Maryland Municipal League

Elected Officials
Emergency Management Guide

Revised February 2017
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What is Emergency Management?

Emergency Management (or disaster management) is the discipline of dealing with and avoiding risks. It is a discipline that involves preparing for disaster before it occurs, disaster response (e.g., emergency evacuation, quarantine, mass decontamination, etc.), and supporting, and rebuilding society after natural or human-made disasters have occurred.

In general, any Emergency Management is the continuous process by which all individuals, groups, and communities manage hazards in an effort to avoid or mitigate the impact of disasters resulting from the hazards. Actions taken depend in part on perceptions of risk of those exposed.

Effective Emergency Management relies on thorough integration of emergency plans at all levels of government and non-government involvement. Activities at each level (individual, group, community) affect the other levels. It is common to place the responsibility for governmental emergency management with the institutions for civil defense or within the conventional structure of the emergency services. However, emergency management actually starts at the lowest level and only increases to the next higher organizational level after the current level resources have been exhausted. In the private sector, emergency management is sometimes referred to as business continuity planning.

Emergency management is one of a number of terms which, since the end of the Cold War, have largely replaced civil defense, whose original focus was protecting civilians from military attack. Modern thinking focuses on a more general intent to protect the civilian population in times of peace as well as in times of war.
Why is Emergency Preparedness Important?

There are real benefits to being prepared. Being prepared can reduce fear, anxiety, and losses that accompany disasters. Communities, families, and individuals should know what to do in the event of a fire and where to seek shelter during a tornado. They should be ready to evacuate their homes and take refuge in public shelters and know how to care for their basic medical needs thereby reducing the demand on public safety resources that are strained or overwhelmed during an emergency.

People also can reduce the impact of disasters (flood proofing, elevating a home or moving a home out of harm’s way, and securing items that could shake loose in an earthquake) and sometimes avoid the danger completely.

The need to prepare is real. Disasters disrupt hundreds of thousands of lives every year. Each disaster has lasting effects, both to people and property. If a disaster occurs in your community, local government and disaster-relief organizations are expected to help. Individuals, families and businesses need to be ready as well. Local responders may not be able to reach them immediately, or they may need to focus their efforts elsewhere.

Your constituents should know how to respond to severe weather or any disaster that could occur in your area - hurricanes, earthquakes, extreme cold, flooding, or terrorism. They should also be ready to be self-sufficient for at least five days. This may mean providing for their own shelter, first aid, food, water, and sanitation.

Disasters frequently overwhelm a community’s ability to fund recovery efforts. The federal government frequently provides disaster relief or mitigation funds to help reduce potential disasters or recover from them. However, in order to receive these funds all political jurisdictions must comply with presidential directives that require disaster planning and preparedness efforts on the part of government at all levels (see additional information under Emergency and Disaster Assistance Protocol, page 14).
Who Is Part of the Emergency Management System?

- Elected officials
- Local, state and federal emergency management and response agencies
- Private sector representatives
- Volunteer agencies and other non-governmental organizations
- Members of the public

Federal, State, Local and Municipal Emergency Management Protocol

Federal Emergency Management Agency (FEMA):

FEMA’s responsibilities during emergencies or disasters, as mandated by federal law and the Stafford Act (see definition on following page), are to help protect the United States of America by coordinating state response to major emergencies and disasters, directing assistance to the states when needed, and coordinating assistance with the other federal agencies.

Maryland Emergency Management Agency (MEMA):

MEMA’s responsibility during emergencies or disasters, as mandated by Maryland state law, are to help protect Maryland residents by coordinating the state response to major emergencies and disasters, directing assistance to local jurisdictions when needed, and coordinating assistance with the FEMA and other federal partners.

Your County Office of Emergency Management:

Maryland Counties’ responsibilities during emergencies or disasters, as mandated by Maryland State law, are to help protect County residents by coordinating with municipal response to major emergencies and disasters, directing assistance to municipalities when needed, and coordinating assistance with MEMA.
**Municipal Emergency Management:**

The municipal responsibility during emergencies or disasters, as mandated by Maryland State law, are to help protect their residents by managing and coordinating the response to major emergencies and disasters, requesting assistance to other municipalities and their County Office of Emergency management when needed. To prepare for this, the municipal emergency management agency is responsible for:

- Identifying and assessing potential hazards.
- Developing emergency operations plans and procedures.
- Training personnel.
- Conducting drills and exercises to test plans.
- Working among levels of government, volunteer agencies and the private sector to ensure that all understand their roles and responsibilities during disaster response.
- Providing critical information to the public before, during and after a disaster occurs.
- Facilitating mutual aid.
- Administering disaster assistance programs.
- Providing overall coordination for disaster response

