



# ANNUAL REPORT 2012



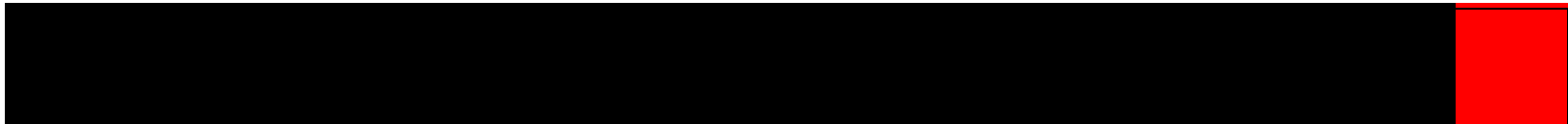
*A Prepared Marylander Creates a Resilient Maryland*

*A CENTER FOR PREPAREDNESS EXCELLENCE*

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Dear Friends,

I am pleased to present you with the Maryland Emergency Management Agency's Annual Report, which details the many efforts and achievements of our hardworking and dedicated staff as well as our goals for the coming years. As you will see in this report, MEMA made great strides in 2012, including the response to and the ongoing recovery from the Derecho-storm in June, and Superstorm Sandy in October and November.



The most important responsibility of any government is to protect the lives of its citizens and the O'Malley-Brown Administration has worked hard with the dedicated staff at MEMA to fulfill that great responsibility. Through the development and continued execution of our *12 Core Goals for Homeland Security and Preparedness*, as well as the new focus of MEMA on Resiliency, our state is more equipped than ever before to handle the consequences of any natural or man-made disaster.

With strong emergency plans, the tireless efforts of the men and women of MEMA, and our growing relationships with private-sector and non-profit partners, we can help save lives and property in the event of a disaster, whether it is an unplanned event such as the Derecho-storm, or an event with more notice, like Superstorm Sandy. Together with our first responders across the State, State agencies, our National Guard, 26 local emergency management directors and our partners in neighboring states, our emergency management team works hard day in and day out to plan for, respond to, and recovery from any catastrophic event that could threaten Maryland's families.

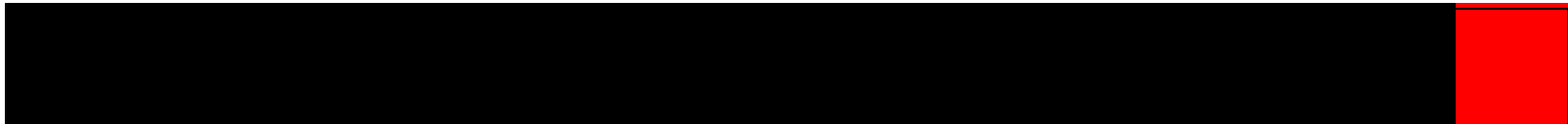
Each and every family in Maryland needs to be prepared for and stay informed during an emergency. By focusing on preparedness at every level from the individual citizen and family, to the State as a whole, we can work together to achieve MEMA's Vision that a Prepared Marylander Creates a Resilient Maryland.

Together, we can make Maryland a safer place to live, work, and play.

Sincerely,

A handwritten signature in black ink, appearing to read "Martin O'Malley".





# Mission, Vision, Values, and Top Goals

## Mission

To ensure that Maryland families, communities, and key stakeholders are provided the tools they need to prepare for, mitigate against, respond to, and recover from the consequences of emergency and disaster events.

## Vision

A prepared Marylander creates a resilient Maryland.

## Values

Respect, Tolerance, Trust

## Top Goals

- Preparedness: Be a "Center for Preparedness Excellence," assisting families, communities, non-profit organizations, private sector, and government partners in improving their ability to manage the consequences of unpredictable events or situations.
- Resilience: Improve statewide recovery abilities, from all-hazards, based on the needs and the vulnerability profile of each region and locality.
- Mitigation: Create a resilient Maryland through the management of statewide mitigation planning and project development and provide personalized support to local mitigation project applicants from application to project completion.
- Partnering: Enhance public/private partnerships that will contribute to the State's emergency preparedness and allow Maryland to leverage the knowledge and resources of the private sector to strengthen resilience.
- Operational Support: Provide real-time situational awareness through a transparent common operating picture for families, communities, non-profit organizations, private sector, and government partners.



