



Maryland Emergency Management Agency Local Elected Officials Guide to Emergency Management

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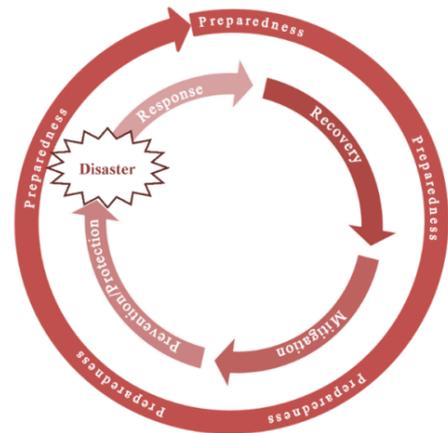
I. Overview

The State of Maryland is vulnerable to many hazards, ranging from severe storms and flooding, to terrorism and nuclear power plant incidents. Locally-elected officials are responsible for ensuring the public safety and welfare of their communities. Elected officials provide strategic guidance and resources during preparedness, prevention/protection, response, recovery, and mitigation efforts. The duties of responding to and recovering from incidents, both naturally-occurring and human-caused, begin and end at the local level – with public officials and community members. Thus, emergency management, including preparation for and operations before, during, and after emergencies and disasters, is a core obligation of local leaders.

This Local Elected Officials Guide to Emergency Management provides Maryland’s elected officials with a resource to better understand their roles, responsibilities, and expectations before, during, and after disasters so they can prepare for, respond to, recover from, and mitigate against all-hazards events that are the result of both human-caused and naturally-occurring disasters, and so they can better ensure the safety and well-being of Maryland’s residents, visitors, communities, economy, and environment. This guide includes an overview of elected officials’ roles and responsibilities, community expectations of local officials, and the role that the Maryland Emergency Management Agency (MEMA) has in coordination with local jurisdictions.

II. Role of Elected Officials in Emergency Management

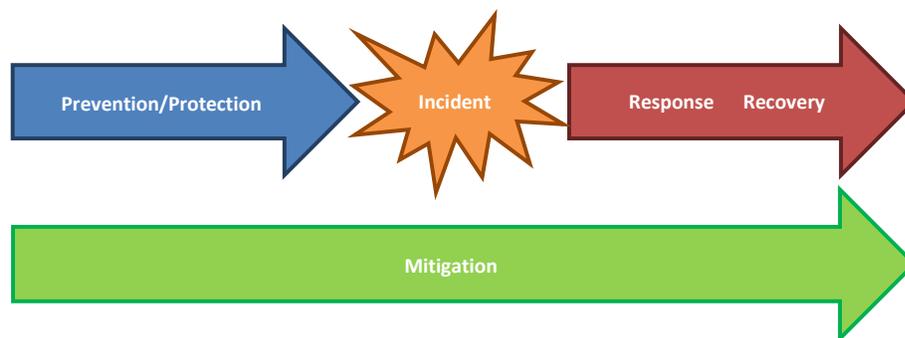
All disasters are locally-driven events, and it is the local official’s role to provide leadership and policy guidance to their jurisdiction before, during, and after a disaster. In addition, it is important for local elected officials to engage in preparedness efforts, which are always ongoing and involve activities undertaken to prepare for disasters and emergencies, as well as to facilitate future response and recovery efforts.



The following sections detail some of the local official’s roles and responsibilities before, during, and following a disaster:

A. The Role of Elected Officials Before a Disaster Occurs

- Make planning for emergencies and disasters a priority at all levels of your organization;
- Meet with your emergency management team to learn about the hazards that threaten your jurisdiction and what is being done to address those hazards;
- Learn about emergency management and disaster assistance programs both at the state and federal levels;
- Provide policy direction for prevention/protection-related, response, recovery, and mitigation-related activities;
- Encourage all government agencies and business leaders to coordinate and collaborate with your jurisdiction’s office of emergency management/department of emergency services;
- Ensure your Continuity of Operations (COOP) and Continuity of Government (COG) plans are up-to-date;
- Provide policy direction for emergency management-related activities, when needed;



- Familiarize yourself with your jurisdiction’s Emergency Operations Center (EOC);
- Encourage individuals, families, and businesses in your community to develop an emergency plan and be self-sufficient in the immediate aftermath of a disaster;
- Obtain the necessary training to become a leader to your constituents during an emergency;
 - *The Maryland Emergency Management Agency (MEMA) recommends that elected officials familiarize themselves with the National Incident Management System (NIMS) and Incident Command System (ICS).*
- Participate in emergency and disaster drills and exercises;
- Learn the damage assessment process and how it impacts the possibility of obtaining federal assistance; and
- Learn your legal authorities and responsibilities.