**What is the Stafford Act?**

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) is a United States Federal law designed to bring an orderly and systemic means of Federal natural disaster assistance for state and local governments in carrying out their responsibilities to aid citizens. It created the system in place today by which a Presidential Disaster Declaration of an emergency triggers financial and physical assistance through the Federal Emergency Management Agency (FEMA). The Act gives FEMA the responsibility for coordinating government-wide relief efforts. Congress amended it by passing the Disaster Mitigation Act of 2000, and again in 2006 with the Pets Evacuation and Transportation Standards Act.
The Role of Elected Officials

Emergency management, from mitigation through long-term recovery, should be recognized and supported by all elected officials as a critical government service. Elected officials need to understand their emergency authorities and responsibilities, and practice them in conjunction with emergency management officials before a disaster occurs. They are required under Federal law to take training relevant to their position in their jurisdictions emergency management structure. They should meet with their emergency management officials and establish solid relationships, request a briefing on state and local preparedness efforts, learn about emergency plans and procedures, and visit the emergency operations center and other critical facilities.

Elected officials must have a clear understanding of how government responds to emergencies and disasters, what resources are available, what types of assistance can be provided to citizens, and how much time it may take to deliver that assistance. They must be able to instill a sense of calm in disaster victims and the public, and temper expectations of what government can do to aid in the recovery. A coordinated message between elected officials and emergency management is necessary so people do not receive conflicting information. Elected officials play a crucial role in public safety. Their understanding and support of emergency management is vital to the safety and well-being of the public and communities.

Essential Acts for Prepared Leaders

• *Meet with your emergency management team to learn about the hazards that threaten your jurisdiction and what is being done to address those hazards*
• *Take the training required under Federal law*
• *Learn about emergency management and disaster assistance services, as well as limitations*
• *Encourage all government agencies and business leaders to coordinate and collaborate with the emergency management agency*
• *Visit your jurisdiction’s emergency operations center*
• *Encourage individuals, families and businesses to develop an emergency plan and be self-sufficient in the immediate aftermath of a disaster*
PREPAREDNESS IN GENERAL

The nature of management depends on local economic and social conditions. The process of emergency management involves four phases: mitigation, preparedness, response, and recovery.

MITIGATION

Mitigation efforts attempt to prevent hazards from developing into disasters altogether, or to reduce the effects of disasters when they occur. The mitigation phase differs from the other phases because it focuses on long-term measures for reducing or eliminating risk. The implementation of mitigation strategies can be considered a part of the recovery process if applied after a disaster occurs. Mitigative measures can be structural or non-structural. Structural measures use technological solutions, like flood levees. Non-structural measures include legislation, land-use planning (e.g. the designation of nonessential land like parks to be used as flood zones), and insurance. Mitigation is the most cost-efficient method for reducing the impact of hazards; however, it is not always suitable. Mitigation does include providing regulations regarding evacuation, sanctions against those who refuse to obey the regulations (such as mandatory evacuations), and communication of potential risks to the public. Some structural mitigation measures may have adverse effects on the ecosystem.
A precursor activity to the mitigation is the identification of risks. Physical risk assessment refers to the process of identifying and evaluating hazards. The higher the risk, the more urgent that the hazard specific vulnerabilities are targeted by mitigation and preparedness efforts. However, if there is no vulnerability, there will be no risk, e.g. an earthquake occurring in a desert where nobody lives.

**PREPAREDNESS**

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluation and improvement activities to ensure effective coordination and the enhancement of capabilities to prevent, protect against, respond to, recover from, and mitigate against natural disasters, acts of terrorism, and other man-made disasters.

In the preparedness phase, emergency managers develop plans of action to manage and counter their risks and take action to build the necessary capabilities needed to implement such plans. Common preparedness measures include:

- Communication plans with easily understandable terminology and methods. Be sure to include your local amateur radio operators.
- Proper maintenance and training of emergency services, including mass human resources such as community emergency response teams.
- Development and exercise of emergency population warning methods combined with emergency shelters and evacuation plans.
- Stockpiling, inventory, and maintain disaster supplies and equipment
- Develop organizations of trained volunteers among civilian populations.*

*Professional emergency workers are rapidly overwhelmed in mass emergencies so trained, organized, responsible volunteers are extremely valuable. Organizations like Community Emergency Response Teams and the Red Cross are ready sources of trained volunteers. The latter's emergency management system has gotten high ratings from the Federal Emergency Management Agency (FEMA).
Another aspect of preparedness is casualty prediction, the study of how many deaths or injuries to expect for a given kind of event. This gives planners an idea of what resources need to be in place to respond to a particular kind of event.

Emergency managers in the planning phase should be flexible, and all encompassing - carefully recognizing the risks and exposures of their respective regions and employing unconventional, and atypical means of support. Depending on the region - municipal, or private sector emergency services can rapidly be depleted and heavily taxed. Non-governmental organizations that offer desired resources, i.e., transportation of displaced homeowners to be conducted by local school district buses, evacuation of flood victims to be performed by mutual aide agreements between fire departments and rescue squads, should be identified early in planning stages, and practiced with regularity.