## Message from the Executive Director



With great pride, I present the Maryland Emergency Management Agency (MEMA) Annual Report for 2012. This report serves to document our accomplishments during the previous year, and highlight our goals and objectives for the coming year.

On any given day, the State of Maryland is challenged by threats and hazards of increasing size and scope. In the past two years, MEMA has activated the State Emergency Operations Center in response to a record number of emergencies, including: blizzards, hurricanes, tornadoes, power outages, an earthquake, wildfires, and the Derecho-storm. This increase has required MEMA to take a more proactive role in emergency preparedness. The better Marylanders are prepared for emergencies, the more able the State will be to recover from the consequences of these events. Resilience is the true measure of a prepared community.

In May 2012, I was appointed by Governor Martin O'Malley to serve as Executive Director of the agency. I began by conducting a "bottom-up" review of MEMA and by interviewing local and State stakeholders to determine MEMA's value proposition. MEMA's stakeholders wanted preparedness through planning to be MEMA's core capability. Second, they wanted MEMA to have a strong SEOC, capable of coordinating State agencies in support of local government. Third, they wanted MEMA to provide opportunities for active learning and exercises that further develop their capabilities.

The feedback I received during this process led to a complete restructuring of MEMA and its operations. MEMA now consists of three distinct Directorates focused on Administration, Operational Support, and Preparedness. The leadership and staff of these Directorates will work together with our state, federal, and local partners to achieve MEMA's Mission and Vision.

The new structure of MEMA, combined with the new emphasis and focus on preparedness proved to be successful in 2012, and as an agency we will build upon that success in 2013 and in the years to come. At this moment, MEMA is poised for growth as a stronger, more able, and dynamic agency—leading the way of preparing Marylanders to create a resilient Maryland.

A handwritten signature in blue ink that reads "Ken Mallette". The signature is fluid and cursive.

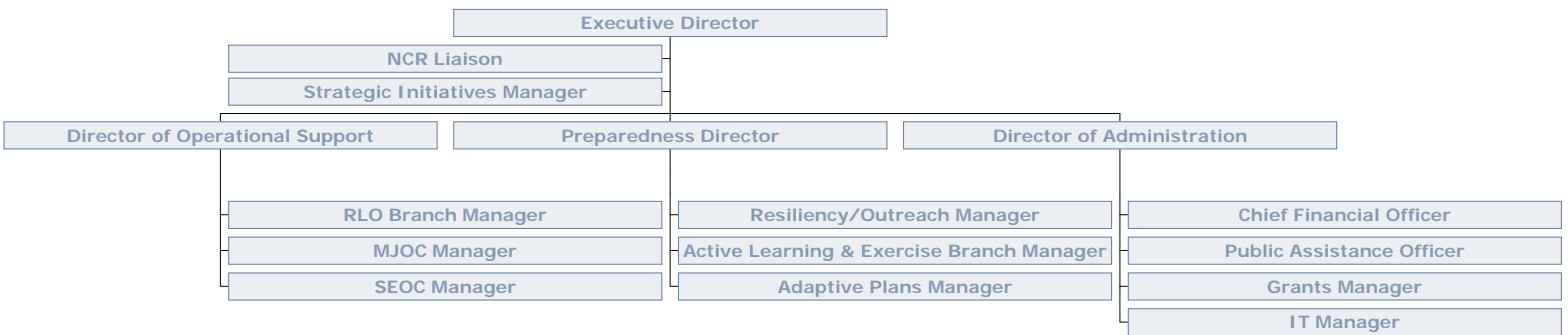
Kenneth Mallette, Executive Director



# Office of the Executive Director

## New Organizational Structure

As a result of the Executive Director’s assessment of the agency, and analysis of stakeholder needs, MEMA was reorganized into three Directorates: Administration, Operational Support, and Preparedness. A visual representation of the new agency structure can be seen below. This new structure devotes the most staff and resources to preparedness activities within the agency, and in support of local jurisdictions and other state agencies. The new organizational structure lends itself directly to supporting the goal of making MEMA “A Center for Preparedness Excellence.”



