

# Maryland Emergency Management Agency MEMA



# 2008 Annual Report



Richard Muth  
Executive Director

Martin O'Malley  
Governor



Anthony G. Brown  
Lt. Governor



MARTIN O'MALLEY  
GOVERNOR

ANTHONY G. BROWN  
LIEUTENANT GOVERNOR



**MARYLAND**

JAMES A. ADKINS  
BRIGADIER GENERAL  
THE ADJUTANT GENERAL

RICHARD MUTH  
EXECUTIVE DIRECTOR



**Maryland Emergency  
Management Agency**

5401 Rue Saint Lo Drive  
Reisterstown, MD 21136

**410.517.3600**

**877.MEMA.USA**

**[www.mema.state.md.us](http://www.mema.state.md.us)**

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Maryland Emergency  
Management Agency

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Dear Friends,

I am pleased to offer you the Maryland Emergency Management Agency's Annual Report, detailing the year's many efforts and achievements of our hard working staff at MEMA, as well as our goals for the future.

The single most sacred responsibility that any government holds is to protect the lives of its citizens. In the O'Malley-Brown Administration, we have been working hard with individuals throughout MEMA to fulfill that great responsibility.

While it is often difficult to predict a coming disaster, whether manmade or naturally occurring, we believe that along with strong emergency preparedness and response plans, and the partnership of the men and women of MEMA, we can effectively improve our ability to save precious lives in the event of a tragedy. Together with our first responders, State agencies, our National Guard, 26 local emergency management directors and our partners in neighboring states, our emergency management team is working hard to plan for and respond to any catastrophic event that could threaten Maryland's families.



Part of that rigorous planning process includes preparation for worst-case scenarios, involving frequent training exercises that are held to help identify gaps and correct them before a disaster occurs. Meanwhile, our Maryland Joint Operations Center maintains a 24-hour-a-day vigil, monitoring national and worldwide events and their potential impact on the State of Maryland. In the event of a crisis situation, the vigilant individuals who staff our Maryland Emergency Operations Center stand ready to implement detailed response plans and direct vital resources to areas of need.

We strongly encourage every family in Maryland to be prepared and stay informed of emergency procedures, and to design and adopt a personal disaster plan. For more information on emergency management and disaster preparedness, please visit MEMA at [www.mema.state.md.us](http://www.mema.state.md.us), where you will find more important information for families that can save lives.

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

Sincerely,

Martin O'Malley  
Governor

[www.mema.state.md.us](http://www.mema.state.md.us)



# Office of the Executive Director

## Executive Director's Message

It is with great pride that I present this annual report of the Maryland Emergency Management Agency (MEMA). The men and women of MEMA work very diligently - behind the scenes 24 hours a day/ 7 days a week - to ensure the safety of our citizens by working with all of Maryland's jurisdictions and state agencies to develop and coordinate a unified planning effort for response to any catastrophic event.

Coordination and planning are not single projects that have an end date. As we liaison with emergency management and first responders, we learn each day of new challenges we face in planning for critical events. We strive to maximize our use of new technologies and training methodologies to enhance our exercise, planning and response efforts. We have increased the staffing and responsibilities of our Maryland Joint Operations Center, the state's information sharing hub, to efficiently monitor state, regional and national events so that we have situational awareness of any event throughout the world. In the fall of 2008, we were nationally recognized and ranked as having the #1 Internet web-site for disaster related information and content. But we have not stopped there. We continue to build out and refine our web-site seeking to make it more robust and informative. As we broaden our communications and public outreach, our public affairs staff are taking advantage of new forms of social media such as Twitter, so as to provide a new demographic of people access to real-time information as it relates to disaster preparedness and management.

Across the country our daily newspapers cover such topics as evacuation, sheltering, bio-surveillance, homeland security, hurricanes, terrorism, radiological disaster, flooding, earthquakes, severe snowstorms, and more. It is important to know that as you read through our annual report we at MEMA ask ourselves every day how would Maryland respond to any of these events. Significant to planning for these events, and arguably our most important function, is our ability to work with and support our state partners and all of our local jurisdictions. It is through these cooperative relationships that we come to best understand first-hand the challenges unique to their agency or jurisdiction. We are very proud of this relationship and one that is essential if we are to be successful in preparing Maryland and its citizens for how best to respond to any catastrophic event.

As we begin 2009, we stand ready to further our commitment of protecting the citizens of Maryland. We take tremendous pride in our work and ability to serve our citizens knowing that our coordination and planning efforts serve to keep our citizens safe and prepared for any disaster.

As we begin 2009, we stand ready to further our commitment of protecting the citizens of Maryland. We take tremendous pride in our work and ability to serve our citizens knowing that our coordination and planning efforts serve to keep our citizens safe and prepared for any disaster.

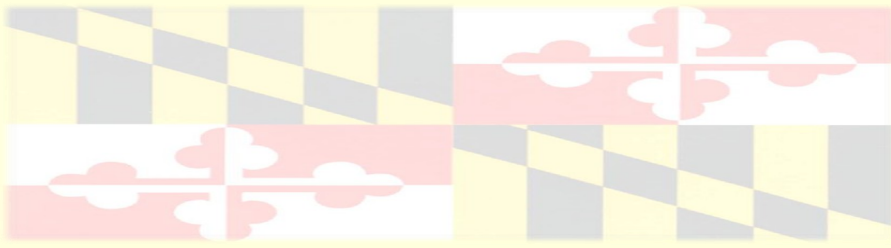
A handwritten signature in blue ink that reads "Richard G. Muth".

Richard G. Muth  
Executive Director



## Executive Director's Message

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## Executive Director

Richard G. Muth was appointed Executive Director of the Maryland Emergency Management Agency, by Governor Martin O'Malley on June 1, 2008. Director Muth has devoted his entire professional career to safeguarding the lives of Maryland citizens by improving public safety and emergency management practices on the federal, state and local levels. Director Muth is a 33-year career and volunteer veteran of the Baltimore County Fire Department. He has previously chaired the Governor's Emergency Management Advisory Council (GEMAC) and served as a two-term President of the Maryland Emergency Management Association. Additionally, he was a committee member and subsequent Chairman of the State Emergency Response Commission (SERC).

As MEMA's Director, Muth oversees a dedicated staff of 75 people who work closely with sister State agencies and Maryland's local jurisdictions, coordinating and planning Maryland's response to any disaster. Should that disaster occur, whether it is man-made or natural, Director Muth becomes the lead person having the primary responsibility of not only managing Maryland's response but closely advising the Governor on preparedness and response strategies.