**RESPONSE**

The response phase includes the mobilization of the necessary emergency services and first responders in the disaster area. This is likely to include a first wave of core emergency services, such as firefighters, police and ambulance crews. When conducted as a military operation, it is termed Disaster Relief Operation (DRO) and can be a follow-up to a Non-Combatant Evacuation Operation (NEO). They may be supported by a number of secondary emergency services, such as specialist rescue teams.

A well rehearsed emergency plan developed as part of the preparedness phase enables efficient coordination of rescue. Where required, search and rescue efforts commence at an early stage. Depending on injuries sustained by the victim, outside temperature, and victim access to air and water, the vast majority of those affected by a disaster will die within 72 hours after impact.

Organizational response to any significant disaster - natural or terrorist-borne - is based on existing emergency management organizational systems and processes: the Federal Response Plan (FRP) and the Incident Command System (ICS). These systems are solidified through the principles of Unified Command (UC) and Mutual Aid (MA)
RECOVERY

The aim of the recovery phase is to restore the affected area to as near its previous state as possible. It differs from the response phase in its focus; recovery efforts are concerned with issues and decisions that must be made after immediate needs are addressed. Recovery efforts are primarily concerned with actions that involve rebuilding destroyed property, re-employment, and the repair of other essential infrastructure. Efforts should be made to "build back better,” aiming to reduce the pre-disaster risks inherent in the community and infrastructure. An important aspect of effective recovery efforts is taking advantage of a window of opportunity for the implementation of mitigative measures that might otherwise be unpopular. Citizens of the affected area are more likely to accept more mitigative changes when a recent disaster is in fresh memory.

In the United States, the National Response Plan dictates how the resources provided by the Homeland Security Act of 2002 will be used in recovery efforts. It is the federal government that often provides the most technical and financial assistance for recovery efforts in the United States.

Emergency and Disaster Assistance Protocol

The Stafford Act describes the functions and responsibilities of any federal response to emergencies and disasters. It is important to remember that all emergencies and disasters are local. Meaning, that, for the most part, that the jurisdiction where the incident is located is responsible for the response and recovery. That does not mean that no help will be available. Legislation dictates that help is available to any jurisdiction when local resources are swamped and unable to provide an adequate response and recovery effort. Help is available to your jurisdiction; however, there is established protocol to receive help from outside agencies. If you find that additional resources are needed, your emergency manager must request resources through the county emergency management agency. The County Emergency Manager, if necessary, will coordinate with MEMA for state resources that they might not be in a position to provide. If MEMA cannot provide the resource requested, then they will coordinate with FEMA for resource requests.
When your city suffers a disaster and emergency response is needed, the absolute first priority is taking care of life and property. However, after the initial response, the financial reality of a disaster becomes a critical concern for most governments. Doing some planning and preparing for the financial cost recovery aspects of a disaster will serve you well. And being prepared to deal with FEMA, state and county offices of emergency services is key.

Documenting every aspect of an emergency is critical to your jurisdiction’s ability to seek funding assistance if a disaster declaration is made. The need to document must be on your list of priorities. In order to successfully request funding assistance, your jurisdiction must be able to document every aspect of the emergency. Staffing (don’t forget your volunteers), equipment, consumables, equipment rental, sheltering etc. can qualify for reimbursement at a certain percentage of the overall cost. This documentation must detail all efforts for response and recovery; and in some cases, document the need for future allocations of mitigation funds. Don’t forget, in order to qualify for public assistance, your jurisdiction must comply with the preparation and training requirements as described by FEMA and must be structured in accordance the National Incident Management System (NIMS). Failure to do so may result in your jurisdiction being denied part or all of funding assistance that you would otherwise qualify for.

How to Apply for Public Assistance

Assistance from the federal government is coordinated through your county emergency manager. Following a disaster your county emergency manager will request a preliminary damage assessment from your jurisdiction. This will be added to the state request for federal disaster assistance. If a declaration is made, your county emergency manager will contact you and provide a meeting date for a conference on how to make an application for funding. A good reference is a publication provide by FEMA called Public Assistance Policy Digest. This book is available upon request to FEMA. Additionally the following FEMA web site contains information for municipalities. http://www.fema.gov/news/disasters.fema
Emergency Preparedness Checklist

☐ Adopt An Emergency Operations Plan – Prepare and adopt a emergency operations plan based on your jurisdiction’s needs. The FEMA website can help you through this process.  www.fema.gov/pdf/plan/slg101.pdf

☐ Reach out and talk to your County, State and Federal Emergency managers.  See contact list on page 16.


