


PS COMMITTEE #1
March 5, 2018

M E M O R A N D U M

March 1, 2018

TO: Public Safety Committee

FROM:  Keith Levchenko, Senior Legislative Analyst

SUBJECT: Resolution to Approve the 2018 Emergency Operations Plan

Council Staff Recommendation: Approve with some additional text regarding County Council Emergency Roles and Coordination Responsibilities.

NOTE: OEMHS Staff will provide a short presentation summarizing the 2017 EOP and major changes from the 2013 EOP.

Attachments to this packet include:

- Approval Resolution for the 2013 Emergency Operations Plan (EOP) (©A-B)
- CE Transmittal Memorandum (©C-D)
- 2017 EOP Excerpts
 - Introductory Sections (©E-XIII)
 - Section I.IV Emergency Operations Plan Implementation, Emergency Operations Center Activation and Emergency Notifications (©12-19)
 - Section I.V Emergency Roles and Coordination Responsibilities (©19-23)
 - Figure 6: Emergency Operations Center/Emergency Management Group Organization Structure (©69-70)
 - ESF #1 Transportation Annex (©1-1 – 1-12)
- November 15, 2016 Memorandum from the Chief Administrative Officer and the Council Administrator to the County Council regarding Coordination and Communication Response to Emergency Events (©AA-BB)

Executive staff attendees for this meeting include:

- Earl Stoddard, Director, Office of Emergency Management and Homeland Security (OEMHS)
- Marianne Souders, Planning Division Chief, OEMHS
- Kristina Laboy, Emergency Management Specialist, OEMHS

On February 2, the Council received the County Executive's transmittal (see ©C) of the 2017 Emergency Operations Plan (EOP). The EOP is intended to fulfill the State of Maryland's requirement for each city and county to prepare and keep current plans to respond to disasters or large-scale emergencies.¹ The proposed 2017 EOP² will replace the existing EOP approved by the Council in 2013. A draft resolution approving the 2017 EOP is attached on ©A-B.

The EOP is intended to fulfill the State of Maryland's requirement for each city and county to prepare and keep current plans to respond to disasters or large-scale emergencies.

Per past practice established by the Council via Resolution 13-1475 (adopted in 1998), the EOP must be approved by the Council prior to submittal to the State.

OEMHS staff will provide a short presentation on the 2017 EOP and will be available to answer questions at the Committee worksession.

Background

The EOP is a multi-discipline, all-hazards plan which establishes the overall roles and responsibilities for emergency operations. The 2017 EOP continues to incorporate the National Incident Management System (NIMS) as the County standard for emergency response operations.

The Office of Emergency Management and Homeland Security (OEMHS) is responsible for developing, maintaining, and distributing the EOP. The EOP update involved substantial coordination between OEMHS and numerous County departments and agencies and outside groups. County agency signatories to the EOP are noted on ©IX.

The EOP is reviewed periodically to incorporate new state, federal, and other guidelines, to add supplementary material or delete outdated material, to note new or changed roles and responsibilities for partner departments/agencies, and to address new or emerging operational issues. The table on ©XII summarizes the major changes made from the 2013 EOP.

The 2017 EOP is substantially trimmed down from the 2013 version (from 490 pages to 328 pages) and condensed from four to two sections:

- Section One is the basic plan, which touches upon all aspects of the authority of various agencies, the planning assumptions, background information on the County, a summary of the County's Hazard Identification and Risk Assessment (HIRA), a summary of major transportation features, and emergency management roles and responsibilities.

¹ However, as noted in the Plan's Executive Summary (©X-X1), the EOP is "*not intended as a standalone document but rather establishes the basis for more detailed planning by the individual departments and offices.*"

² The table of contents and Executive Summary of the M-HMP are attached on ©E-XIII. The full 2017 EOP, as transmitted to the Council, is available for download at:
http://www.montgomerycountymd.gov/COUNCIL/Resources/Files/PDF/2017_Emergency_Operations_Plan.pdf.

- Section Two includes the emergency support functions (ESFs). The EOP organizes County departments and agencies into 17 ESFs to facilitate planning and coordination (see ©XI for a listing of ESFs). As an example, the Transportation Annex (ESF #1) is attached on ©1-1 to 1-12. Much of the plan text focuses on the purpose, scope, and situations addressed under each of these ESFs.

The 2013 EOP included two additional sections: Section Three, which categorized the potential major hazards in Montgomery County, and Section Four, which included functional annexes that address common functional processes, including: damage assessment, training and exercises, and animal protection. In the 2017 EOP, these sections have been removed and their elements incorporated into Sections One and Two.

County Organizational Structure During Emergencies

The County's emergency response structure is defined in Section One of the EOP. An organizational chart for the Emergency Operations Center/Emergency Management Group has been updated to be more in line with federal guidelines (see ©70), although no new staffing or major changes in roles result from this. Some key details of the structure are noted below.

Executive Authority

Under the EOP framework, the County Executive is authorized under County Code Section 2-17 to declare a local state of emergency and is responsible for organizing emergency management and directing emergency operations through the regularly constituted government structure.

The law provides that, during a declared state of emergency, the Executive has certain powers, including ordering curfews; limiting or prohibiting the sale of alcoholic beverages, gasoline, explosives, firearms or ammunition; ordering that persons must not carry weapons or explosives; and establishing restricted areas. The Executive may also require the use of any resources controlled by the County or any other government agency located in the County; may buy or rent equipment, materials, and property; and may issue any other order as necessary to protect life and property during an emergency.

The County Executive delegates to the CAO responsibility for the management and operation of County Government. On recommendation of the County Executive, the CAO is the Governor's appointed Emergency Management Director. As such, the CAO is empowered to employ the considerable resources of the County during times of emergency, to alleviate suffering, and respond to the needs of its citizens.

Emergency Operations Center (EOC)

Subsection IV, *Emergency Operations Plan Implementation, Emergency Operations Center Activation, and Emergency Notifications* (©12-19) spells out four levels of EOC activation: normal operations, monitoring, partial activation, and full activation. Only the Chief Administrative Officer or designee can order a full or partial activation. Any

emergency situation requiring more than routine coordination and assistance may result in the activation of the EOC. The chart on ©14 describes each of the EOC activation levels.

The EOC supports incident response by, among other things, providing overall coordination of emergency operations throughout the County and with local, state, and federal government agencies and private sector resources, including requests for resources from the State, National Capital Region jurisdictions, and the federal government as necessary to support emergency operations.

The 17 ESFs represented in the EOC (see list on ©XI) provide support, as necessary, through participation in the EMG and through the EOC when activated.

Delegation of Authority and Department Roles

The CAO delegates authority to the Fire and Rescue Chief, Police Chief, Director of the Department of Health and Human Services, and the Director of the Department of Environmental Protection to appoint on-scene incident commanders and establish standard operating procedures to guide management of emergency operations. Upon arrival at an emergency, the appropriate official on scene will establish "incident command" and designate a command post location. If the EOC is activated, these departments have representatives on the Emergency Management Group who also participate in EOC activations.

Subsection V, *Emergency Roles and Coordination Responsibilities*, notes that during an emergency, County Government will continue to function and provide emergency and essential services, and that emergency operations will mirror day-to-day government operations to the extent possible. The subsection lists the roles of the Executive, Council, CAO, Assistant CAO, OEMHS Manager, County departments and agencies, and all the other cooperating organizations (including municipalities, utilities, WSSC, MCPS, M-NCPPC, Montgomery College, Montgomery County Sheriff's Office, WMATA, American Red Cross, and others).

Subsection VI, *Emergency Declarations*, discusses the levels of emergencies, from non-declared disasters to Federal Emergency and Major Disaster Declarations, and the criteria and processes for declaring a state of emergency or seeking a declaration from the State or federal government.

Montgomery County's initial response activities are primarily performed at the field level. Field responders use the Incident Command System (ICS) established under the National Incident Management System (NIMS)³ to organize responses to emergencies or disasters.

³ According to the FEMA website, "*NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. It is intended to:*

- *Be applicable across a full spectrum of potential incidents, hazards, and impacts, regardless of size, location or complexity.*
- *Improve coordination and cooperation between public and private entities in a variety of incident management activities.*
- *Provide a common standard for overall incident management.*"

Subsection VII, *Concept of Operations*, provides background information on NIMS, identifies authorities for emergency response, defines command and control structures and lines of authority, describes the roles and organization of the EOC, and outlines how emergency operations are conducted under the EOP.

Other Issues

Formatting, Errata, and Other Miscellaneous Issues

Council Staff will forward any suggested edits to OEMHS staff to update, correct, or clarify various sections of the EOP so they can be incorporated into the final version of the EOP to be approved by the Council.

Importance of Emergency Preparedness for Residents and Businesses

The 2017 EOP continues the assumption which first appeared in the 2009 EOP, that residents and businesses should be prepared to be “self-sufficient following a significant disaster event for up to three days.” (See ©10.) This assumption recognizes that for a particularly large-scale event (such as widespread power outages, for instance), neither the County nor other responding entities may be able to reestablish services to all affected residents and businesses quickly. Also, the County and other responders must prioritize the response to address the most urgent life safety priorities first. Most residents and businesses, by definition, do not fall within this high priority status and may have to wait hours or days for their issues to be resolved.