## Strategic Plan: 2012-2016

Through the use of external and internal resources, MEMA drafted and finalized its Strategic Plan for 2012-2016 which outlines the agency’s goals and objectives for the coming years. The Plan aligns MEMA’s goals with the *Governor’s 12 Core Goals for Homeland Security and Preparedness*, it supports the agency’s mission of constantly developing improved solutions and preparing to prevent against, protect from, respond to, and recover from emergencies or disasters affecting the State of Maryland. To reach the agency’s goals, MEMA will be working to develop partnerships with families, communities, and private sector partners in preparedness activities. The Strategic Plan also includes a timeline for delivery of objectives and a strategy for evaluating the agency’s progress in the years to come. Finally, this document also served as direction for the development of a Strategic Budget for the agency, which was completed in 2012.

## Groundwork for MEMA-Stat

The agency began preliminary work in 2012 to develop a “MEMA-Stat” process to allow internal stakeholders to report on progress and identify potential roadblocks and issues. This will help ensure accountability and responsibility within the agency itself.





# Operational Support Directorate

## Maryland Joint Operations Center

The Maryland Joint Operations Center referred to as the “MJOC,” works in partnership with the Maryland National Guard to serve as Maryland’s primary hub for agency coordination, communication and information related to emergency management. The MJOC operates 24/7/365 to maintain situational awareness across the state, and country, as well as internationally. The emergency management professionals that staff the MJOC also serve as the State Warning Point for all public notifications, and are a backup/off-hours call center for the Office of the State Fire Marshal (OSFM), the Maryland Department of the Environment (MDE), and the Maryland Occupational Health and Safety Division of the Department of Labor and Licensing (MOSH). In August 2012, the MJOC became a call center for the Baltimore City Environmental Police (BCEPD-- the agency with jurisdiction over the three reservoirs that feed the Baltimore City drinking water system). A breakdown of the calls handled is displayed in the table below.

Agency	Calls Handled in 2012
OSFM	1,227
MDE	1,634
MOSH	250
BCEPD	43

In total the MJOC answered approximately 8,500 phone calls in 2012 for various situational awareness-related activities, and sent out 2,301 alerts.

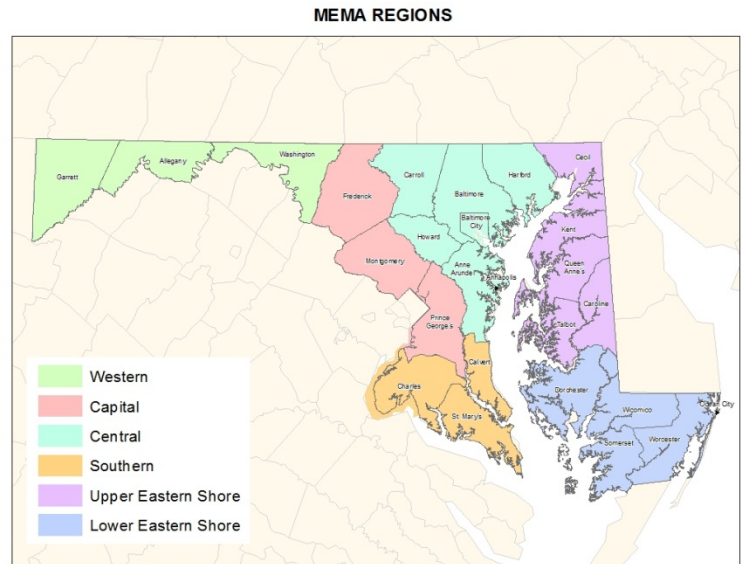


The MJOC will play an integral part in delivering the Governor’s First Core Goal of Interoperable Communications during 2013. Since the beginning of 2013, a communications shelter structure has been delivered to MEMA, and will be completed by mid-year. Additionally, MEMA will become a transmit/receive site for the new statewide interoperability communications system known as MDFiRST which will allow emergency personnel anywhere in the State to communicate with one another.