☐ Create organized emergency volunteers to assist your staff in responding and recovering from emergencies and disasters.  www.citizencorps.gov/

☐ Adopt the National Incident Management System and establish calendar for meeting compliance.  www.fema.gov/emergency/nims/


☐ Establish preparedness outreach and training programs for your employees, citizens and business community.  www.fema.gov/government/index.shtm

☐ Have key emergency response and finance personnel take training on public assistance procedures.  www.usfa.dhs.gov/applications/nfacourses/catalog/details/602

☐ Conduct frequent disasters drills/exercises.  Make sure to invite your emergency management partners!  http://training.fema.gov/EMIWeb/IS/is139.asp

NOTES:
Helpful Links

Personal and Family Preparedness – https://www.ready.gov/
CDC Flu Season Information – https://www.cdc.gov/flu
Centers for Disease Control – https://www.cdc.gov/
Business Disaster Planning – https://www.sba.gov/
Maryland Municipal League – https://www.mdmunicipal.org/

Training Links

Maryland Fire and Rescue Institute – https://www.mfri.org/
American Red Cross – https://www.redcross.org/
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<td>410-216-9167</td>
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<tr>
<td>Title</td>
<td>Director</td>
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</tr>
<tr>
<td>Name</td>
<td>Richard Devore</td>
<td>Name</td>
<td>Kevin Simmons</td>
</tr>
<tr>
<td>Address</td>
<td>11400 Pittsburgh Plate Glass Road, Cumberland MD 21502</td>
<td>Address</td>
<td>199 Taylor Ave, Annapolis, MD 21401</td>
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<tr>
<td>Phone</td>
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<td>Title</td>
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</tr>
<tr>
<td>Name</td>
<td>Kevin Aftung</td>
<td>Name</td>
<td>Bob Maloney</td>
</tr>
<tr>
<td>Address</td>
<td>Henry L. Hein Public Service Bldg</td>
<td>Address</td>
<td>1201 E. Cold Spring Lane Baltimore, MD 21239</td>
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<tr>
<td>Phone</td>
<td>(410) 222-0603</td>
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<tr>
<td>Title</td>
<td>Director</td>
<td>Title</td>
<td>Division Chief, Em Mgmt</td>
</tr>
<tr>
<td>Name</td>
<td>Mark Hubbard</td>
<td>Name</td>
<td>Jacqueline Vaughan</td>
</tr>
<tr>
<td>Address</td>
<td>Baltimore County Fire Department</td>
<td>Address</td>
<td>175 Main St Prince Frederick, MD 20678</td>
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<tr>
<td>Phone</td>
<td>(410) 887-8114</td>
<td>Phone</td>
<td>301.855.1243 x2303</td>
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<td>Title</td>
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<tr>
<td>Title</td>
<td>Director</td>
<td>Title</td>
<td>Emergency Manager</td>
</tr>
<tr>
<td>Name</td>
<td>Bryan Ebhinge</td>
<td>Name</td>
<td>Doug Brown</td>
</tr>
<tr>
<td>Address</td>
<td>9391 Double Hill Rd Denton, MD 21629</td>
<td>Address</td>
<td>225 N. Center Street Rm 20 Westminster, MD 21157</td>
</tr>
<tr>
<td>Phone</td>
<td>(410) 479-2622</td>
<td>Phone</td>
<td>(410) 386 2296</td>
</tr>
<tr>
<td>Title</td>
<td>Director</td>
<td>Title</td>
<td>Emergency Manager</td>
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</table>
Maryland County Emergency Managers

Location: Cecil County
Hotline: 410-392-2017 or 410-392-2018
Title: Director
Name: Richard Brooks
Address: 107 Chesapeake Blvd
Elkton, MD 21921
Phone: 410-392-2014
Title: Director

Location: Dorchester County
Hotline: 410-228-2231
Title: Director
Name: Anna Sierra
Address: 829 Fieldcrest Rd
Cambridge, MD 21702
Phone: (410) 228-2726
Title: Director

Location: Garrett County
Hotline: 301-334-7619
Title: Director
Name: John Henry Frank III
Address: 204 South 3rd Street,
Oakland MD 21550
Phone: (301) 334-7619
Title: Director

Location: Howard County
Hotline: 410-313-2900
Title: Director
Name: Ryan Miller
Address: 3430 Court House Drive
Ellicott City, MD 21043
Phone: (410) 313-6030
Title: Director

Location: Charles County
Hotline: 301-609-3401
Title: Director
Name: William Stephens
Address: P.O. Box 2150
La Plata, MD 20646
Phone: (301) 609-3401
Title: Director

Location: Frederick County
Hotline: 301-600-1746
Title: Director
Name: John "Jack" Markey
Address: Frederick County Public Safety Training Facility
5370 Public Safety Place
Frederick, MD 21704
Phone: (301) 600-6790
Title: Director