This three-day planning assumption has major implications for emergency preparedness information and outreach efforts by the County, as well as for the expectations of residents and businesses in terms of contingency planning (such as stocking up on necessary supplies).

Role of the County Council During an Emergency

As noted earlier, during emergencies, the Executive and the Chief Administrative Officer are responsible for making key operational decisions as to how the County will prepare for and respond to specific emergencies.

The Council’s role (as noted on ©20 of the 2017 EOP) is to establish broad policy, approve annual appropriations (and supplemental appropriations) for emergency management purposes, extend a State of Emergency (if needed) beyond a three-day period (the length of time the Executive can unilaterally do), and maintain notification and Continuity of Operations (COOP) plans for the Council Office itself.

While Council Staff agrees that the Council does not have a formal operational role during emergencies, Council Staff does believe the Council as a body (and in some cases Councilmembers individually) may have a communication and outreach role to play during emergencies.

Inevitably, the Council President, and even individual Councilmembers, will be

sought out by the media and individuals to provide information and possibly react to or to coordinate with Executive Branch departments. The Council's public communications efforts have gotten far more sophisticated (both operationally and technologically) over the past decade and offer another avenue to reach out to and hear from the public during emergencies. The 2017 EOP includes language first added in the 2013 EOP indicating that the Council has a role to play in the County's broader public communications efforts and in providing timely information to the Emergency Management Group during emergencies or emerging issues in the community.

Additionally, the Council has a staff representative who serves on the Emergency Management Group and who takes part in training exercises throughout the year. During emergency preparation and response, the Council has staff representation on EMG conference calls.

In response to communication concerns raised related to the August 2016 Flower Branch Apartment Fire, the Council Administrator and Chief Administrative Officer discussed enhancements to the communication process between the Executive and Legislative Branches. A memorandum to the Council (dated November 15, 2016) provides details regarding these enhancements (see ©XIV-XV). Based on this memorandum, **Council Staff recommends the following language be added to the 2017 EOP in Section 1V Emergency Roles and Coordination Responsibilities, B Montgomery County Council (see ©20).**

“The Council designates a Council Staff member to serve as the Council’s Emergency Liaison. This Emergency Liaison represents the Council on the Emergency Management Group (EMG), participates on EMG conference calls, coordinates with the County Executive’s Emergency Liaison during emergency events, provides timely information to the Council, and conveys information and questions received from Councilmembers to the Executive Liaison.”

Council Staff recommends approval of the 2017 EOP with the changes noted above.

Resolution No.: _____
Introduced: _____
Adopted: _____

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: Council President at the Request of the County Executive

SUBJECT: 2017 Emergency Operations Plan

Background

1. The Maryland Code, Public Safety Article, §14-101 et. seq, requires each political subdivision to establish a local organization for the Office of Emergency Management with a Director appointed by the Governor on recommendation of the County Executive; develop and maintain a plan for disaster preparedness; and conduct disaster operations.
2. To comply with State and federal requirements, the County has maintained an Emergency Operations Plan for more than 23 years. The Executive has revised and re-issued the plan as necessary to comply with new requirements and to include current practices.
3. On February 2, 2018, the Council received the Executive's transmittal of the 2017 Montgomery County Emergency Operations Plan (EOP). This plan is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the County. It continues to incorporate the National Incident Management System (NIMS) as the County standard for incident management, and has been developed to comply with NIMS and Emergency Management Accreditation Program (EMAP) standards.
4. In 1998, the Council adopted Resolution 13-1475 approving the then current EOP and requiring that future revisions of the Emergency Operations Plan must be approved by Council resolution before they are submitted to the State. The Council has continued to require Council approval of revisions of the plan since that time.
5. The 2017 EOP replaces and supersedes the 2013 EOP, which the Council approved by Resolution 17-938 in November 2013.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Montgomery County Emergency Operations Plan, 2017, is approved. A copy of the Plan is on file in the Council's Office of Legislative Information Services.

Each future revision of the Emergency Operations Plan must be approved by Council resolution before it is submitted to the State.

This is a correct copy of Council action.

Megan Davey Limarzi, Esq.
Clerk of the Council




OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

MEMORANDUM

January 30, 2018

TO: Hans Riemer, Council President
FROM: Isiah Leggett, County Executive 
SUBJECT: Emergency Operations Plan 2017 Update

Attached please find the 2017 Update to the County Emergency Operations Plan (EOP). The attached plan is the culmination of approximately 18 months of collaboration between the County Office & Departments, non-profit response partners, private infrastructure owners & operators, and other key stakeholders. This plan aims to layout the roles and responsibilities for responding to emergencies, protecting our residents, and maintaining a safe and vibrant community.

Over the last several years, Montgomery County has faced several tremendous challenges, including the record snowfall of the January 2016 blizzard and the tragic Arliss Street explosion and fire. We have a responsibility to learn from these emergencies to improve our ability to serve and protect our residents. This updated plan represents one of many such efforts to ensure that our emergency response system remains effective and adaptive.

I appreciate Council's consideration of this plan update and look forward to its approval. My staff, including the Office of Emergency Management & Homeland Security who spearheaded the update, is available to assist Council in its review of the attached plan. Thank you for your ongoing support of the efforts to keep our community safe and reduce the impacts that future emergencies may have on our residents.

IL:es

Attachment: Montgomery County Emergency Operations Plan - 2017

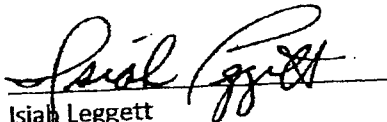


Montgomery County Emergency Operations Plan

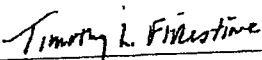
Letter of Promulgation

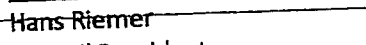
Chapter 2 of the Montgomery County Code, 1994, as amended, provides the authority of the County Executive to plan for and direct the use of county personnel and resources, and to request assistance from other organizations as necessary for the welfare and benefit of the citizens of the county in a time of public emergency. In order to carry out these emergency responsibilities, the following Emergency Operations Plan for Montgomery County and its EMG is hereby promulgated.

Approved:

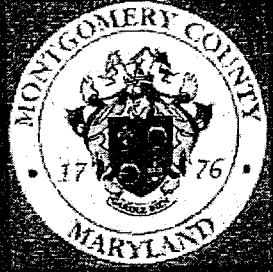

Isiah Leggett
County Executive
Montgomery County, Maryland

Concur:


Timothy L. Firestine
Chief Administrative Officer
Montgomery County, Maryland


Hans Riemer
Council President
Montgomery County, Maryland

Montgomery County, Maryland



Emergency Operations Plan

October 2017





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Forward

This document is a result of the collaborative efforts among the Montgomery County Office of Emergency Management and Homeland Security (OEMHS) and the many other County departments, offices, community partners, private utilities, and representatives from the 19 municipalities constituting the Emergency Management Group (EMG) that have assigned emergency roles and responsibilities throughout the 17 emergency support functions (ESF) in this plan. The final plan incorporates comments and suggestions received from a variety of stakeholders including many cooperating organizations that provide critical support to the County during times of disaster.

The Maryland Emergency Management Agency (MEMA) Act, Annotated Code of Maryland, Public Safety Article, § 14-101, et. seq. as amended, requires each political subdivision to establish a local organization for the Office of Emergency Management, in accordance with the State disaster preparedness plan and program.

Public Safety Article, § 14-101, et. seq. of the Annotated Code of Maryland requires each County: to maintain an organization for the Office of Emergency Management; to have a Director appointed by the Governor, upon the recommendation of the County Executive; to develop and maintain a plan for disaster preparedness; and to conduct disaster operations within its borders.

This plan fulfills the State of Maryland's requirement for each city and County to prepare and keep current plans to respond to disasters or large-scale emergencies. It also incorporates the National Incident Management System (NIMS) as the standard for emergency response operations, as adopted by Montgomery County.

This plan establishes the overall roles and responsibilities for emergency operations, as well as the concept of operations for the county. It organizes the county departments and offices into seventeen Emergency Support Functions (ESFs) to facilitate planning and coordination to achieve an effective emergency response. It is intended to be used in conjunction with established operational procedures, plans, and protocols.

Users of this document are encouraged to recommend changes that will improve the clarity and use of this plan.



Montgomery County Emergency Operations Plan

Submitted by: Earl Stoddard, Director,
Office of Emergency Management and Homeland Security

Questions or comments concerning this document should be directed to:
Office of Emergency Management and Homeland Security

100 Edison Park Drive

Suite 1S31

Gaithersburg, Maryland 20878

Tel: 240-777-2300

Emergency.Management@montgomerycountymd.gov



Montgomery County Emergency Operations Plan

Letter of Promulgation

Chapter 2 of the Montgomery County Code, 1994, as amended, provides the authority of the County Executive to plan for and direct the use of county personnel and resources, and to request assistance from other organizations as necessary for the welfare and benefit of the citizens of the county in a time of public emergency. In order to carry out these emergency responsibilities, the following Emergency Operations Plan for Montgomery County and its EMG is hereby promulgated.

Approved:

A handwritten signature in cursive script, appearing to read "Isiah Leggett", is written over a horizontal line.