In 1993, Director Muth was appointed to serve as the Director of the Office of Emergency Preparedness in Baltimore County. In 1998, he served as the on-scene coordinator of Maryland resources while battling massive wildfires in the State of Florida and was awarded a Governor's Citation for his efforts. That same year, he was honored by the American Red Cross for establishing new protocols between Baltimore County and the Red Cross. In 1999, as concerns mounted nationally regarding the approach of the new millennium, he was chosen to chair the Baltimore Metro Council Y2K Contingency Planning Group.

His excellent reputation was officially noted by the State of Maryland in 2003, when Director Muth was appointed by Governor Robert Ehrlich to serve as Baltimore County's Director of Homeland Security and Emergency Management. His accomplishments while there included administration of the county's Hazardous Materials Program, Advanced Tactical Rescue, Fire Department Communications, and the Chemical Stockpile Program. He chaired the Domestic Preparedness Chemical team—a major component of the U.S. Defense Department's Weapons of Mass Destruction Program. Director Muth has been recognized for his leadership roles in the aftermath of Hurricane Isabel and more recently, as Maryland's Emergency Resource Coordinator following Hurricane Katrina.

Director Muth is well regarded by the emergency managers of all 26 jurisdictions in Maryland, frequently meeting with them to ensure they have ready and immediate access to state resources. He sits on several statewide committees and most notably sits as a member of the Senior Policy Group (SPG), an emergency management think-tank group comprised of officials from Maryland, Virginia and Washington D.C. who meet and discuss emergency preparedness issues for the National Capital Region (NCR).

Executive  
Director's  
Office



# Office of the Director

## Chief of Staff



## Chief of Staff

Edward Hopkins currently serves as Chief of Staff under Executive Director Richard Muth for the Maryland Emergency Management Agency (MEMA). Most recently, he served as the Manager of their Office of Domestic Preparedness – Law Enforcement Liaison (ODPLEL) where he was responsible to serve as the liaison with all state, local, and federal law-enforcement and serve as the intelligence liaison/resource between Federal agencies and the Executive Director of MEMA. He ensured that state and local law enforcement had active inclusion and access to training, education and resources as they relate to Domestic Preparedness.

As Chief of Staff, Mr. Hopkins serves in a variety of functions but most notably in two roles. First, Mr. Hopkins reports to the Executive Director serving in an advisory capacity and acting as a liaison to emergency management partners, government and external agencies and officials. He ensures the Director's goals, initiatives, and tasks relative to these relationships are executed according to the mission and vision of the Maryland Emergency Management Agency.

Secondly, Mr. Hopkins is directly responsible for overseeing the agency's communications strategy. This includes oversight of MEMA's Public Affairs Office, content of the agency's web page, and most importantly, crafting MEMA's media and public outreach messaging.

Mr. Hopkins holds a Master's Degree in Public Administration with a minor in Police Management from the University of Baltimore. He is a graduate of the FBI/Harford County Sheriff's Office Law Enforcement Executive Development School and has served as President and Vice-President of Harvard Associates in Police Science, a 600-member medico-legal death investigation educational organization.

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## Maryland Earns National Recognition in Disaster Preparedness and MEMA Receives #1 Ranking for Website Content

In 2008, the state of Maryland earned high marks for its disaster preparedness and MEMA earned kudos for its website from two organizations.

The American College of Emergency Physicians gave Maryland a score of “B-” in its “National Report Card on the State of Emergency Medicine” and ranked the state fourth overall. In the Disaster Preparedness portion of the report, Maryland received an “A” and was ranked second in the nation. The state’s high mark in disaster preparedness was based on MEMA’s national accreditation; extensive planning, exercise and training programs; the input of the medical community into disaster planning; and plans that address special needs populations and dialysis patients. Maryland also received high marks in the areas of Quality and Patient Safety and Public Health and Injury Prevention.

Maryland’s high rank from the Emergency Physicians was the result of close collaboration between a variety of state agencies, including MEMA, the Maryland Institute for Emergency Medical Services Systems, and the Department of Health and Mental Hygiene. The state was cited for having strong coordination between the State Emergency Operations Center, local emergency managers, and hospitals.

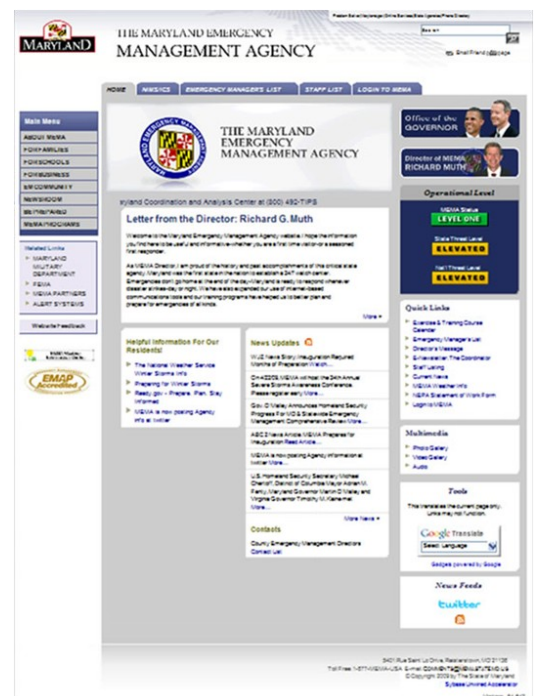
MEMA earned top honors for the content of its website in “Untapped Potential: Evaluating State Emergency Management Agency Web Sites 2008,” conducted by a journalism professor at the University of Kansas on behalf of that institution’s Transportation Research Institute. The authors of the study note

that they measure only the amount and variety of information on the site and did not measure the visual appeal of the site or quality of the material.

MEMA’s website offers a broad range of preparedness information to include special needs preparedness, issues for owners of pets and live stock, and information geared to families, schools and businesses. Specific disaster information covers natural and man-made disasters including floods, hurricanes, tornadoes, winter storms, earthquakes, droughts, public health events, and technological disasters such as power outages and dam failures.

Much of the information on the site was developed by MEMA, however information from other agencies such as the Federal Emergency Management Agency, the American Red Cross, and the Centers for Disease Control are also made available. The study surveyed web sites in early 2008, however, MEMA has continued to upgrade its site by posting breaking news, links to appropriate studies, and the Agency’s new “E-Newsletter”. More improvements to the website are planned for 2009.