Location: Harford County
Hotline: 410-638-4900
Title: Director
Name: Rick Ayers
Address: 2220 Ady Road
Forest Hill, MD 21050
Phone: 410-638-3407
Title: Director

Location: Kent County
Hotline: 410-778-7472
Title: Director
Name: Wayne Darrell
Address: 104 Vickers Drive
Unit D
Chesapeake, MD 21620
Phone: (410) 778-7458
Title: Director
# Maryland County Emergency Managers

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<tr>
<td>Montgomery County</td>
<td>240-777-2300</td>
<td>Director</td>
<td>Montgomery County Public Safety Facility</td>
<td>100 Edison Park Drive Suite: 1S31 Gaithersburg, MD 20878</td>
<td>Earl Stoddard</td>
<td>Director</td>
</tr>
<tr>
<td>Prince George's County</td>
<td>301-780-8313</td>
<td>Director</td>
<td>Ronald Gill</td>
<td>Prince George's Co Office of Homeland Security and Emergency Management 7915 Anchor Street Landover, MD 20785</td>
<td>(301) 780-8313</td>
<td>Director</td>
</tr>
<tr>
<td>Somerset County</td>
<td>410-651-0707</td>
<td>Director</td>
<td>Yvette Cross</td>
<td>11916 Somerset Avenue Princess Anne, MD 21853</td>
<td>(410) 651-0707</td>
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<tr>
<td>Talbot County</td>
<td>410-770-8160</td>
<td>Director</td>
<td>Clay Stamp</td>
<td>605 Port Street Easton, MD 21601</td>
<td>(410) 770-8144</td>
<td>Director</td>
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<tr>
<td>Ocean City</td>
<td>410-723-6650</td>
<td>Director</td>
<td>Joe Theobald</td>
<td>6501 Coastal Highway Ocean City, MD 21842</td>
<td>(410) 520-5485</td>
<td>Director</td>
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<tr>
<td>Queen Anne's County</td>
<td>410-758-5028</td>
<td>Director</td>
<td>Scott A. Haas</td>
<td>100 Communications Drive Centreville, MD 21267</td>
<td>410.758.4500 x116</td>
<td>Director</td>
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<tr>
<td>St. Mary's County</td>
<td>(301) 475-4200</td>
<td>Director</td>
<td>Bob Kelly</td>
<td>23090 Leonard Hall Drive PO Box 653 Leonardtown, MD 20650</td>
<td>(301) 475-4200 x1013</td>
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<tr>
<td>Washington County</td>
<td>240-313-4360</td>
<td>Director</td>
<td>Charles Summers</td>
<td>16232 Elliott Parkway Williamsport, MD 21795</td>
<td>(240) 313-2921</td>
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<tr>
<td>Name</td>
<td>David Shipley</td>
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<td>Fred Webster</td>
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<tr>
<td>Address</td>
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<td>Ste 200</td>
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A
Action Plan - Documented outline of specific projected activities to be accomplished within a specified period of time to meet a defined need, goal or objective.

After-Action Report (AAR) - A narrative report that presents issues found during an incident and recommendations on how those issues can be resolved.

Alternate Database/Records Access - The safekeeping of vital resources, facilities, and records, and the ability to access such resources in the event that the emergency plan is put into effect.

Alternate Facilities - An alternate work site that provides the capability to perform minimum functions until normal operations can be resumed.

Advanced Life Support (ALS) - Procedures and techniques utilized by EMT-P, EMT-II, nursing and physician personnel to stabilize critically sick and injured patients which exceed Basic Life Support procedures.

B
Basic Life Support (BLS) - Initial procedures in the care of a patient in cardiac and/or respiratory arrest which may include the assessment of ABCs, opening the airway, artificial respiration and CPR (cardio-pulmonary resuscitation) as needed to maintain life. Basic non-invasive first-aid procedures and techniques utilized by most all trained medical personnel, including First Responder, to stabilize critically sick and injured people.

BLS Responder - Certified EMT-I or First Responder.

Bioterrorism - The planned, unlawful use or threat of use, of biological weapons made from living organisms with the intent of causing death or disease in humans, animals, or plants. The goal of bioterrorism is usually to create fear and/or intimidate governments or societies for gaining political, religious, or ideological goals.

C
Centers for Disease Control and Prevention (CDC) - is a United States federal agency under the Department of Health and Human Services based in Atlanta, Georgia. It works to protect public health and safety by providing information to enhance health decisions, and it promotes health through partnerships with state health departments and other organizations.

Chemical Attack - The deliberate release of a toxic gas, liquid or solid that can poison people and the environment.

Clinic Consortia or Regional Clinic Associations – (CCHC’s) Consortia are Regional Clinic Associations that represent community clinics and health centers at the local level and provide a regional clinic voice. These fifteen non-profit organizations also vary in scope of services and work but are united in health care access for all three million CCHC patients.