Isiah Leggett
County Executive
Montgomery County, Maryland

Concur:

A handwritten signature in cursive script, appearing to read "Timothy L. Firestine", is written over a horizontal line.

Timothy L. Firestine
Chief Administrative Officer
Montgomery County, Maryland

Hans Riemer
Council President
Montgomery County, Maryland



Letter of Agreement

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

Agreement to EOP represents a major commitment by department and office leadership.

By signing this letter of agreement, the County departments and offices agree to:

1. Provide leadership for the Emergency Support Function(s) (ESFs) in which the department or office is identified as a primary agency to include support agency coordination in planning, training, exercising, and responding to emergencies.
2. Perform assigned Emergency Management Group (EMG) roles and responsibilities identified in this plan.
3. Implement the EOP concepts, processes, and structures when carrying out their assigned roles and functional responsibilities.
4. Conduct operations in accordance with the National Incident Management System (NIMS), Incident Command System (ICS), applicable Homeland Security Directives, and the National Response Framework (NRF).
5. Conduct planning and preparedness activities designed to prepare department, office, and municipal staff functioning as the EMG to accomplish assigned emergency response responsibilities.
6. Comply with Title II of the Americans with Disabilities Act of 1990 (ADA) and Section 504 of the Rehabilitation Act of 1973. Use Chapter 7 of the *ADA Best Practices Tool Kit for State and Local Government* (ADA Toolkit) and the Federal Emergency Management Administration's *Functional Needs Support Services in General Population Shelters* (FNSS) as best practices.
7. Develop and maintain supporting plans, operational procedures, Emergency Support Functions (primary agencies), and checklists to accomplish assigned EMG responsibilities.
8. Maintain all related financial records related to emergency operations for declared emergencies in accordance with standard operating policies and procedures and in accordance with guidance from the Finance Department, Office of Emergency Management and Homeland Security (OEMHS) and other applicable county procedures.
9. Establish, maintain, and exercise emergency notification procedures.



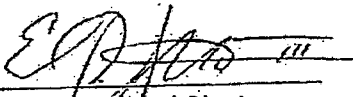
Montgomery County Emergency Operations Plan

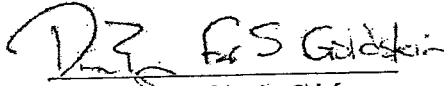
10. Develop and maintain an inventory of department/office resources applicable to accomplishing assigned emergency functions.
11. Provide qualified department and office representatives to serve as the EMG when Emergency Support Functions (ESF) and/or the Emergency Operations Center (EOC) is activated.
12. Participate in approved drills, tests, and exercises.
13. Maintain a department-specific Continuity of Operations (COOP) Plan.
14. Ensure that the EMG maintains a three-tier (or greater) line of succession for the department's/office's senior position with authority to make decisions for committing organizational resources when the EOC is activated.
15. Safeguard all vital records including computer digital data.
16. Where appropriate, establish stand-by contracts for services, equipment, and other resources with private industry.
17. In cooperation with OEMHS, establish mutual aid agreements to maintain liaison with surrounding municipal, county, and military counterparts as appropriate.
18. Periodically review all emergency plans, policies, and procedures.
19. Familiarize and train all personnel with their emergency responsibilities and procedures on a regular basis.
20. Coordinate resolution of after-action issues assigned through the county Corrective Action Program (CAP) and as a result of internal department/office reviews.

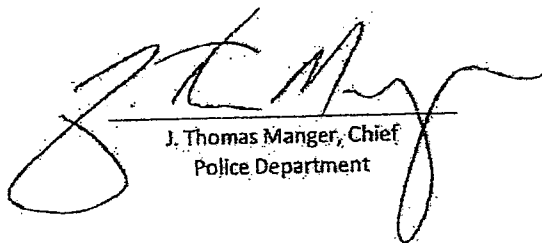


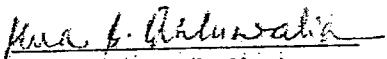
Montgomery County Emergency Operations Plan

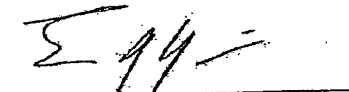
Signatories

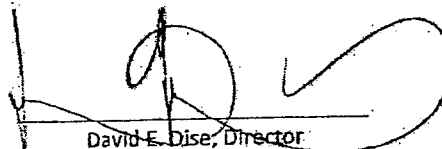

Earl P. Stoddard, Director
Office of Emergency Management
And Homeland Security

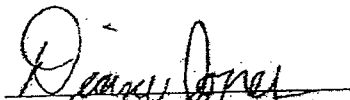

Scott E. Goldstein, Chief
Fire and Rescue Services

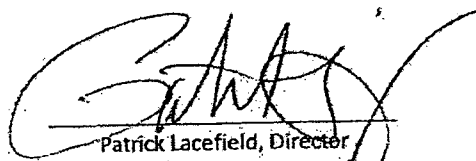

J. Thomas Manger, Chief
Police Department

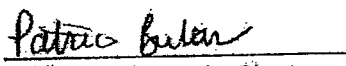

Uma Ahluwalia, Director
Department of Health and Human Services

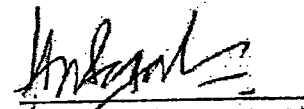

Al Koshdih, Director
Department of Transportation


David E. Dise, Director
Department of General Services


Diane Schwartz Jones, Director
Department of Permitting Services


Patrick Lacefield, Director
Office of Public Information


Patrice Bubar, Acting Director
Department of Environmental Protection


Sonny Segal, Chief Information Officer
Department of Technology Services



Executive Summary

The Montgomery County Emergency Operations Plan (EOP) is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the county. The plan is implemented by the Emergency Management Group (EMG) when it becomes necessary to mobilize the resources identified herein in order to save lives, and protect property and infrastructure. The EOP incorporates the National Incident Management System (NIMS) as the County standard for incident management and reflects other changes resulting from the adoption of the National Response Framework in 2008. The plan also has been developed in compliance with the Emergency Management Accreditation Program (EMAP) standards.

The EOP assigns roles and responsibilities to county departments, offices, and municipalities mobilized as the EMG for use during pre-planned events and in response to disasters and emergencies. The EOP is not intended as a standalone document but rather establishes the basis for more detailed planning by the individual departments and offices. The EOP is intended to be used in conjunction with more detailed department/office plans and operating procedures.

The successful implementation of the plan is contingent upon a collaborative approach with a wide range of cooperating organizations that provide crucial and critical support as the EMG during emergency operations. The plan recognizes the significant role cooperating organizations perform during times of emergencies and disasters and their roles and responsibilities are also included in the plan. Separate memoranda of understanding will be established and maintained with each of these organizations.

The EOP is organized into two sections. Section One is the Base Plan and includes the federal, state, and county authorities and other references that provide the basis for this plan. This section establishes the planning assumptions for the plan and defines the emergency management roles and responsibilities for County Executive (CE), the County Council, the Chief Administrative Officer (CAO), departments, offices, and cooperating organizations. Section One also contains background information on Montgomery County including demographic data, a description of the County, a summary of the County's Hazard Identification and Risk Assessment (HIRA), and a summary of major transportation features.

The core of Section One is the concept of operations subsection that describes how the county will prepare for, respond to and recover from a major incident. The CAO has overall responsibility for response and recovery operations. Within the EOP, delegations of authority, to on-scene commanders, the Director for OEMHS and department and office directors are clearly defined. The Incident Command System (ICS) is established as the County standard for conducting incident response. Based upon the scope and magnitude of the incident, the EOC may be activated to serve as the multi-agency support and coordination facility. The EMG, via OEMHS, will coordinate all requests for resources needed from other local, state and federal



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sources from outside the County that are not covered by existing automatic mutual aid/mutual assistance agreements. The Disaster Manager (or OEMHS Director when the EOC/EMG is not activated) will also serve as the coordination point with the Maryland Emergency Management Agency (MEMA) in order to access Maryland, other states and federal assistance.

Section Two includes the emergency support function (ESF) that will address common emergency support function processes, see ESF table below. The ESFs define the mission and scope of each function as well as a brief concept of operations. These ESFs also identify specific department, office, and cooperating organization roles and responsibilities related to the ESF. Supporting data and references to other plans and operating procedures are included as appropriate.

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



2017 EOP Updates

The 2017 revision of the EOP included input from Montgomery County After Action Reports; event audits; new County policies, plans, and operating procedures; County Departments; State Agencies; as well as local partners and community organizations. This plans also went through review and comment from the County's ADA Title II Compliance Manager and the Maryland Department of Disabilities.

This 2017 version of the EOP is an update from the previous 2013 version and includes many changes. Some of the major changes are listed in this section. Additional minor changes can be found towards the end of the document in Appendix A.