### Regional Liaison Officer Program

To align with Strategic Goals related to support of local emergency management activities, the Regional Liaison Officer (RLO) Program was redeveloped during 2012. A Supervisor was appointed to oversee the activities of all of the RLOs in the various regions of the State. Additionally, drafting of an RLO Concept of Operations document began in 2012, and is expected to be completed and implemented in early 2013. By refocusing the efforts of the RLOs to support MEMA's Preparedness and Response goals in addition to their existing operational responsibilities, the program will maximize its effectiveness in helping to create a more resilient Maryland through a network of support for and communication with local jurisdictions.



### State Emergency Operations Center Renovation Project

Major progress was made on the project to redesign the State Emergency Operations Center (SEOC) during 2012. The concept for the new SEOC (as seen in the picture below) was developed and approved. Preparations have been made to allow MEMA to move the SEOC to a back-up site in the National Guard Armory at Camp Fretterd while the renovation of the current SEOC takes place. The transition to the back-up site is slated to take place in early summer 2013, with renovations beginning shortly thereafter.





## Major Activations: Sailabration, Derecho, Superstorm Sandy



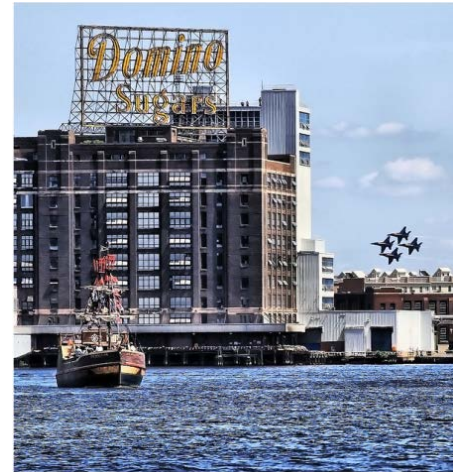
The SEOC was activated several times throughout 2012 in response to both planned events and emergencies across the State. For each event, MEMA employees and representatives from State agencies reported to the SEOC to work extended hours for many days.



Damage from June 2012 derecho storm.

- ❖ The Derecho-storm of June 29, 2012 caused over 1,000,000 power outages statewide and was followed immediately by a record heat wave, with heat indices reaching 105 degrees in some places. The power outages, combined with record breaking heat, put a major strain on all of the citizens of Maryland, and placed our most vulnerable citizens at even greater risk. In response to the storm, the SEOC was activated around-the-clock for 19 operational periods over nine days.

- ❖ From June 13-19 the SEOC was activated in support of the Star-Spangled Sailabration taking place in Baltimore as a part of the Bicentennial Celebration of the War of 1812, and the writing of the Star-Spangled Banner. MEMA also served as the site for the Unified Area Command which included representatives from the United States Navy, the United States Coast Guard, Baltimore City, and numerous state agencies. The event attracted over a million visitors to the Baltimore area to visit the 46 ships from 12 different nations and to see the United States Navy Blue Angels airshow.



- ❖ Superstorm Sandy made landfall in New Jersey on October 29, 2012. In the days leading up to Sandy's landfall, the SEOC was extremely active in helping local jurisdictions to facilitate evacuations and identify and acquire resources that might be necessary to respond once hurricane conditions arrived. Both ends of the State were impacted by Superstorm Sandy with major flooding in coastal areas of the Eastern Shore such as Crisfield, while Garrett County dealt with blizzard conditions that made power restoration difficult. The SEOC was activated around-the-clock for nine days during the response to Superstorm Sandy, and recovery operations are still taking place in some of the hardest hit areas of the State.





# Preparedness Directorate

## Adaptive Planning

### Maryland Emergency Preparedness Program

Replacing the Comprehensive Emergency Management Program, the Maryland Emergency Preparedness Program (MEPP) was introduced in 2012. This program, which includes the Maryland Preparedness System as well as Operational Plans for each of the four Mission Areas (Prevention/Protection, Mitigation, Response, and Recovery), will serve to prepare the State of Maryland to coordinate homeland security and emergency management activities. Additionally, the implementation of the MEPP will focus all of MEMA's planning activities to align with the Governor's Eighth Core Goal, Planning. Utilizing the 31 national Core Capabilities as a framework, the overhaul of the State's planning process will continue in 2013 making Maryland a national model for emergency preparedness planning.