# Public Affairs





# Office of Administration

## Director of Administration

### Director of Administration

Erin Easton was appointed in March 2009 as Director of Administration under Executive Director Richard Muth for the Maryland Emergency Management Agency (MEMA). As the Director she plans, directs, manages and administers all aspects of the Agency Administration Directorate. This includes the Agency budget activities, the Communications, Interoperability and Information Technology Branch, the Grants Management Branch, the Citizen Corps Program, and the Administration and Logistics Branch. Ms. Easton also manages the University of Maryland Center for Health & Homeland Security Law Fellow staff assigned throughout the Agency and the Towson University Center for Geospatial Sciences staff.



Ms. Easton previously served as the Chief of Staff, managing the support functions of the Agency. Her responsibilities included overseeing Finance/Budget, Personnel, Administration, and Logistics.

Prior to MEMA, Ms. Easton was the Special Projects Coordinator for the Pathology Department at Presbyterian Hospital of the University of Pittsburgh Medical Center (UPMC). Programs she worked with included transplant candidate analysis, as well as medical research coordination in support of pathological transplant initiatives.

Ms. Easton holds a Master's Degree in Public Administration from Penn State University and received her Bachelor's Degree in Business Administration from Shippensburg University.

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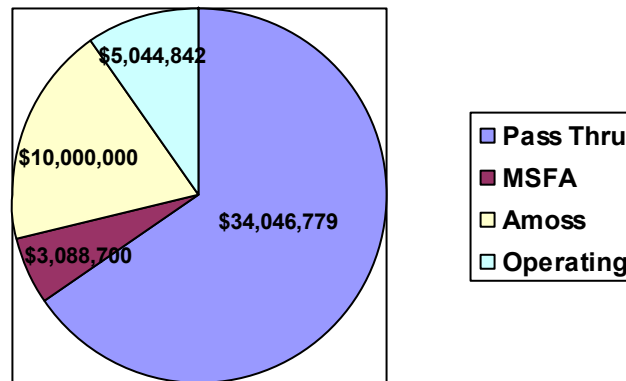
## Fiscal Year 2008 Annual Budget

In Fiscal Year 2008, MEMA's total budget was \$52 million, of which \$47 million was passed through to local governments, Maryland State Firemen's Association (MSFA), and Amoss grant programs. The Agency had a remaining \$5 million for operating costs, however, the annual operating costs exceeded \$8 million leaving a \$3 million shortfall. MEMA was successful in closing out the FY 2008 budget with a \$1 million deficiency fund from the State, \$1 million from the State Homeland Security grant program, and \$1 million from internal actions consisting of cost containment and fund transfers from the Military Department. Overall operations are continually evaluated in an effort to maintain a balance in the Agency budget.

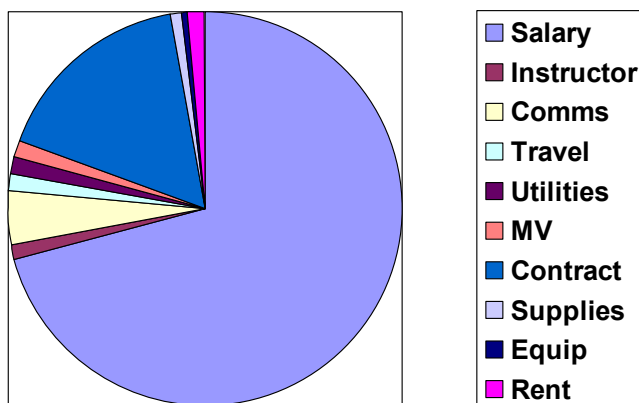
## Annual Budget

Through these cost containments and the building of the FY 2009 budget MEMA anticipates stabilization of the Agency's operating budget.

### MEMA Annual Budget- \$52 Million



### Operating Expenses- \$8,473,986





# Office of Administration

## Maryland Homeland Security Grant Funding

As a former top elected official at the local government level, Governor Martin O'Malley understands the importance of providing local first responders the resources needed to help protect citizens. So it was no surprise that Maryland is now passing through a larger percentage of its Homeland Security grant money to local governments.

By law, states must provide at least 80 percent of their Homeland Security grants to local government; the other 20 percent can be spread among various state agencies. But Maryland now funnels more than 85 percent of its grant money back to the 26 jurisdictions with local emergency management offices – 23 counties and the cities of Annapolis, Baltimore and Ocean City.

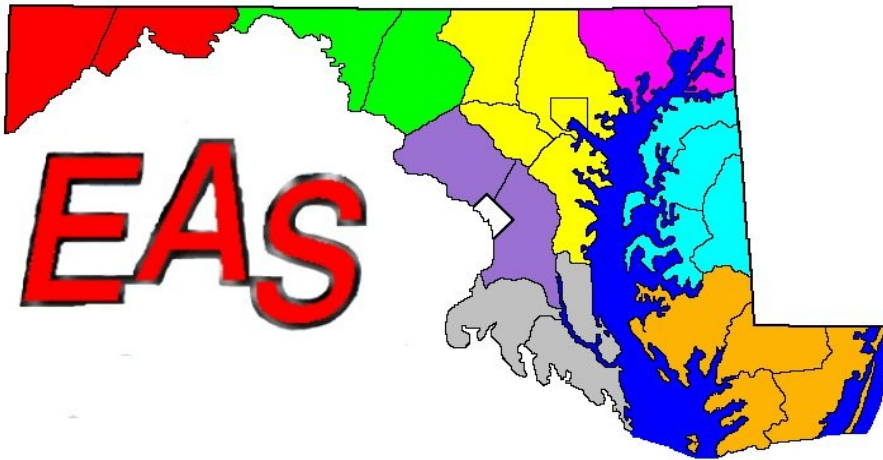
Because of this policy change, Maryland has made upwards of \$6 million in additional funds available to local responders over the last two years. Funds are used for a variety of projects, including providing protective equipment to first responders, hardening critical infrastructure, and building interoperable communications systems.

“We understand that many local jurisdictions in Maryland are facing severe budget issues, which is why we continue to pass through more homeland security money than federal law mandates,” said MEMA Director Richard Muth in October, when the most recent grants were announced. “I would like to thank my staff at MEMA and their colleagues at other state agencies, along with our local partners, for spending this money where it will do the most good.”

