Upper Eastern Shore Regional Recovery Plan

May 2016

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25 Letter of Agreement/Signature Page

26 The Upper Eastern Shore Regional Recovery Plan has been adopted by the five jurisdictions
27 that comprise the Upper Eastern Shore of Maryland, including Caroline County, Cecil
28 County, Kent County, Queen Anne's County, and Talbot County. The Regional Recovery Plan
29 is an all-hazards plan that establishes a framework for coordinating disaster recovery efforts
30 in the Upper Eastern Shore region to enable the region to recover effectively.

31

32 Certifying agreement to this plan represents a commitment by the leadership of Caroline
33 County, Cecil County, Kent County, Queen Anne's County, and Talbot County. By signing this
34 Letter of Agreement, the five Counties agree to the following, as appropriate:

35 • Engage in information and resource sharing to support recovery efforts;
36 • Engage in planning and preparedness activities to support recovery efforts;
37 • Support relevant training and participate in exercises; and
38 • At a minimum, every three years this plan is reviewed to ensure it is maintained and
39 can be utilized to support disaster recovery efforts.

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42 _____

43 Bryan C. Ebling   Date
44 Director
45 Caroline County Department of Emergency Services

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49 Richard K. Brooks, III   Date
50 Director
51 Cecil County Department of Emergency Services

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53
54 _____

55 Wayne Darrell   Date
56 Director
57 Kent County Office of Emergency Services

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60 _____

61 Scott Haas   Date
62 Director
63 Queen Anne's County Department of Emergency Services

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67 Clay B. Stamp   Date
68 Assistant County Manager/Director of Emergency Services
69 Talbot County Department of Emergency Services

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154   # Table of Figures

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174

175 **Record of Changes**

176 Updates to the Upper Eastern Shore Regional Recovery Plan are documented in the table
177 below.

178

REV #	DATE	NAME OF RECORDER	SECTION(S) CHANGED	DISTRIBUTION (Full/Ltd/No)*

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204 **Acronyms and Definitions**

205 The following acronyms and definitions reflect only those acronyms or terms used in this
206 document:

207	•	AAR	After Action Report
208	•	ARC	American Red Cross
209	•	ASPCA	American Society for the Prevention of Cruelty to Animals
210	•	CDBG	Community Development Block Grant
211	•	CERT	Community Emergency Response Team
212	•	CISM	Critical Incident Stress Management
213	•	DBED	Maryland Department of Business and Economic Development
214	•	DES	Local Departments of Emergency Services
215	•	DGS	Maryland Department of General Services
216	•	DHCD	Maryland Department of Housing and Community Development
217	•	DHMH	Maryland Department of Health and Mental Hygiene
218	•	DHR	Maryland Department of Human Resources
219	•	DNR	Maryland Department of Natural Resources
220	•	DRAG	Disaster Recovery Advisory Group
221	•	EMAC	Emergency Management Assistance Compact
222	•	EOP	Emergency Operations Plan
223	•	EPA	Environmental Protection Agency
224	•	FEMA	Federal Emergency Management Agency
225	•	FHWA	Federal Highway Administration
226	•	GOCI	Governor's Office of Community Initiatives (GOCI)
227	•	HHS	United States Department of Health and Human Services
228	•	HMGP	Hazard Mitigation Grant Program
229	•	HUD	United States Department of Housing and Urban Development
230	•	IA	Individual Assistance
231	•	IP	Improvement Plan
232	•	IT	Information/Technology
233	•	JIC	Joint Information Center
234	•	LDSS	Local Department of Social Services
235	•	MDE	Maryland Department of the Environment
236	•	MDP	Maryland Department of Planning
237	•	MDOT	Maryland Department of Transportation
238	•	MEMA	Maryland Emergency Management Agency
239	•	MEMAC	Maryland Emergency Management Assistance Compact
240	•	MIA	Maryland Insurance Administration
241	•	NDRF	National Disaster Recovery Framework
242	•	NIMS	National Incident Management System
243	•	NPG	National Preparedness Goal
244	•	NRCS	National Resources Conservation Service
245	•	NRF	National Response Framework
246	•	PA	Public Assistance
247	•	PDA	Preliminary Damage Assessment
248	•	PIO	Public Information Officer

249	•	POD	Point of Distribution
250	•	PPD 8	Presidential Policy Directive 8
251	•	RLO	Regional Liaison Officer
252	•	RPA	Request for Public Assistance
253	•	RRP	Regional Recovery Plan
254	•	SBA	Small Business Administration
255	•	SDROP	State Disaster Recovery Operations Plan
256	•	SEOC	State Emergency Operations Center
257	•	SHA	State Highway Administration
258	•	SNAP	Supplemental Nutrition Assistance Program
259	•	SRIA	Sandy Recovery Improvement Act
260	•	UES	Upper Eastern Shore
261	•	UES RRAC	Upper Eastern Shore Regional Recovery Advisory Council
262	•	USCG	United States Coast Guard
263	•	USACE	United States Army Corps of Engineers
264	•	VOAD	Voluntary Organizations Active in Disaster
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290 **Mission Statement**

291 Ensure the ability of the Upper Eastern Shore Counties (Caroline, Cecil, Kent, Queen Anne's,
292 and Talbot Counties) to recover from catastrophic incidents, which overwhelm the region or
293 any County within the region, by engaging all necessary local, state, federal, private sector,
294 voluntary, nonprofit, and faith-based organizations in order to address the needs of the
295 region's residents, visitors, and communities.

296 **I.   Purpose**

297 The purpose of the Upper Eastern Shore (UES) Regional Recovery Plan (RRP) is to provide a
298 formal mechanism for coordinating regional recovery efforts if it is determined that a
299 coordinated regional effort is needed to help any County within the UES region to recover
300 from the effects of a disaster. The RRP describes the roles and responsibilities of the UES
301 Counties during recovery operations, including engaging in coordination activities, and
302 participating in information and resource sharing. Additionally, individual UES County
303 Annexes to this plan outline the specific roles and responsibilities of the Counties and
304 departments/agencies within the Counties during disaster recovery operations.
305
306 This plan complements the Emergency Operations Plans (EOPs) of the five Counties, and is
307 consistent with the State's Disaster Recovery Operations Plan (SDROP).

308 **II.   Scope**

309 The UES Regional Recovery Plan applies to preparedness and recovery operations following
310 disasters that impact any of the Counties in the UES region. This plan applies to all County
311 departments/agencies with roles in recovery operations.
312
313 Recovery efforts are locally driven and will be managed in accordance with local plans,
314 procedures, and authorities, and the individual County that is affected by the disaster will
315 set the tone for recovery in their community.
316

> *While providing a structure with procedures and guidelines, at no time is the Regional Recovery Plan intended to inhibit the use of experience and common sense by County leadership and staff, County department/agency representatives, or other organizations and businesses, when determining the actions and resources needed to restore, strengthen, and revitalize infrastructure and housing; the economy; government, voluntary, nonprofit, faith-based, and business operations; and the health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic incident in the Upper Eastern Shore region of Maryland. The details described in this plan may or may not apply to specific situations. County employees must use their discretion in each situation to determine the best course of action. Procedures listed in this plan serve as guidance, but are not intended to replace the best judgment of those who are directly handling a specific disaster recovery-related task.*

317   **FIGURE 1: UPPER EASTERN SHORE REGION**

318
319
320   The forms of County Government are as follows:
321   • **Caroline County**: Caroline County operates under a code home rule form of
322   government with elected Commissioners and an appointed County Administrator.
323   • **Cecil County**: Cecil County operates under a charter code form of government.
324   • **Kent County**: Kent County operates under a code home rule charter, which allows
325   for broad local legislative authority, with three commissioners who are elected at
326   large for four-year terms.
327   • **Queen Anne's County**: Queen Anne's County has a Commission form of
328   government. The Commission consists of five elected Commissioners who are
329   elected at large by the general population and each must reside in the district they
330   represent: one of the four Commission districts. The fifth commissioner serves as
331   President the first year. County Code allows for rotation of the President position
332   thereafter.
333   • **Talbot County**: Talbot County operates under a home rule charter with five elected
334   council members and one council-appointed county manager.
335
336   Although various forms of County Government are employed on the Upper Eastern Shore,
337   the Counties are able to work together to support recovery efforts under this plan. More
338   information about each specific County can be found in the County-specific Annexes for
339   each UES County.

340 # III.   Goals and Objectives

341 The goals and objectives to be met through the execution of the Regional Recovery Plan are
342 as follows:

343   **A.   Reinforce, Formalize, and Institutionalize a Process for Ongoing**
344   **Coordination among Regional Partners on the Upper Eastern Shore of**
345   **Maryland**
346 This plan seeks to establish a coordination mechanism for the UES Counties to share
347 information and resources during disasters. The ability to coordinate will help ensure the
348 UES region is able to recover from a disaster.

349   **B.   Support County Disaster Recovery Operations**
350 All emergencies are locally-driven events, and it is the goal of this plan to provide a
351 mechanism to coordinate support to the affected County or Counties within the region
352 and/or to coordinate resource and information sharing.

353   **C.   Coordinate Recovery Operations, including at the County, Regional, and**
354   **State levels**
355 This plan supports a collaborative recovery effort between the Counties, Upper Eastern
356 Shore region, and the State, as well as the federal government. Successful recovery efforts
357 will also require the government to coordinate with private, voluntary, nonprofit, and faith-
358 based organizations, and the community.