### Major Revision of the State Response Operations Plan (SROP)

The State Response Operations Plan (SROP) was the first plan to be reconstructed under the new framework of the MEPP. A first working draft was published and put into action in the fall of 2012, during Maryland's response to Superstorm Sandy. Complete with a new organizational structure for the SEOC, as well as a new Situation Reporting process, the response, guided by the new plan, was hailed as a success. Continuing developments and revision will take place in 2013 and will be completed by June.

### Presidential Inauguration Planning

The Agency's National Capital Region Planners led a multi-jurisdictional planning and coordination effort for the Presidential Inauguration in January 2013. In the months leading up to the event, the planning team worked with local, state, regional and federal stakeholders to develop the concept of the "Maryland MACC" or Multi-Agency Coordination Center to serve as a multi-jurisdictional situational awareness operation during the event. The planning and operational concepts utilized for this event will become an agency best-practice for similar National Special Security Events in the future.



Maryland MACC during the Presidential Inauguration.

### Threat/Hazard Identification Risk Assessment

As part of a new federal requirement in 2012, Maryland completed its first Threat/Hazard Identification Risk Assessment (THIRA). This requirement was a coordinated team effort by emergency management professionals from several branches of MEMA, numerous departments of State government, and jurisdictions in Maryland. Spearheaded by planners from MEMA, the final THIRA, along with the State Preparedness Report (SPR) served as an evaluation of the State's ability to deliver the 31 national core capabilities, and identified gaps in this ability. Moving forward, the results of each annual THIRA/SPR will be used to track Maryland's progress towards achieving its preparedness goals, and as a tool to help prioritize funding.

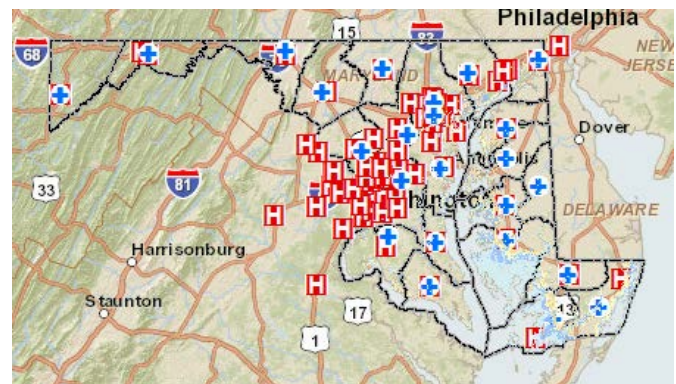
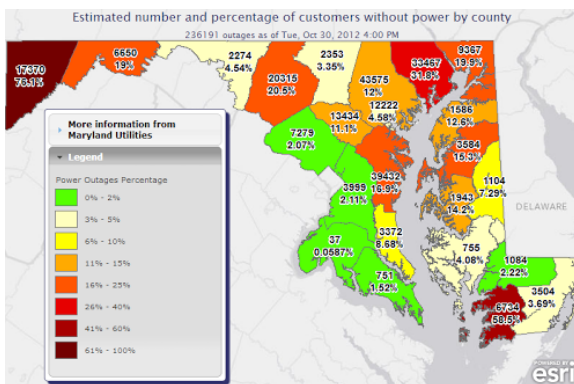
### Hazard Mitigation Grant Program

In 2012, the Hazard Mitigation Grant Program, administered by MEMA, obligated nearly \$13 million statewide for projects to help reduce or eliminate long-term risk to life and property from natural hazard events. Completion of projects like elevating structures in flood prone areas, or rebuilding damaged drainage culverts are a major part of creating communities that are more resilient. Due to the Presidential Disaster Declarations for the Derecho-storm and Superstorm Sandy in 2012, Maryland will be awarded an estimated additional \$8 million for projects in the coming years. For the first time, generators will be an allowable project under Federal Hazard Mitigation funds from Superstorm Sandy. MEMA will be coordination the effort to allocate this money in the most effective way possible in 2013, further supporting the Governor's Tenth Core Goal of Backup Power.