B. The Role of Elected Officials During a Disaster

- Support and work with your emergency management officials, as needed. This may include facilitating communication with and obtaining assistance from other agencies, declaring a local state of emergency, and issuing emergency orders;
- Understand the resource request process and mutual aid options, and work to avoid competing or conflicting requests. All resource requests need to be routed through MEMA’s Maryland Joint Operations Center (MJOC) and the State Emergency Operations Center (when activated) – more information on mutual aid is included below;
- Communicate quickly, clearly, and effectively to your constituents and work with your partners to ensure a coordinated message;
- Get accurate information out early and often, and ensure all messaging is accessible;
- Maintain situational awareness regarding the disaster by staying informed;
- Provide direction for response-related activities, when appropriate; and
- Trust and empower your emergency management officials to make the right decisions.

C. The Role of Elected Officials Following a Disaster

- Understand the disaster assistance programs available and application process for State of Maryland and the Federal Disaster Declarations – more information on these programs is included below;

- Support your community throughout the recovery – it can be a long process and may take multiple years;
 - The State of Maryland views recovery in terms of short- (days to weeks), intermediate- (weeks to months), and long-term recovery (months to years).
- Help to identify opportunities to build back better and mitigate future damage through mitigation planning and smart infrastructure investments; and
- Ask questions – the recovery process and programs can be complex.

Policy Makers Have a Responsibility: Elected officials make decisions that will ensure the safety of their constituents, visitors, economies, environment, and communities (e.g., land use and building code decisions that factor in the potential for significant hazards can contribute to increased public safety).

Be Aware: Elected officials should be aware of all potential hazards in their area. The MEMA Alert and Notification Network immediately contacts subscribers during a major crisis or emergency, as well as for routine communications. To receive MEMA Alerts please contact the MJOC at mjoc.mema@maryland.gov.

MEMA uses a variety of platforms to provide situational awareness and information, including the “Maryland Prepares” Mobile App, Facebook, Twitter, and the MEMA website. You can stay updated through social media applications by:

- Downloading the Maryland Prepares Mobile App at <http://mema.maryland.gov/pages/mdprepares.aspx>;
- Using the Public OSPREY Dashboard to get real-time updates on the status of the MEMA regions with regard to power outage totals, weather watches, warnings, and advisories, traffic closures, hospital statuses, shelter statuses, and flooding at <http://mema.maryland.gov/Pages/OSPREYdashboard.aspx>;
- Becoming a Fan or “Liking” the MEMA Facebook page at <https://www.facebook.com/MDMEMA>;
- Following MEMA on Twitter at [@MDMEMA](https://twitter.com/MDMEMA);
- Viewing MEMA on Instagram at https://instagram.com/md_mema/;
- Viewing MEMA on YouTube at <https://www.youtube.com/user/StateMarylandMEMA>; and
- Visiting the MEMA website at <http://mema.maryland.gov/Pages/default.aspx>.

III. Overview of State-level Emergency Management

A. Maryland Emergency Preparedness Program

The Maryland Emergency Preparedness Program (MEPP) is the State's innovative approach to comprehensive, statewide preparedness. The goal of the MEPP is to institutionalize the coordination of emergency preparedness activities using an all-hazards approach to the delivery of capabilities, which Maryland has categorized according to four mission areas: Prevention/Protection, Response, Recovery, and Mitigation.



Prevention/Protection Operations occur prior to an incident, when it is possible for activities to be conducted to avoid, prevent, or stop an incident. It involves actions to protect citizens, residents, visitors, and critical assets, systems, and networks against malicious intent, and prevent credible or actual acts of terrorism and organized crime.

Response Operations occur when an incident cannot be safeguarded against, avoided, prevented or stopped, and presents a threat to life safety and/or property. It is about rapidly meeting basic human needs, and restoring essential community services and functionality. It also involves activities undertaken in the immediate aftermath of a disaster, including warning, evacuation, rescue, and other similar operations.