FY 2008  
Grant  
Program

Federal Fiscal Year 2008 Homeland Security Grant Program	Maryland's Award	Local Sub-Grants
Buffer Zone Protection Program	\$1,791,000	\$1,737,270
Citizen Corps	\$271,175	\$216,500
Emergency Management Performance Grant	\$5,393,522	\$2,678,296
Interoperable Emergency Communications Grant	\$1,036,871	\$829,496
Metropolitan Medical Response System	\$321,221	\$321,221
Non-Profit Security Grant Program	\$950,228	\$921,721
Port Security Grant Program	\$6,563,080	TBD
State Homeland Security Program	\$18,000,000	\$15,320,420
Urban Area Security Initiative	\$11,552,500	\$11,379,213
<b>Total</b>	<b>\$45,879,597</b>	<b>\$33,404,137</b>

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Technology  
Support

## Emergency Alert System Protocols

In 2008, state and local representatives worked closely with the Broadcasting community to draft changes to the Maryland State Emergency Alert System (EAS) Plan. Revisions of the EAS plan, to include language concerning changes to the Common Alerting Protocol (CAP), have been completed. This includes the authority of the Governor or his/her designee to issue a mandatory EAS message to the entire state or geographically targeted area. All EAS participants will be required to be in compliance with these rules within 180 days after the Federal Emergency Management Agency adopts the Common Alerting Protocol under FCC Rule §11.55.

MEMA, as part of the State Emergency Communications Committee (SECC), is supporting the formation of Local Emergency Communications Committees (LECCs) to draft (or re-draft) local plans in conjunction with broadcasters to include changes to the state plan. As part of this, the State is encouraging local jurisdictions to reach out to broadcasters and revisit the agreed-upon alerting procedures for EAS in order to streamline the process so all parties involved in EAS activations are informed and have rehearsed the procedures.



# Office of Operations & Preparedness

## Director of Operations

### Director of Operations



Melvin L. Blizzard Jr. currently serves as the Director for Operations for the Maryland Emergency Management Agency, having been appointed to that position in July 2008.

His responsibilities include the oversight of all state-wide operational all-hazards planning and preparedness, mitigation and recovery programs, the Maryland Joint Operations Center, Exercise and Training, MEMA's Regional Programs, and coordinates information and intelligence sharing between MJOC and Maryland Coordination and Analysis Center (MCAC).

During the fall of 2008, Mr. Blizzard served as the lead person, working closely with the United States Secret Service and both allied state and local partners, responsible for coordinating Maryland's planning, preparedness, and response during the Whistle-stop Tour and Inauguration of President Barack Obama.

Director Blizzard had a long and distinguished career in law enforcement having served 30 years with the Baltimore County Police Department. He began his career in 1974 retiring at the rank of Captain. During his tenure, he was the commanding officer for the Hostage Negotiation Team and he created the Workplace Violence Unit and worked in partnership with the Bureau of Mental Health to create the Mobile crisis teams for the County.

Upon retiring, Mr. Blizzard accepted a Governor's appointment to the Maryland Emergency Management Agency (MEMA) as the Chief of the Office of Domestic Preparedness and Law Enforcement Liaison. Reporting to the Governor's Office of Homeland Security, the Director of MEMA, and the Adjutant General of Maryland he was responsible for protection strategies for all Maryland's critical infrastructure and key assets, and coordinating law enforcement activities. Under his watch, Maryland became the first state in the nation to become accredited by the Department of Homeland Security to protect critical infrastructure information.

In May 2007, he left Maryland to become the Director of the Washington Regional Threat and Analysis Center with the Metropolitan Police Department in the District of Columbia. In September 2008 he was promoted to Executive Director to oversee the Synchronized Operations Command, Joint Operations Center, JTTF, CCTV, TTY, Criminal Intelligence, Violence Interdiction and Gang units and ShotSpotter-gunshot detection for the Intelligence Fusion Division.

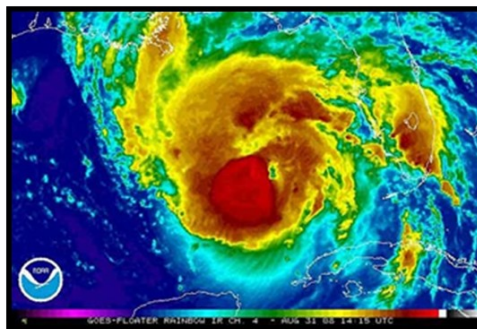
Mr. Blizzard currently lectures on Intelligence Sharing and Fusion Centers at the Naval Post Graduate School in Monterey, California. He also maintains his membership and association with the Maryland Chiefs of Police and the Maryland Municipal League Chief's Association.

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## Maryland Hurricane Season 2008

In late August, the Maryland Emergency Management Agency (MEMA) was faced with a delicate balancing act as Hurricane Gustav took aim on the Gulf Coast and three other hurricanes churned in the Atlantic Ocean. On the one hand, Maryland wanted to provide assistance to the stricken areas, but officials had to be cognizant that enough resources were in place should one of the storms in the Atlantic head up the East Coast.



Hurricane Gustav made landfall as a Category 2 Hurricane in Louisiana

So, Maryland officials moved cautiously with a limited response to the Gulf Coast region. Maryland deployed a total of 107 personnel to Louisiana and Mississippi. Included in the response was an ambulance strike team consisting of 25 responders and 14 emergency response vehicles; a law enforcement team of 20 Maryland State Police troopers and

## Hurricane Season 2008

two communications technicians in 11 vehicles; and 56 Maryland National Guard soldiers and airmen traveling on three C-130 transport planes and three helicopters.

The decision to respond on a limited scale proved fortuitous several days later when Hurricane Hanna began moving up the coast. As the storm approached, Governor Martin O'Malley declared a State of Emergency and MEMA increased staffing in the State Emergency Operations Center (SEOC). Fortunately, Hurricane Hanna skirted the area and caused minimal damage to the State.

As Hanna pulled away, officials now directed their attention to Hurricane Ike as it headed toward Texas. A relief crew for the ambulance strike team was deployed and staged in Louisiana awaiting assignment in Texas should it be needed. Fortunately, it was not. However, Maryland did fulfill a request for personnel to work in the Federal



The State Emergency Operations Center activated to a Level 2, bringing in additional staff from MEMA and State Agencies to support deployed resources and prepare for the potential impact of Hurricane Hanna.

Emergency Management Agency Joint Field Office (JFO) and assist with recovery efforts. MEMA Public Assistance Officer, Sharon Campbell, and Yvette Bowman from the Department of Human Resources were deployed for four weeks to the JFO in Austin, Texas.