359 # IV.   Facts and Assumptions

360   **A.   Facts**
361 • Nothing in this plan alters or impedes the ability of any County to carry out its
362   specific authorities or perform its responsibilities under all applicable laws,
363   executive orders, and directives.
364 • This plan does not alter the existing authorities of individual County
365   agencies/departments and does not convey new authorities.
366 • County-specific Annexes are intended to supplement the plan, and may help resolve
367   any issues, including political issues, that arise during a recovery effort.
368 • Each County can determine its needs based upon its capabilities, gaps, and
369   strengths.
370 • The form of County government will potentially impact the way the Counties
371   interact.

372   **B.   Assumptions**
373 • A disaster may occur at any time with little or no warning, and recovery needs will
374   exceed the capabilities of the affected County's government, as well as the private
375   sector and voluntary, nonprofit, and faith-based organizations in the affected area.
376 • The recovery process may be indicated based on various triggering events,
377   including:
378   ○ In anticipation of the need for a disaster recovery effort (e.g., during a "pre-
379   declaration" phase).
380   ○ When life safety concerns have been resolved, and a need for recovery is
381   indicated.
382 • Recovery activities may occur both concurrently and at different rates, which will
383   create challenges for meeting resource needs.
384 • Recovery is a scalable process, which will scale up or down as needs for resources
385   are identified.
386 • Recovery efforts may require mutual aid, and outside assistance may be needed to
387   help the community recovery.
388 • Some individuals or groups may be able to recover on their own, and some
389   individuals or groups may need assistance to recover.
390 • It may be challenging to rebuild the community's trust following a disaster.
391 • Debris removal may be critical, and the quantity of debris may likely exceed the
392   County's normal debris removal and disposal capabilities.
393 • A disaster may have financial/economic consequences that impact the recovery
394   process.
395 • Damage to critical infrastructure/key resources caused by a disaster may impact the
396   recovery process.
397 • Community members may be adversely impacted by a disaster (e.g., loss of income
398   from work, damage to home/rental property, temporary or permanent
399   displacement).
400 • Considerations will be made for people with disabilities and others with access and
401   functional needs.

402 • Impacted communities and community members, including individuals, voluntary,
403   nonprofit, and faith-based organizations, and businesses, may guide the recovery
404   process and strategies for recovery.
405 • Voluntary, nonprofit, and faith-based organizations, as well as private organizations,
406   may be essential to successful recovery operations (e.g., by providing support to the
407   community or helping lead the Long Term Recovery Committee).

408 # V. Authorities and References

409 ### A. Federal Government
410 Some of the federal laws, regulations, policies, and guidance related to recovery are
411 included below:

412 - The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-
413 388, as amended.
414 - The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the
415 Stafford Act). Fairfax County Pre-Disaster Recovery Plan II-8 January 5, 2012.
416 - The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458,
417 Section 7302.
418 - "Emergency Services and Assistance," Code of Federal Regulations, Title 44.
419 - Homeland Security Presidential Directive 5, Management of Domestic Incidents,
420 February 28, 2003.
421 - National Response Framework (NRF), January 2008.
422 - National Preparedness Goal (NPG), September 2011.
423 - National Incident Management System (NIMS), February 2008.
424 - National Disaster Recovery Framework (NDRF), September 2011.
425 - Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011.
426 - Sandy Recovery Improvement Act (SRIA) of 2013, Public Law 113-2, Section 1101.

427 ### B. State of Maryland
428 Some of the State laws and regulations are included below:

429 - Annotated Code of Maryland, Public Safety Article, Title 14. [1]
430 - Governor's Executive Order, Executive Order 01.01.2013.06 (Maryland Emergency
431 Preparedness Program).[2]
432 - State of Maryland Disaster Response Operations Plan (SDROP), August 13, 2014[3].
433
434 The following sections of the Code of Maryland may be relevant, depending on the disaster:

435 - MD Code, Public Safety, § 14-111: A Local State of Emergency can be declared by,
436 "the principal executive officer of a political subdivision." Additionally, the
437 declaration of a local state of emergency: "(1) activates the response and recovery
438 aspects of any applicable local state of emergency plan; and (2) authorizes the
439 provision of aid and assistance under the applicable plan."[4]
440 - MD Code, Public Safety, § 14-107: Additionally, the Governor shall declare a state of
441 emergency, "[i]f the Governor finds that an emergency has developed or is
442 impending due to any cause." This can be done by either executive order or
443 proclamation.[5]
444

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[1] Unannotated Code of Maryland and Rules - TOC. Date last accessed, 5/23/2016.

[2] Executive Order of October 29, 2013. 01.01.2013.06. Maryland Emergency Preparedness Program. Date last accessed 5/23/2016.

[3] MEMA State Disaster Recovery Operations Plan. Date last accessed, 5/23/2016.

[4] Maryland. Public Safety Code Ann. § 14-111. Section c, subpart a) and b). Date last accessed, 5/23/2016.

[5] Maryland. Public Safety Code Ann. § 14-107. Section a), In general. Date last accessed, 5/23/2016.

445 A declaration of a state of emergency by the Governor "activates the emergency response
446 and recovery aspects of the State and local emergency plans applicable to the political
447 subdivision or area covered by the declaration. [It also allows for], "the deployment and use
448 of resources to which the State or local plans apply" [and]"the use or distribution of
449 supplies, equipment, materials, and facilities assembled, stockpiled, or arranged to be made
450 available in accordance with this subtitle or any other law that relates to emergencies."[6]
451
452 The following flowchart depicts the incident response and recovery process.

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[6] Maryland. Public Safety Code Ann. § 14-107. Section c) Responsibility of Director; effect of declaration.

453 **FIGURE 2: TRANSITION FROM RESPONSE TO RECOVERY**
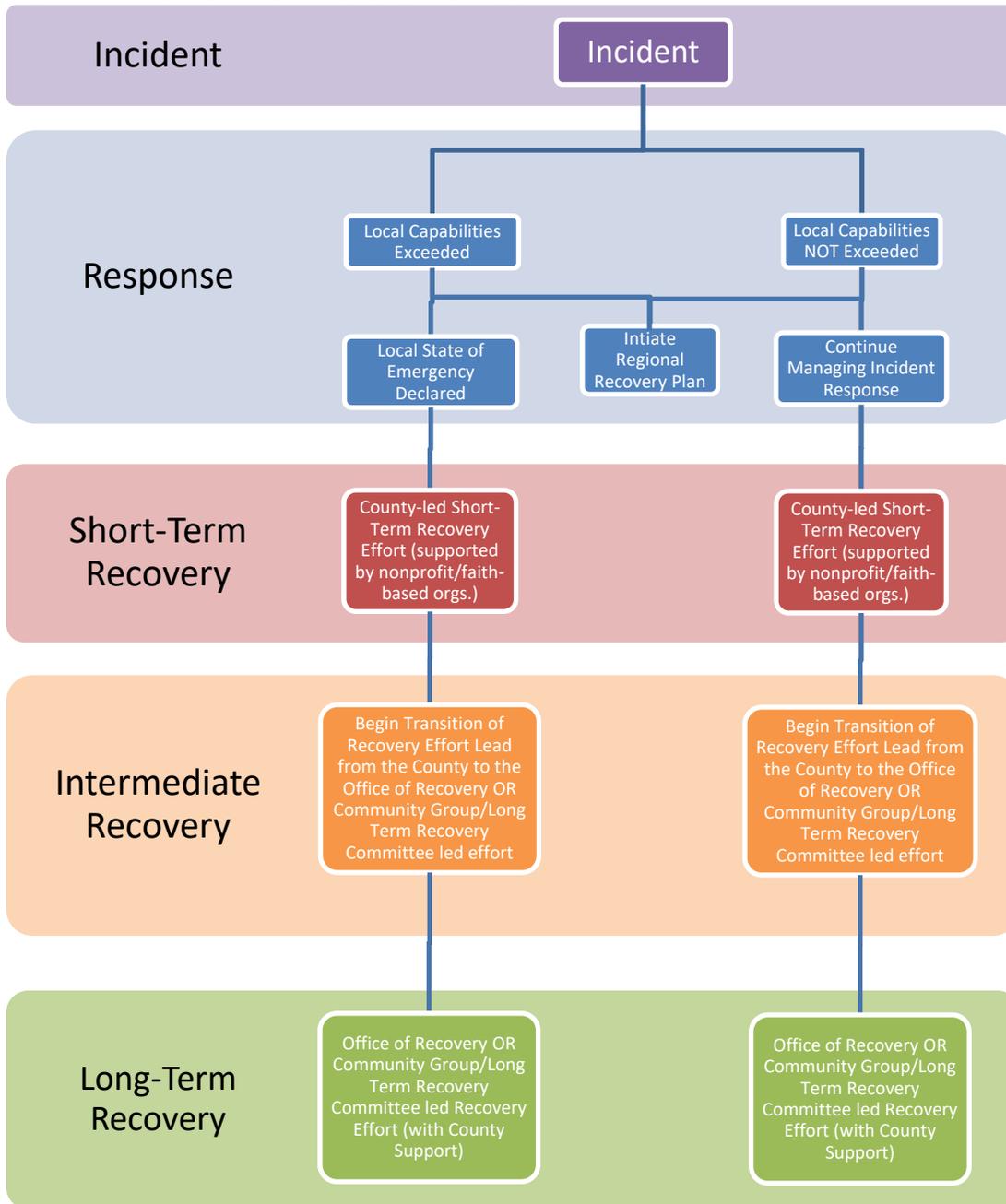
454
455
456 Note that each UES County will determine whether it wants long-term recovery to be
457 managed by a Long Term Recovery Committee, likely managed by voluntary organizations,
458 or an Office of Recovery that is stood-up by the local government, and this will be outlined
459 in the County-specific Annexes for each UES County. This Regional Recovery Plan
460 acknowledges that some entity will have to manage the long-term recovery, but what that is
461 should be determined by the County.