Recovery Operations occur when a local jurisdiction or the State's capability to resolve an incident is exceeded and/or an effort is needed to restore community services and functionality. It involves reconstruction, repairing, and rebuilding activities that are intended to restore a community.

Mitigation Operations are always occurring—including prior to and following an incident—when it is possible to engage in activities to avoid, eliminate, or reduce the probability of occurrence, or to lessen the effects of an emergency/disaster. It is coordinated with physical protection programs to reduce the vulnerabilities, consequences, impacts, duration, and the financial and human costs of a hazard. Mitigation involves actions to protect lives, property, and the environment, and defending against terrorist attacks.

B. Role of the Maryland Emergency Management Agency (MEMA)

The Maryland Emergency Management Agency – the State government agency with primary responsibility and authority for emergency preparedness policy, and for coordinating hazard mitigation, incident response, and disaster recovery – is headquartered in Reisterstown in a building on the Camp Fretterd Military Reservation, a Maryland National Guard Facility. Since disasters and emergencies are primarily local events, MEMA is here to support local elected officials and their jurisdictions across the mission areas by:

- Supporting preparedness activities through delivering assistance with planning, training, and exercises, among other initiatives;
- Being present in the local jurisdictions through the RLO program, which provides day-to-day support of MEMA initiatives in the local jurisdictions, as well as support during emergencies;
- Providing 24/7/365 situational awareness through the MJOC; and
- Providing resource and information support through the SEOC in coordination with local emergency management partners, as well as assistance with fulfilling local mutual aid requests, when activated.



i. Regional Liaison Officer (RLO) Program

The MEMA Regional Liaison Officer Program assigns MEMA personnel to each RLO region in the State: Western, Capital, Central, Southern, Upper Eastern Shore, and Lower Eastern Shore. The RLOs serve as the liaisons between MEMA and the local emergency managers – they operate like a small field office,

engaging in many of the same broad range of preparedness activities that are done at MEMA headquarters.

ii. Role of the Maryland Joint Operations Center (MJOC)

The Maryland Joint Operations Center, or MJOC, is the 24/7, 365 days a year watch center at the heart of MEMA, which is staffed by a combination of civilian emergency management professionals and Maryland National Guard members.

The MJOC provides the following services to local jurisdictions, local elected officials, and State senior leadership:

- A common operating picture of what’s happening across Maryland at any moment;
- Situational awareness coverage during steady-state operations and SEOC activations for incident(s) that may have/are having an impact on Maryland, including weather-related events, homeland security-related events, law enforcement situations, fires, medical emergencies, situations impacting the nuclear power plants, as well as requests from other jurisdictions for resources to address their own incidents;
- Alerts, warnings, and notifications; and
- A primary point of contact for all local, state, federal, private, and nonprofit partners.

iii. Role of the State Emergency Operations Center (SEOC)

In general, emergencies and disasters are handled locally; however, when an incident surpasses the response capabilities of a local jurisdiction, they may request support through the MJOC. If the incident exceeds the abilities of the MJOC, and/or the activities could escalate, then the State Emergency Operations Center, or SEOC, is opened and staffed.

The SEOC, located at MEMA headquarters in Reisterstown, is the primary physical location where state-level information sharing and resource coordination happen as part of the State’s response operations. MEMA staff members are prepared to respond to the SEOC 24 hours a day, and continue operations for the duration of the emergency or disaster.

IV. Managing Emergencies

A. Available Resources

There are three types of mutual aid: intrastate, interstate, and federal.

Local Resources: Local jurisdictions may have the ability to manage an incident without any additional support beyond locally available resources.

Intrastate Mutual Aid:

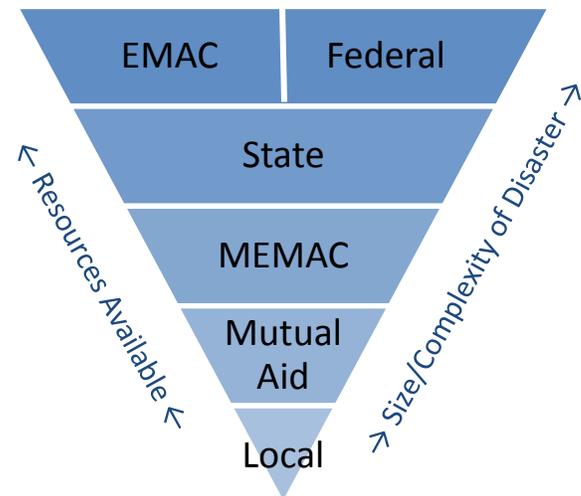
- Local governments may enter into reciprocal **mutual aid** agreements for emergencies.
- The Maryland Emergency Management Assistance Compact (**MEMAC**) is a state-wide mutual aid system within Maryland that allows any jurisdiction in Maryland to request and receive assets from another Maryland jurisdiction, and all of the requesting procedures, and financial and liability issues are worked out through MEMAC ahead of time.
- When an incident surpasses the response capabilities of a local jurisdiction, the local jurisdiction may request **state**-level support through the MJOC and/or SEOC. Additionally, MEMA supports local jurisdictions through mutual aid and mutual assistance compacts.