### O.S.P.R.E.Y. and Geographic Information Systems Plan

**Operational Situational Preparedness for Responding to EmergencY**, otherwise known as OSPREY, is Maryland's emergency mapping application that allows users to access and monitor data from various situational awareness tools around the State such as traffic, weather, and shelter information. In 2012, MEMA partnered with the Department of Information Technology (DoIT) as well as other agencies like the Department of Health and Mental Hygiene (DHMH), the Maryland Institute for Emergency Medical Services Systems (MIEMSS), and the Department of Human Resources (DHR) to build layers within the application that would map facilities where vulnerable populations live so that this data could be cross-referenced with power outages, weather conditions and other potential threats.



Sample screen shots from OSPREY maps showing power outages by County (left) and hospitals and medical facilities (right).

GIS Staff at MEMA began work in 2012 on a formalized plan for the agency that would outline the duties performed by GIS representatives in the State Emergency Operations Center. Slated to be completed in 2013, this plan will serve as a model for other state and local agencies in developing their own GIS operating procedures.





## Active Learning and Exercising

### Training and Exercise Planning Workshops

The Active Learning and Exercising Branch conducted six regional Training and Exercise Planning Workshops (TEPWs), and a State-level TEPW. Collectively, the information gathered during these workshops helped the Branch produce the Maryland Multiyear 2013 – 2014 Training and Exercise Plan. A similar process will be followed in subsequent years, and this will help ensure that the State and local jurisdictions are identifying training and exercise needs as well as syncing training and exercise calendars.

### Active Learning Opportunities

During 2012, there were over 100 different educational opportunities available to state and local emergency management professionals. For 2013, the Active Learning and Exercising Branch will implement its regional training initiative which will greatly increase the number of direct and State/Local/Tribal courses brought to the region. The Active Learning Opportunities brought to the State and its partners through this Branch are a major part of the Governor's Ninth Core Goal of Drills and Exercises; training is a vital part of preparedness.



SEOC during fall 2012 NCR Exercise.

### Exercising

MEMA participated in 25 exercises during 2012, and had a leading role in ten of them. In the fall of 2012, as a part of the Branch's new Regional Exercise Initiative, MEMA conducted the "Maryland National Capital Region (NCR) Functional Exercise," which included the State Emergency Operations Center (SEOC), Montgomery County EOC, and Prince George's County EOC. Simulating a major winter storm, the exercise allowed participants from state and local government to work through realistic issues that could be presented by such a scenario if it were to really occur. The lessons learned from practicing response activities in an exercise-based environment allow emergency management professionals to correct any identified issues prior to a real emergency.

### Governor's Quarterly Tabletop Exercises

Four times a year, the Governor, the Lieutenant Governor, as well as members of the Governor's staff, Cabinet Secretaries and staff, and Department heads participate in table-top exercises that are designed and facilitated by the MEMA Active Learning & Exercising Branch. These exercises give the State's executive leadership the opportunity to prepare for emergencies and disasters by identifying strengths and potential areas for improvement in Maryland preparedness before a disaster event. In 2012, the table-top exercise scenarios focused on: a terrorism-related improvised explosive device, a hurricane with tornados, an anthrax release, and winter weather. These quarterly exercises, along with all of the other exercises and trainings that are coordinated and delivered by MEMA assist in the continued delivery of the Governor's Ninth Core Goal for Drills and Exercises.



### After Action Reporting and Improvement Planning

MEMA implemented a new process for after action reporting, improvement planning, and corrective action tracking in 2012. This process applies to all exercises, events and incidents, and is vitally important to assist in documenting successes and best practices, as well as opportunities for improvement. Using this new process, the Active Learning and Exercising Branch produced an After Action Report/Improvement Plan for the Derecho-storm and for Superstorm Sandy. Corrective actions identified through this new process have been assigned to the responsible state agency, and new policies are being developed to solve any identified issues.