462

VI.   Concept of Coordination

463

464   Recovery is indicated based on various triggering events, which are described in the section
465   on the transition from response to recovery below. Recovery may begin in anticipation of
466   the need for a disaster recovery effort, or when life-safety concerns have been resolved and
467   a need for recovery is indicated, which may occur before response has concluded or
468   concludes.
469
470   All disasters are initially managed at the local level. Regional support may be needed,
471   depending on the size of the disaster, and although the Counties on the Upper Eastern
472   Shore have the capability to effectively engage in recovery operations for most disasters
473   without any outside assistance, if a disaster evolves such that resources and/or coordination
474   requirements exceed local capabilities, assistance from the State may be necessary.
475
476   After local disaster recovery resources are exhausted or the County does not have the
477   resources it needs, the affected County may request assistance from other Counties through
478   County-to-County mutual aid agreements. The affected County may also request resources
479   through the State via the Maryland Emergency Management Assistance Compact (MEMAC),
480   provided a local declaration of emergency is in place, or the County may request State
481   disaster recovery resources and assistance.
482
483   When State resources are exhausted, the State may request resources from other states
484   through the Emergency Management Assistance Compact (EMAC), provided the Governor
485   of Maryland has made a declaration of emergency, or the State may request assistance from
486   the federal government, which will be facilitated through the Federal Emergency
487   Management Agency (FEMA). Additionally, the State may request a Presidential Disaster
488   Declaration, which if approved, makes a wide array of federal programs and resources
489   available to the State.
490
491   When regional coordination is needed in support of recovery efforts in the UES region, these
492   efforts will be coordinated and supported by the UES Regional Recovery Advisory Council
493   (UES RRAC). The UES RRAC will be stood up any time an UES County is impacted and
494   requires a recovery effort.   When this plan is activated, the UES Directors of the
495   Departments of Emergency Services will provide the primary direction, control, and
496   coordination functions for short-term recovery activities following a disaster. Additionally,
497   the UES RRAC may provide situational awareness and resource support, and the recovery
498   organization (described in the Concept of Operations section) can be expanded, as needed,
499   to meet the needs of the region.

500   **A.   Local Coordination with Other Local(s)**
501   The UES Counties coordinate with one another regularly, both day-to-day and during
502   disaster response and recovery, through:
503   • Routine phone calls;
504   • WebEOC, including through a chat group in WebEOC;
505   • Email;
506   • Text messaging;
507   • Other messaging services, such as instant messaging; and
508   • Quarterly Planner Meetings.

509   **B.**   **Local Coordination with the Region**
510 Each of the UES Directors of the Departments of Emergency Services on the Upper Eastern
511 Shore (or their designee) will serve as a representative of their respective County on the UES
512 Regional Recovery Advisory Council to support recovery efforts. The UES RRAC serves two
513 primary proposes: it supports the UES Counties with having their resource needs met by
514 helping to discuss the prioritization of resource needs and resolving conflicting requests for
515 resource support, and supports effective information sharing.

516   **C.**   **Local/Regional Coordination with the State**
517 The role of the State in disaster recovery is to support the local communities. The State
518 Disaster Recovery Operations Plan (SDROP) states that the State of Maryland's recovery
519 organization will seek to interact with the local recovery organization by:
520   •   Incorporating the local advisory group into the State's recovery organization to
521   advise on policy related to the disaster recovery efforts impacting their local
522   jurisdiction(s);
523   •   Ensuring information is shared with the local jurisdictions; and
524   •   Coordinating with the locally appointed representative of the jurisdiction.
525
526 The roles of the Maryland Emergency Management Agency (MEMA) and the State agencies,
527 with regard to supporting local recovery operations, are outlined in the SDROP.
528 Additionally, the way the State interacts with the federal government to support recovery
529 operations is outlined in the SDROP.

530   **D.**   **Local Coordination with the Voluntary, Nonprofit, and Faith-based**
531   **Organizations**
532 The UES Counties will coordinate with voluntary, nonprofit, and faith-based organizations as
533 referenced herein.

VII.   Concept of Operations

534

A.   Phases of Recovery

535

536 The phases of recovery, as identified in this plan, are organized according to the activities
537 and milestones that need to be accomplished during each phase of the recovery operations
538 prior to moving on to the next phase. This information is also presented in the form of a
539 checklist, which is included below.
540
541 FIGURE 3: RECOVERY PHASES AND LEADS
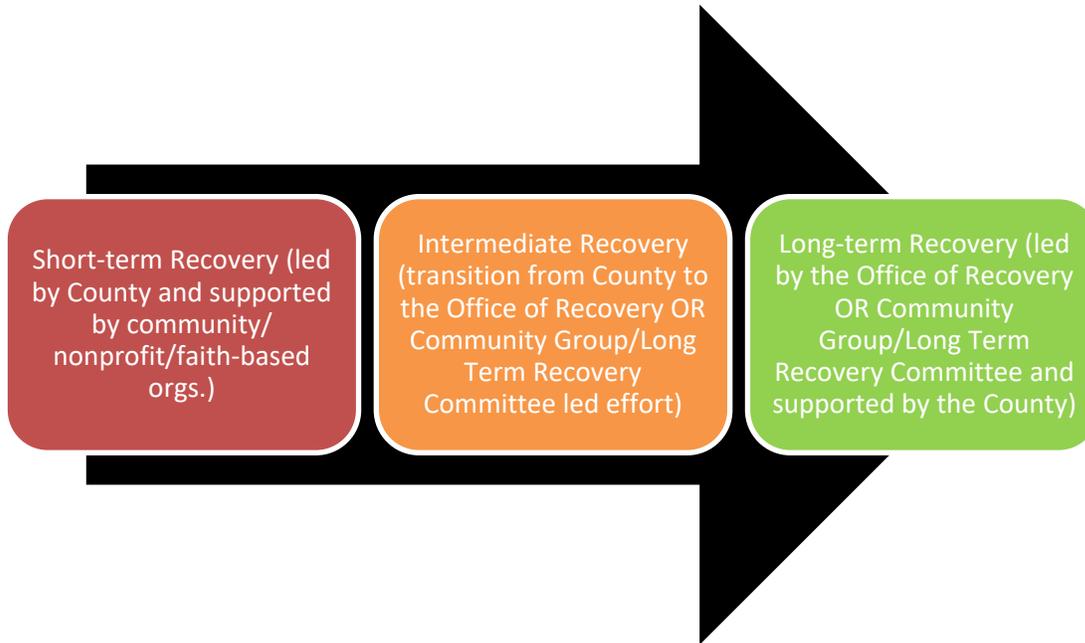
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543 *1.   Transition from Response to Recovery*
544 Although the recovery process begins at the onset of a disaster, the need for a regional
545 recovery response is indicated based on the following triggers.
546 When there is a regional impact, triggers for a recovery effort include:
547   • The impacted UES County coordinates through the MEMA Regional Liaison Officer
548   (RLO) to schedule a call with the other counties to discuss information and resource
549   support needs or requests; or
550   • The UES Counties are asked to participate in scheduled conference calls with the
551   State and other counties.
552
553 Note: this may be assessed through monitoring WebEOC.
554
555 The declaration of a local state of emergency may also be a trigger indicating a need for
556 recovery (MD Code, Public Safety, § 14-111), as can a situation when UES County partners in
557 recovery identify recovery-related needs, necessitating a recovery effort.
558

559 *2.   Short-Term Recovery*
560 Depending on the nature of the disaster, short-term recovery may last for days or several
561 weeks. The local government leads the short-term recovery efforts with support from the
562 UES Regional Recovery Advisory Council (and potentially with State or federal support), and

563 voluntary, nonprofit, and faith-based organizations, such as the Maryland Voluntary
564 Organizations Active in Disaster (VOAD).
565
566 This phase focuses on:
567 • Assessing and addressing the immediate health and safety needs of residents, such
568   as shelter and food (not including life-safety concerns, which have been resolved);
569 • Conducting the community needs assessment;
570 • Assessing the scope of the damage and conducting damage assessments;
571 • Submitting Public Assistance/Individual Assistance (PA/IA) and Small Business
572   Administration (SBA) requests;
573 • Cleaning up and clearing debris;
574 • Restoring critical infrastructure;
575 • Restoring essential community services; and
576 • Transitioning people out of the shelter setting.
577
578 **FIGURE 4: SHORT-TERM RECOVERY ACTIVITIES**

Mass Care:
• support sheltering efforts
• support feeding efforts

Debris Removal:
• clear debris on transportation routes

Health Care:
• support mental and behavioral health needs
• provide emergency and temporary medical care, and basic medical services

Mitigation:
• assess risks and vulnerabilities

579
580
581 ### 3.   Intermediate Recovery
582 Depending on the nature of the disaster, as recovery progresses, short-term recovery
583 transitions to intermediate recovery, and may last for several months. The local
584 government, with support from the UES Regional Recovery Advisory Council, will help with
585 the transition to intermediate recovery. The opening of the Disaster Recovery Center (not
586 referred to herein as DRC to avoid confusion with the Disaster Recovery Coordinator
587 acronym used throughout this plan) may help mark the beginning of this stage. The Disaster
588 Recovery Center, according to [FEMA's website](), is a facility "where survivors may go for
589 information about [FEMA] programs or other disaster assistance programs, and to ask
590 questions related to [their] case,"[7] and it is scaled to meet the community's unmet needs,
591 such as providing access to cash, fuel, charging stations for electronic devices, etc.
592

