOC.
Enhanced/ Monitoring	An emergency or event that has the potential for interagency coordination.	• DES personnel. • Starting to staff EOC to monitor. • Staffed during business hours. • Operational periods established.	• DES Stop normal tasks to handle a situation. • DES monitor and thinking about planning for a situation.
Normal Operations	Normal day-to-day operations for DES. 24/7 Situational Awareness through the 911 Center. *Policy for triggering and notifying EOC Manager.	• DES available.	

County Leadership Emergency Roles and Responsibilities

Staff Responsibilities: These are areas where you may have responsibilities based on your role. More information can be found in Appendix A of this Plan.

County Council

Roles and Responsibilities
• Oversees disaster policy level decisions for the County. • Makes emergency funding appropriations to address the response and recovery efforts of the disaster. • Declares a state of emergency for the county.

County Manager

Roles and Responsibilities
• Initiates and facilitates the Senior Policy Group. • Oversees the implementation of the County's Incident Command Structure (ICS). • Ensures the Council's policy decisions are executed through operational objectives and management of the ICS structure. • Activates the County's Continuity of Operations Plans. • If the County Manager is unavailable in an emergency, the Assistant County Manager will take on the roles and duties of the County Manager.

Director of Emergency Services

Roles and Responsibilities
• Implements the activation of the EOC. • Directs the development and implementation of countywide emergency plans. • Serves as the Director of the Local Appointed Emergency Manager

Talbot County Sheriff

Roles and Responsibilities
• Coordinates all law enforcement activities in the county. • Maintains law and order. • Provides traffic control, security, and mobile units for warning activities. • Supports other emergency response activities.

- Provides support to the EOC.

County Attorney

Roles and Responsibilities
- Provides legal assistance in all comprehensive emergency management matters.   - Prepares legal documents such as declarations and emergency legislation as necessary.   - Assists with public information releases.   - Assists with rumor control.   - Provides EOC support.

Health Officer

Roles and Responsibilities
- Provides medical teams in cooperation with the local hospitals and local fire/rescue organizations.   - Controls distribution of medical supplies, equipment, and pharmaceuticals as necessary.   - Establishes a medical/health section in the EOC.   - Provides first aid and other medical needs at mass care and reception centers.   - Supervises all environmental health activities to assure the safety of the citizens and the protection of the environment.   - Assesses the emergency medical or health protection needs and surveys the damage to water systems, wastewater systems and health facilities.   - In cooperation with the Local Behavioral Health Authority, provides crisis counseling for disaster workers and victims.   - Assesses the emergency capabilities of hospitals, nursing homes and other medical facilities for planning, response, and recovery from disasters.   - Responsible for the overall direction and control of health-related personnel and resources committed to the emergency health and medical service efforts.   - May direct health protection measures, including evacuation and/or quarantine, but will consult with the President of the Talbot County Council and the Director of Emergency Services before issuing such orders.   - Can issue any orders he/she deems necessary to protect the health and safety of the public.   - If determined that the health and medical needs exceed local capabilities, the Health Officer can request assistance from State agencies through the Talbot County Director of Emergency Services.

County Department Heads

Roles and Responsibilities
- Participate in the Senior Policy Groups, as requested.   - Provide available staff and resources to support emergency operations, as requested.   - Manage the essential functions identified in the Department Continuity of Operations Plans (COOP) to ensure continuity of Talbot County Government.

Concept of Operations

Talbot County will use a hybrid of the Senior Policy Group (SPG) and the National Incident Management System (NIMS). The SPG is composed of senior officials, such as agency administrators, executives, or their designees, who are authorized to represent or commit agency resources and funds in support of incident activities. The SPG acts as an executive- or policy-level body during incidents, supporting resource prioritization and allocation, and enabling decision making among elected and appointed officials and those responsible for managing the incident (i.e., the Incident Commander). In some instances, the SPG may be located at or near the EOCs in order to authorize additional resources, approve emergency authorities, and provide guidance on issues.

Emergency responders at all levels of government use National Incident Management System (NIMS) and Incident Command System (ICS) command and coordinating structures to manage and support response operations. ICS is a management system designed to integrate on-scene facilities, equipment, personnel, procedures, and communications within a common organizational structure. EOC are facilities where staff coordinate information and resources to support on-scene incident management. Staff in EOCs at all levels of government may also encourage participation by private sector elements including NGOs, academia, associations, and organizations representing those with disabilities and others with access and functional needs.[1]
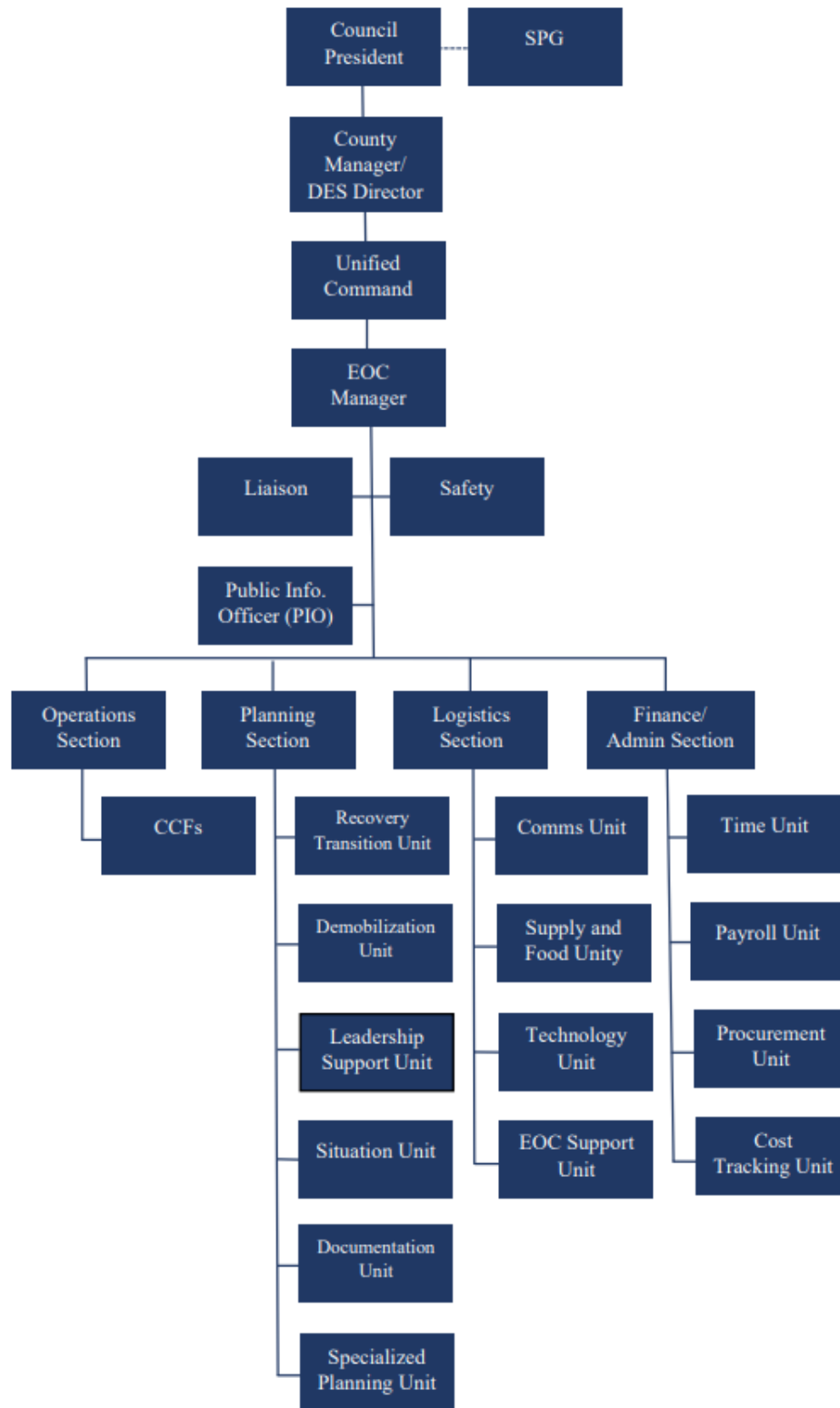
The Emergency Operations System includes but not limited the following:

- People/Organizational chart
- On-scene operations
    - Staging Areas
    - Incident Command Posts
- Facilities
    - EOC
    - Joint Information Center (JIC)
- Plans
- Policies
- Resources
- Funding/Money

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[1] https://www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.pdf pg. 16-17

Figure 3. Talbot County EOC Structure

Council President — SPG

County Manager/ DES Director

Unified Command

EOC Manager

Liaison — Safety

Public Info. Officer (PIO)

Operations Section | Planning Section | Logistics Section | Finance/ Admin Section

Operations Section: CCFs

Planning Section: Recovery Transition Unit, Demobilization Unit, Leadership Support Unit, Situation Unit, Documentation Unit, Specialized Planning Unit

Logistics Section: Comms Unit, Supply and Food Unity, Technology Unit, EOC Support Unit

Finance/Admin Section: Time Unit, Payroll Unit, Procurement Unit, Cost Tracking Unit

Senior Policy Group (SPG)

The SPG serves as a policy- and strategic-level advisory body during ongoing or long-term emergency situations. It analyzes critical information and supports the Council President by identifying emergent needs and providing policy recommendations for action, including public messaging. The SPG works together to ensure consistent information is being shared across the various departments. The County Manager, or designee, determines the SPG members for the specific incident and facilitates SPG meetings and discussions. The SPG is generally comprised of the Council President, County Manager, DES Director, or designee, and select Department Heads or designees. Additionally, the DES Director or the County Manager may add external partners to the SPG. It is the responsibility of the EOC Manager to convey the guidance and decisions from the SPG to EOC personnel for further dissemination to the field.

EOC Positions

Unified Command

This can include the DES, Fire, Law Enforcement, Health Department, etc., and is very dependent on the circumstances of the emergency or disaster. These members can also be part of the SPG. Unified Command:

- Manages on-scene operations to ensure:
  - Life safety
  - Incident stabilization
  - Property conservation
  - Environment conservation
- Requests resources needed to conduct response operations (*i.e.*, mutual aid, State, federal, etc.) to EOC Manager.
- Develops/approves operational objectives for next operational period.
- Approves the Incident Action Plan.
- Participates in SPG meetings and other leadership meetings, as necessary.
- Approves any press releases.
- Coordinates the demobilization of on-scene resources with the EOC Manager.

Emergency Operations Center Manager

The EOC Manager is responsible for managing the flow of the physical or virtual EOC and reports directly to the Director of DES or designee. The EOC Manager:

- Activates EOC and determines appropriate staffing.
- Activates WEBEOC.
- Develops EOC schedule to include briefings, operational periods, SitReps, etc.
- Oversees the development and dissemination of situational reports (SitReps).
- Assigns appropriate ICS positions.

- Facilitates EOC meeting with SPG, Unified Command, and CCFs.
    - SPG
    - EOC brief (all CCFs)
    - EOC Reps - Specific CCF planning meetings
    - EOC Partners (external) This meeting is for public consumption, anyone can join.
- Identifies response/recovery challenges requiring an SPG policy decision and works with the Planning Section Chief to present identified challenges to the SPG.
- Approves and executes the EOC planning and meeting schedule.
- Conducts EOC briefings.
- Attends and facilitates EOC Command Staff briefings/meetings.
- Triages problems to the appropriate CCF for resolution.
- Assists with resource allocation.
- Delegates tasks, as necessary.

Safety Officer

The Safety Officer ensures that a safe working environment is established and maintained for countywide operations. The Safety Officer in the EOC maintains situational awareness by communicating with safety officers in the field and personnel in the EOC. The Safety Officer routinely inspects and corrects any deficiencies in the operating environment of the EOC. The Safety Officer also ensures that personnel do not jeopardize their health by becoming overstressed or overworked. The Safety Officer ensures that the building and other facilities used in support of the EOC are in safe operating condition. When the Safety Officer deems an environment or operation unsafe, he or she can stop all work and modify any unsafe environment or operations, notifying the Director of DES, or designee, of actions taken. The Safety Officer works in coordination with the EOC Manager.