## Resilience/Public Outreach

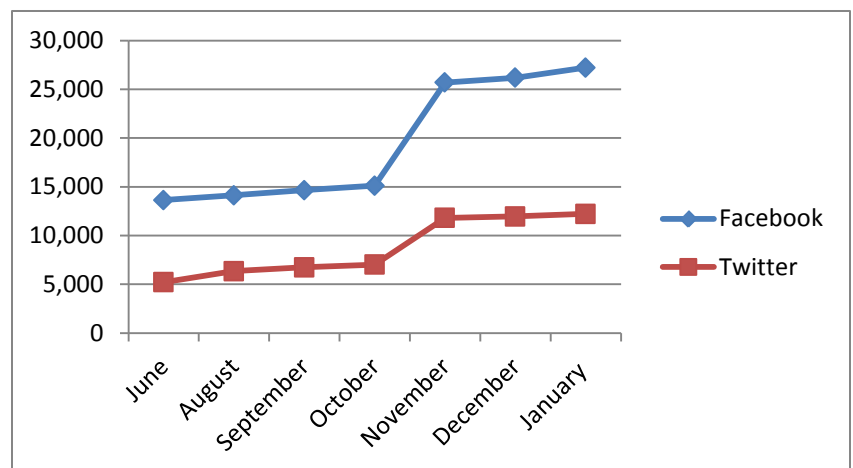
### Business Operations Center Development

The Maryland Emergency Management Agency is in the process of developing a Business Operations Center (BOC) to formally incorporate the private sector into all phases of emergency management. Ultimately, the BOC will become an operational component within the State Emergency Operations Center (SEOC) to facilitate and support information sharing, potential resource sharing, and identification of needs during emergencies. To date, informal relationships between the public and private sector have resulted in immeasurable support for Maryland business and residential communities. In 2012, MEMA began a process to formalize these relationships and establish an information sharing platform to serve as a conduit for accurate information exchange. In addition, development of a BOC Handbook and membership parameters, as well as outreach to potential private sector partners continues to be a top priority for the private sector integration initiative. An official rollout of the Business Operations Center is expected to take place prior to June 1, 2013.

### Social Media Program

Beginning in June 2012, the Maryland Emergency Management Agency created a formal social media program for the agency. MEMA's social media program serves as an additional outlet for public information during disaster and ready-state operations. Since its inception, MEMA's social media program has acquired over 29,000 "likes" on Facebook and over 12,750 followers on Twitter.

During this year's two major disasters, the Derecho-storm and Superstorm Sandy, MEMA's social media program played an integral role in public messaging. From the period of October 25<sup>th</sup>-October 31<sup>th</sup>, MEMA "tweeted" over 400 times, was mentioned 1,483 times, was "re-tweeted" 3,272 times, and increased followership by 4,527 people. On Facebook, MEMA posted 131 times, had its posts shared 3,341 times, received over 732 comments to our posts, and increased our "likes" by 10,219 people. MEMA's increased presence on social media has bridged the gap between traditional and new media for the agency and has served as a trusted source of public information during disasters and emergencies. MEMA's social media program is now a fully integrated aspect of our public outreach and education strategy.



Social Media Followers over Time  
\*No Data Available for July

### Individual Assistance

Superstorm Sandy caused severe economic and personal property damage to Maryland's Eastern Shore, particularly the City of Crisfield in Somerset County. Somerset County was the only Maryland County to receive a Presidential Disaster Declaration for Individual Assistance. The Individual Assistance Program, which provides financial assistance to families whose property has been destroyed or damaged by a federally declared disaster, has received 1,450 registrations for assistance. All program components have a combined amount of approved funds for disbursement surpassing \$3 million.



### Citizen Corps

This year Citizen Corps was happy to launch the Inaugural Public Service Announcement Video Competition for Maryland schools grades K-12 aimed at underlining the importance of personal and family preparedness. The three winning schools were awarded \$100 gift cards from our competition sponsor, the Target Corporation. Citizen Corps Councils across the state continue to participate in various outreach activities during National Preparedness Month. These activities promote community, family, and individual preparedness throughout Maryland's communities. The Citizen Corps program is a vital link in achieving MEMA's mission to create a more resilient Maryland through individual and family preparedness.