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[7]Federal Emergency Management Agency. *Disaster Recovery Centers.* FEMA's website. Date last accessed, 5/23/16.
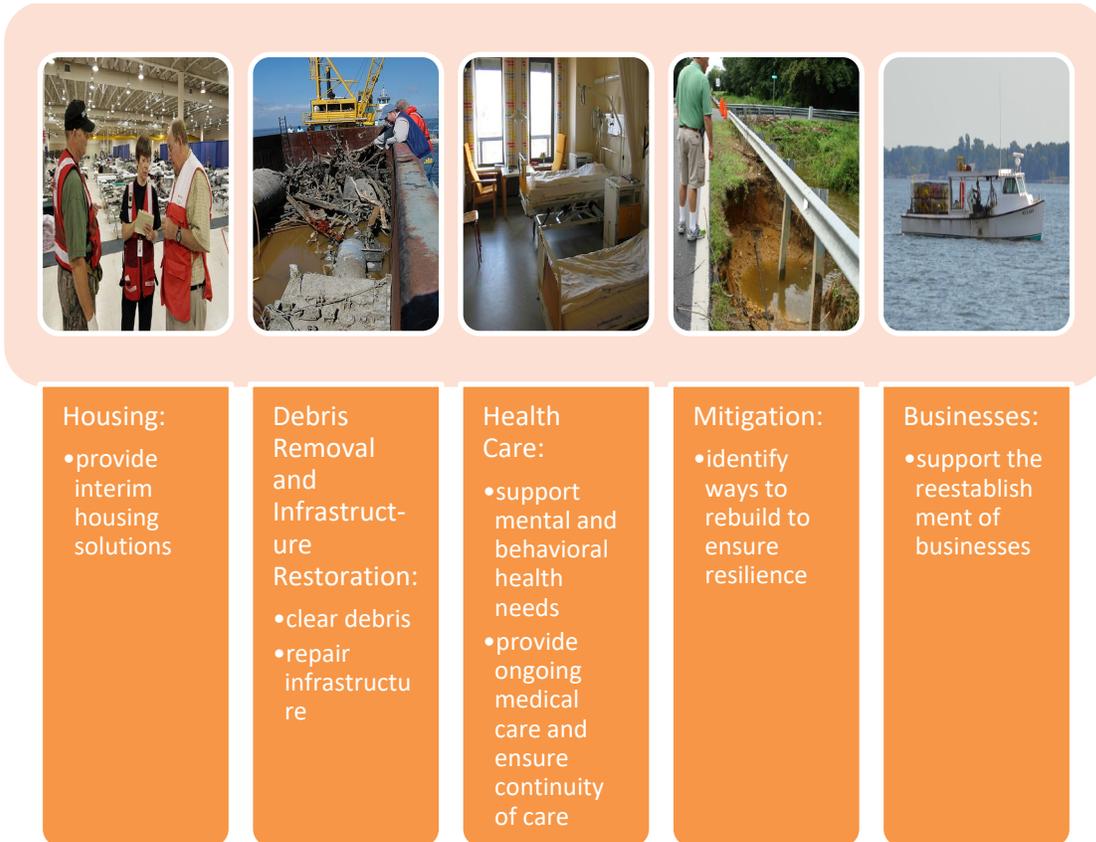
593 This phase focuses on helping return the community, infrastructure, and services to a
594 functional level or a state where permanent restoration can be achieved during long-term
595 recovery.
596
597 Intermediate recovery is characterized by a transition back to a community-driven recovery
598 effort with less government involvement, and the Office of Recovery or the Community
599 Group/Long Term Recovery Committee (likely with support from the Maryland VOAD) will
600 begin to lead the recovery efforts. During this time, the government will be returning to its
601 steady-state operations. As part of this transition effort, however, emergency managers will
602 help provide support to the community-led recovery effort.
603
604 FIGURE 5: INTERMEDIATE RECOVERY ACTIVITIES

Housing:	Debris Removal and Infrastruct-ure Restoration:	Health Care:	Mitigation:	Businesses:
•provide interim housing solutions	•clear debris •repair infrastructure	•support mental and behavioral health needs •provide ongoing medical care and ensure continuity of care	•identify ways to rebuild to ensure resilience	•support the reestablishment of businesses

605
606

4.   Long-Term Recovery

608 Depending on the nature of the disaster, long-term recovery may last for several years, but
609 long-term recovery efforts should start early in the recovery process. Long-term recovery
610 preparations should begin during the short-term phase by taking action, such as reaching
611 out to the community to begin engagement efforts and to organize the Long Term Recovery
612 Committee (if one will be used to manage long-term recovery efforts).
613
614 The focus of this phase is on revitalizing the impacted area through rebuilding and
615 redeveloping the community, restoring infrastructure and services, and helping ensure
616 future community resilience (e.g., through mitigation measures).
617

618 During long-term recovery, the community will take control of the recovery effort, and this
619 will likely be led by the Office of Recovery or the Community Group/Long Term Recovery
620 Committee, which may be comprised of community members and the Maryland VOAD.
621 While the Office of Recovery or the Community Group/Long Term Recovery Committee may
622 help manage the long-term effort, the UES emergency planners will continue to provide
623 support to the community-driven effort throughout the long-term recovery effort, and
624 should take part in meetings to help identify additional stakeholders, to help troubleshoot
625 problems, and to support ongoing community engagement. The government should serve
626 as a liaison to the Office of Recovery or Community Group/Long-Term Recovery Committee
627 at the request of the Office of Recovery or Community Group/Long Term Recovery
628 Committee. Therefore, the community is the lead in this situation, and the County can
629 provide technical assistance and facilitation to help the community to achieve the vision it
630 sets for the recovery effort.
631
632 **FIGURE 6: LONG-TERM RECOVERY ACTIVITIES**

Housing:	Infrastruct-ure Restoration:	Health Care:	Mitigation:	Businesses:
•develop permanent housing solutions	•rebuild infrastructure to meet community needs	•support mental and behavioral health needs •reestablish health care facilities	•implement mitigation strategies	•implement economic revitilization strategies •fund rebuilding businesses

633
634
635 Long-term recovery may be demobilized when the community has returned to functionality,
636 and upon the conclusion and closing of recovery grant programs. This transition may occur
637 through the Office of Recovery or Community Group/LTRC with support from the County.

638 **B. Regional Recovery Organization**
639 This section outlines the roles and responsibilities of the UES Counties during regional
640 recover efforts. Specifically, the Counties are expected to engage in coordination activities,
641 and participate in information and resource sharing in support of recovery.
642
643 During short-term recovery the primary activities and functions of local government during
644 this phase will continue to be supported by a declaration of local emergency, which provides
645 the legal basis for necessary emergency operations. A regional recovery organization may
646 also be stood up to support the activities associated with regional recovery operations. The
647 regional recovery organization will be stood up every time there is a disaster that impacts

648 one or more Counties in the Upper Eastern Shore Region and a recovery effort is needed in
649 order to continue facilitating information- and resource-sharing. The recovery organization
650 will scale in accordance with the incident, as determined by the UES Directors of the
651 Departments of Emergency Services or their designees. As appropriate, representatives
652 from all appropriate levels of government, agencies involved in the recovery process, and
653 private, voluntary, nonprofit, and faith-based partners will be present in the regional
654 recovery organization. The organization and staffing of the regional recovery organization is
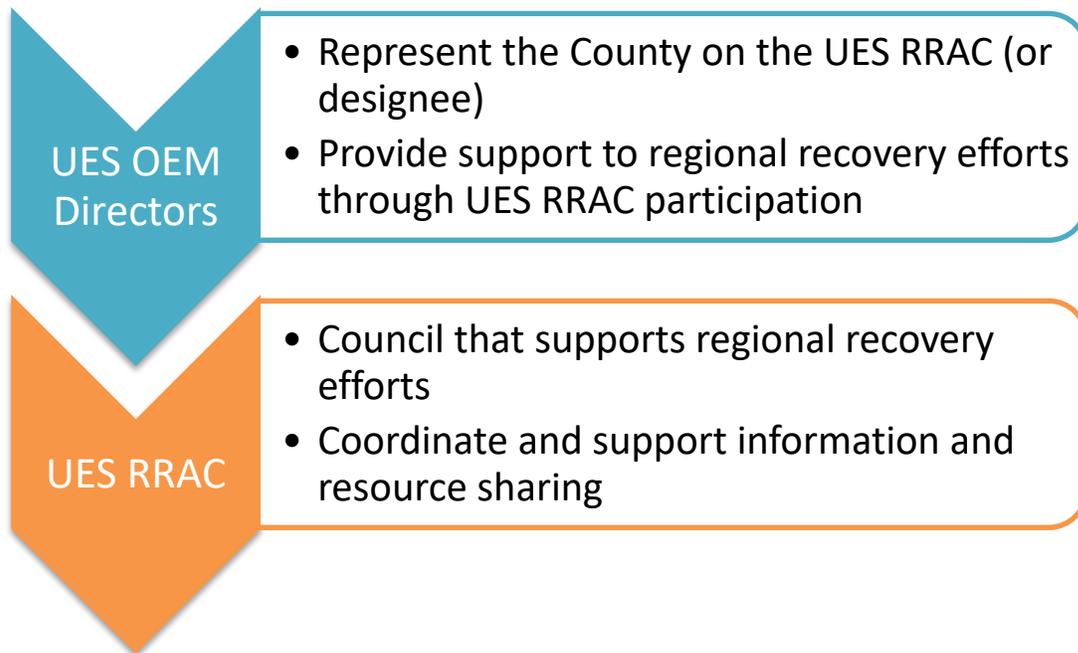655 described in the following sections.
656
657 ### *1.   Organizational Structure*
658 The Upper Eastern Shore Regional Recovery Plan follows the Incident Command System
659 (ICS) structure. Staffing for the recovery organization may come from the organizations with
660 roles in recovery, including the UES Departments of Emergency Services, or other individuals
661 and organizations designated or requested by the UES Directors of the Departments of
662 Emergency Services. The following figure represents the flow of the organizational structure
663 establishment process.
664
665 **FIGURE 7: ORGANIZATIONAL STRUCTURE OVERVIEW**