Liaison Officer

The Liaison Officer is the point of contact for representatives of other levels of government (*i.e.*, State and federal government), departments and agencies that are not members of Unified Command, NGOs, quasi-governmental entities and/or private entities. Representatives from assisting support agencies or cooperating partners coordinate through the Liaison Officer. Personnel from other agencies and organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

Public Information Officer (PIO)

The Public information office (PIO) is responsible for identifying the public information needs of the incident and managing the JIS when necessary. The PIO works in coordination with the EOC Manager. All messages being disseminated from the PIO or the JIS, if activated, must receive approval and official sign- off from the EOC Manager and Director of DES, or designee.

Operations Section

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

County Coordinating Functions (CCFs)

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

While the specific roles and responsibilities of each CCF are defined in greater detail in the CCF Annexes, the following figure provides a basic description of each CCF and identifies the primary agency for each CCF. It is important to note that the primary agency for a CCF may perform the outlined operations themselves or may coordinate the necessary operations with support agencies and cooperating partners.

Figure 4. County Coordinating Function (CCF) Summaries

CCF	CCF Description	CCF Primary Agency
Agricultural Services	**Mission:** to facilitate effective response efforts that result in a sustainable and resilient community following a significant natural or man-made disaster. **Purpose:** to identify the specific post-disaster role and responsibilities of agricultural services following an emergency and to identify supporting and cooperating partners.	University of Maryland Extension Office (UME)
Donations and Volunteer Management	**Mission:** to coordinate the collection, matching, and dissemination of physical and financial donations to appropriate organizations whose mission is to meet the needs of survivors, and to	Emergency Management

	coordinate volunteers for response efforts. **Purpose:** to identify donations and manage specific post-disaster volunteer roles and responsibilities following an emergency and to identify supporting and cooperating partners.	
Economic Development	**Mission:** to coordinate County, State, federal, and private sector resources, and expertise to return economic and business activity to the level it was pre-disaster. **Purpose:** to identify the specific post–disaster role and responsibilities of Economic Development following an emergency and to identify supporting and cooperating partners.	Economic Development and Tourism
Emergency Food and Water	**Mission:** to coordinate the acquisition and distribution of emergency food and water to the community. **Purpose:** to identify specific post-disaster role and responsibilities for the distribution of the emergency food and water following an emergency and to identify supporting and cooperating partners.	Emergency Management
Fire, Rescue, and Emergency Services	**Mission:** to facilitate effective response efforts that result in a sustainable and resilient community following a significant natural or man-made disaster. **Purpose:** to identify the specific post-disaster role and responsibilities of the fire,	Fire/EMS

	safety, and emergency services following an emergency and to identify supporting and cooperating partners.	
Government Services	**Mission:** to restore County government services, County owned facilities, County operated facilities, and Public Schools to pre-disaster condition. **Purpose:** to identify the specific post–disaster role and responsibilities of government services and schools following an emergency and to identify supporting and cooperating partners.	County Manager's Office
Historical and Natural Resources	**Mission:** to coordinate the efforts for restoring affected historical and natural resources to their pre-disaster condition, or better. **Purpose:** to identify the specific post–disaster roles and responsibilities of historic and natural resource government entities following an emergency and to identify supporting and cooperating partners.	Department of Planning and Zoning
Information Technology	**Mission:** to facilitate effective response efforts that result in a sustainable and resilient community following a significant natural or man-made disaster. **Purpose:** to identify the specific post–disaster role and responsibilities of Technical Services following an emergency and to identify	Technical Services

	supporting and cooperating partners.	
Infrastructure	**Mission:** to coordinate interim continuous operational solutions and permanent restoration of the transportation system, dams, and utility services (energy, gas, water, solid waste, and telecommunication/data) through response. **Purpose:** to identify the specific post–disaster role and responsibilities of each controlling entity following an emergency and to identify supporting and cooperating partners.	Department of Public Works, Department of Roads, and Facilities
Law Enforcement and Security	**Mission:** to facilitate effective response efforts that result in a sustainable and resilient community following a significant natural or man-made disaster. **Purpose:** to identify the specific post–disaster roles and responsibilities of law enforcement and security following an emergency and to identify supporting and cooperating partners.	Talbot County's Sheriff's Office
Public Health	**Mission:** to facilitate effective response efforts that result in a sustainable and resilient community following a significant natural or man-made disaster. **Purpose:** to identify the specific post–disaster role and responsibilities of Public Health during and following an emergency and to identify supporting and cooperating partners.	Talbot County Health Department

Sheltering and Housing	**Mission:** to facilitate effective response efforts that result in a sustainable and resilient community following a significant natural or man-made disaster. **Purpose:** to identify the specific post–disaster roles and responsibilities of sheltering and housing entities following an emergency and to identify supporting and cooperating partners.	Talbot County Department of Social Services
Transportation and Evacuation	**Mission:** to facilitate effective response efforts that result in a sustainable and resilient community following a significant natural or man-made disaster. **Purpose:** to identify the specific post–disaster role and responsibilities for transportation and evacuation entities following an emergency and to identify supporting and cooperating partners.	Talbot County's Sheriff's Office

Primary Agencies

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

Support Agencies

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

Cooperating Partners

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

Planning Section

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

Figure 5. Planning Section Organization and Unit Descriptions
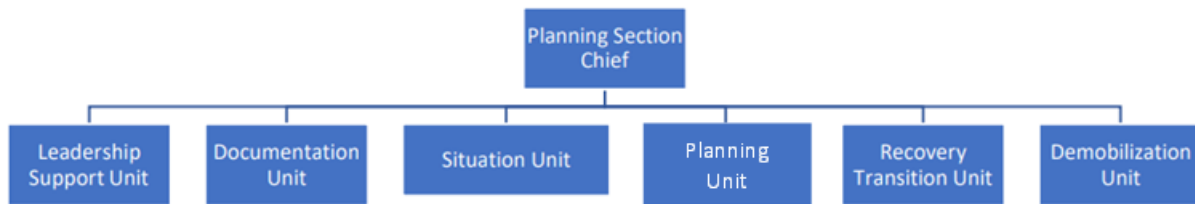
Unit	Description
Leadership Support	This unit organizes SPG meetings, addresses legislative issues, and responds to specific leadership needs during the incident.
Documentation	This unit ensures that the incident is correctly documented and that an organized record exists following an activation.
Situation	This unit develops SitReps and/or GIS maps to ensure a common operating picture and strong situational awareness.
Planning	This unit develops plans to deal with specific needs that arise during the disaster for which there are no existing plans. This unit also identifies subject matter experts as needed for response.
Recovery Transition	This unit stands up Talbot County's recovery structure following an incident and ensures a seamless transition from response to recovery.
Demobilization	This unit ensures the smooth demobilization of the EOC, incident command post (ICP), on-scene operations, IMTs, etc.