# Administration Directorate

## Budget and Finance

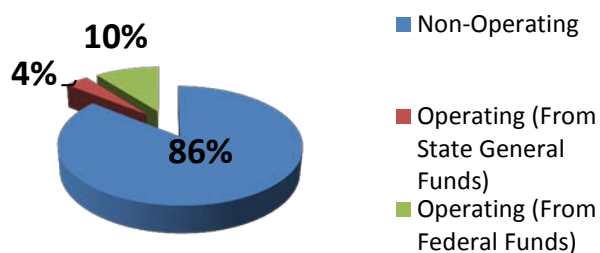
For State Fiscal Year 2013 (which runs July 2012-June 2013), the agency has a total appropriation of just under \$51 million. MEMA aligned the use of Federal grant funds to match the State Fiscal Year in order to maximize operational effectiveness. In 2012, a Strategic Budget was developed to support the Agency's new Strategic Plan and operational strategy; this budget was implemented on January 1, 2013.

The pie charts below explain the breakdown of MEMA's appropriation. Nearly 86% of MEMA's total appropriation, or close to \$44 million, is considered non-operating.

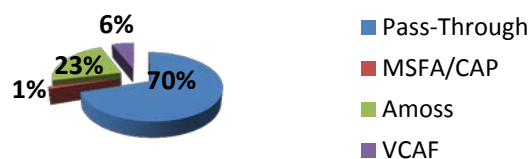
The non-operating appropriation on MEMA's budget is used to fund a variety of programs and activities statewide, as displayed in the breakdown below. The largest portion of the funding is a "Pass-Through" which goes directly to help fund local emergency management agencies in Maryland's local jurisdictions. Funding also goes to organizations like the Maryland State Firemen's Association (MSFA) -- the organization that represents the interests of all volunteer fire, rescue and emergency medical services in the state; the Civil Air Patrol (CAP) -- the organization that assists with disaster reconnaissance as well as inland search and rescue missions; the Senator William H. Amoss Fire, Rescue, and Ambulance Fund—which promotes delivery of effective, high quality fire protection, rescue and ambulance services throughout Maryland; and the Volunteer Company Assistance Fund (VCAF) -- which provides grants and low-interest loans for the purchase of equipment by the volunteer fire departments, rescue squads and ambulance companies throughout the State.

### FY 2013 Total

#### Appropriation- \$50.8M



#### Non-Operating Appropriation Breakdown- \$44M



## Personnel

In 2012, the agency was able to hire six new state employees for the Operations Directorate, Human Resources, and the Preparedness Directorate. These new employees have been vital to maintaining the Agency's "leaning forward" approach, and to laying the ground work to achieve the goal of making MEMA "A Center for Preparedness Excellence."

At this time, all vacant positions within the Maryland Emergency Management Agency are in some phase of the hiring process. MEMA hopes to hire several new employees in 2013 to continue to move the agency forward to achieve its goals.







### **Public Assistance**

Maryland experienced two Presidentially-declared disasters during 2012: the Derecho-storm, and Superstorm Sandy. As a result of the extensive outreach efforts by the Public Assistance Branch, and a very successful working relationship with local, State and Federal partners to conduct damage assessments, Maryland has received more than \$12 million in federal reimbursement from the Derecho-storm, and more than \$2 million for Superstorm Sandy. This funding is provided to state and local government entities as well as

certain private non-profits to reimburse costs that were incurred during response and recovery activities. As 2013 progresses and more applications are filed and processed, the federal reimbursement from Superstorm Sandy is expected to rise significantly.

### **Logistics**

MEMA purchased eight new 2013 Ford Utility Emergency Vehicles (as seen in the image to the right) in 2012 that will increase the efficiency and safety of the agency's emergency response system. These vehicles, which were fully funded by federal grant money, are environmentally responsible and more fuel efficient than the outdated vehicles they are replacing. The agency also expanded its recycling program in 2012 to be more environmentally conscious. Additionally, as of the start of 2013, MEMA is in the process of completing a capital and sensitive inventory.



Finally, the agency took initial steps to remove the temporary office space on the grounds of Camp Fretterd and move part of the agency to temporary leased space while a permanent expansion facility is designed and constructed. This new permanent expansion facility is currently slated for completion in State Fiscal Year 2018.