UES OEM Directors
- Represent the County on the UES RRAC (or designee)
- Provide support to regional recovery efforts through UES RRAC participation

UES RRAC
- Council that supports regional recovery efforts
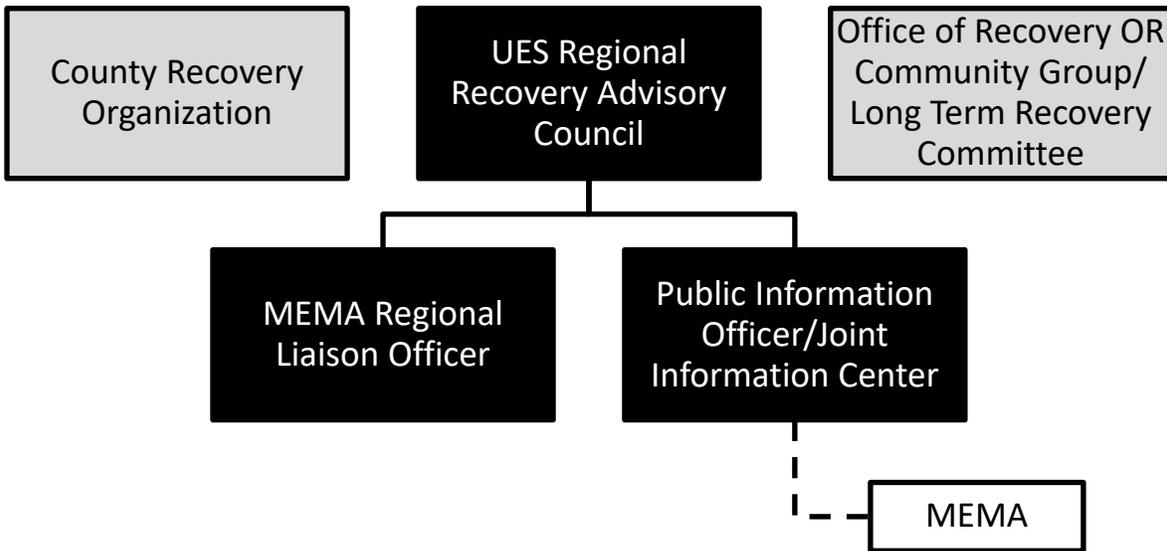- Coordinate and support information and resource sharing

666
667
668 The following figure represents the organizational structure for the regional recovery
669 organization.

670   **FIGURE 8: REGIONAL RECOVERY ORGANIZATION**

671

672   ***2.***   ***Regional Recovery Organization Senior Leadership***

673   **a)**   **UES Directors of the Departments of Emergency Services**
674 In order to support regional recovery efforts, each of the UES Directors of the Departments
675 of Emergency Services will be responsible for meeting with their locally elected
676 officials/administrations/commissioners to ensure coordination of and support for recovery
677 efforts (e.g., including obtaining consensus for goals, objectives, and priorities for their
678 County). The UES Directors of the Departments of Emergency Services should consider the
679 concerns of their locally elected officials/administrations/commissioners, which may include
680 concerns related to community safety, supporting residents who remain in the community
681 throughout the disaster, and ensuring the residents who leave the community return
682 following the disaster. Additionally, it will be critical to consult and coordinate recovery
683 efforts with community groups, including voluntary, nonprofit, and faith-based
684 organizations, as well as the Maryland VOAD.
685
686 Each of the UES Directors of the Departments of Emergency Services will also be responsible
687 for serving as a representative of their respective County on the UES RRAC, or designating a
688 person to serve in this role, and providing primary support to recovery activities following a
689 disaster.
690
691 The UES Directors of the Departments of Emergency Services have the authority to stand up
692 the UES Regional Recovery Advisory Council to begin supporting local and regional recovery
693 efforts, including consulting with the voluntary, nonprofit, and faith-based organizations.

694   **b)**   **Regional Recovery Advisory Council**
695 The UES Regional Recovery Advisory Council is a council that is stood up to support recovery
696 efforts impacting any County or Counties on the Upper Eastern Shore. It includes a

697 representative from each County's Department of Emergency Services, and should be the
698 Director of the Department of Emergency Services or their designee.
699
700 The chairperson for the UES RRAC will be selected by the five UES Directors of the
701 Departments of Emergency Services. The chair will vary with each incident; generally, the
702 Director of the least impacted County (or their designee) may chair the UES RRAC because
703 they will be in the best position to facilitate coordination as they will have fewer impacts to
704 manage. If the Counties are equally impacted, or as appropriate, the UES Directors may
705 select an external party to facilitate the UES RRAC. For example, the UES Directors of the
706 Departments of Emergency Services may request that MEMA provide a person to facilitate
707 the UES RRAC. In which case, an appropriate MEMA staff member to serve in this role is the
708 Director of Strategy, Policy, and Outreach Mission, who is also responsible for the MEMA
709 RLO Program. The MEMA RLO assigned to the UES region (or an RLO assigned to support an
710 incident on the UES) will also provide support to the UES RRAC.
711
712 • The UES RRAC may coordinate, as needed, with the following:
713   o Locally Elected Officials/Administrators/Commissioners
714   o County Recovery Support Functions Lead/Supporting Agencies
715   o Economic Recovery Officer/Group(s)
716   o Community Leaders and Groups
717   o Private Organizations, and Voluntary, Nonprofit, and Faith-based
718   Organizations
719 • Qualifications:
720   o Authority to represent the County in meetings
721   o Authority to commit the County to providing resource support
722   o Authority to approve plans for recovery
723 • Responsibilities/Authorities:
724   o The primary responsibility of the UES RRAC is to coordinate recovery and
725   provide accountability for the recovery effort, and to ensure coordination
726   amongst the UES Counties.
727   o Meet with locally elected officials/administrations/commissioners to ensure
728   coordination of and support for recovery efforts (e.g., obtaining consensus
729   for goals, objectives, and priorities for the County).
730   o Inform County senior leadership, including locally elected
731   officials/administrators/commissioners, about the ongoing situation, and
732   any potential impacts on the community, decisions being made to support
733   the community, etc.
734   o Support other Counties through mutual aid agreements (e.g., MEMAC).
735   o Meet to discuss resource and information sharing and coordination.
736   o Support the recovery effort.
737
738 Each County will also have a Disaster Recovery Advisory Group (DRAG) to help support
739 the UES RRAC by providing information and supporting resource sharing. The DRAG will
740 meet annually to ensure the County's ability to coordinate internally with its recovery
741 partners. (Note: the DRAG concept is described in more detail in each UES County
742 Annex).
743

744   ***3.   Office of Recovery OR Community Group/Long Term***
745   ***Recovery Committee***

746 The role of the Office of Recovery OR Community Group/Long Term Recovery Committee is
747 to manage the intermediate to long-term recovery effort after the local government has
748 transitioned the leadership of the recovery effort. The organization used to manage the
749 intermediate to long-term recovery effort will be established by each individual County, and
750 is described in more detail in each UES County Annex.
751

752   ***4.   County Recovery Organization***
753 The County recovery organizations will be structured based on the needs of each UES
754 County, and is described in more detail in each UES County Annex.
755

756   ***5.   MEMA Regional Liaison Officer***
757 The MEMA RLO is a MEMA staff member assigned to the region to provide state-support to
758 local incidents. Their responsibilities to the UES Counties, and to the region, during recovery
759 efforts include:
760   • Coordinating the UES regional recovery calls;
761   • Supporting the resource request process;
762   • Maintain situational awareness to MEMA of local response and recovery efforts,
763   including coordinating with the State Recovery Lead (MEMA) to identify potential
764   available State support;
765   • Participate in DRAG meetings; and
766   • Participate in in UES RRAC meetings.
767

768   ***6.   Public Information Officer/Joint Information Center***
769 As appropriate to the situation, a Public Information Officer (PIO)/Joint Information Center
770 (JIC) – or possibly a virtual JIC – will be established to support regional recovery efforts. This
771 may be facilitated by MEMA at the request of the UES Counties.

772 # VIII. Plan Development and Maintenance

773 The plan will be updated by the planners from the Upper Eastern Shore Counties every
774 three (3) years, unless the UES RRP is utilized to respond to a real-world event or exercise,
775 resulting in the identification of needed updates to the plan. Each County should review the
776 plan as needed and in accordance with their plan review cycle. Each County can also call the
777 UES planners together through the MEMA RLO to facilitate a meeting to update the plan.
778
779 Refer to the Emergency Operations Plan for each individual County for additional plan
780 development and maintenance requirements.
781
782 Additionally, After Action Reports (AARs) and Improvement Plans (IPs) from exercises or
783 real-world disasters may identify the need for incremental updates to the plan and
784 associated annexes.