Interstate Mutual Aid:

- If the needed assets are not available within the State or have been exhausted, and the Governor has declared a state of emergency (more on this below), then MEMA can reach out to other states through the Emergency Management Assistance Compact (**EMAC**). EMAC works in a similar manner to facilitate the sharing of resources within the region, but now on a state-to-state basis.

Federal Mutual Aid:

- Requests for **federal** resources, which involve a disaster declaration, can also be made when State resources are exhausted. However, certain thresholds – established by FEMA—are



considered by the President and DHS officials in the process of determining whether federal resources can be made available.

B. Disaster Declarations

i. Process Overview

When an emergency or disaster does occur, a state of emergency can be declared or executed by a local jurisdiction, by the State, or by the federal government. Depending on the level at which this declaration is made, certain assets or resources may become available that can then be used to address the emergency.

ii. Local Declaration of Emergency

A local state of emergency may be declared by the principal executive officer of a political subdivision. Once a declaration is in place, the following actions to be taken:

- Activation of the response and recovery aspects of any applicable local state of emergency plan; and
- Authorization for the provision of aid and assistance under the applicable plan.

Factors to consider when deciding to declare a local state of emergency include:

- Scope and magnitude of the event;
- Impact of the damage and losses; and
- The ability of the local jurisdiction to respond.

A local declaration cannot be continued or renewed for more than thirty days without the approval of the local governing body. Additionally, the declaration must be made public and filed with the appropriate record-keeping agency. (See the Annotated Code of Maryland, Public Safety, Title 14. Emergency Management §§ 14-101 et seq. for additional information.)

iii. State Declaration of Emergency

The Governor can declare a state of emergency on his/her own or at the recommendation of MEMA through an executive order or proclamation, which continues until the threat has passed or the

emergency has been managed. It can be declared for just a single jurisdiction, several jurisdictions, or for the entire State of Maryland.

A state of emergency declaration gives the Governor the authority to take the actions s/he feels are necessary to protect life and property. A state of emergency declaration allows for:

- The activation of applicable State plans;
- The expenditure of funds;
- The initiation of mutual aid agreements;
- The deployment/use of resources;
- The use/distribution of supplies, equipment, materials, and facilities;
- The suspension of the effect of statutes/regulations;
- The activation of the National Guard, if needed;
- The implementation of protective actions;
- The activation of statutory immunities and liability protections for those involved in response activities;
- The suspension and waivers of some regulations;
- The streamlining of state administrative procedures, such as procurement requirements; and
- The ability for the State to access many federal resources.

All executive orders issuing the declaration must state:

- The nature of the emergency;
- The areas threatened; and
- The conditions that brought it about or make termination possible.

The process by which the Governor can declare a state of emergency is as follows:

- The Governor receives notification of emergency from a local jurisdiction;
- An assessment is made for damage or potential for damage;
- A declaration may cover specific geographic areas of the state or the entire state; and
- A state declaration is usually made through an executive order, which includes the type of emergency, where it occurred, and the authority by which it is made.

A declaration is to be terminated by executive order, and no state of emergency is to last longer than 30 days unless the Governor renews the declaration. By joint resolution, the General Assembly may also terminate the state of emergency at any time, and the Governor must then issue an executive order to terminate the declaration.

iv. Presidential Declaration of Emergency

The Governor may request a federal disaster declaration, which is formally submitted to the regional FEMA office (in the case of Maryland, this is FEMA Region III, which is located in Philadelphia). Before requesting a declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), the Governor of the affected state must first respond to the emergency event and execute the state's emergency response plan. The Governor must then certify in writing that the magnitude of the event exceeds the state's capability to respond, and that supplemental federal assistance is necessary. In the absence of a specific request, however, the President may provide federal assistance where it is necessary to save lives or prevent severe damage.