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

Figure 6. Planning Section Unit Activation Criteria

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

	• During larger activations, where many resources or teams need to be demobilized, a person should be dedicated, if possible, to the Demobilization Unit.

Planning Section Chief

The Planning Section Chief:

- Manages the Planning Section;
- Facilitates Planning Section meetings and discussions;
- Coordinates the development of SitReps;
- Sets the operational tempo for the EOC;
- Ensures the Planning Section has the appropriate staff and subject matter experts;
- Aligns the Planning Section efforts with the approved incident objectives;
- Develops any needed incident plans;
- Addresses any policy level decisions with the EOC Manager and/or the Director of DES, or designee, to be vetted through the SPG; and,
- Conducts brief outs to the EOC.

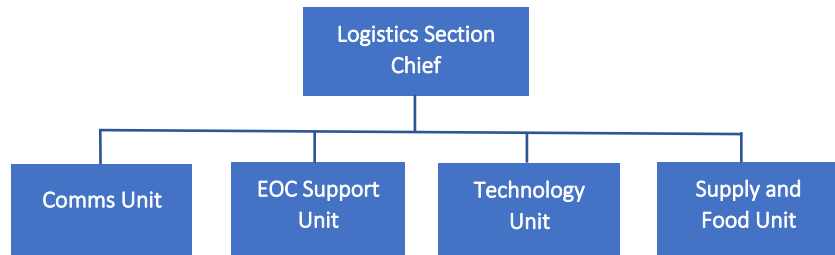The Planning Section Chief works in coordination with the EOC Manager.

Logistics Section

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

The Logistics Section is comprised of a Logistics Section Chief and four (4) primary units (not all units will be needed during every activation). Until staff are assigned to the primary mission positions of the Logistics Section, the Logistics Section Chief completes the duties and responsibilities of all Logistics Section roles. The following figure breaks down the Logistics Section organization and provides a description of each unit.

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

Figure 7. Logistics Section Organization and Unit Descriptions

Unit	Description
Communications	This unit develops plans for the use of incident communications equipment and facilities, installs and tests communications equipment, and distributes and maintains communications equipment.
EOC Support	This unit supports the EOC Operations Section and Resource Management. Duties include retrieving smaller orders and purchases, cleaning and maintaining the EOC space, setting up and maintaining EOC bunk facilities, assisting staff in getting to duty stations/meeting locations, and completing special missions as designated by the EOC Manager.
Technology	This unit ensures the technology at the EOC and all remote locations is in working order, responds to additional requests for technology as the incident evolves, and tests all technology.
Supply and Food	This unit orders, receives, processes, and stores all incident-related resources for the EOC, DOCs, and other sites opened to manage the response. The unit supplies the food for the entire incident, including to all remote locations (e.g., Camps, Staging Areas), and for personnel unable to leave tactical field assignments.

Logistics Section Chief

The Logistics Section Chief:

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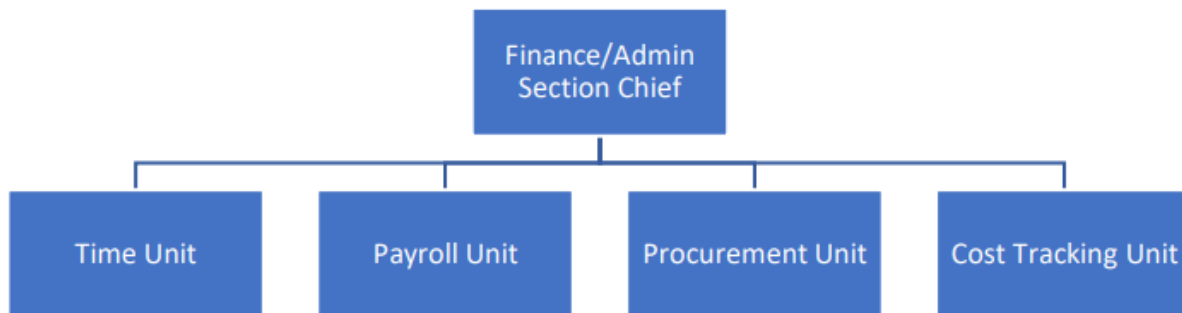
- Coordinates the feeding of responders;
- Coordinates staff/responder transport;
- Ensures that EOC technology is performing well and is sufficient to meet the needs of the EOC Manager and the CCFs; and,
- Manages communications technology to ensure that intra-field communication and intercommunication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

Finance/Admin Section

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

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

Figure 8. Finance/Admin Section Organization and Unit Descriptions

Unit	Description
Time Unit	This unit ensures the accurate recording of daily personnel time, complies with specific agency(s) time recording policies, and manages commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period.
Payroll	This unit determines payroll procedures for the incident, and ensures employees are paid correctly for work during the incident

	based on situational pay, collective bargaining agreements, the Talbot County Employee Handbook, etc.
Procurement	This unit handles all financial matters pertaining to vendor contracts, leases, and fiscal agreements; maintains equipment time records; establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices.
Cost Tracking	This unit provides all incident cost analysis; ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

Finance/Admin Section Chief

The Finance/Admin Section Chief:

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

On-Scene Operations

In some response circumstances, the need for On-Scene operations to stabilize the incident or to better coordinate resources may be necessary. To ensure effective coordination of the entire response system, the following section identifies the response capabilities for Talbot County and how they interact within that system for thoughtful planning purposes.