Major Updates

1. Updated and expanded the Montgomery County Situation and Risk Assessment.
2. Revised the External Notification and Warnings communications methods.
3. Added Roles and Responsibilities for newer offices, such as the Office of Procurement and the Office of Agriculture.
4. Added Roles and Responsibilities for additional State partners, such as the Maryland Department of Disabilities.
5. Updated the County's EOC activation level definitions in Table 2.
6. Updated and restructured the EOC organizational chart and added details on the responsibilities of those positions within the EOC.
7. Added more detail on the Emergency Management Function and its relationship to Incident Command and an Incident Management Team.
8. Renamed ESF #2 to "Communications and Technology" from the former "Communications" and updated roles and responsibilities accordingly.
9. Renamed ESF #3 from to "Solid Waste, Debris Management, and Storm Water Management" from the former "Public Works and Engineering" and updated roles, responsibilities, and concept of operations accordingly.
10. Updated ESF #6 "Mass Care, Emergency Assistance, Housing, and Human Services" to update roles, responsibilities, and concept of operations per the latest Shelter Operations Guide (SOG).
11. Revised ESF #14 "Community Recovery" to update roles, responsibilities, and concept of operations per the Pre-Disaster Recovery Plan.
12. Revised ESF #16 "Volunteer and Donations Management" to update roles, responsibilities, and concept of operations per the new Volunteer and Donations Management Plan.
13. Added ESF #17 "Damage Assessment" and updated roles, responsibilities, and concept of operations per the new Damage Assessment Plan.
14. Removed incident & functional annexes to reference stand-alone plans and to condense the roles, responsibilities, and concept of operations from those annexes into the appropriate ESFs to provide for a more "All-Hazards" EOP.



Plan Maintenance

The Montgomery County Office of Emergency Management and Homeland Security (OEMHS) is responsible for developing, maintaining, and distributing the Montgomery County Emergency Operations Plan (EOP). The plan will be reviewed periodically as required to incorporate new state, federal, and regional guidelines or directives and/or to improve operations or address significant operational issues. Changes will include additions of new or supplementary material or deletions of outdated information. No proposed change should contradict or override authorities or other plans contained in statute or regulation. All requests for changes will be submitted to the OEMHS for coordination, recommendation for approval, and distribution.

Primary agencies are responsible for maintaining and updating their assigned ESFs and functional annexes. ESFs and annexes should be reviewed annually and/or after each activation of the plan. Proposed changes or updates to the ESFs will be coordinated with all other support agencies prior to submission to OEMHS.

Any department or EMG member may propose and develop a change to the EOP and is encouraged to do so. Proposed changes to the EOP by a department or EMG member must be submitted in writing as approved by respective department head.

The Office of Emergency Management and Homeland Security is responsible for the annual review and update of the EOP. The annual update is submitted to the County Executive and County Council for review and approval.

Plan Distribution

The Office of Emergency Management and Homeland Security (OEMHS) is responsible for the distribution of the Emergency Operations Plan (EOP) and approved notices of changes. Copies of the EOP, either hard copy or electronic, will be distributed to all Montgomery County departments/offices, municipalities, the Maryland Emergency Management Agency (MEMA), and other cooperating organizations. Additional copies will be available from OEMHS if requested.



IV. Emergency Operations Plan Implementation, Emergency Operations Center Activation, and Emergency Notifications

A. Implementation of the Emergency Operations Plan (EOP) through the Emergency Management Group (EMG) and Activation of the Emergency Operations Center (EOC)

- The implementation of the EOP through the EMG and activation of the EOC will occur simultaneously. The level of EOC/EMG activation and EOP implementation will be based upon the severity and scope of the incident.
- The county EOC will serve as the multi-agency support and coordination facility for EMG representatives during major emergencies.
- The Chief Administrative Officer (CAO) or his designee has the authority to order a full activation of the EOC/EMG for a declared State of Public Emergency, or whenever the CAO deems appropriate.
- The county EOC may be partially activated by the CAO or designee with selective EMG representatives from activated ESFs and staff from the Office of Emergency Management and Homeland Security (OEMHS) to provide an appropriate level of inter-agency coordination in preparation and monitoring of a significant or special event. They may also monitor an emerging incident in anticipation of the need for a full EOC activation. Staffing for a partial activation will be identified based on the needs of the incident.
- Any department/office head or incident commander (IC) may request through the OEMHS Director that select ESFs or the EOC be activated to support emergencies when resource requirements of their respective department or office to mitigate the incident exceed their available resources and automatic mutual aid arrangements.
- While emergencies fall under the jurisdiction of the County, the IC or their respective department or office head may request select ESFs and/or the EOC to be activated to provide additional resources beyond what is available through County department and automatic mutual aid for an emergency occurring within a municipal boundary. Municipal representatives may be included in ESF or EOC activations. Further, any municipal manager may request, through the OEMHS Director, that select ESFs be activated to monitor and support special events held within the municipal boundaries.



- The EMG representatives mobilized for EOC or ESF activations will be by senior level department, office, and organization representatives who have the authority to commit resources and coordinate support for emergencies and who are qualified, as defined by local, state, and federal guidelines and Montgomery County departmental and municipality standard operating guidelines (SOGs).
- All EMG department points-of-contact will be notified of the EOC/EMG activation through OEMHS. All activation announcements will be released through the Montgomery County Internal Alert System. The primary list of representatives is maintained and updated in that notification system. In turn, department points of contacts will be responsible for their respective internal notification processes of department or office heads, EMG representatives on call for activation, successive EMG representatives and on-duty operational officers for continuity of operations.
- Upon notification of an EOC activation, internal department policies and procedures will be implemented as necessary and the appropriate EMG representative(s) shall report to the EOC at the appointed time and be prepared to carry out their department/office roles and responsibilities as defined within the EOP.
- EMG representatives may staff four levels of EOC/EMG activations depending upon the nature and scope of the incident or potential incident, See Table 2. The EOC/EMG may also be activated or the EMG may be convened for a significant planned event in order to monitor events, provide situational awareness, and provide for an effective response if necessary. The OEMHS Director will designate the level of activation and will ensure appropriate notifications are completed.
- Departments and offices will provide appropriate EMG representation to the EOC based upon the level of activation. EMG representatives shall be prepared to staff the EOC until they are relieved by their departmental personnel or the EOC is deactivated.
- WebEOC will be used to monitor and coordinate all EOC/EMG activations. EMG representatives to the EOC are required to update WebEOC as appropriate to ensure a 'common operating picture' (COP) of Montgomery County response operations is maintained.



Table 2. Montgomery County EOC/EMG Activation Levels

EOC/EMG Activation Levels	Description
Normal Operations	Normal day-to-day operations of the County
Enhanced Monitoring	One (1) or more ESFs providing situational awareness, coordination, and/or planning activities for a potential incident or special event
Partial Activation	Four (4) or more ESFs providing significant situational awareness, coordination, and planning activities for a special event or any situation that poses an imminent threat to any part of the County
Full Activation	Five (5) or more ESFs providing situational awareness, coordination, and planning activities for a situation that requires extensive response, recovery, and/or resource coordination

- Depending on the situation, other department, municipal, or related private or nonprofit personnel with responsibilities under the EOP will either be directed to report to the EOC, be alerted and placed on a stand-by status, or directed to perform their required responsibilities from their home, office, or alternate locations.
- If a further expansion of the EMG representatives is required in the EOC by a re-evaluation or a change in the extent of a specific emergency or disaster, appropriate stand-by personnel will be notified and directed to report to the EOC to assist in either the emergency response or recovery phases.
- County departments and offices providing EMG representatives to the EOC will have the capability to maintain 24 hours per day/7 days a week (24/7) operations for the duration of the emergency. Each department, office, and organization in the EOC is expected to have at least three qualified personnel identified to staff their EOC position. It is the responsibility of each department, office, and organization to ensure the position is staffed as required for the duration of the emergency.
- EMG representatives must have the authority to make decisions; obtain and coordinate resource allocations and deployment; synthesize and provide



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accurate information; and advise the CAO and County Executive, their respective department heads on the status and nature of the emergency; whether or not it may escalate or diminish; consequences of the incident, including projected and current damage assessment and continuity of government operations; programs in operation and resources deployed to support the Incident Commander (IC); current and projected resource requirements; protective actions for residents and responders; public information requirements and timing; project emergency event duration; and recommendations for emergency declarations.

- Montgomery County maintains an Alternate EOC (AEOC) site in the event the primary EOC is inaccessible or otherwise not operational.

B. Internal Emergency Notifications to County Departments, Emergency Responders, and Cooperating Organizations

- Whenever an alert or notification is made of an emergency or disaster deemed to be of major or expanding proportions, with possible catastrophic consequences, where serious injury, loss of life or significant property damage is anticipated, all county departments and agencies are expected to be prepared.
- The Emergency Communications Center (ECC) serves as the county's 24-hour warning point and will provide initial notifications to county officials in accordance with established protocols and procedures and as directed by the CAO and OEMHS.
- OEMHS monitors incidents and potential incidents and directs additional notifications to departments and agencies using the Montgomery County Internal Alert System and other communications capabilities as applicable.
- Each department and office will designate three (3) points-of-contact (POC) to OEMHS for the purpose of emergency notifications. The POCs will ensure that the information in the Montgomery County Internal Alert System for their staff is current.
- The Public Information Officer (PIO) will provide assistance to all departments in communicating with their employees during an emergency situation using all appropriate communication tools to ensure that information is conveyed to employees.
- All departments and offices will develop, test, and maintain internal notification procedures and contact rosters as part of their Continuity of Operations (COOP) Plan.