There are two types of disaster declarations provided for in the Stafford Act: emergency declarations and major disaster declarations. Both authorize supplemental federal disaster assistance; however, the type of event resulting in the declaration, and the associated type and amount of assistance differ.

- An *emergency declaration* can be declared for any instance for which federal assistance is needed to supplement state and local efforts and capabilities to save lives, protect public health and safety, protect property, or lessen or avert the threat of a catastrophe in any part of the United States. The total amount of assistance provided for a single emergency may not exceed \$5 million. If this amount is exceeded, the President shall report to Congress.
- A *major disaster declaration* can be declared for any natural catastrophe or, regardless of cause, any fire, flood, or explosion that causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused by the event. A major disaster declaration provides a wide range of federal assistance programs for individuals and public infrastructure, including funds for both emergency and permanent work.

When determining whether or not to grant a disaster declaration and provide for assistance following a disaster, FEMA will consider factors including:

- Number of homes destroyed or with major damage;
- Extent to which damage is dispersed or concentrated;
- Impact on the infrastructure or critical facilities;
- Imminent threats to public health and safety;
- Impacts to essential government services and functions;
- Level of insurance coverage in place for homeowners and public facilities;
- Assistance available from other sources;
- State and local resource commitments from previous, declared and undeclared events; and
- Frequency of disaster events over recent time period.

After the emergency or disaster, local, State, and federal staff perform a Preliminary Damage Assessment (PDA) to determine the level of public and individual assistance that might be needed from the Federal Emergency Management Agency (FEMA).

- Public Assistance (PA), which provides supplemental financial assistance to State and local governments, and certain private nonprofit organizations for response and recovery activities, requires that the entity meets its own financial threshold, as well as a statewide aggregate financial threshold, before a disaster declaration is granted for that area and funds are made available.
- Individual Assistance (IA), which provide services to disaster survivors and includes both Community Services Programs (Crisis Counseling Assistance and Training Program, Disaster Unemployment Assistance, Disaster Legal Services, and Disaster Case Management) and Housing Resources (Alternative Housing Pilot Program, Interim Housing Resources, and Permanent Housing Resources), has no official threshold, but is based on the totality of circumstances following a disaster, including the number of homes damaged and destroyed that are not insured or are grossly underinsured, and the age, poverty, education, and other demographics of the affected community.

FEMA has established three major categories of aid under the Stafford Act – individual and household, public, and hazard mitigation assistance. The persons and organizations eligible for assistance authorized by the Stafford Act may be summarized in the following fashion:

- **Individuals and Households** – immediate temporary shelter, cash grants (maximum of approximately \$25,000, adjusted for inflation) for uninsured emergency personal needs, temporary housing assistance (rental and mortgage payments), generally for 18 months, home repair grants, unemployment assistance due to the disaster, debris removal from private property when deemed in the public interest, emergency food supplies, legal aid for low-income individuals, and crisis counseling;
- **State, Tribal, and Local Governments and Certain Private Nonprofit Organizations** — repair, reconstruction, or replacement of infrastructure and recreational facilities; emergency protective measures, emergency communications, and transportation systems; and loans to replace lost revenue or meet federal cost-sharing requirements; and
- **State Governments** — hazard mitigation assistance to reduce future disaster losses.

Additionally, the Small Business Administration (SBA) can provide assistance outside of a federal disaster declaration by providing low-interest disaster loans to businesses of all sizes, private nonprofit organizations, homeowners, and renters to repair or replace real estate, personal property, machinery and equipment, inventory, and business assets that have been damaged or destroyed in a disaster.

The Department of Housing and Urban Development (HUD) can provide assistance outside of a federal disaster declaration by providing a variety of disaster resources, including protection for homeowners who are unable to pay their mortgage as a result of a disaster.

The United States Department of Agriculture (USDA) can provide assistance including emergency loan funds, which may be used to:

- Restore or replace essential property;
- Pay all or part of production costs associated with the disaster year;
- Pay essential family living expenses;
- Reorganize the farming operation; and
- Refinance certain debts, excluding real estate.