Command Post - Location where the administrative staff coordinates the other overall operations. The Incident Commander remains here; other area chiefs assemble here regularly for debriefings.
Community Emergency Response Team Program (CERT) - educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community.

Continuity of Operation Plan (COOP) - refers to the preparations and institutions maintained by the United States government, providing survival of federal government operations in the case of catastrophic events.

Crisis - Exists when physical infrastructure is destroyed, political and social systems are ruptured, and economic activity is seriously disrupted. Population displacement grows quickly and suffering increases, particularly among the elderly, disabled, children and women. Such a situation is often described as a "complex emergency".

Crisis Relocation Plan (CRP) - The contingency planning designed to move populations from high hazard areas to those of lower risk and to provide for their well being (i.e., congregate care housing, feeding, fallout protection, etc.). This is also frequently referred to as evacuation planning.

D
Deceased - Fourth (last) priority in patient treatment according to the S.T.A.R.T. and other triage systems.

Delayed Treatment - Second priority in patient treatment according to the S.T.A.R.T. and other triage systems. These people require aid, but injuries are less severe. A hospitalized patient may be categorized from "guarded" to "serious"; a patient requiring at least minimal hospital services.

Delegation of Authority - A statement provided to the Incident Manager by the clinic Executive Director delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed.

Disaster - A sudden calamitous emergency event bringing great damage, loss or destruction.

E
Emergency - A condition of disaster or of extreme peril to the safety of persons and property caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, the Governor’s warning of an earthquake or volcanic prediction, or an earthquake or other conditions, other than conditions resulting from a labor controversy.

Emergency Management Assistance Compact (EMAC) - The Emergency Management Assistance Compact (EMAC) is a mutual aid agreement and partnership between states and territories of the United States. It exists because these entities share a common enemy: the constant threat and occurrence of natural and manmade disasters as well as the threat of terrorism.
Emergency Medical Services Agency, Local (LEMSA) - Local EMS agency responsible for coordinating the local response of emergency medical resources.

Emergency Operations Center (EOC) - A location from which centralized emergency management can be performed. The EOC is established to coordinate the overall organizational response and support to an emergency.

Emergency Operations Plan (EOP) - The plan that each organization has and maintains for responding to hazards.

Emergency Response Team (ERT) - Staff and volunteers responsible for the operational functions such as medical, evacuation, communications, supply procurement, shelter, building assessment and mental health services. Assignments are made by determining the needs and skills of those reporting.

Emergency Support Function (ESF) - the grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following domestic incidents.

Exercise - Maneuver or simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of an emergency operations plan.

The Federal Emergency Management Agency (FEMA) - is the federal agency responsible for coordinating emergency planning, preparedness, risk reduction, response, and recovery. The agency works closely with state and local governments by funding emergency programs and providing technical guidance and training. These coordinated activities at the federal, state, and local levels ensure a broad-based emergency program to insure public safety and protect property. FEMA is prepared to respond to all types of emergencies, including natural disasters such as hurricanes, floods, and earthquakes, and human-caused events such as toxic chemical spills, problems at Nuclear Power plants, and nuclear war.

Finance Section - One of the four primary functions found in all ICS organizations which is responsible for all costs and financial considerations. The section can include the Time Unit, Claims Unit and Cost Unit.

First Responder - Personnel who have responsibility to initially respond to emergencies such as fire fighter, police officers, lifeguards, forestry personnel, ambulance attendants, and other public service personnel.

Flip Chart – A chart with several sheets hinged at the top; sheets can be flipped over to present information sequentially.
Hazard Mitigation - A cost effective measure that will reduce the potential for damage to a facility from a disaster event.

Hazard Mitigation Plan - The plan resulting from a systematic evaluation of the nature and extent of vulnerability to the effects of natural hazards present in society that includes the actions needed to minimize future vulnerability to hazards.

Hospital Emergency Incident Command System (HEICS) - A management program for hospitals modeled after the Fire Service Plan; Comprised of an organization chart with a clearly delineated chain of command and a preordered job action sheet which assists the individual in focusing upon his/her assigned position function.

Immediate Treatment - First level of patient priority according to the S.T.A.R.T. and other triage systems. A patient who requires rapid assessment and medical intervention in order to increase chances of survival. A hospitalized patient who may be classified from "serious" to "critical" condition; requiring constant nursing care.

Incident Command System (ICS) - A flexible organizational structure which provides a basic expandable system developed by the Fire Services to mitigate any size emergency situation. An organization structure designed to improve emergency response operations; it originated with fire service and is now adapted to many different types of agencies, including hospitals.

Incident Manager/Commander (IM/IC) - The individual who holds overall responsibility for incident response and management.