C. External Notifications and Warnings

- Montgomery County maintains the capability to provide warnings and emergency information to the public through multiple communication modes. When an event is imminent or anticipated within 72 hours, the county will make every attempt to notify county residents and visitors of the nature of the emergency and what procedures or actions should be taken prior to and just after the event.
- Widespread power and communications outages may require use of alternate methods of providing public information and delivering essential services. Communications may be problematic due to demands exceeding capabilities.
- When a major emergency occurs, the county will make every effort to notify the general public of the type of emergency or disaster that has developed and what actions are being taken to protect life and property. This information will include closed roads or transportation facilities, mass care, sheltering, actions being taken to mitigate the hazard, and whatever other emergency information is deemed essential for the protection of life and property. The county will take steps necessary to provide effective communication. Examples are listed in Table 3.
- The ECC operates the county dispatch facility for police, fire, and emergency medical services. The ECC uses a state-of-the-art, computer-aided dispatch system to rapidly respond to callers for police, fire, and emergency medical services.
- The "Alert Montgomery" notification system provides the capability to distribute text and voice notifications and emergency alerts via electronic mail, cellular phone, landline, or pager to residents who subscribe to the system. This is a voluntary opt-in system and residents may be charged for text or voice cell phone alerts by their service carrier. This notification system is accessible to individuals with disabilities.
- Montgomery County has the capability to rapidly send recorded telephone messages to Yellow Page & White Page phone numbers within a specified geographic area via the Alert Montgomery notification system. This system includes TTY capability for providing information to residents with hearing disabilities. This system is operated by the Office of Emergency Management and Homeland Security. Department directors and the Disaster Manager may direct the use of this system to provide emergency information to residents.



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- Montgomery County has the capability to send Wireless Emergency Alerts (WEA). WEA is a public safety system that allows customers who own certain wireless phones and other enabled mobile devices to receive geographically-targeted, text-like messages alerting them of imminent threats to safety in their area. The alerts from authenticated public safety officials are sent through FEMA's Integrated Public Alert and Warning System (IPAWS) to participating wireless carriers, which then push the alerts from cell towers to mobile devices in the affected area. Consumers do not need to sign up for this service. WEA allows government officials to send emergency alerts to all WEA-capable devices if their wireless carrier participates in the program. WEA Alerts are free.
- The Montgomery County web site and emergency information page provide vital information to residents – particularly on preparing for disasters and emergencies.
- Montgomery County has access to the Regional Incident Communication and Coordination System (RICCS) managed by the Metropolitan Washington Council of Governments (MWCOC) as a means of receiving and distributing information to government officials about incidents with regional implications for the NCR.
- Montgomery County, via the Department of Transportation or the State Highway Administration, may coordinate the use of variable message signs along major roadways with the Maryland Department of Transportation as another method for providing information and warnings to the public.
- Montgomery County also has the capability to provide emergency messages through the National Oceanic and Atmospheric Administration (NOAA) all-hazards radios. NOAA has the primary responsibility of issuing watches and warnings nationally and should be considered the "official" information on which to warn the public.
- The Office of Public Information (OPI) is the lead agency for providing approved Public Service Announcements (PSAs) or press releases to county residents once the CAO or designated county official has directed notification to the public. Depending upon the nature and scope of the incident other county departments will support the Public Information Officer (PIO) in developing the PSAs.
- Table 3 provides a summary of the warning systems that are used within the county.



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Table 3. Summary of Montgomery County Warning Systems

Warning System	Area of Coverage	Approving Authority	Release/Action Office
Emergency Alert System (EAS)	Countywide Metro Area News Media	<ul style="list-style-type: none"> County Executive CAO Director, OEMHS 	<ul style="list-style-type: none"> OEMHS
Wireless Emergency Alerts (WEA)	Countywide Wireless phone carriers	<ul style="list-style-type: none"> County Executive CAO Director, OEMHS 	<ul style="list-style-type: none"> OEMHS
News Media (If Stations are accommodating, we may also have the option to break into newscast. This is employed only at discretion of the program manager)	Metro Area	<ul style="list-style-type: none"> County Executive CAO MCPD Chief FRS Chief Director, Department of Health and Human Services Director, OEMHS 	<ul style="list-style-type: none"> Office of Public Information
Cable TV Channel 6 Emergency Message System	County Cable Providers	<ul style="list-style-type: none"> County Executive CAO MCPD Chief FRS Chief Director, OPI Director, OEMHS Director of DHHS 	<ul style="list-style-type: none"> OPI OEMHS
Alert Montgomery	Countywide Registered subscribers ONLY	<ul style="list-style-type: none"> County Executive CAO MCPD Chief FRS Chief Director, OPI Director, OEMHS 	<ul style="list-style-type: none"> OEMHS
Telephone voice alerts to White Page & Yellow Page data	Countywide or specific geographic areas can be targeted	<ul style="list-style-type: none"> County Executive CAO Department Directors 	<ul style="list-style-type: none"> Manager, OEMHS
Regional Incident Communication and Coordination System (RICCS)	National Capital Region Internal Communications system	<ul style="list-style-type: none"> County Executive CAO MCPD Chief FRS Chief Director, OPI Director, OEMHS 	<ul style="list-style-type: none"> Director, OPI Manager, OEMHS
NOAA Weather Radios		<ul style="list-style-type: none"> County Executive CAO 	<ul style="list-style-type: none"> National Weather Service MEMA OPI
Variable Message Signs	County	<ul style="list-style-type: none"> County Executive CAO MCPD Chief FRS Chief Director, OPI Director, OEMHS 	<ul style="list-style-type: none"> State Highway Administration DOT



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Washington Area Warning Alert System (WAWAS)	National Capital Region	<ul style="list-style-type: none"> • MCPD Chief • FRS Chief • Director, OEMHS 	<ul style="list-style-type: none"> • MCPD Chief • FRS Chief • Manager, OEMHS
National Warning Alert System (NAWAS)	Maryland	<ul style="list-style-type: none"> • MCPD Chief • FRS Chief • Director, OEMHS 	<ul style="list-style-type: none"> • MCPD Chief • FRS Chief • Manager, OEMHS
County Website	County	<ul style="list-style-type: none"> • County Executive • CAO • MCPD Chief • FRS Chief • Director, OEMHS • Director, OPI 	<ul style="list-style-type: none"> • Director, OPI
Loudspeakers	Local Neighbor- hoods	<ul style="list-style-type: none"> • Incident Commander 	<ul style="list-style-type: none"> • Public Safety Personnel
Door-to-Door	Individuals	<ul style="list-style-type: none"> • Incident Commander 	<ul style="list-style-type: none"> • Public Safety Personnel
Telephone	Individuals	<ul style="list-style-type: none"> • Incident Commander 	<ul style="list-style-type: none"> • Public Safety Personnel
Radio	Metro Area	<ul style="list-style-type: none"> • County Executive • CAO • MCPD Chief • FRS Chief • Director, Department of Health and Human Services • Director, OEMHS 	<ul style="list-style-type: none"> • Office of Public Information
Social Media	Social Media participants	<ul style="list-style-type: none"> • County Executive • CAO • Department Directors • Department Chiefs • Department Managers 	<ul style="list-style-type: none"> • Department Social Media Managers

V. Emergency Roles and Coordination Responsibilities

In the event of a significant emergency event, Montgomery County government will continue to function and provide emergency and essential services. Emergency operations will mirror day-to-day government operations to the extent possible. A Continuity of Government (COG) Plan is in place to establish procedures for continuity of government operations.

A. County Executive

- Serves as or appoints a chief and principle spokesperson for the county during emergency events.
- Issues Declaration of Public Emergency and related orders as required.



- Directs the activation of the Continuity of Government (COG) Plan in order to ensure continuity of operations of the county government.
- Notifies the Council President, or the President's designee, each time the Emergency Operations Center (EOC) is activated.
- Exercises emergency powers as defined in section 2-17 of the County Code to include ordering of curfews, public quarantines, rationing, public distribution of food supplies or water, closing of highways, closing of liquor stores, and evacuations to ensure public health or safety.
- Requests emergency sessions of the County Council if required.
- Confers with the Chief Administrative Officer (CAO) and other department heads as appropriate on policy issues related to the response and recovery operations.
- Serves as liaison and coordinates with other elected officials at the regional and state level including the Congressional Delegation.
- Informs the Council within 30 days after the end of a state of emergency or any other incident that required activation of the EOC of the facts of the event; any casualties, damages, or costs; and long-term implications of the event. Within 60 days, provides the Council an update of the initial briefing and lessons learned.

B. Montgomery County Council

- Collectively the County Council may establish broad policy for the County Executive and senior staff but defers to the County Executive the implementation, operation and administration of such policies during an emergency.
- As necessary, approve the extension of a state of emergency beyond the originally declared three-day period.
- Consider and appropriate, either in the annual budget appropriation or by interim resolution, such sums as they may declare to be necessary or expedient for public defense in time of actual or impending war, insurrection, riot or other emergencies such as floods, fires, disasters or epidemics of disease, and for the defense of the county or the safeguarding of its people or property.
- In cooperation with the Council Administrator, maintains notification plans and COOP Plan for their Council Office.
- Collectively or individually provide emergency-related information to the public in coordination with the Office of Public Information.
- Collectively or individually disseminate timely information received from the public to the Emergency Management Group (EMG).