V. Laws and Authorities

A. Annotated Code of Maryland, Public Safety, Title 14. Emergency Management §§ 14-101 et seq.

The Maryland Emergency Management Agency Act ensures that the State of Maryland is prepared to deal with emergencies, and preserve public health and safety. The State's policy is to coordinate, to the maximum extent possible, all emergency management functions of the State with the comparable functions of the federal government, other states, other localities, and private agencies, so that the most effective preparation and use may be made of the resources available for dealing with any emergency.

It also establishes a local organization for emergency management in each political subdivision (i.e., the 23 Counties and Baltimore City), in accordance with the State emergency management plan and program, and establishes that the directors of the local organizations for emergency management—on the recommendation of the mayor, executive, or governing body of the political subdivision—shall have a director of emergency management that is appointed by the Governor. Each director of a local organization for emergency management is directly responsible for the organization, administration, and operation of the local organization for emergency management. Further, each director of a local organization for emergency management is subject to the direction and control of the mayor, executive, or governing body of the political subdivision, under the general power of the Governor.

Provisions of Title 14 include:

- Governor's Emergency Powers;
- Health Emergency Powers;
- Emergency Management Assistance Compact (EMAC);
- Maryland Emergency Management Assistance Compact (MEMAC); and
- Other local emergency management provisions.

B. Maryland Emergency Preparedness Program, Executive Order 01.01.2013.06

Executive Order 01.01.2013.06 outlines the responsibilities of State agencies with regard to emergency preparedness, and it also states that Maryland's local jurisdictions are expected to make their best efforts to align their homeland security and emergency management preparedness activities outlined within the MEPP.

C. Robert T. Stafford Disaster Relief and Emergency Assistance Act (2007)

The Stafford Act provides the statutory authority for most federal disaster response activities, especially as they pertain to FEMA programs. All requests for a declaration by the President that an emergency or major disaster exists shall be made by the governor of the affected state. More information about the types of assistance that are available under the Stafford Act is included in the “Disaster Declarations” section above.

VI. MEMA Regions and County Emergency Management Contact Information

MEMA REGIONS



A. Western Region

Allegany County

- Director: Richard DeVore
- Website: <http://www.gov.allconet.org/des/>
- Contact: 301-876-9155

Garrett County

- Director: John Frank
- Website: <http://www.garrettcountry.org/emergency-services>
- Contact: 301-334-7619

Washington County

- Director: Kevin Lewis
- Website: <http://www.washco-md.net/emergencyservices/>
- Contact: 240-313-4360

B. National Capitol Region

Frederick County

- Director: John “Jack” Markey
- Website: <https://frederickcountymd.gov/2001/Emergency-Management>
- Contact: 301-600-6790

Montgomery County

- Director: Christopher Voss
- Website: <http://www.montgomerycountymd.gov/oemhs/>
- Contact: 240-683-6520

Prince George’s County

- Director: Ronald Gill
- Website: <http://www.princegeorgescountymd.gov/sites/emergencymanagement/Pages/default.aspx>
- Contact 301-780-8313

C. Central Region

City of Annapolis

- Director Kevin Simmons
- Website: <http://www.annapolis.gov/government/city-departments/office-of-emergency-management>
- Contact: 410-263-7997

Anne Arundel County

- Director: Michael O'Connell
- Website: <http://www.aacounty.org/OEM>
- Contact: 410-222-0600

Baltimore City

- Director: Robert Maloney
- Website: <http://emergency.baltimorecity.gov/>
- Contact: 410-396-6188

Baltimore County

- Director: Mark Hubbard
- Website: http://www.baltimorecountymd.gov/Agencies/emergency_prep/
- Contact: 410-887-5996

Carroll County

- Director: Doug Brown
- Website: <http://ccgovernment.carr.org/ccg/emermang/>
- Contact: 410-386-2296

Harford County

- Director: Edward Hopkins
- Website: <http://www.harfordpublicsafety.org/>
- Contact: 410-638-4900

Howard County

- Director: Ryan Miller
- Website: <http://www.howardcountymd.gov/departments.aspx?ID=6442464865>
- Contact: 410-313-6030

D. Southern Region

Calvert County

- Director: Jacqueline Vaughan
- Website: <http://md-calvertcounty.civicplus.com/index.aspx?nid=101>
- Contact: 410-535-1600

Charles County

- Director: Bill Stevens
- Website: <http://www.charlescountymd.gov/es/em/emergency-management>
- Contact: 301-645-0550