Information Officer - A member of the Management Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident. This position is also referred to as Public Affairs or Public Information Officer in some disciplines. The individual at EOC level that has been delegated the authority to prepare public information releases and to interact with the media.

In-Place Protection Plan (Formerly Community Shelter Plan) - A planning document which includes a published map and emergency public information materials that enable a local government to give people the answers to questions, "Where do I go for shelter?" and "What do I do?" when the warning sounds. The IPP designates specific shelters to be used by people working or living in specific areas of the community, thus allocating the people to the best available fallout protection.

Local Emergency Planning Committee Local Emergency Planning Committees (LEPCs) - work to understand chemical hazards in the community, develop emergency plans in case of an accidental release, and look for ways to prevent chemical accidents.

Level 1 Disaster - A moderate to severe incident where local resources are adequate and available, either on duty or by call-back.
Level 2 Disaster - A moderate to severe emergency where local resources are not adequate and mutual aid may be required.
Level 3 Disaster - A major disaster where resources in or near the impacted areas are overwhelmed and extensive mutual aid is required. A State of Emergency will be proclaimed and a Presidential Declaration of an Emergency or a Major Disaster will be requested.
Liaison Officer - A member of the Management Staff responsible for coordinating with representatives from cooperating and assisting agencies. The function may be done by a Coordinator and/or within a Section reporting directly to the EOC Incident Manager.
Logistics - A working group responsible for coordinating the resources and activities associated with relocation planning and deployment of operations and positions during an event. Person responsible for the organization and direction of those operations associated with maintenance of the physical environment, including adequate levels of food, shelter and supplies to support the overall objectives.
Logistics Section - One of the five primary functions found at all SEMS levels. The section responsible for providing facilities, services and materials for the incident or at the EOC.

M
Management Staff - The Management Staff at the SEMS EOC level consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the EOC Incident Manager.
Medical Health Operational Area Coordinator (MHOAC) - The Medical Health Operational Area Coordinator is responsible for coordinating all medical and health operations of the Operational Area, including mutual aid, and is located in the County EOC.
The Maryland Emergency Management Agency (MEMA) - is a State of Maryland agency organized within the Maryland Military Department. The Maryland Emergency Management Agency is the State Agency that coordinates Federal, State, local and private resources throughout the State during times of disasters and emergencies.
Maryland Emergency Management Assistance Compact (MEMAC) - The Emergency Management Assistance Compact (EMAC) is an agreement among member states to provide assistance after disasters overwhelm a state’s capacity to manage consequences.
The Maryland Joint Operations Center (MJOC) - is organized as a branch within the Maryland Emergency Management Agency. The MJOC is a steady-state component of the State of Maryland Emergency Operations Center and functions as the State of Maryland Warning Point.
Memorandum of Understanding (MOU or MoU) - is a document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action.
Minor Treatment - Third priority of patient in the S.T.A.R.T. and other triage systems. A patient requiring only simple, rudimentary first-aid. These patients are considered ambulatory. A hospitalized patient may be considered minor if they are in "stable" condition and capable of being treated and discharged.
Mitigation - Pre-event planning and actions which aim to lessen the effects of potential disaster.
National Incident Management System (NIMS) - provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

Office of Emergency Services (OES) - Agency responsible for the overall coordination of resources. OES can be a city, county, regional, or state level agency.

Operations - Function in ICS organization responsible for coordination of medical personnel, treatment and triage areas, social services and evacuation of patients.

Operational Period - The period of time scheduled for execution of a given set of operation actions as specified in the EOC Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Operations Section - One of the five primary functions found in all organizations managed by the Incident Command System. The section responsible for all tactical operations at the incident, or for the coordination of operational activities at the EOC.

Packet Radio - A system of digital transmission of information via radio; information is typed into a computer, transmitted via air waves in short bursts ("packets") and retrieved at the receiving end as a typed document.

Personal Protective Equipment - The equipment and clothing required to mitigate the risk of injury from or exposure to hazardous conditions encountered during the performance of duty. PPE includes, but is not limited to: fire resistant clothing, hard hat, flight helmets, shroud, goggles, gloves, respirators, hearing protection, and shelter.

Planning Section (Also referred to as Planning/Intelligence) - One of the four primary functions found in all ICS organizations. Responsible for the collection, evaluation, and dissemination of information related to the incident or an emergency, and for the preparation and documentation of EOC Action Plans. The section also maintains information on the current and forecast situation, and on the status of resources assigned to the incident. The section typically includes Situation, Resource, Documentation, Message, and Action Plan Units.

Plan Maintenance - Steps taken to ensure the plan is reviewed annually and updated whenever major changes occur.

Preparedness - The preparedness phase involves activities taken in advance of an emergency to ensure an effective response to the emergency, if it should occur.

Primary Facility - The site of normal, day-to-day operations; the location where the employee usually goes to work.
Public Information Officer - An official responsible for releasing information to the public and other stakeholders, usually through the news media. (Also see Information Officer).