Annexes

785

786 • Annex A: References
787 • Annex B: Disaster Recovery Timelines
788 • Annex C: Recovery Considerations Checklist
789 • Annex D: Recovery Partner Crosswalk
790 • Annex E: Disaster Recovery Considerations Based on Best Practices and Lessons
791   Learned
792 • Annex F: Pre-scripted Messages
793 • Annex G: Damage Assessment Process
794 • Annex H: Loan and Grant Program Table
795 • Annex I: County-specific Annexes

Annex A: References

The following references are included in the UES RRP:

- State of Maryland Disaster Recovery Operations Plan (SDROP) (August 13, 204), *available at* MEMA State Disaster Recovery Operations Plan (last visited May 20, 2016).
- Executive Order of October 29, 2013. 01.01.2013.06. Maryland Emergency Preparedness Program. Date last accessed 5/23/2016.
- Federal Emergency Management Agency. "Disaster Recovery Centers". FEMA Website. Date last accessed, 5/23/16.
- List of State Agency programs available at, Maryland Department of Planning Redbook Online. Date last accessed, 5/23/2016.
- Maryland VOAD Homepage, *available at* MD VOAD Website (last visited May 20, 2016).
- State of Maryland Public Safety Code Ann. § 14-111. Date last accessed, 5/23/2016.
- State of Maryland. Public Safety Code Ann. § 14-107. Date last accessed, 5/23/2016.

812 **Annex B: Disaster Recovery Timelines**
813 The disaster recovery process, as outlined in this plan, occurs in phases. There are,
814 however, several deadlines to keep in mind when managing a recovery effort. These
815 deadlines can impact the receipt of things like disaster funding and are outlined in the
816 following timelines.
817
818 TABLE 1: PHASED RECOVERY TIMELINE

Timing		Activity
Preparedness	Pre-disaster	Review and adopt recovery plans.
	Pre-disaster	Review and adopt debris removal plans.
	Pre-disaster	Review and adopt damage assessment plans.
	Pre-disaster	Conduct exercises and training.
Short-term Recovery (days to weeks)	Immediately following the disaster	Maintain communications with the community and maintain a common message.
	Within 30 days of the incident date (as determined by FEMA)	The State will prepare the Disaster Declaration Request Letter for the President; the Locals must submit a damage assessment and impact statement (this allows the State to determine if the threshold for PDAs has been met, and this information is incorporated in the Request Letter).
	As quickly as possible following the disaster	Establish and maintain a method of tracking requests for support and the entities fulfilling such requests.
	As quickly as possible following the disaster	Establish a method of debris collection and removal, if needed; identify a capability for handling debris.
Intermediate Recovery (months)	Disaster Declaration Request	If Approved: Locals should coordinate the scheduling of Applicant Briefings with MEMA, which are 1-hour meetings with potential sub-grantees (may take approx. 2 weeks+ to complete Applicant Briefings, depending on the size of the disaster and the number of impacted jurisdictions). OR If Denied: Within 30 days of receiving FEMA's decision on the Disaster Decision Request, the State will prepare an Appeal with Local assistance (e.g., may need to validate impacts or costs).

	As quickly as possible following the disaster	Conduct insurance workshops (related to IA), likely part of what is done in the DRC, which will be established by the State with Local support.
	Ongoing	Continue to maintain communications with the community and maintain a common message.
	As quickly as possible following the disaster	Set community recovery expectations.
	As quickly as possible following the disaster	Work to identify land use issues (e.g., ensure building permit issues can be quickly resolved).
	Ongoing	Continue to maintain a method of tracking requests for support and the entities fulfilling such requests.
	30-days from the Date of Declaration	Submit Request for Public Assistance (RPA) by locals and State agencies, and qualifying non-profit organizations.
	90-days following Approval of the Disaster Decision	Collect documentation on the costs from the sub-grantees.
Long-term Recovery (months to years)	6 months following the disaster	Emergency B work must be completed (related to PA).
	18 months following the disaster	Permanent work must be completed (related to PA).
	Ongoing until demobilization of recovery	Coordinate with all levels of government to support federal programs like Hazard Mitigation Grant Program (HMGP) and Community Development Block Grant (CDBG) grants, housing assistance grants, etc.

819

820 **Annex C: Recovery Considerations Checklist**

821 The following list includes considerations for recovery based on information provided by
822 FEMA. This is not intended to be an inclusive list of recovery considerations, and these
823 considerations may vary depending on the nature and scope of the disaster.
824
825 TABLE 2: RECOVERY ACTION CHECKLIST

Recovery Phase	Actions
Preparedness	❑ Prepare to conduct Damage Assessments by establishing a Damage Assessment Team, training members of the team, and participating in exercises.
Short-term (days-weeks)	❑ Each of the UES Directors of the Departments of Emergency Services should coordinate with their locally elected officials (e.g., administrators/ commissioners) (note: recovery efforts can have political aspects that need to be managed). ❑ Recall/request additional staff to support recovery efforts (e.g., building inspectors to support Damage Assessments). ❑ Coordinate with partners in recovery. Depending on the incident, identify the areas of recovery needed, and the lead/supporting agencies involved. ❑ Establish a system for gathering information related to the recovery effort (e.g., community impact data, economic impact data, number of displaced residents, number of damaged homes, etc.). ❑ Determine if additional staffing is needed (e.g., identify external support from other Departments of Emergency Services/Offices of Emergency Management, contractor support, EMAC or MEMAC support, etc.). ❑ Work to make the media a partner in the recovery effort by working to push messaging to keep the public informed and involved in the recovery effort; use the Department of Emergency Services' social media capabilities to support public information efforts; identify opportunities to engage the public (e.g., town hall meetings) to keep the public involved in the process. ❑ Support donations management by pushing messages to stop sending clothing, and instead, to request financial donations. ❑ Coordinate with partners to establish a Damage Assessment Team. ❑ Notify community to document losses before taking action to clean/repair property. ❑ Support efforts to shelter the community (e.g., providing clothing or the capability to wash/dry clothes) ❑ Support providing essential health and safety services. ❑ Support providing congregate sheltering or other temporary sheltering solutions. ❑ Support providing food, water and other essential commodities for those displaced by the incident. ❑ Support providing disability related assistance/functional needs support services. ❑ Support the development of impact assessments on critical infrastructure, essential services, and key resources. ❑ Conduct initial damage assessments. ❑ Support conducting community-wide debris removal, including clearing of primary transportation routes of debris and obstructions. ❑ Support restarting major transportation systems and restoring interrupted utilities, communication systems, and other essential services such as education and medical care. ❑ Support establishing temporary or interim infrastructure systems. ❑ Support family reunification. ❑ Support the return of medical patients to appropriate facilities in the area. ❑ Support providing basic psychological support and emergency crisis counseling. ❑ Support providing initial individual case management assessments. ❑ Support providing security and reestablishing law enforcement functions.

	❑ Help build an awareness of the potential for fraud, waste and abuse, and ways to deter such activity, such as developing Public Service Announcements and publicizing ways to report allegations of waste, fraud and abuse. ❑ Support the assessment of natural and cultural resources.
Intermediate (months)	❑ Support ongoing provision of individual, family-centered, and culturally appropriate case management. ❑ Support providing accessible interim housing (in or outside the affected area depending on suitability) and planning for long-term housing solutions. ❑ Support the return of displaced populations and businesses. ❑ Support reconnecting displaced persons with essential health and social services. ❑ Support the provision of supportive behavioral health education, intervention, including continuing to provide crisis, grief, and group counseling and support. ❑ Support providing access and functional needs assistance to preserve independence and health. ❑ Update hazard and risk analyses to inform recovery activities. ❑ Establish a post-disaster recovery prioritization and planning process. ❑ Develop an initial hazard mitigation strategy responsive to needs created by the disaster. ❑ Work to ensure that national and local critical infrastructure priorities are identified and incorporated into recovery planning. ❑ Support the development of culturally and linguistically appropriate public education campaigns to promote rebuilding to increase resilience and reduce disaster losses. ❑ Support the completion of assessments of natural and cultural resources and develop plans for long-term environmental and cultural resource recovery.
Long-term (years)	❑ Help to identify risks that affect long-term community sustainment and vitality. ❑ Develop and implement disaster recovery processes and plans, such as a long term recovery plan that reflects recovery planning and mitigation measures in the community's land use planning and management, comprehensive plans, master plans, and zoning regulations, etc. ❑ Support efforts to rebuild to appropriate resilience standards that recognize hazards and threats. ❑ Support efforts that help to address recovery needs across all sectors of the economy and community, and address individual and family recovery activities and unmet needs. ❑ Support efforts to rebuild educational, social, and other human services and facilities according to standards for accessible design. ❑ Support efforts to reestablish medical, public health, behavioral health, and human services systems. ❑ Support efforts to reconfigure elements of the community in light of changed needs and opportunities for "smart planning" to increase energy efficiency, enhance business and job diversity, and promote the preservation of natural resources. ❑ Implement mitigation strategies, plans, and projects. ❑ Support the implementation of permanent housing strategies. ❑ Support the reconstruction of and/or relocation and consolidation of permanent facilities. ❑ Support efforts to implement economic and business revitalization strategies. ❑ Implement recovery strategies that integrate holistic community needs. ❑ Support planning to address long-term environmental and cultural resource recovery. ❑ Ensure there is an ongoing and coordinated effort among local, state, and federal entities to deter and detect waste, fraud, and abuse. ❑ Identify milestones for the conclusion of recovery for some or all non-local entities.