C. Chief Administrative Officer

- Serves as the Chair for the Montgomery County Emergency Management Group and performs the functions identified in Chapter 2 of the County Code.
- Orders activation of the EOC/EMG and notifies the County Executive of such actions.
- Appoints a Disaster Manager and delegates certain CAO powers to the Disaster Manager.
- Authorizes emergency procurement and delegates contracting authority as appropriate to Office of Procurement in the EOC to facilitate all necessary procurements essential to the emergency. Advises the County Executive throughout the disaster or emergency.
- Determines the boundaries of the disaster (limited, county-wide).
- Recommends Declaration of Public Emergency to the County Executive.
- Serves as liaison with the County Council and notifies Council of EOC activations.
- The CAO, Disaster Manager, or designee, authorizes issuance of public warnings over the Emergency Alert System, cable television, or other media networks.
- Ensures coordination with other jurisdictions and all municipalities located within Montgomery County.
- Develops long-range response and recovery strategies in coordination with the Disaster Manager, EOC Manager, and/or Senior Management Team in the EOC.
- Proposes emergency legislation, if needed.
- Organizes and directs the EMG through regularly constituted government using equipment, supplies, and facilities of existing departments and offices to the maximum extent practical.
- Develops or causes the development of mutual aid or reciprocal assistance agreements with other public and private agencies within the state or other states or localities within other states.
- Authorizes requests for resources from other jurisdictions and implements mutual aid agreements where appropriate.
- Directs and reallocates county assets and resources during an emergency.
- Declares an end to the public emergency and advises the County Council of the restoration of services and resumption of routine activities, and what areas will require long-term recovery support and mitigation activities.

D. Assistant Chief Administrative Officer

- Performs the roles and responsibilities of the CAO in his/her absence or as directed by the CAO regarding the EMG and emergency management activities.



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

E. Director, Office of Emergency Management and Homeland Security

- Serves as the Governor's duly appointed Emergency Management Director for Montgomery County.
- Serves as the Disaster Manager, as appointed by the CAO, until relieved or until such time that another department is designated the lead because circumstances warrant.
- Develops emergency management plans for immediate use of all facilities, equipment, staff, and other resources of the county for the purpose of minimizing or preventing damage to persons and property and for restoring to usefulness government services and public utilities necessary for public health, safety, and welfare.
- Manages the EOC facility.
- Provides liaison with state and federal authorities and other political subdivisions as necessary to ensure effective disaster preparedness and response capabilities.
- Ensures the EOC and the Office of Emergency Management and Homeland Security (OEMHS) maintained alert systems are in a constant state of readiness.
- Opens the EOC during the emergency depending on the need as decided by the CAO, the Disaster Manager, or designee.
- Maintains contact and coordinates with the utilities, municipalities, the Federal Emergency Management Agency (FEMA), Maryland Emergency Management Agency (MEMA), and the Metropolitan Washington Council of Governments (MWCOC) on behalf of the Disaster Manager.
- Coordinates requests for state and federal assistance through the MEMA via the Maryland Emergency Management Assistance Compact (MEMAC) or the national Emergency Management Assistance Compact (EMAC).
- Coordinates and reviews the collection of data on damages reported by county departments, offices, municipalities, and other supporting agencies, and, when requested by MEMA, prepares all required applications for disaster assistance.
- Provides to MEMA periodic situation reports and a preliminary summary report of major damage, as soon as possible following the disaster. Supplementary reports may be submitted as data that is compiled during the recovery phase.
- Coordinates with the Office of Management and Budget and the Department of Finance for the assignment of accounts to collect costs, and for any



disbursement of financial assistance awarded for reimbursement or mitigation under a federal disaster declaration.

- Coordinates damage assessments with state and local offices.
- Provides training on the county's Incident Command System in accordance with National Incident Management System (NIMS) requirements.
- Maintains a facility listing of medical and research facilities, industrial users, nuclear power plants, Department of Defense installations, which store and use radioactive materials, including the types of radioactive material they use, store, or transport.
- Maintains a database that provides information relative to a radiological hazards base map that shows the locations where radioactive materials are used, locations for radiological monitoring equipment, and shelters.
- Maintains a database, in coordination with the Local Emergency Planning Council (LEPC) that provides information relative to Hazardous Materials that reside and/or travel through the county.

F. County Departments and Offices

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

The general emergency preparedness responsibilities of all county government organizations and non-government organizations are outlined in the letter of agreement to this plan. The following tables provide a list of overall duties and assigned responsibilities for emergency operations in Montgomery County that may vary depending on type and scope of incident. The first table provides the primary, support, and cooperating agencies by ESF, followed by a list of roles and responsibilities by agency. Details on Emergency Support Function (ESF) roles and responsibilities can be found within the ESFs to this plan in section 2.



The EOC serves as a multi-agency support and coordination facility with jurisdictional responsibility for Montgomery County and, as appropriate, its incorporated cities, towns, and villages. The EMG representatives mobilized in the EOC coordinate requests for outside resources from neighboring jurisdictions, the state and if necessary the federal government. When the EOC is activated, communication and coordination will be established between the IC(s) and the EOC. IC(s) will request resources and other support as required through the EOC unless there is an Area Command(AC) established. When an AC is in place, ICs will request support through that organization. The AC will coordinate as needed with the EOC to fulfill field operations resource requests.

The EOC will establish operational periods as a basis for the incident action planning process in support of the IC. Typically, during 24-hour operations the operational periods are 0700 to 1900 and 1900 to 0700. The planning process is designed around identifying expected accomplishments over the next operational period. An EOC Action Plan (EAP) will be produced for each operational period to communicate overall EOC objectives.

The major functions of the ESFs are as follows:

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

The EOC/EMG organization structure is depicted in Figure 6 on the next page.

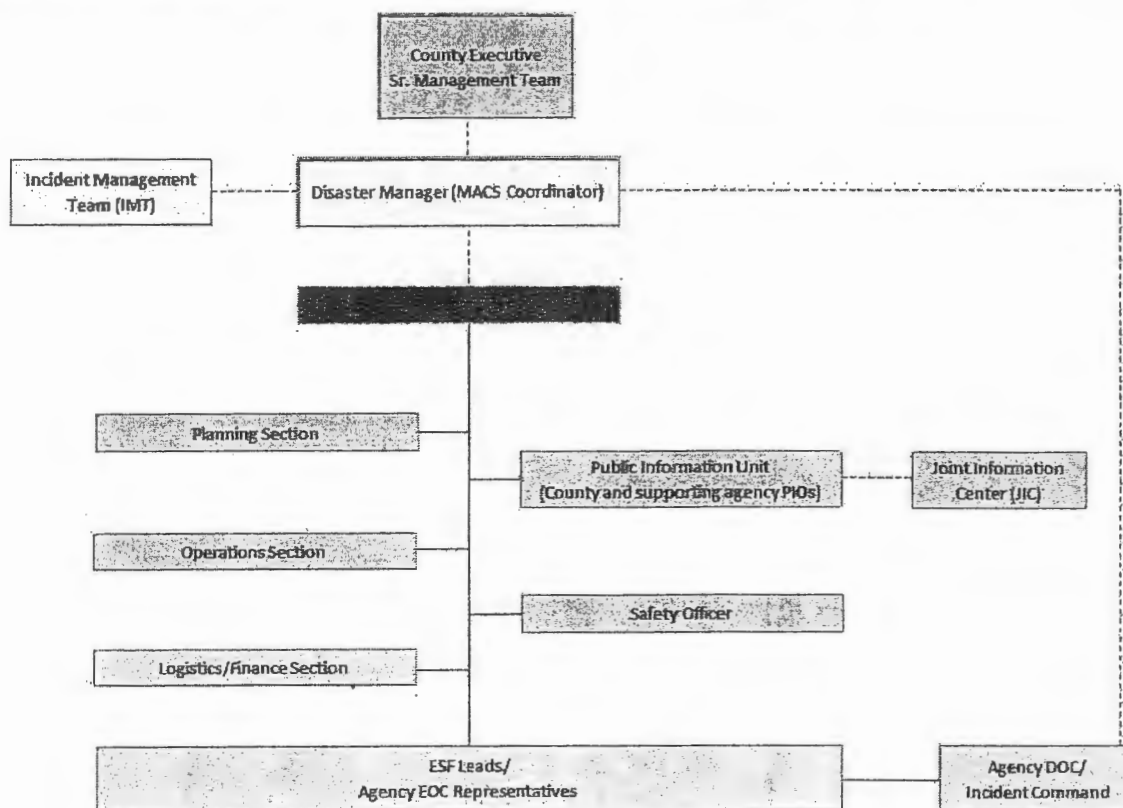


Figure 6. Emergency Operations Center/Emergency Management Group Organization Structure

EMG operations within the EOC will be organized and conducted with established operational procedures, checklists, and job aids.

In the event that county capabilities are exceeded, the County Executive may request assistance from the state as outlined in the Maryland Emergency State Response Operations Plan. Requests for state assistance will be coordinated by OEMHS through the State Emergency Operations Center (SEOC). The SEOC will serve as the state command center for coordinating state emergency response operations. Generally, coordination between the County and the State will be through the Disaster Manager to the SEOC.

Depending upon the scope and magnitude of the incident the Governor will request federal assistance if necessary through FEMA.