While Maryland averted a potentially catastrophic storm, these incidents demonstrated that MEMA and the State of Maryland are prepared to respond to and coordinate any disaster should it be natural or man-made and provide assistance to other states in need.





# Office of Operations & Preparedness

## Maryland Joint Operations Center Expands its Duties

Since its inception in 2004, the Maryland Joint Operations Center (MJOC) has developed into a key asset for the citizens of Maryland and partner state agencies. Developed by the Maryland Emergency Management Agency (MEMA) and the Maryland Military Department, it is one of the first State Emergency Management/National Guard watch centers in the country.



## Maryland Joint Operations Center

The MJOC is staffed by emergency management professionals and functions as the state's primary hub for agency coordination, communications and information. The MJOC acts as the State Warning Point for public notification (i.e. amber alerts, tornado warning, etc...); staff helps to coordinate conference calls with state, local and federal partners; maintains detailed call-down lists for SEOC representatives; and provides regular updates of incidents throughout the state to executive leadership. In addition, the MJOC serves as the steady-state component of the State Emergency Operations Center (SEOC) and the SEOC Communications Center. The Maryland National Guard component tracks military activities around the country and the world. Together, the MJOC staff monitors developing weather and disaster situations to ensure state officials have early notice on any emerging incident, in the state or elsewhere in the country.

In 2008, the MJOC expanded its role in state-wide emergency operations and coordination. To help provide added value, the MJOC assists other state agencies with their emergency operations. They function as the dispatch center for the Office of the State Fire Marshal, managing requests from local jurisdictions for fire investigators and bomb technicians. The MJOC also dispatches the Maryland Department of the Environment after regular business hours to incidents requiring hazardous materials response around the state.

Currently, MJOC leadership is working with other state agencies to handle additional after hours calls for service. They are partnering with the Maryland Department of Agriculture to develop a plan for handling calls related to diseased animals and plants. Such a system will assist agriculture officials with a more expedient response to potential outbreaks.

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## Maryland Auxiliary Communications Service

MEMA has reorganized its volunteer-based emergency communications resources into a new “Maryland Auxiliary Communications Service” (MACS). Organized within the Maryland Joint Operations Center, the MACS utilizes professional volunteers to supplement communications during an emergency. Amateur radio is a key component to MACS operations and as such the state government RACES (Radio Amateur Civil Emergency Service) unit is organized within the MACS.

The MACS is also supported by the Army Military Affiliate Radio System and a memorandum of understanding is being prepared to formalize this relationship. During an emergency that impacts communications infrastructure, the MACS provides a critical link among state agencies, incident scenes, and local emergency operations centers.

Maryland  
Joint  
Operations  
Center



State RACES Radio Officer, Al  
Fitzsimons (left) and Deputy  
State RACES Radio Officer, Phil  
Hebert (right)



# Office of Operations & Preparedness



## National Level Exercise 2008

In early May, Maryland participated alongside neighboring states and federal agencies in a National Level Exercise to prepare for a Category 3 Hurricane impacting the region. This exercise was conducted to focus primarily on those preparedness actions taken to mitigate effects of a hurricane such as pre-staging equipment, evacuation of populations, and the mass care and sheltering of evacuated citizens.

## Exercise & Training

MEMA's planning section strategizes for the next operational period.

This large, fictional hurricane, Hurricane Zoe, tracked to make a direct and significant impact to Maryland. State agencies and local jurisdictions worked for several days to adequately prepare for this fictitious storm by planning evacuation routes, opening shelters, and creating press releases.

The Maryland Department of Transportation utilized this exercise opportunity to deploy resources to the Eastern Shore to practice command, communications, and coordination of an evacuation on the predetermined evacuation routes. Working with local jurisdictions, State Highway Administration personnel positioned themselves at command locations and along the evacuation route to exercise the evacuation plan.

The exercise found potential gaps in the State's ability to assist in evacuation and sheltering on a large scale. A follow-on exercise held in August set the framework for a Statewide Mass Sheltering initiative. In all, this exercise provided opportunities for continued improvement in the state's ability to prepare for and respond to threats.

While Maryland is not likely to take a direct hit from a Category 3 storm – in fact, Maryland has only been directly hit by two hurricanes since records have been kept – the concern that climate change could allow for more powerful storms in the mid-Atlantic area prompted the exercise activity. A Category 3 storm on the Saffir-Simpson Hurricane Scale, which rates hurricanes from 1 to 5 in increasing intensity, is considered a major storm.

Still, the activities that resulted from this exercise and the fictional Hurricane Zoe helped officials better understand and prepare for any type of evacuation or sheltering required in Maryland due to any natural or man-made disaster.

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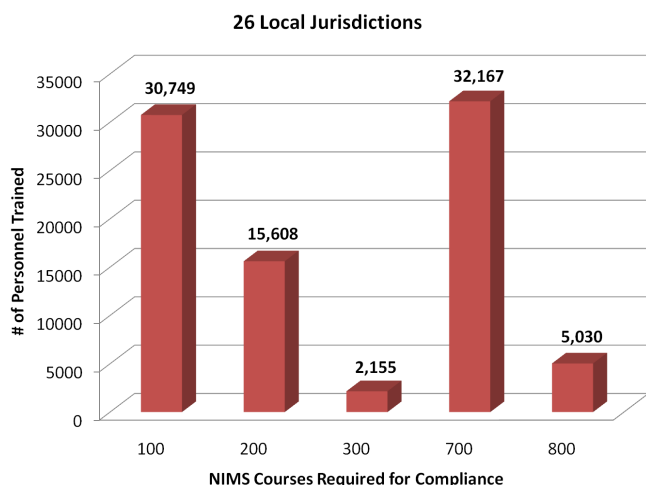
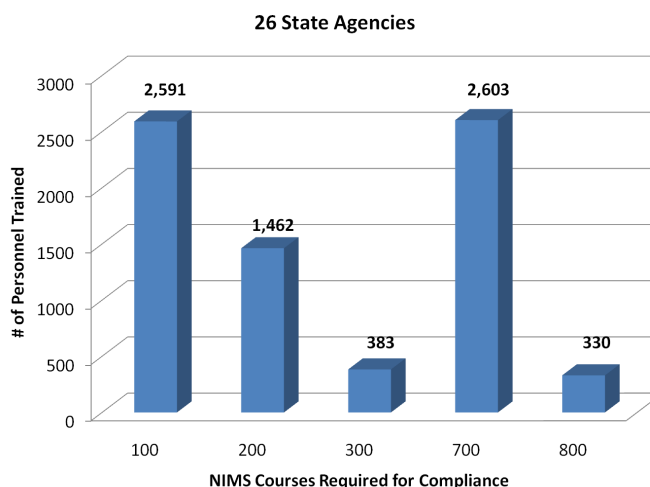
## Maryland Meets NIMS Compliance Objectives with 100% Compliance

Maryland was one of 17 States and/or Territories that met the 2008 National Incident Management System (NIMS) Compliance Objectives on the federally established September 30, 2008 deadline, with 100% compliance.