On-Scene Capability	Activation and Capability
Command Post Support Unit	The activation of the Command Post Support Unit would be decided upon based on the circumstances of the event. The Command Support Unit has the capability to coordinate resources for special events or a disaster which require proximity to the scene.
Emergency Operations Center	The EOC is the facility (physical or virtual) where coordination of the entire response system occurs.
Incident Management Team	If staff is immediately overwhelmed or the event will most likely result in a long response operation, an IMT would be considered.
Staging Area(s)	Talbot County has unique waterways and vulnerabilities along its coastal areas. Pre-staging of resources may be necessary to ensure resources can reach those vulnerable areas.

Preparedness Actions

Relationship Building

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

Non-Governmental Organizations

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

Private Sector

The private sector is also an important stakeholder. Like NGOs, private sector organizations fill gaps that government cannot. They are also key partners in jumpstarting the economy after a significant incident. Talbot County regularly engages with the private sector through the Department of Economic Development and Tourism. The Department of Economic Development and Tourism regularly sends out County communications, liaises with the business community on their needs or concerns, and collects disaster response and recovery related information from the private sector during emergencies.

State Coordination

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

MDEM's Liaison Program assigns a MDEM Liaison Officer to interface, assist, and communicate with Talbot County during the preparedness phase. The MDEM Liaison Officer assists with formulating continuous MDEM situational awareness of incidents occurring throughout Maryland and helps ensure continuous communication occurs between Talbot County and MDEM.

Federal Coordination

The Federal Emergency Management Agency's (FEMA's) role is to build relationships with their emergency management partners (including State and local emergency management structures), ideally before disasters occur, so that FEMA can understand the partners' unique conditions and needs. FEMA is responsible for identifying best practices and working within the emergency management community to encourage proactive risk assessment, preparedness activities, and mitigation investments. During the preparedness phase, FEMA provides funding via grants for preparedness and mitigation that Talbot County uses to help ensure constant operational readiness. FEMA plays a critical role in facilitating investments that reduce risk and increase pre-disaster mitigation. Additionally, FEMA provides Talbot County with planning guidance built around national best practices. Through this, emergency management activities are federally supported but locally executed. In addition to using FEMA planning guidance, Talbot County regularly participates in FEMA trainings, exercises, and workshops.

Training and Exercise

The Training and Exercise Program plays a vital role in emergency management by enabling stakeholders and the whole community to receive training on plans, to test and validate planning capabilities, and to refine plans through the identification of capability gaps and areas for improvement.

State and Federal Coordination

State Integration

Maryland Department of Emergency Management and the Talbot EOC

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

From there, the SDO analyzes the incident, and, if necessary:
- Notifies senior State leadership;
- Initiates a call-down of State consequence management personnel; and
- Initiates conversations with Talbot County DES to determine if a Statewide emergency managers call is needed.

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

Figure 9. State Response Activation Levels (SRALs)

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

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

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

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

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

Figure 10. Maryland Resource Management Process
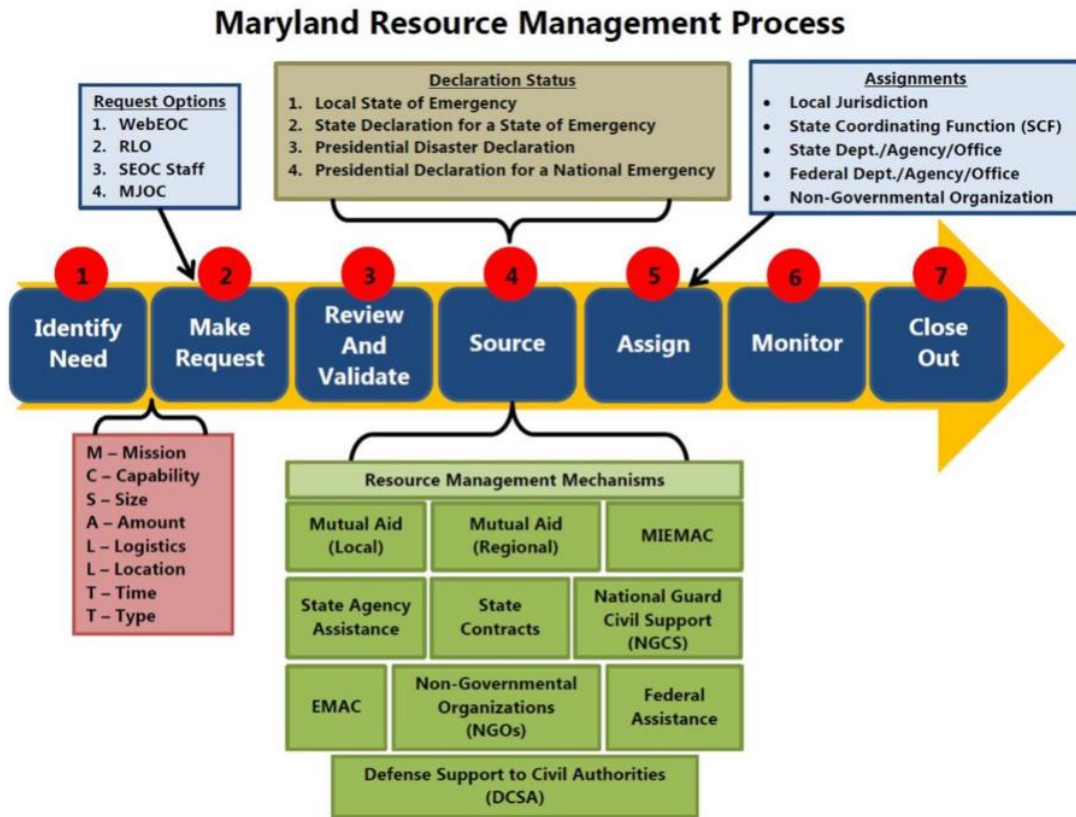
Plan Integration