St. Mary's County

- Director: Bob Kelly
- Website: <http://www.co.saint-marys.md.us/est/>
- Contact: 301-475-4200

E. Upper Eastern Shore Region

Caroline County

- Director: Bryan Ebling
- Website: <http://www.carolinedes.org/181/Emergency-Services>
- Contact: 410-479-2622

Cecil County

- Director: Richard Brooks
- Website: <http://www.ccdes.org/>
- Contact: 410-392-2006

Kent County

- Director: Wayne Darrell
- Website: <http://www.kentcounty.com/oes/>
- Contact: 410-778-7458

Queen Anne's County

- Director: Scott Haas
- Website: <http://qac.org/325/Department-of-Emergency-Services-DES>
- Contact: 410-758-4500

Talbot County

- Director: Brian LeCates
- Website: <http://www.talbotdes.org/>
- Contact: 410-770-8160

F. Lower Eastern Shore Region

Dorchester County

- Director: Jeremy Goldman
- Website: <http://www.dorchestercountymd-ema.com/>
- Contact: 410-228-1818

Ocean City

- Director: Joseph Theobald
- Website: <http://oceancitymd.gov/oc/departments/emergency-services/>
- Contact: 410-723-6616

Somerset County

- Director: Steven Marshall
- Website: <http://www.somersetmd.us/agencies/emergency.html>
- Contact: 410-651-0707

Wicomico County

- Director: David Shipley
- Website: <http://www.wicomicocounty.org/133/Emergency-Services>
- Contact: 410-548-4801

Worcester County

- Director: Fred Webster
- Website:
http://www.co.worcester.md.us/EmergencyServices/emergency_management.aspx
- Contact: 410-632-3080

References

A. ICS/NIMS Training

- In the State of Maryland, the Maryland Emergency Management Agency, the Federal Emergency Management Agency's Emergency Management Institute (EMI), and other organizations can provide National Incident Management System (NIMS) and Incident Command System (ICS) training for your jurisdiction, in addition to other emergency management-related training.
 - Any request for training delivered by MEMA must come through a jurisdiction's emergency manager, and MEMA is also able to request training from external sources to meet training needs.
 - Training is also available online through the FEMA Emergency Management Institute Independent Study Program, available at <http://training.fema.gov/is/crslst.aspx>.
 - Other organizations within the State can also provide training. For more information, contact MEMA's Active Learning & Exercising Branch.

Note: Please be sure to work through your local emergency manager to ensure multi-discipline training efforts.

B. Disaster Supply Kits

- MEMA provides guidance on organizing a Disaster Supply Kits, available at <http://mema.maryland.gov/Pages/DisasterSupplyKit.aspx>.
- FEMA's Ready.gov site includes information on preparedness, as well as general disaster-related information, available at <http://www.ready.gov/>.

C. References

- MEMA's website includes a dedicated Publications page where the State's emergency plans are made publicly available, available at <http://mema.maryland.gov/Pages/publications.aspx>.
- Presidential Policy Directive 8 (PPD-8): National Preparedness, available at <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>.
- National Planning Frameworks: There is a framework for each mission area, which describes how the whole community works together to achieve the National Preparedness Goal: "A secure and resilient nation with the capabilities required across the whole community to

prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.” Available at <https://www.fema.gov/national-planning-frameworks>.

Acronyms

The following acronyms are included in this guide. The full acronym guide is available at http://mema.maryland.gov/Documents/MEMA_Acronym_Reference_Book.pdf.

EMAC	- Emergency Management Assistance Compact
EOC	- Emergency Operations Center
FEMA	- Federal Emergency Management Agency
HUD	- Housing and Urban Development
IA	- Individual Assistance
ICS	- Incident Command System
MEMA	- Maryland Emergency Management Agency
MEMAC	- Maryland Emergency Management Assistance Compact
MEPP	- Maryland Emergency Preparedness Program
MJOC	- Maryland Joint Operations Center
NIMS	- National Incident Management System
PA	- Public Assistance
SBA	- Small Business Administration
SEOC	- State Emergency Operations Center
SLEOG	- State of Maryland Local Elected Officials Guide
SDROP	- State Disaster Recovery Operations Plan
SMOP	- State Mitigation Operations Plan
SPPOP	- State Prevention/Protection Operations Plan
SROP	- State Response Operations Plan
USDA	- United States Department of Agriculture