826

Annex D: Recovery Partner Crosswalk

827

828 The following table depicts some of the potential local, state, and federal recovery partners.

829

830 TABLE 3: LOCAL, STATE, AND FEDERAL RECOVERY PARTNERS

Local, State, Federal Recovery Partners			
Economic RSF	• Local Chamber of Commerce • Local Tourism Board • Local Economic Development	• Department Commerce • Maryland Insurance Administration (MIA) • Department of Housing and Community Development (DHCD)	• United States Department of Commerce • Small Business Administration (SBA)
Infrastructure Systems RSF	• Local Public Works	• Department of General Services (DGS) • Maryland Department of Transportation (MDOT)	• United States Army Corps of Engineers (USACE)
Housing RSF	• Local Department of Social Services (LDSS)	• Department of Housing and Community Development (DHCD) • Department of Human Resources (DHR)	• United States Department of Housing and Urban Development (HUD)
Health Services RSF	• Local Health Departments • Local Commission on Aging • Local Department of Disabilities • Paratransit service providers • Nonprofit and faith-based organizations	• Department of Health and Mental Hygiene (DHMH) • Department of Human Resources (DHR)	• United States Department of Health and Human Services (HHS)
Social Services RSF	• Local Department of Social Services (LDSS) • Animal Control • American Society for the Prevention of Cruelty to Animals (ASPCA) • Local Board of Education • Local Commission on Aging • Local Department of Disabilities • Paratransit service providers • Nonprofit and faith-based	• Department of Health and Mental Hygiene (DHMH) • Department of Human Resources (DHR) • Department of Disabilities	• United States Department of Health and Human Services (HHS)

	organizations • Big box stores and retailers		
Debris Management	• Department of Public Works • Debris Management Contractor Support	• Department of General Services (DGS)	• Federal Highway Administration (FHWA) • United States Army Corps of Engineers (USACE) • National Resources Conservation Service (NRCS) • Environmental Protection Agency (EPA) • Department of Housing and Urban Development (HUD) • United States Coast Guard (USCG)
Natural and Cultural Resources RSF	• Agriculture	• Department of Natural Resources (DNR) • Natural Resources Police	• United States Department of the Interior
Volunteer and Donations Management RSF	• Local nonprofit and faith-based organizations	• Governor's Office of Community Initiatives (GOCI) • Maryland VOAD	• National VOAD
Community Planning and Capacity Building RSF	• Local Departments of Planning and Zoning • Town and City Building Inspectors • Local Roads Departments	• Department of Planning (MDP)	• Federal Emergency Management Agency (FEMA)
Support to All RSFs	• Local Departments of Emergency Services (DES) • Local Law Enforcement, Fire, and EMS • Local nonprofit and faith-based organizations • Local Media • Local Board of Education • Local Schools and Universities	• Maryland Emergency Management Agency • Maryland VOAD • American Red Cross (ARC) • Schools and Universities	• Federal Emergency Management Agency (FEMA) • National Media

831

H

832 **Annex E: Disaster Recovery Considerations Based on Best**
833 **Practices and Lessons Learned**
834 The following considerations may be used to help guide planning for and supporting disaster
835 recovery operations, and are based on jurisdictions that have been through a recovery
836 process, most recently, Somerset County, Maryland following the aftermath of Hurricane
837 Sandy in 2012.
838

839 **A.   Damage Assessment**
840 The damage assessment process will begin with the transition to recovery when life-safety
841 concerns have been resolved.
842

843 Considerations: To have a successful damage assessment process, each UES County should
844 work to establish Damage Assessment Teams that are trained and regularly participate in
845 exercises.
846

847 Participants may include:

848 • Police, Fire, and EMS
849 • Natural Resources Police
850 • Planning and Zoning
851 • Town and City Building
852   Inspectors
853 • Roads Departments
854 • Public Works
855 • Information/Technology (IT)
856 • Tax Assessment
857 • Red Cross

858 • Mutual Aid Partners
859 • MEMA
860 • FEMA
861 • SBA
862 • HUD
863 • United States Coast Guard
864   (USCG)
865 • Media
866 • Schools

867

868 **B.   Sheltering and Feeding**
869 The immediate needs of citizens will also be important to address throughout response, the
870 transition to recovery, and during short-term recovery. Shelters are a resource for residents
871 that have been displaced and do not have somewhere else to stay.
872

873 Considerations:
874 • The County can work with their LDSS and the State Department of Human Resource
875   (DHR) to identify and address the housing needs of displaced residents.
876 • The County may need to support residents in identifying whether or not their
877   residences are habitable.
878 • In addition to residents, it may be necessary to feed and shelter pets. Counties
879   should identify where pets can be sheltered, and how residents can be supported in
880   staying with or visiting their pets while they are staying in the shelter.
881   Agency/organization partners may include Animal Control and the American Society
882   for the Prevention of Cruelty to Animals (ASPCA), as well as the Humane Society.
883 • The County will also have to identify ways to support feeding people. Displaced
884   residents, and even residents who are able to remain in their homes, may not have

885   the ability to prepare food, food providers may be difficult to access, and residents
886   may not have access to the money to pay for food. To that end, it may be important
887   for the County to coordinate with the State to ensure the issuance of Supplemental
888   Nutrition Assistance Program (SNAP) cards to residents, providing transportation to
889   food providers, or by partnering with other agencies/organizations that can
890   prepare/provide food. Agency/organization partners may include local faith-based
891   organizations and the Maryland VOAD.

892   •   To support residents, it may be important to provide for clothing, personal needs
893   (e.g., hygiene), and mental health support.

894   o   Clothing: it may be useful to provide washers and dryers in the shelter, or
895   clothing procured through donations.

896   ▪   Note: it is important to identify what resources are needed, and it
897   may be useful to request that people donate money as opposed to
898   tangible goods that will need to be sorted and distributed.
899   Additionally, the County may want to coordinate with big box stores
900   to request needed items, such as clothing.

901   o   Personal Needs: providing people with personal hygiene products and a way
902   to replace medication will be important.

903   o   Mental Health Support: residents and first responders may need access to
904   crisis counseling or other mental health support following a disaster.

905   •   It may be necessary to take residents on a tour of the community to help them
906   observe the damage to their home and community, and potentially, to retrieve
907   critical items that they did not evacuate with (e.g., medications). Partnerships with
908   agencies/organizations that have access to vehicles (e.g., buses and paratransit
909   services) may be important to establish in support of such efforts.
910   Agency/organization partners may include the Board of Education, Commission on
911   Aging, the Department of Disabilities, and paratransit service providers.

912

913   Participants:

914   •   Emergency Services
915   •   DHR and LDSS
916   •   Commission on Aging
917   •   Department of Disabilities
918   •   Red Cross
919   •   Catholic Charities
920   •   Churches
921   •   Hotels
922   •   Realtors and Landlords
923   •   Animal Control
924   •   ASPCA
925   •   Humane Society
926   •   Mental Health Services

927   •   Pharmacies
928   •   Tax Assessor
929   •   MEMA
930   •   DHMH
931   •   HUD
932   •   Planning and Zoning
933   •   Civic Organizations
934   •   Community Emergency
935   Response Team (CERT)
936   •   Board of Education
937   •   Big Box Retailers and Food
938   Providers
939   •   Mutual Aid Partners

940

941   **FIGURE 9: SHELTERING AND FEEDING CONSIDERATIONS**

Could they stay in their home?	Is there someone they can stay with?	What are their housing needs?	What is available?	Food needs:
•Yes •No	•Yes •No	•Traditional family (children, ages, and genders) •Non-traditional family (children, ages, and genders)	•Proximity to home, school & childcare (consider re-routing school buses and public transportation options) •Number of rooms/beds needed	•Allowances •Replace lost SNAP cards •Issue new SNAP cards • Points of Distribution (PODs) •Churches •Food stores •Open and serving the public •Location to transport food to

942

943   **C.   Debris Cleanup**
944   It will be important to begin clearing debris during short-term recovery.

945

946   Considerations:
947   • Debris may come in many forms, requiring a variety of cleanup solutions:
948   o For an event that involves flooding, considerations may include cleaning up:
949   ▪ Oil tanks, the cleaned up for which may require County coordination
950   with the Maryland Department of the Environment (MDE).

951   ▪ Solid waste, which may require identifying a staging area in advance
952   of an event/as early as possible.
953   ▪ Vehicle removal and replacement, which may require partnering
954   with groups like the local car dealerships and towing companies to
955   manage the totaling, insurance, and replacement.
956   ▪ Cleaning up debris from homes (e.g., damaged appliances and
957   wallboard) and property (e.g., tree limbs), which can be supported
958   by various groups, such as an organization that cleans up appliances
959   or volunteer organizations, respectively.
960   • Note: the County may want to support these efforts by
961   encouraging residents to capture pictures and log damage
962   to their homes and property (e.g., consider setting up a
963   website to log damage).
964   o Other debris management considerations include working with the landfill
965   to get a blanket exception for dumping.
966
967 Participants:

- County Roads
- Public Works
- Solid Waste
- Tow Trucks and Insurance Companies, and Car Dealers
- MDE
- Sanitary District and Waste Water
- Utilities
- Health Department
- State Highway Administration (SHA)
- Mutual Aid Partners
- Natural Resources Police
- Undertaker
- Community Members/Groups

985   **D.**   **Other Considerations**

- To help with recovery efforts, the County may also want to open a bank account for the Long Term Recovery Committee or organization managing long-term recovery efforts.
- Counties should consider bringing in crisis counseling and/or a Critical Incident Stress Management (CISM) Team to help manage the effects of the incident on the mental health and wellbeing of impacted residents, first responders, and emergency managers.
- The State can provide a debris management fact sheet at the request of the County.
- It is recommended that all Counties have an accepted debris management plan that is submitted to and accepted by FEMA. This may make Counties eligible for debris management support. The required elements for an approved debris management plan are available on FEMA's website.

999 # Annex F: Pre-scripted Messages

1000 To ensure unified messaging, the following information may be modified and disseminated
1001 to the public in coordination with the other affected counties/jurisdictions and/or the State
1002 (through MEMA and the MEMA Public Information Officer, which can be coordinated
1003 through the RLO).

1004 ### A.   Donations Management
1005 It may be useful to send out public messages related to donations management. Messages
1006 may include requests to send cash in lieu of donated items, or messages may include
1007 information on the organizations that are managing donations efforts (e.g., faith-based
1008 organizations that are collecting, sorting, and distributing donated items).