To achieve the compliance objectives, Maryland was required to train identified personnel in five NIMS/Incident Command System (ICS) courses. A total of 93,078 course completions have been registered and Maryland has 135 ICS Instructors located throughout the state offering these courses.

NIMS Compliance is a project always under construction. As areas benefiting from federal grant funding are identified, Maryland is constantly adding new sub-accounts to local jurisdictions and state agencies. These sub-accounts vary within the individual jurisdictions and agencies. MEMA worked with 26 local jurisdictions and 26 state agencies to achieve compliance. Disciplines such as law enforcement, fire, emergency medical services, public works, public health, and emergency management are just a few that participate in the NIMS training.

## Exercise & Training



As MD prepares for the 2009 NIMS Compliance Objectives, new ICS classes are being scheduled around the state and new instructors are being certified. As part of a five-year NIMS Implementation Plan, a sixth course for personnel expected to perform in a management capacity in an Area Command or multi-agency coordination system has been identified for 2009 compliance.



# Office of Operations & Preparedness

## Operation Purple Haze

An explosion on a concourse at M&T Bank Stadium in Baltimore sends Ravens fans streaming toward the parking lots, and some defy law enforcement and security personnel while trying to rush back in to look for family and friends. Firefighters and paramedics arrive to manage the scene and begin the arduous task of performing triage on the patients and decontaminating those who might have been contaminated by the explosive device thought to have dispersed radiation.

Such an event never actually happened, but in August, first responders from Baltimore City and the surrounding metropolitan area joined the Baltimore Ravens and the Maryland Stadium Authority to prepare for just such a scenario. The Maryland Emergency Management Agency's exercise and training branch helped coordinate the full-scale exercise, which received extensive media coverage.

## Exercise & Training



The exercise gave first responders from Baltimore City an opportunity to work with colleagues from throughout the metropolitan area for a mass casualty incident. It also provided training on new decontamination equipment purchased through the Baltimore Urban Area Security Initiative (UASI) funding. Such training and collaboration is valuable for a mass casualty incident at any sports, concert or festival facility in the area. And while this event focused on the detonation of a small radiologi-

cal device, many of the actions could be used in any type of disaster, either natural or man-made.

The Baltimore Ravens, National Football League, Maryland Stadium Authority and the U.S. Department of Homeland Security were other key players in the exercise. Almost one-thousand responders and volunteer disaster victims participated in the event, which came after a series of table-top and functional exercises in the years leading up to the full-scale exercise.



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## Hostile Action Based Drill at Calvert Cliffs Nuclear Power Plant

With Federal Emergency Management Agency Director David Paulison looking on, several public information officers answered questions from the assembled media about a terrorist attack at Calvert Cliffs Nuclear Power Plant in Calvert County. Such mock press conferences take place dozens of times each year around the country as part of the regular training schedule for the nation's nuclear plants, but the head of FEMA is not usually in the audience.



## Exercise & Training



The exercise described above was the capstone to an exercise series which started with a table-top, discussion-based exercise. The full-scale exercise held in July was different from other Nuclear Power Plant Exercises because it was the first such exercise geared toward a terrorist attack. Most previous exercises focused on fires or technological issues at the plants, with perhaps part of the scenario focusing on possible intruders. But this event was an outright attack on the plant, with workers at the plant actually forced to shelter in place for more than an hour until the mock terrorists were killed or captured.

The scenario forced Constellation Energy and the government agencies involved to plan for setting up an operations center and media center in those first crucial hours of an event at the plant. It also made law enforcement agencies in the area evaluate their ability to respond to such an incident. The State Emergency Operations Center (SEOC) was opened, actively communicating and coordinating with local, state, federal, and private sector partners.

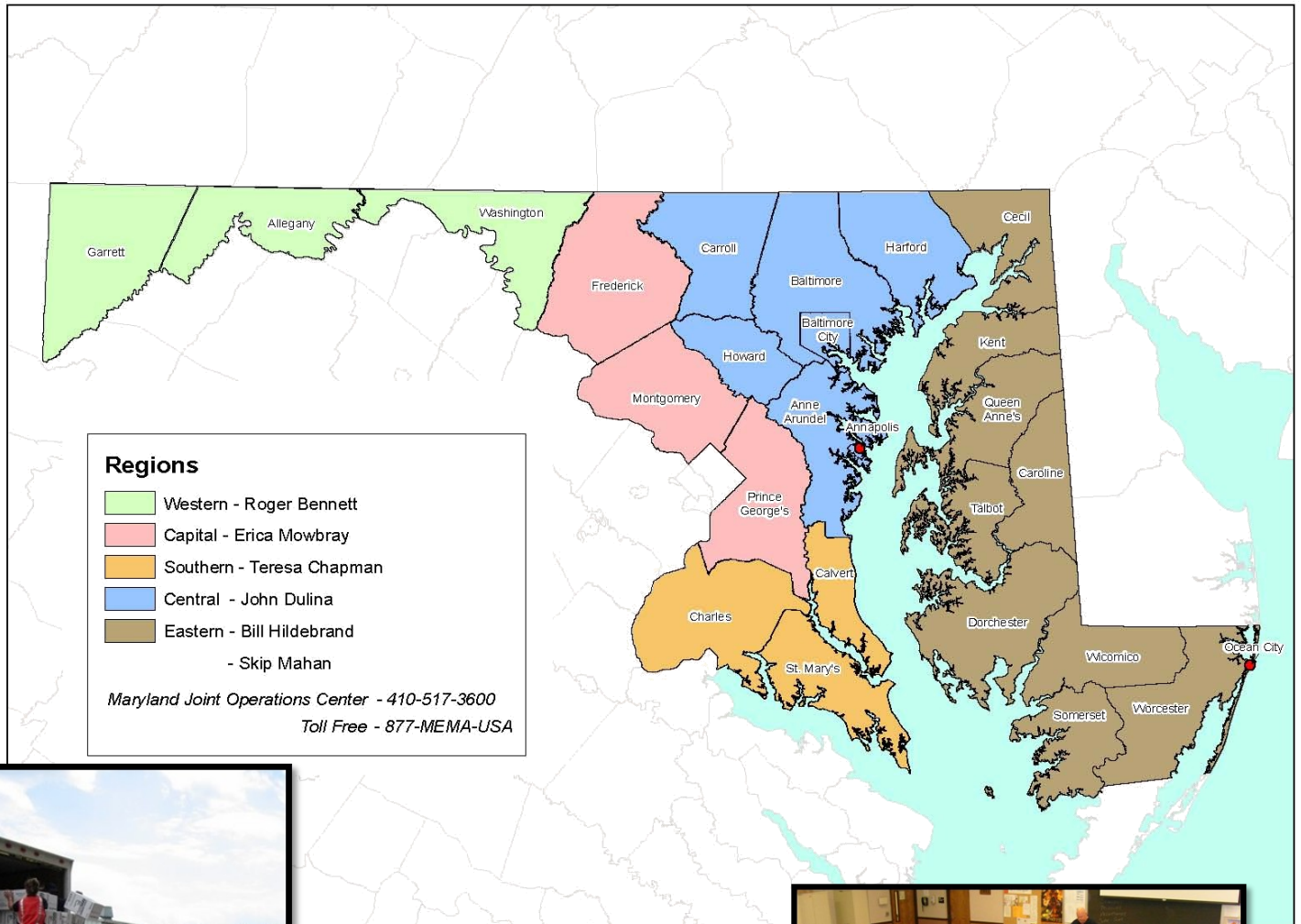
The exercise at Calvert Cliffs is the template for future exercises at plants around the country. The terrorist-based exercises will actually be part of the regular multi-year training schedule required for every nuclear plant.