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

Local Plan Integration

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

Figure 11. Talbot County Emergency Management Plan Hierarchy

Strategic Plans	Talbot County Strategic Plan						
	Talbot County Hazard Identification and Risk Assessment (HIRA)						
Operational Plans	Emergency Operations Plan (EOP)	Hazard Mitigation Plan				Continuity Planning	
	Base Response Plan	Base Recovery Plan	Natural Hazard Mitigation Annex	Manmade Hazard Mitigation Annex	Flood Mitigation Annex	Historical and Cultural Resources Annex	Continuity of Operations (COOP) Plans	Continuity of Operations (COG) Plan
Annexes	CCFs						
	Damage Assessment						
	Financial Management						
	Persons with Access and Functional Needs						
Tactical Plans							

The federal government uses Community Lifelines as the overarching functional area to organize all facets of emergency management. This includes mitigation, preparedness, response, and recovery. Talbot County engages in mitigation efforts pre- and post-disaster to become more

resilient so that the physical and environmental impacts of hazards, as well as the economic and social impacts, are properly addressed. Mitigation is essential to building a strong foundation for resilience planning and implantation. Consequently, to guide this process, Talbot County has developed Five Pillars based on the functional areas that apply to the unique community. The established pillars include: (1) Health, Safety, Welfare, (2) Economic Stability, (3) Education, (4) Infrastructure, and (5) Environmental. The Talbot County response plan ensures that the County can quickly recover from a disaster and thrive afterward. Whenever possible, Pillars not affected should be leveraged to support the areas in need to optimize various County government functions.

The response plans that apply to the Pillars are listed below. Tactical Plans that support the Pillars are listed in the Tactical Plans section within the applicable County Coordinating Functions.

(1) Health, Safety, Welfare – EOP, Health CCF
(2) Economic Stability – Economic CCF
(3) Education – Government Services and Education CCF
(4) Infrastructure – Utilities CCF, IT CCF
(5) Environmental – Agricultural CCF

Hazard Identification and Risk Assessment (HIRA)

- It is essential that planning efforts consider the landscape of the jurisdiction's specific hazard environment. The 2022 Talbot County Hazard Mitigation and Community Resilience Plan identified various hazard types, the associated risk, and ways to address vulnerability. Hazard mitigation actions identified in the Plan that build resilience include infrastructure and environmental projects, integration of mitigation planning into existing or new County plans, and regulations and targeted public education and outreach efforts to inform residents and visitors of Talbot County's hazard risks and strategies to lessen impacts. The Hazard Mitigation Plan provides an in-depth profile, risk assessment, and consequence analysis of nine (9) natural hazards. These figures may change to reflect Talbot County's shifting hazard landscape.
- For more information, please refer to the 2022 Talbot County Hazard Mitigation and Community Resilience Plan.

Strategic Plan

- The Talbot County Strategic Plan is a two (2) year plan designed to accomplish measurable results, ensure accountability, and assist senior leadership in directing programmatic efforts and establishing funding priorities. This planning effort helps ensure that limited resources are properly allocated over a two-year span, and that operational level staff from a variety of departments and organizations are provided a common roadmap of coordinated emergency management activities.

Tactical Plans

- Tactical plans describe with specificity the tasks that comprise the actions and activities that need to occur as well as the personnel needed to accomplish the tasks. See Annex B for a general list of plans.

Response Plan

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

State and Federal Plan Integration

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

State Plan Integration

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

Federal Plan Integration

- National Prevention Framework (June 2016)
- National Response Framework (October 2019)
- National Mitigation Framework (June 2016)
- National Protection Framework (June 2016)
- Federal Emergency Management Agency (FEMA) Guide for State and Local All-Hazard Emergency Operations Planning (SLG 101) (September 1996)
- FEMA Non-Stafford Act Recovery Guide: Developing and Coordinating Resources
- Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans (November 2010)
- Threat and Hazard Identification and Risk Assessment Guide, (CPG) 201, Third Edition (May 2018)
- Local Mitigation Planning Handbook (May 2023)
- Effective Coordination of Recovery Resources for State, Tribal, Territorial and Local Incidents (February 2015)
- Pre-Disaster Recovery Planning Guide for Local Governments (February 2017)

Table of Figures

Appendices

Appendix A: Roles and Responsibilities Supplement

Position	Duties
County Council	(Talbot County Charter, Sections 202, 213) - In all its legislative functions and deliberations, the Council shall act as a body and has no power to delegate any of those functions and duties to a smaller number of its members than the whole. (Talbot County Charter, Section 203) - After a public emergency affecting life, health or property, the Council, on the recommendation of the County Manager, may make emergency appropriations from contingent funds, revenue received from anticipated sources but more than the budget estimates therefor, or revenues received from sources not anticipated in the budget for the current fiscal year.... (Talbot County Charter, Section 617) - The president of The Talbot County Council has the ultimate responsibility for direction and control over County activities related to emergencies and disasters. - The president can declare a state of emergency in the county, normally with the concurrence of the other members of the Council. - The final responsibility for emergency management rests with the Talbot County Council. During response operations, the members of the Council will be available to their constituents to handle non-routine problems.

County Manager	• Appointed by the County Council. (Talbot County Charter, Section 301(a)) • He shall direct and supervise the administration of all agencies of the County government, except as otherwise provided by this Charter or by law. (Talbot County Charter, Section 304(a)) • ….During the temporary absence or disability of the head of an agency of the County government, or if the position becomes vacant, the County Manager shall, with the approval of the Council, make a temporary appointment to fill the position. No temporary appointment shall extend for a period longer than six months. (Talbot County Charter, Section 304(b)) • He shall see that all laws and provisions of this Charter, subject to enforcement by him or by officers subject to his direction and supervision, are faithfully executed. . (Talbot County Charter, Section 304(c)) • He shall perform other duties prescribed by this Charter, required by the Council, or necessarily implied by the powers and duties herein specified. (Talbot County Charter, Section 304(h)) • Chief of Staff for the County Council • Controls all Talbot County Government resources
Director of Emergency Services	• Organizes, administers, and operates Emergency Services. (Md. Public Safety Code Ann., Section 14-109)

Additional information pertaining Talbot County Roles and Responsibilities can be found in the County Code[2].