1009 ### B.   Steps to Take by Citizens and Businesses Post-Disaster and Fraud Warnings
1010 Some recent disasters have necessitated disseminating fraud warnings to residents and
1011 business owners. These messages may include:

1012 - Indications of potential fraud (e.g., "traveling salesmen" who arrive following a
1013   disaster and utilize high-pressure sales tactics, demands for up-front payments and
1014   an immediate decision, advance-fee loans that "guarantee" a loan to rebuild a
1015   person's home or business, as well as requests for personal information, such as
1016   Social Security or bank account numbers).
1017 - Ways to report suspected fraud.
1018 - Ways to research whether a person is a licensed contractor, and steps to take to
1019   protect oneself. Sample tips may include the following (note: this information
1020   should be reviewed, vetted, and updated prior to disseminating):
1021   - Check to see if a home improvement contractor is licensed by the Maryland
1022   Home Improvement Commission and to inquire about the contractor's
1023   complaint history, call toll-free at 888-218-5925 or 410-230-6309 or visit the
1024   website at Maryland Home Improvement Commission. You also may e-mail
1025   complaints to Maryland Home Improvement Commission Email Address.
1026   - Check to see if a tree expert is licensed with the Maryland Department of
1027   Natural Resources by visiting: Maryland Department of Natural Resources
1028   Tree Expert Website.
1029   - Deal only with contractors who have an established Maryland business.
1030   - Obtain at least three bids for major repair work and check references. Be
1031   cautious if one of the bids is much lower than the others.
1032   - Make certain that all important details concerning the work are written into
1033   the bid and contract, including: all of the work that the contractor has
1034   agreed to perform, the dates the work will begin and is expected to be
1035   completed, the total cost of the work, the type and quality of materials to
1036   be used, how and when payments will be made, and the provisions of
1037   warranties on the materials and labor.
1038   - Once the contract is signed, pay no more than one-third of the contract
1039   price as a deposit.
1040   - If a building permit is required, make sure the contractor shows you the
1041   permit before work is started.
1042   - Be sure to get a copy of the contractor's current liability insurance
1043   certificate.

1044	○	Contacts to check on specialized contracting areas include plumbing (410-
1045		230-6231 or Maryland Labor, Licensing, and Regulation Specialized
1046		Plumbing Information Email Address), heating, ventilation, air conditioning
1047		and refrigeration (410-230-6231 or Maryland Labor, Licensing, and
1048		Regulation Air Conditioning and Cooling Information Email Address), and
1049		electrical (410-230-6231 or Maryland Labor, Licensing, and Regulation
1050		Electrical Information Email Address, or by contacting your county electric
1051		board).
1052	○	For complaints about contractors in areas other than home improvement,
1053		call the Maryland Attorney General's Consumer Protection Hotline at 410-
1054		528-8662 (TTD 410-576-6372 between 9 a.m. and 3 p.m. during business
1055		days.
1056	○	For concerns about fraud related to use of federal funds, contact the
1057		Federal Disaster Fraud Hotline at 866-720-5271 or Federal Disaster Hotline
1058		Email Address. Operators are available from 6 a.m. to 7 p.m. business days
1059		and voicemails may be left after hours. Complaints also can be faxed to 225-
1060		334-4707.

1061   **C.   Disaster Recovery Centers**

1062 The following information should be included in outreach materials related to Disaster
1063 Recovery Centers:

1064 • Dates and times (i.e., hours of operation) when services are available.
1065 • The location of the Disaster Recovery Centers.
1066 • Information about the services that the Disaster Recovery Centers can provide,
1067 including:
1068   ○ Staff available to answer questions about disaster assistance programs
1069   ○ The deadline to apply for assistance
1070   ○ The ways to begin the application process
1071 • Information and a helpline number for people who have registered with FEMA, but
1072 have questions.
1073
1074 Following the closure of the Disaster Recovery Centers, it may be helpful to send out
1075 information announcing the Disaster Recovery Centers have closed, and how to receive
1076 assistance if needed (e.g., website or toll-free number).

1077   **D.   Small Business Administration Disaster Loan Outreach Center**

1078 The following information should be included in outreach materials related to SBA Disaster
1079 Loan Outreach Centers:

1080 • Dates and times (i.e., hours of operation) when services are available.
1081 • The location of the Disaster Recovery Centers.
1082 • Information about the services that the Disaster Recovery Centers can provide,
1083 including:
1084   ○ Staff available to answer questions about the SBA's disaster loan program
1085   ○ An overview of the application process and how/where to file an application
1086 • An overview of what SBA loans are and can support.

Annex G: Damage Assessment Process

1087

1088 The Damage Assessment Process flows as follows:

1089

1090 **FIGURE 10: DAMAGE ASSESSMENT PROCESS**

1091

1092 Local Departments of Emergency Services and State agencies coordinate the rapid needs
1093 assessment and initial damage assessment following a disaster. The information collected is
1094 intended to determine:

- 1095 • Rapid Needs Assessment: life-saving and immediate needs of disaster victims and
- 1096 survivors; and
- 1097 • Initial Damage Assessment: overall impact, resources needed, costs of
- 1098 damage/work; it is intended to determine if declaration thresholds may be met.

1099

1100 The Joint Preliminary Damage Assessment (PDA) is conducted by federal agencies, such as
1101 FEMA and the SBA, MEMA, and the Local Departments of Emergency Services and/or State
1102 agency representative. They develop listings/maps of the damaged areas/sites, including
1103 the most and least affected locations, verify that the initial assessments are accurate and
1104 that the declaration thresholds are met or exceeded, and include the findings from the PDA
1105 in the Declaration Request. This process is as follows:

1106

1107 **FIGURE 11: PDA PROCESS**
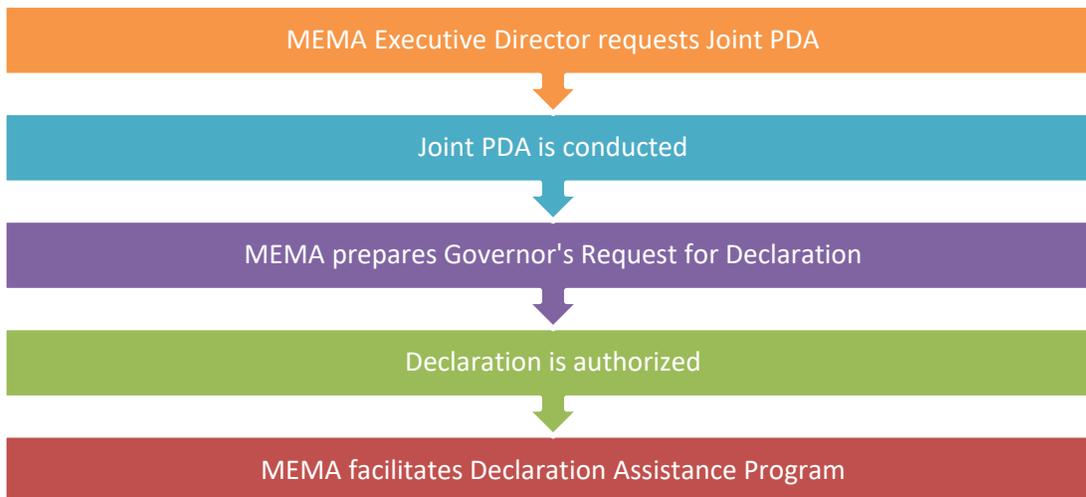
1108
1109

1110 Declarations make various federal programs available; however, there are some recovery
1111 programs, including loan and grant programs, that may be available without the receipt of a
1112 declaration.

1113

1114 MEMA's State Public Assistance Officer and State Individual Assistance Officer are available
1115 to provide additional information and support at the request of the Counties.

Annex H: Loan and Grant Program Table

The following table provides a sampling of grants and/or loans that may be available to aid in recovery. The Maryland Department of Planning maintains a catalog, called the Redbook, which contains a listing of State assistance programs. The Maryland Department of Planning's Redbook is located at: Maryland Department of Planning Redbook Online.

TABLE 4: LOAN AND GRANT PROGRAM OPTIONS

Program Title	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Timing	Declaration Required
Public Assistance Program **FEMA Public Assistance Website**	Maryland Emergency Management Agency	Reimbursement for disaster-related work (debris removal, emergency protective measures, and permanent repair/replacement of infrastructure)	Eligible applicants: State and County/Local Governments and Certain Private Non-Profit Organizations	75% FEMA/25% Applicant	Request must be submitted within 30 days of a disaster/event	Presidential Disaster Declaration required. Per Capita Indicators & Overall Impact.
Individual Assistance Program **FEMA Individual Assistance Website**	Maryland Emergency Management Agency	Individual and Households Program; Disaster Unemployment Assistance; Crisis Counseling Program; Disaster Legal Services; Disaster Case Management	Homeowners and Individuals		Request must be submitted within 30 days of a disaster/event	Presidential Disaster Declaration required. # of Primary Residents (Destroyed and/or Major Damage) & Overall Impact
Home and Business Disaster Assistance Loans	U.S. Small Business Administration	Home Disaster Loans; Business Physical Disaster Loans; Economic Injury Disaster Loans	Individuals and Business Owners	Loan interest and terms dependent upon credit availability.		U.S. Small Business Administration

Annex I: County-specific Annexes

The County-specific Annexes for each UES County are intended to support this regional coordination plan. Each County is responsible for the maintenance of its Annex, referred to as the following:

- Caroline County Recovery Plan;
- Cecil County Recovery Plan;
- Kent County Recovery Plan;
- Queen Anne's County Recovery Plan; and
- Talbot County Recovery Plan.

These plans and their supporting documentation are referred to herein as the "County-specific Annexes."