The Emergency Management Group

The Emergency Management Group is a group for situational awareness comprised of all primary agencies, supporting agencies, and cooperating



ESF #1 Transportation

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

Introduction

ESF Mission

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



Purpose

The purpose of this ESF is to outline the specific roles and responsibilities of primary and support agencies and cooperating organizations ("agencies") in transportation operations following a disaster or emergency and to provide a concept of operations for conducting transportation services and support during operations.

Scope

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

Assumptions

- The planning assumptions stated in the Montgomery County EOP also apply to this ESF.
- All emergency response and recovery operations conducted under this ESF will be in accordance with the National Incident Management System (NIMS) and Title II of the Americans with Disabilities Act (ADA).
- Agencies will provide the services listed in the Roles and Responsibilities section of this ESF.
- Montgomery County is subject to both natural and human-caused hazards that could cause an emergency or disaster (*for a complete list of hazards, see the Montgomery County EOP Basic Plan & Hazard Mitigation Plan*). An emergency or disaster situation caused by any of these hazards could require a coordinated effort of transportation resources and the restoration of public transportation services.
- The agencies identified in this ESF, in coordination with regional partners such as Washington Metropolitan Area Transit Authority (WMATA) and the Maryland Department of Transportation (MDOT) will collect, analyze, and distribute information on the impact and status of the transportation infrastructure.
- The primary agency will actively engage the support agencies in planning, training, and exercises to ensure an effective operation upon activation.
- This ESF encompasses the full range of transportation services that may be required to support emergency response operations; transport of critical supplies, equipment, and other resources; and evacuations including those residents with medical needs.



- The agencies identified in this ESF will provide assistance and serve as the coordination point for the restoration of the transportation infrastructure.
- As County resources become depleted, neighboring counties, the state, or federal authorities may be asked to provide additional resources.

Policy

The Department of Transportation (DOT), as the primary agency for ESF #1, is responsible for coordination of the overall transportation operations. DOT will collect, organize, analyze, summarize, and disseminate transportation information provided by various sources including transportation support agencies.

Upon activation of the Emergency Operations Center (EOC), operational transportation services will be coordinated by the primary agency at the EOC.

Concept of Operations

- The Office of Emergency Management and Homeland Security (OEMHS) monitors incidents and threats to the County and will notify DOT of incidents impacting or potentially impacting the transportation systems and infrastructure. DOT will contact appropriate support agencies and cooperating organizations as necessary to collect additional information.
- As an incident or threat escalates, DOT will issue notifications to support agencies and agency emergency personnel in accordance with established protocols and checklists.
- Upon activation of the EOC, DOT will provide representation to coordinate transportation requirements and issues. DOT will request representation from support agencies and cooperating organizations as needed.
- Once the EOC is activated, all requests for transportation support by other County departments and offices will be submitted to the EOC for coordination, validation, and/or action by the agencies identified in this ESF.
- DOT will monitor the status of the County transportation systems and infrastructure in coordination with regional transportation organizations and MDOT and provide periodic updates to the EOC.
- The agencies identified in this ESF will provide technical assistance to the EOC entities in determining the most viable transportation networks to, from, and within the disaster area, as well as alternate means to move people and goods within the area affected by the disaster.



- The agencies identified in this ESF will provide transportation services based upon the priorities established by ESF #1 in coordination with the Disaster Manager at the EOC. This may include providing transportation to residents affected by evacuations or relocations, transportation of equipment and supplies, or transportation for emergency response personnel.
- The agencies identified in this ESF will ensure all critical facilities will be accessible to the general public, individuals with disabilities, and others with access and functional needs.
- DOT will issue requests for support agencies to provide assets in order to meet operational requirements of the emergency. As necessary, private sector sources may be acquired to augment the County resources as appropriate.
- Transportation operations support will continue at the EOC until directed otherwise by the Disaster Manager.
- The ESF #1 representative at the EOC will ensure any open actions or issues are transferred to DOT for coordination and completion or resolution upon the demobilization of the EOC.
- DOT will comply with all invoicing and billing procedures and all accountability issues associated with NIMS.

Roles and Responsibilities

Primary Agency – Department of Transportation

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Develop and maintain ESF #1 to the Emergency Operations Plan.• Develop and maintain supporting plans and procedures in coordination with ESF support agencies and cooperating organizations.• Coordinate resolution of ESF #1 after-action issues.• Provide support for evacuation planning.• Develop and maintain an inventory of transportation related assets.• Operate the Transportation Management Center.
Response	<ul style="list-style-type: none">• Maintain public transportation services.• Collect, analyze and distribute information on the status of the County's accessible transportation systems, resources, and infrastructure.• As necessary, provide for emergency repairs for County and



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	<ul style="list-style-type: none"> locally-maintained roads and bridges. Provide representative to the County EOC to coordinate ESF #1 activities. Provide liaison with WMATA, MDOT and other regional transportation organizations as appropriate. Co-manage emergency debris removal on County roads with the Department of Environmental Protection (DEP). Manage transportation services to support emergency operations. Provide support and technical assistance for evacuations. Coordinate mutual aid requests for transportation services and resources. As needed, activate the Storm Operations Center. Operate the Transportation Management Center.
Recovery	<ul style="list-style-type: none"> Maintain public transportation services. Manage the repair and restoration of County and locally-maintained roads and bridges. Provide transportation support for recovery operations. Maintain liaison with WMATA, MDOT and other regional transportation organizations. Conduct ESF #1 after-action review. Co-manage debris removal on County roads with the Department of Environmental Protection.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify opportunities to mitigate the impact of future incidents.

Support Agency – Department of Environmental Protection

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Assist in the resolution of ESF #1 after-action issues.
Response	<ul style="list-style-type: none"> Co-manage emergency debris removal operations on County roads with the Department of Transportation.
Recovery	<ul style="list-style-type: none"> Co-manage debris removal on County roads with the Department of Transportation. Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify opportunities to mitigate the impact of future incidents.

Support Agency – Department of Finance

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Assist in the resolution of ESF #1 after-action issues.
Response	<ul style="list-style-type: none"> Provide appropriate Project Codes to track ESF #1 expenses directly related to the disaster or emergency.
Recovery	<ul style="list-style-type: none"> Provide appropriate Project Codes to track ESF #1 expenses



	directly related to recovery operations. <ul style="list-style-type: none"> • Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify opportunities to mitigate the impact of future incidents.

Support Agency – Department of General Services

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Maintain status and availability of transportation resources. • Assist in the resolution of ESF #1 after-action issues.
Response	<ul style="list-style-type: none"> • Provide vehicles, site access, fuel and maintenance support for emergency transportation.
Recovery	<ul style="list-style-type: none"> • Provide vehicles, site access, fuel and maintenance support for recovery operations. • Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify opportunities to mitigate the impact of future incidents.

Support Agency – Department of Liquor Control

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Assist in resolution in ESF #1 after-action issues as appropriate.
Response	<ul style="list-style-type: none"> • Provide transportation resources as requested by the primary agency to support emergency operations.
Recovery	<ul style="list-style-type: none"> • Provide transportation resources as requested to support recovery operations. • Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify opportunities to mitigate the impact of future incidents.

Support Agency – Office of Homeland Security and Emergency Management

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Assist in resolving ESF #1 after-action issues. • Develop and maintain supporting plans and procedures in coordination with ESF support agencies and cooperating organizations.
Response	<ul style="list-style-type: none"> • Coordinate requests for support through the Maryland Emergency Management Assistance Compact (MEMAC), Emergency Management Assistance Compact (EMAC), NCR, and other mutual aid agreements. • Coordinate requests for state resources and support through the Maryland Emergency Management Agency (MEMA). • Provide technical assistance in conducting evacuation operations.



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Recovery	<ul style="list-style-type: none"> • Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify opportunities to mitigate the impact of future incidents.

Support Agency – Montgomery County Police Department

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Assist in resolving ESF #1 after-action issues.
Response	<ul style="list-style-type: none"> • Provide assistance in conducting evacuations in selecting evacuation routes and implementing traffic control points. • Conduct evacuation operations in accordance with department evacuation procedures for incidents where the Police Department is the lead.
Recovery	<ul style="list-style-type: none"> • Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify opportunities to mitigate the impact of future incidents.

Support Agency – Office of Procurement

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Assist in the resolution of ESF #1 after-action issues.
Response	<ul style="list-style-type: none"> • As necessary, procure and provide transportation related support and services.
Recovery	<ul style="list-style-type: none"> • Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify opportunities to mitigate the impact of future incidents.

Cooperating Organization–Chevy Chase Village

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Assist in resolution in ESF #1 after-action issues as appropriate.
Response	<ul style="list-style-type: none"> • Coordinate resources to assist with Transportation. • As necessary, provide for emergency repairs for Village maintained roads including and traffic control systems. • Coordinate debris removal operations for Village roads. • Provide for snow and ice removal on Village roads. • Provide assistance as requested for debris removal operations within the County.
Recovery	<ul style="list-style-type: none"> • Provide Transportation to support operations in Chevy Chase. • Manage the repair and restoration of Village maintained roads and traffic control systems. • Provide transportation support for recovery operations. • Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify opportunities to mitigate the impact of future incidents.



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of future incidents.