R
RACES/Radio Amateur Civil Emergency Service - One of several groups of amateur radio operators, commonly referred to as "HAM Radio Operators" RACES is designated by the FCC to provide amateur communications assistance to federal, state and local government agencies in a disaster.
Radiation Threat - The use of common explosives to spread radioactive materials over a targeted area. Also known as, a "dirty bomb," a radiation threat is not a nuclear blast, but rather an explosion with localized radioactive contamination.
Recovery - Activities that occur following a response to a disaster that are designed to help an organization and community return to a pre-disaster level of function. These activities usually begin within days after the event and continue after the response activities cease. Recovery includes government individual and public assistance programs which provide temporary housing assistance, grants and loans to eligible individuals, businesses and government entities to recover from the effects of a disaster.
Relocation Site - The site where all or designated employees will report for work if required to move from the primary facility.
Response - Activities to address the immediate and short-term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property and meet basic human needs.
Risk Communications - Communication of risks resulting from site operations and the implications for the surrounding community. Organization risk communications includes effective processes for risk assessment and management, emergency preparedness, and community dialogue.

S
Safety Officer - A member of the Management Staff within the EOC responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety.
Search and Rescue, Heavy - Rescue techniques for victims entombed by the partial or total collapse of a structure, done by specially trained teams with mechanical or hydraulic equipment.
Search and Rescue, Light - Rescue techniques for victims trapped by non-structural contents, even if structural damage has occurred, done by trained or non-trained teams (depending on accompanying structural damage) using hand-held tools.
Section - That organization level with responsibility for a major functional area at the EOC, e.g., Operations, Planning, Logistics, Finance.
"Shelter-in-Place" - The process of staying where you are and taking shelter, rather than trying to evacuate.
Situation Report (SITREP) - A written, formatted report that provides a picture of the response activities during a designated reporting period.
Acronym for Simple Triage and Rapid Treatment. This is the initial triage system developed by Hoag Hospital and Newport Beach Fire Department, Newport Beach, CA. Field triage system used that allows field care personnel to triage patients into one of four categories within 60 seconds.

**Staff Protection - Personal Protective Equipment** – (See Personal Protective Equipment). Staff Protection - Decontamination - Decontamination is the physical removal of harmful substances from victims, equipment, and supplies of a HAZMAT or NBC attack.

**Surge Capacity** - In times of disaster, so called excess capacity contributes to surge capacity which provides the ability to care for large numbers of casualties. Surge capacity encompasses potential available space in which patients may be triaged, managed, vaccinated, decontaminated, or simply located; available personnel of all types; necessary medications, supplies and equipment; and even the legal capacity to deliver health care under situations which exceed authorized capacity.

**T**

**Trauma Center Criteria** - A method for deciding which patients need a trauma center, based on the patient's injuries, vital signs, mechanism of injury and the paramedic's judgment..

**Technological Hazard** - Includes a range of hazards emanating from the manufacture, transportation, and use of such substances as radioactive materials, chemicals, explosives, flammables, agricultural pesticides, herbicides and disease agents; oil spills on land, coastal waters or inland water systems; and debris from space.

**Training and Exercise** - These activities include: 1) efforts to educate/advise designated staff on responsibilities, and on the existing plans; and 2) tests to demonstrate the viability and interoperability of all plans

**Triage** - It literally means "to sort"; commonly means prioritizing patients into categories according to the severity of their condition. Patients requiring life-saving care are treated before those requiring only first aid. The process of screening and classification of sick, wounded, or injured persons to determine priority needs in order to ensure the efficient use of medical manpower, equipment and facilities.

**Triage, Expectant Category** - A patient who requires too extensive of resuscitation for available resources, but is still alive at that time; this category is used only in catastrophic disasters where personnel and/or medical supplies are too limited to use standard resuscitation guidelines.

**Triage Personnel** - Trained individuals responsible for triaging patients and assigning them to appropriate transportation or treatment areas.

**Triage Tag** - A tag used by triage personnel to identify and document the classification, or level, of a patient's medical condition

**V**

**Vital Records & Systems** - Records necessary to maintain operations during an emergency, to recover full operations following an emergency, and to protect the legal rights and interests of citizens and the government. The two basic categories of vital records are emergency operating records and rights and interests records.
Public Notification Methods

There are several methods for public notification in emergencies. Some of these are listed below. However, other methods might work better depending on the circumstances.

- Email blasting
- Reverse 911
- Radio and Television.
- Public address systems fixed and mobile.
- Software driven and online automatic dialing systems.

Which ever method you decide to employ, it is vital that a rapid notification system be developed to enable your First Responders to communicate with the public to provide information vital to their safety. Your County Emergency Manager may be able to assist you in this endeavor.
Are you ready?