As with any nuclear power plant exercise at Calvert Cliffs and/or Peach Bottom Power Station, just over the Maryland line in Southern Pennsylvania, Maryland's local emergency managers and first responders are the first level of response and coordination. MEMA, the Maryland Department of the Environment, and other state agencies play important roles in providing state resources and coordination with the Federal government at both the local emergency operations centers and at the SEOC in Reisterstown.



# Office of Operations & Preparedness

## MEMA Regional Administrators



**June 2008**– The Department of Mental Health and Hygiene sponsored the annual Pandemic Influenza exercise. Frederick County participated in the receipt of pharmaceuticals from the state’s delivery of the Strategic National Stockpile. Capital Regional Administrator Erica Mowbray was on location at Frederick’s warehouse to observe the transfer of the pharmaceuticals.



**2008**– Lower Eastern Shore Regional Administrator Skip Mahan, offers NIMS/ICS training for government staff and first responders in his region.

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**August 2008** – The American Red Cross and Maryland State Police Truck 1 set up in Hancock, Washington County, MD for a police standoff that lasted three days. MEMA Western Region Administrator Roger Bennett was on location for the duration of the stand-off, coordinating resources in support of Washington County Emergency Management.

**May 2008** – A house under construction in Chesapeake Beach, Calvert County collapsed onto another house on May 12, 2008. The collapse required technical rescue of 2 people who were in the house that was collapsed on. Southern Maryland Regional Administrator Teresa Chapman serves as a direct liaison for MEMA and state resources to the Southern MD jurisdictions.



Regional  
Administrator  
Program



**October 2008** - Baltimore City and the MD Transit Administration conduct a full-scale exercise, Operation Swift Strike. The Subway Exercise was held at State Center in Baltimore City, and had multi-agency participation. Central MD Regional Administrator, John Dulina, assisted with planning the exercise and worked in the Command/Control cell during the exercise.

**July 2008**– Upper Eastern Shore Regional Administrator Bill Hildebrand participates in a Shelter Exercise in Talbot County. This was the first sheltering exercise in the state where pet sheltering was successfully done at the same location as people were sheltered.





# Office of Operations & Preparedness

## Hazard Mitigation Plan Update

On August 26, 2008 the Federal Emergency Management Agency (FEMA) approved the 2008 update to the State of Maryland Hazard Mitigation Plan. This update is required by FEMA every three years.

By updating the Hazard Mitigation Plan, the Maryland Emergency Management Agency (MEMA) and its local partners maintains eligibility for pre- and post-disaster Hazard Mitigation grant funding. Additionally, state and local government maintain eligibility for Public Assistance funding to offset the costs of repairing infrastructure and public facilities damaged during natural or man-made disasters.

The plan included a risk assessment which identified known hazard areas, state-owned critical facilities and residential properties, vulnerable to 12 identified natural and human-caused disasters.

## Mitigation & Recovery



A homeowner elevates critical HVAC components for their home, mitigating flood damage

## Local Mitigation Plans

In 2008, MEMA worked with local jurisdictions whose local mitigation plan updates were pending review by FEMA within the next one to two years. As a result of this coordinated effort, nine jurisdictions prepared grant applications seeking funding to update their local hazard mitigation plans. Additionally, two jurisdictions have begun working on updates to their plans internally. MEMA mitigation staff will continue to work with local jurisdictions to ensure updates are completed within the time parameters set by FEMA.

## Pre-Disaster Mitigation Grant Program

MEMA has submitted two project applications under the Pre-Disaster Mitigation Grant Program, for the acquisition and demolition of six Maryland homes: five in Prince George's County that have been severely damaged by a sink hole and one in Queen Anne's County at risk of serious flooding. The project applications total approximately \$1.8 million. Approval of the applications is pending a national review of the grant program.

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## Maryland Closes Hurricane Isabel Declaration

In June of 2008, MEMA closed the door on the 2003 Hurricane Isabel Major Disaster Declaration. The State of Maryland filed 1,520 project worksheets for Public Assistance (PA). The categories eligible for PA included, emergency work, permanent work, debris removal, emergency protective measures, road & bridges, water control facilities, buildings & equipment, utilities, and parks & recreation. Twenty-four local jurisdictions filed PA projects totaling \$40,532,693 and several state agencies filed for PA totaling \$12,195,297. The projects had a combined total of \$52,727,990.



Downtown Baltimore during Hurricane Isabel, September 2003

Mitigation & Recovery

## Damage Assessment Training in High Demand

On the heels of Tropical Storm Ernesto in September of 2006, MEMA's Public Assistance and Individual Assistance Officers identified a critical need for Damage Assessment training for state and local partners. The team developed the training specific to Maryland and in 2007 began delivering the Damage Assessment program to local jurisdictions and state partners.