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[2] https://ecode360.com/TA0795?needHash=true

Appendix B: Possible Incident Roles Supplement of County Departments

The following table reflects the roles, responsibilities, and actions taken by each Lead, Supporting and Cooperating entity.

Note: The actions included in the checklists are *not* meant to supplant any plans or procedures but are instead intended to provide overall guidance for pre- and post-disaster actions to achieve response goals and objectives. Additionally, these actions are not necessarily in sequential order, as the actions taken to respond may vary depending on the nature and scope of the disaster. Moreover, specific tactical actions will be determined by the Lead and Supporting entities.

Department	Potential Incident Roles

Administrative Services	• Finance/Administrative Section
	   ○ Time Unit
	   ○ Procurement Unit
	Ex: Staff to support administrative section with staff time and other County related policies that pertain to disaster operations (volunteers, overtime, etc.)

Airport	• Logistics Section Ex: Use of Airport facility and assets to receive and/or store resources. Working with logistics and operations to coordinate incoming resources
County Council	• SPG
County Manager	• PIO • Liaison Officer
Department of Corrections	• Logistics Section • Operations Section Ex: Use of staff and assets
Economic Development	• Operations Section • PIO • Planning Section Ex: Use of data, staff, and relationships with the private sector to coordinate efficient use of resources, identify needs, and facilitate partnerships (future planning, recovery planning, public messaging support)
Emergency Services	• Operations Section • Planning Section • Logistics Section • Finance Section
Finance Office	• Finance/Administrative Section ○ Payroll Unit

	o Cost Tracking Unit Ex: Staff to support finance section in EOC. Monitor and assist with proper documentation of staff time and disaster-related purchases.
Hog Neck Golf Course	• Logistics Section Ex: Use of Hog Neck Golf Course facility and its assets to receive and/or store resources; working with logistics and operations to coordinate incoming resources.

Information Technology	• Logistics Section
	    o Communications Unit
	    o EOC Support Unit
	    o Technology Unit

Office of Law	• Planning Section o Leadership Support Unit Ex: Interpreting legislation related to the disaster, disaster- related contract oversight
Parks and Recreation	• Logistics Section
Permits and Inspections	• Operations Section
Planning and Zoning	• Planning Section
Public Works	• Operations Section • Logistics Section
Roads and County Facilities	• Operations Section • Logistics Section
Tourism	• PIO • Planning Section

Appendix C: Levels of Disaster Assistance

Overview: This section provides a general overview on the typical government funding programs available to Talbot County Government and individual members of the public. These programs will vary based on the severity of the disaster and whether or not pre-defined damage thresholds are met. Resources will build upon each other as the disaster scope escalates to different levels. There are three (3) levels of emergency declarations that may apply to an emergency or disaster within Talbot County:

1. Local;
2. State; and
3. Federal.

Local Declaration

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

State Declaration

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

Federal Declaration

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

Talbot County or the State of Maryland may declare a State of Emergency when a significant incident occurs, or in anticipation of an impact. A declaration of a State of Emergency allows for expedited resource procurement, waivers of regulations, and other mechanisms aimed at resolving the issue as quickly as possible. A State of Emergency can also release emergency disaster funding and may make federal resources available to support the response. The following figure provides an overview of the primary disaster relief programs at the County, State, and federal level.

The listed examples are disasters that have occurred in the State of Maryland within the past ten (10) years.

Figure 12. Levels of Disaster Declarations and Assistance

DISASTER SCENARIO	RESOURCES	EXAMPLE
No Declaration	- County resources - Voluntary Organizations Active in Disasters (VOADs), COADs - Mutual Aid - Memoranda of Understanding (MOUs) - State Contracts - Maryland Incident Management Team (MD IMT) - Maryland Intrastate Emergency Assistance Compact (MIEMAC) - State Resources: - Maryland Insurance Administration - Maryland Department of Housing and Community Development - Strategic Demolition Fund	Some disasters do not meet the lowest threshold for assistance but still require additional resources to meet community needs. Here are recent examples: 2021 October Floods 2021 Annapolis Tornado

DISASTER SCENARIO	RESOURCES	EXAMPLE
	○ Maryland Department of Disabilities ▪ Maryland Technology Assistance Program	
County Declaration	• State Support	Often when the County has issued a declaration, the State will make a declaration to support the local effort. However, there are a few examples where local jurisdictions have made local declarations without a State declaration. Recent examples of a county declaration without a State declaration include: • 2017 Kent Island Tornado • 2018 Frederick County flash floods • 2018 Harford County flash floods • 2018 Carroll County Cascade Lake Dam incident • Garrett County – Numerous times for winter weather
State Declaration	• Emergency Management Assistance Compact (EMAC) • National Guard • Additional State support (waivers) ○ Maryland Department of Commerce ○ Maryland Department of Housing and Community Development ▪ Disaster Relief Housing Program ▪ Maryland Disaster Housing Assistance Program ▪ Maryland Business Recovery Loan Program ▪ Community Legacy ▪ Sustainable Communities ▪ Maryland Business Recovery	As mentioned previously, often when a county has issued a declaration, the State will declare an emergency to support the provision of State resources. Recent examples of a State declaration in absence of a Presidential Declaration include: • 2012 Derecho • 2015 Baltimore Unrest • 2016 Blizzard

DISASTER SCENARIO	RESOURCES	EXAMPLE

	• Federal Non-Stafford Act Programs
	  ○ Small Business Administration (SBA) Disaster Loans
	  ○ FEMA
	    ▪ Pre-Disaster Mitigation Grant Program	

Federal Declaration	• Public Assistance • Individual Assistance • Hazard Mitigation Assistance (HMA) • U.S. Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG)	Recent Presidential Disaster Declarations at the federal level include the following: • 2010 Winter Storm and Snowstorms • 2011 Hurricane Irene • 2012 Hurricane Sandy • 2016 Ellicott City Flood (note, Individual Assistance and HUD CDBG programs were not available) • 2018 Ellicott City Flood (note, Individual Assistance and HUD CDBG programs were not available) • 2020-2023 COVID-19 Pandemic

No Declaration

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

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

County Resources

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

Non-Governmental Organizations (NGOs)

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

Memoranda of Understanding (MOU)/Mutual Aid

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

County Declaration

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

Maryland Emergency Management Assistance Compact (MEMAC)

MEMAC is Maryland's intra-state mutual aid agreement, which allows participating local jurisdictions to share resources beyond normal mutual aid and addresses cost reimbursement, liability protections, and issues related to Workers' Compensation. Md. Code, Pub. Safety § 14-803. MDEM acts as a facilitator between jurisdictions, broadcasts requests, and assists jurisdictions with locating available resources.