Cooperating Organization– City of Gaithersburg

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Assist in resolution in ESF #1 after-action issues as appropriate.
Response	<ul style="list-style-type: none"> Provide transportation, as requested, to support emergency operations. As necessary, provide for emergency repairs for City maintained roads including and traffic control systems. Coordinate debris removal operations for Town roads. Provide for snow and ice removal on City roads. Provide assistance as requested for debris removal operations within the County.
Recovery	<ul style="list-style-type: none"> Provide transportation resources as requested to support recovery operations. Manage the repair and restoration of City maintained roads and traffic control systems. Provide transportation support for recovery operations. Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify opportunities to mitigate the impact of future incidents.

Cooperating Organization– Town of Kensington

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Assist in resolution in ESF #1 after-action issues as appropriate.
Response	<ul style="list-style-type: none"> Provide transportation, as requested, to support emergency operations. As necessary, provide for emergency repairs for Town maintained roads including and traffic control systems. Coordinate debris removal operations for Town roads. Provide for snow and ice removal on Town roads. Provide assistance as requested for debris removal operations within the County.
Recovery	<ul style="list-style-type: none"> Provide transportation resources as requested to support recovery operations. Manage the repair and restoration of Town maintained roads and traffic control systems. Provide transportation support for recovery operations. Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify opportunities to mitigate the impact of future incidents.



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Cooperating Organization— Town of Poolesville

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Assist in resolution in ESF #1 after-action issues as appropriate.
Response	<ul style="list-style-type: none">• Provide transportation, as requested, to support emergency operations.• As necessary, provide for emergency repairs for Town maintained roads including and traffic control systems.• Coordinate debris removal operations for Town roads.• Provide for snow and ice removal on Town roads.• Provide assistance as requested for debris removal operations within the County.
Recovery	<ul style="list-style-type: none">• Provide transportation resources as requested to support recovery operations.• Manage the repair and restoration of Town maintained roads and traffic control systems.• Provide transportation support for recovery operations.• Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none">• As appropriate, identify opportunities to mitigate the impact of future incidents.

Cooperating Organization— City of Takoma Park

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Assist in resolution in ESF #1 after-action issues as appropriate.
Response	<ul style="list-style-type: none">• Coordinate resources to assist with Transportation.• As necessary, provide for emergency repairs for City maintained roads including and traffic control systems.• Coordinate debris removal operations for City roads.• Provide for snow and ice removal on City roads.• Provide assistance as requested for debris removal operations within the County.
Recovery	<ul style="list-style-type: none">• Provide transportation resources as requested to support recovery operations.• Manage the repair and restoration of City maintained roads and traffic control systems.• Provide transportation support for recovery operations.• Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none">• As appropriate, identify opportunities to mitigate the impact of future incidents.



Cooperating Organization– City of Rockville

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Assist in resolution in ESF #1 after-action issues as appropriate.
Response	<ul style="list-style-type: none">• Provide transportation, as requested, to support emergency operations.• As necessary, provide for emergency repairs for City maintained roads including and traffic control systems.• Coordinate debris removal operations for City roads.• Provide assistance as requested for debris removal operations within the County.
Recovery	<ul style="list-style-type: none">• Provide transportation resources as requested to support recovery operations.• Manage the repair and restoration of City maintained roads and bridges and traffic control systems.• Provide for snow and ice removal on City streets.• Provide transportation support for recovery operations.• Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none">• As appropriate, identify opportunities to mitigate the impact of future incidents.

Cooperating Organization– First Energy

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Assist in resolving ESF #1 after-action issues.
Response	<ul style="list-style-type: none">• Provide representative to the EOC as requested• Provide technical assistance in mitigating electrical hazards during emergency debris removal operations.
Recovery	<ul style="list-style-type: none">• Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none">• As appropriate, identify opportunities to mitigate the impact of future incidents.

Cooperating Organization– Baltimore Gas and Electric

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Assist in resolving ESF #1 after-action issues.
Response	<ul style="list-style-type: none">• Provide representative to the EOC as requested• Provide technical assistance in mitigating electrical hazards during emergency debris removal operations.
Recovery	<ul style="list-style-type: none">• Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none">• As appropriate, identify opportunities to mitigate the impact of future incidents.



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Cooperating Organization– Montgomery County Public Schools

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Maintain inventory of transportation assets.• Assist in resolving ESF #1 after-action issues.
Response	<ul style="list-style-type: none">• Provide transportation assets, as requested, to support emergency operational requirements and evacuations.• Provide transportation for students at schools in areas to be evacuated when school is in session.• Provide specially equipped vehicles with lifts to transport the handicapped and elderly.
Recovery	<ul style="list-style-type: none">• Provide transportation assets to support recovery operations.
Mitigation	<ul style="list-style-type: none">• As appropriate, identify opportunities to mitigate the impact of future incidents.

Cooperating Organization– Potomac Electric Power Company

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Assist in resolving ESF #1 after-action issues.
Response	<ul style="list-style-type: none">• Provide representative to the EOC as requested.• Provide technical assistance in mitigating electrical hazards during emergency debris removal operations.• As necessary, activate the Potomac Edison Road Closure Process and coordinate priorities with the EOC.
Recovery	<ul style="list-style-type: none">• Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none">• As appropriate, identify opportunities to mitigate the impact of future incidents.

Cooperating Organization– Washington Metropolitan Area Transit Authority

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none">• Assist in resolution in ESF #1 after-action issues as appropriate.
Response	<ul style="list-style-type: none">• Provide information to the ESF #1 lead on the status of the Metro system.• Provide technical assistance in determining the most viable transportation networks to, from, and within the disaster area.• Provide transportation support as needed to support evacuations.
Recovery	<ul style="list-style-type: none">• Participate in ESF #1 after-action review.
Mitigation	<ul style="list-style-type: none">• As appropriate, identify opportunities to mitigate the impact of future incidents.



References

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



ROCKVILLE, MARYLAND

MEMORANDUM

November 15, 2016

TO: County Council

FROM: Timothy L. Firestine, Chief Administrative Officer
Office of the County Executive

Timothy L. Firestine

Stephen B. Farber, Council Administrator
Office of the County Council

Stephen B. Farber

SUBJECT: Coordination and Communication Response to Emergency Events

The purpose of this memorandum is to respond to concerns raised during the Council's September 27 briefing on the Silver Spring fire about the need to improve communications between the Executive and Legislative Branches. To promote improved coordination and communication during the County's response to emergency events, we propose enhancements to the current process and procedures, as outlined below.

Scenario I: Activating a Full-Scale Emergency Operations Center Response to a County-Wide Significant Event (Ex: January 2016 Blizzard)

- Continue the established and effective system of conference calls and distribution of event summaries (typically twice daily) to the Emergency Management Group (EMG) in order to support information sharing, situational awareness, and coordination among the Executive Branch, the Council, and other partner agencies.
- Emergency Operations Center is activated.
- The Council Emergency Liaison is involved in the calls and promptly transmits the information to Councilmembers.

To best support communication with the Council during other significant emergency events, including those which span multiple days, we propose enhancing the process to include the following:

Scenario II: Activating a Limited-Scale Emergency Response to a Geographically-Centered Significant Event (Ex: August 2016 Silver Spring Apartment Fire)

- The Office of Emergency Management and Homeland Security (OEMHS) initiates conference calls and distribution of event summaries (typically twice daily) in the same manner as when the full-scale Emergency Operations Center is activated.

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- In this situation, the conference calls and written situational reports serve to ensure information sharing, situational awareness and coordination among the Executive Branch, the Council, and selected and relevant partner agencies.
- Emergency Operations Center is not activated.
- The Council Emergency Liaison is involved in the calls and promptly transmits the information to Councilmembers.

Scenario III: Communications Response to a Significant Event (Ex: July 2016 9-1-1 Outage)

- When the significant event occurs, the Executive Branch Emergency Liaison designated by the Chief Administrative Officer connects with the Council Emergency Liaison to provide all pertinent information and updates. The Council Emergency Liaison promptly transmits the information to Councilmembers.
- The Council Emergency Liaison connects with the Executive Branch Emergency Liaison when Councilmembers request additional information.

For all three scenarios, Fariba Kassiri, Assistant Chief Administrative Officer, serves as the primary Executive Branch Emergency Liaison. Bonnie Kirkland, Assistant Chief Administrative Officer, serves as Ms. Kassiri's back-up. Keith Levchenko, Senior Legislative Analyst, serves as the primary Council Emergency Liaison. Linda Lauer, Clerk of the Council, serves as Mr. Levchenko's backup. The Emergency Liaisons will involve other personnel, including staff members from the Public Information Office and the Legislative Information Office, as needed. Relevant cell numbers are:

Fariba Kassiri	240-441-8830
Bonnie Kirkland	240-505-6432
Patrick Lacefield	301-919-9372
Keith Levchenko	240-271-1405
Linda Lauer	240-620-8486
Neil Greenberger	301-455-2348
Sonya Healy	240-328-2069

We welcome any suggestions you have to enhance this critical communications process.

cc: Fariba Kassiri, Assistant Chief Administrative Officer
Bonnie Kirkland, Assistant Chief Administrative Officer
Patrick Lacefield, Public Information Officer
Earl Stoddard, Director, Office of Emergency Management and Homeland Security
Keith Levchenko, Senior Legislative Analyst
Linda Lauer, Clerk of the Council
Neil Greenberger, Legislative Information Officer
Sonya Healy, Senior Legislative Analyst