The 2007 program was a success with a total of 489 individuals trained, 374 at the local level and 115 at the state level. In 2008, refresher training was made available to the four regions of the state, Central, Upper Eastern Shore, Western, and Capital. A total of 162 individuals received the refresher training.

The damage assessment training is still in high demand coming into 2009. One jurisdiction has already received a 2009 refresher, training 59 personnel. Dates for the remainder of the state are to be determined.



A home in Southern Maryland that received significant roof damage and flooding during Tropical Storm Ernesto



# Office of Operations & Preparedness

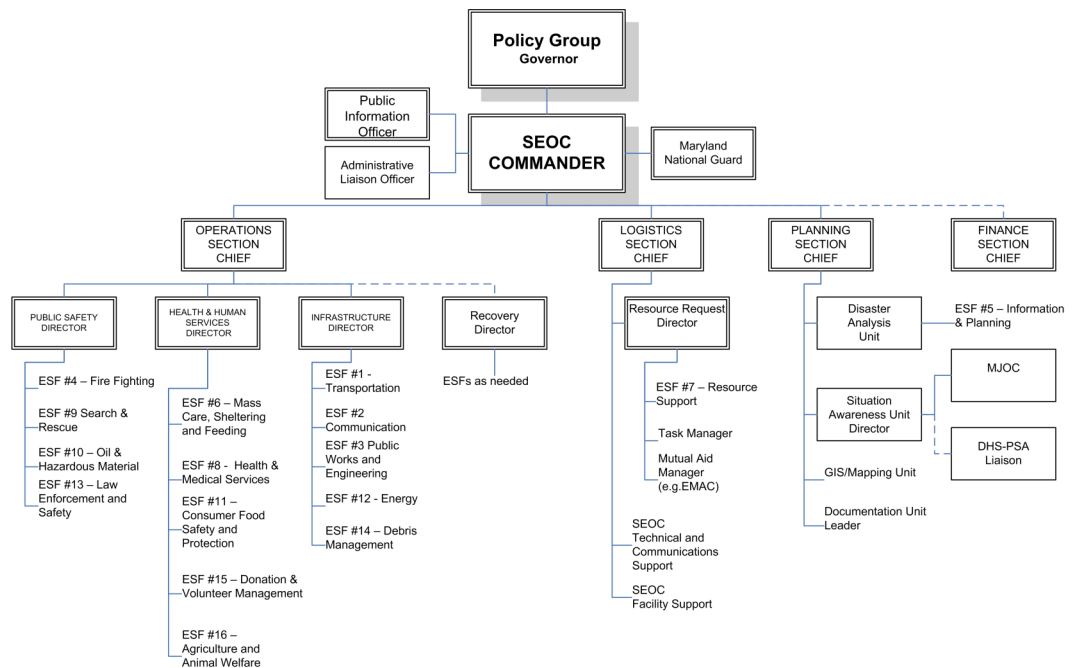
## Emergency Support Function Planning

In January of 2008, MEMA adopted the National Response Framework recommended Emergency Support Functions (ESF's) concept in its Emergency Operations Center structure. Maryland has defined 16 ESF's to plan and carry out the various activities that may be needed during an emergency event. ESF's group state resources and capabilities into functional areas that are most frequently needed in a response. Each ESF covers a span of activities that focus on specific emergency functions.

MEMA organized ESF teams bringing supporting agencies with similar or complimentary missions together to be more effective in the planning and operations of all phases of emergency management. The mission of these teams was to develop a base plan for their ESF, identify and refine normal operating procedures to better respond to tasking during incidents, and identify individual capabilities and roles in the State EOC (SEOC).

## Preparedness & Planning

As a result of initial ESF planning it became evident that the SEOC organizational structure required revision to better coordinate supporting agencies and still operate within the National Incident Management System (NIMS). In the late fall of 2008, the new SEOC structure was heavily trained and exercised with MEMA staff and SEOC representatives from state and supporting agencies. Kicking off 2009 with the SEOC activation for the Presidential Inauguration, the new SEOC structure has been successfully implemented. Below is an organizational chart displaying the new structure.



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## The Maryland Comprehensive Emergency Management Program

During 2008, MEMA staff has devoted considerable time and effort to the revision and re-write of The Maryland Comprehensive Emergency Management Program (CEMP) which includes the Core Plan, formerly referred to as the State Emergency Operations Plan.

The Core Plan is written using standard planning principles and processes, drawn generally from the CPG 101 as revised. Based on the four phases of emergency management, preparedness, response, recovery, and mitigation, the Core Plan is comprised of several components including Support and Functional Annexes. Annexes, both functional and hazard specific, are being reviewed, and some documents, the State Vulnerability Assessment for example, will be included by reference.

The structure of the CEMP allows for flexibility and inclusion of all hazard events or situation driven requirements. For example, as part of the Inaugural planning effort Maryland was able to refine special event planning procedures at both the state and local level. Ancillary documents may also be addressed; one in particular is the notice and no-notice checklists for hurricane response.

## Preparedness & Planning

### Protective Action Planning

Throughout the past year, major advancements have been made particularly in the area of protective actions. The State of Maryland Evacuation and Relocation Plan for the Ocean City International Student Workforce was just released representing a significant step forward in the protection of these individuals, that predominantly lack transportation. Understanding the potential hazards of living in a coastal community, Ocean City and Worcester County identified the Workforce as a population requiring special evacuation planning measures in order to ensure their safety during an emergency. Evacuation and sheltering of more than 5,000 international students are addressed through this plan.



The plan represents the collective effort of the Town of Ocean City, Worcester County, the Maryland Emergency Management Agency, the Maryland Department of Transportation, the Department of Human Resources, and representatives for the Ocean City Seasonal Workforce Committee.

“The cooperation among state and local government and the private sector, and the accomplishments made with the release of this plan, is a true testament to the success that can be achieved when we work collectively toward a common goal,” states MEMA Executive Director Richard Muth.

The State has already received inquiries from throughout the country to share the best practices that resulted in this plan. Future steps in protective actions include a 2009 Gap Analysis of shelter capacity and power supply capabilities throughout the State.



**Maryland Emergency  
Management Agency**

5401 Rue Saint Lo Drive  
Reisterstown, MD 21136

**410.517.3600**

**877.MEMA.USA**

**[www.mema.state.md.us](http://www.mema.state.md.us)**