Maryland Incident Management Team (MD IMT)

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

State Support

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

State Declaration

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

Emergency Management Assistance Compact (EMAC)

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

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

Maryland Intrastate Emergency Management Assistance Compact

The Maryland Intrastate Emergency Management Assistance Compact (MIEMAC) is Maryland's intra-state mutual aid agreement, which allows participating local jurisdictions (identified in the Code of Maryland Regulations) to share resources beyond normal mutual aid. Md. Code, Pub. Safety § 14-803**.** MIEMAC addresses cost reimbursement, liability protections, and issues related to Workers' Compensation. MDEM acts as a facilitator between jurisdictions, broadcasts requests, and assists jurisdictions with locating available resources.

National Guard

When authorized by the Governor, the National Guard can be employed to support Statewide response activities, provide resources, and serve as subject matter experts in the application of military resources. Several State departments/agencies maintain databases of companies with active State contracts. Local jurisdictions can draw upon contractors on the State contracts list to support consequence management efforts. Local jurisdictions drawing from the State contracts list enter into their own agreements with resource providers.

Federal Non-Stafford Act Programs

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

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

State Disaster Relief Fund

The Maryland General Assembly passed the State Disaster Relief Fund bill during the 2023 Legislative Session. This bill created the State Disaster Recovery Fund (SDRF), a non-lapsing fund administered by the [Maryland Department of Emergency Management (MDEM).](#)

MDEM must: 1) establish eligibility criteria, policies, and procedures for the administration of the Fund while considering existing State disaster recovery programs and federal disaster relief and recovery requirements; and 2) consult with appropriate State agencies and local organizations for emergency management in the development of eligibility criteria, policies, and procedures for administration of the Fund.

Funds are available to provide, among other purposes:
* Disaster assistance to families and individuals;
* Disaster assistance to units of local government and public property;
* Low or no-interest loans to businesses and non-profits affected by an emergency when there is no federal disaster declaration.

Federal Declaration

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

through FEMA. Public Assistance may be available to assist state and local governments, and certain private nonprofit organizations with response and recovery efforts. Additionally, Individual Assistance may be available to support disaster survivors. Congress has the ability to appropriate additional funding through Housing and Urban Development (HUD) Community Development Block Grant (CDBG) as Disaster Recovery grants.

Robert T. Stafford Disaster Relief and Emergency Assistance Act

The Stafford Act authorizes the President to issue major disaster or emergency declarations in response to catastrophes in the United States that overwhelm state and local governments. 42 USC § 5121. Such declarations result in the distribution of a wide range of federal aid to individuals and families, certain private nonprofit organizations, and public agencies. There are two types of disaster declarations under the Stafford Act: 1) emergency declarations; and 2) major disaster declarations. Both declaration types authorize the President to provide supplemental federal disaster assistance; however, the events related to the two different types of declaration and scope and amount of assistance differ. The figure below outlines the characteristics and programs available for each declaration type.

Figure 13. Stafford Act Declarations

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

 *This amount can be changed based on Congressional action. In practice, the $5 million "cap" on an EM declaration limit is not a hard limit and provides a requirement that FEMA notify Congress when an emergency goes above $5 million.

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

Public Assistance

Public Assistance, which is oriented toward public entities, can fund the repair, restoration, reconstruction, or replacement of a public facility or public infrastructure which is damaged or destroyed by a disaster. FEMA annually updates public assistance thresholds for each state based on predetermined per capita indicators for each county. If disaster costs meet the established threshold for the county and for the state, a Public Assistance Declaration is issued by FEMA. MDEM, assisted by FEMA, will conduct the applicant briefings for eligible State, local, and

private/non-profit (PNP) officials to inform them of the assistance available and how to apply for it.

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

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

Individual Assistance

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

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

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

Hazard Mitigation Assistance

Hazard Mitigation Assistance (HMA) involves aid to state and local governments and certain private nonprofit organizations for actions taken to prevent or reduce long-term risk to life and property from natural hazards. MEMA serves as the State applicant for the Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation Program, and the Flood Mitigation Assistance Program. Two sections of the Stafford Act—subsections 404 and 406—authorize hazard mitigation funds when a federal disaster has been declared:

- Subsection 404 of the Stafford Act authorizes HMGP. Communities can apply for mitigation funds through the State.

- o The State, as grantee, is responsible for notifying potential applicants of the availability of funding, for defining a project selection process, for ranking and prioritizing projects, and for forwarding projects to FEMA for funding.
- Subsection 406 refers to Public Assistance following a disaster declaration and is described above.

Housing and Urban Development Community Development Block Grant-Disaster Recovery

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

Disaster Recovery Reform Act

The Disaster Recovery Reform Act acknowledges the shared responsibility for disaster response and recovery, aims to reduce the complexity of FEMA, and builds the nation's capacity for the next catastrophic event. The law contains approximately 50 provisions that require FEMA policy or regulation changes for full implementation, as they amend the Stafford Act.

Annexes

Annex A: CCF Roles

Please refer to the CCF Annexes to determine the County Coordinating Function for which your department is the primary lead or supporting agency.

Annex B: Tactical Plan List

The list below exemplify some of the tactical plans utilized by Talbot County.

- Mass Care and Shelter Plans
- Continuity of Operations Plan (COOP)
- Hazard Mitigation and Community Resilience Plan
- Talbot County Cybersecurity Incident Reporting Plan
- Information Technology (IT) Plan
- Talbot County Comprehensive Plan
- Points of Distribution Plans
- Hurricane Evacuation Study
- Evacuation Zones and Phases