



Governor's Emergency Management Advisory Council (GEMAC) Meeting Agenda

Date: 22 November 2019

Time: 1130 - 1500 hours

Call-In Information:

Meet.google.com/vge-gitg-faz

Dial: +1 203.901.1182

PIN: 235566066#

Location: Savage Volunteer Fire Company, 8521 Corridor Rd, Savage, MD 20763

Invitees:

Name	Position Title	Designation
Clay Stamp	Assistant County Manager/Director of Emergency Services, Talbot County	Member (Chair)
Joe LaFleur	Manager, Crisis Management/Business Continuity/IT Disaster Recovery, GP Strategies Corporation	Member
Ronnie Gill	Director of Emergency Management/Deputy Director of Homeland Security, Prince George's County	Member
Jonathan Favorite	Director of Technical Services, Communications Electronics, Inc.	Member
Jennifer Martin	Director, Office of Public Health Preparedness and Response, Baltimore City Health Department	Member
Jeff Donahue	HAZMAT and Debris Management Program Manager, MDE	Member
John Allen Jr.	Vice President, Delmarva Power	Member
Mike Berna	Fire Chief, Maryland Fire Chief's Association	Member
Timothy Cameron	Sheriff, St. Mary's County	Member
Richard DeVore Jr.	Maryland State Fireman's Association	Member
Howard Safir	Chairman and CEO, Vigilant Resources International (VRI)	Member
Keith Whalen	Firefighter/Paramedic (ret.)	Member
David Willenborg	Sr. Engineer, Technical Support, Department of Defense, NAVAIR	Member
Stephen Wantz	Commissioner, Carroll County	Member
Thomas Moran	Executive Director, All Hazards Consortium	Member
MG Timothy Gowen	The Adjutant General	Ex-officio
Walter Landon	Deputy Chief of Staff; Director, Maryland Governor's Office of Homeland Security	Ex-officio
Russell Strickland	Executive Director, MEMA	Ex-officio
Terry Thompson	Executive Liaison, MEMA	Ex-officio
Chas Eby	Deputy Executive Director, MEMA	Ex-officio
BG Adam Flasch	Director, Joint Staff, Maryland National Guard	Ex-officio
Myra Derbyshire	Executive Assistant	Staff Support
Blake Langford	Maryland State National Capital Region Program Manager, MEMA	Staff Support

Purpose:

- To fulfill the statutory requirement, as articulated in MD Pub Safety Code § 14-105 (2017), “the Council shall advise the Governor on all matters that relate to emergency management.”

Objectives:

- Review and discuss GEMAC-requested analytical package
- Receive 911 Commission briefing
- Receive strategic Maryland EM briefing
- Closeout group activities for the year
- Establish new/next terms, as appropriate
- Review decision points, as appropriate

Intended Outcomes:

- In response to briefings and analysis, propose and establish any course of action to hone GEMAC work effort for CY2020 and future out-years.
- Increase understanding and awareness of emergency management initiatives occurring across the state at all levels of government and across all sectors, public and private.
- Finalize membership composition and terms

Agenda:

1130 hrs 1. Lunch

1200 hrs 2. Call to Order – Purpose, Objectives, and Intended Outcomes

Clay Stamp (Chair)

a. Roll Call

- Myra Derbyshire
- Blake Langford
- Jennifer Martin
- Ronnie Gill
- Terry Thompson
- Clay Stamp
- Russ Strickland
- Pete Landon
- Stephen Wantz
- Mike Berna
- Jonathan Favorite
- Dick Devore
- Brigadier General Adam R. Flasch, ARNG
- Joseph LaFluer

b. Provide overview of meeting purpose, objectives, and outcomes

1210 hrs 3. "What Keeps You Up At Night?" Analysis; Disaster Relief Fund Analysis, Executive Summary

Blake Langford & Group Discussion

Clay Stamp introduced Blake Langford and provided a background description of "What Keeps You Up At Night?"

- a. Brief and discuss analytical package
 - (Blake Langford discussed the differences between agencies polled and caveats to the analysis: ALEMD vs. SCFLG vs. GEMAC)
 - (Briefed the results of the question that was asked by showing different charts with all of the responses)
 - Staffing and staff retention #1, Active Assailant #2, Evacuation #3 in regards to "What Keeps You Up At Night?"
 - Ronnie Gill: Does staffing keep Russ Strickland up at night?
 - Russ Strickland: Yes
 - Ronnie: I wouldn't put staffing and training in the same category as event specific concerns
 - Once the event happens, whether I have staffing or not, I have to do something
 - I don't want people around the state to think that the only thing that keeps us up at night is staffing
 - Clay: Let us be clear that this analysis should be used to drive conversation to focus and GEMAC work efforts for next year. We can decide how we want to use this analysis that is being presented to us.
 - Can we prioritize what keeps us up at night?
 - Russ: This question should be viewed as being asked in a general sense. It is used as an agile alternative to gain the "street-truth" of those doing the work on the ground.
 - When the Governor's Chief of Staff asked MEMA if we are prepared, it depends on how we answer the question...the question in return is "prepared for what?"
 - Based on the events we have had I would say the local jurisdictions are in great shape to respond to the events that we have had in the past
 - Important for Russ to watch what locals are doing and how we can identify and fill any gaps
 - Rather do it through something like this then through a THIRA.
 - Stephen Wantz: What is a THIRA?
 - Russ: Threat & Hazards Identification and Risk Analysis
 - Federal Government requirement
 - We have has trouble over the past 10 years being able to use the THIRA in a meaningful way; process is cumbersome and difficult for stakeholders to use this to articulate capability gaps and then apply resources to fill them.
 - Clay: Russ, what do you plan on doing with this analysis?
 - Russ: Use MEMA Staff Support to come up with any thoughts or recommendations to float by the GEMAC
 - If the GEMAC decides to discuss one of these "what keeps you up at night" areas in more depth, the GEMAC can come up with a

- recommendation and send that to the Governor's Office through a number of different avenues.
 - I'd like to see the GEMAC getting into a cycle where it sends something up to the Governor's Office once every quarter.
 - Shouldn't be an 18-page report; Governor's Office needs communications to be concise and pointed.
- Stephen Wantz: Blake, what prompted you to break down the groupings in this fashion as opposed to who is answering the question?
 - Maybe jumping on Ronnie's bandwagon
 - Additional benefit of knowing who answered the question, how?
- Stephen: It seems we are all lumped into one category
 - Don't want to create a 87 page report
 - Is there a way to effectively flush this out? Different aspects of life, beneficial to think about how each group answered
- Mike Berna: We need to develop opportunities and priorities to operationalize this data
- Stephen Wantz: Did we target this analysis based on who the title of the person is who answered it?
- Jonathan Favorite: It seems the first group was all EM Directors
 - At some point, should the Directors go to constituents and ask them the question?
 - Let's touch the public and get a different point of view
- Clay: This is a process driven effort
 - Where does this fit in to all of that?
- Ronnie: Blake, how did you deal with the category of "Terrorist Attack?"
- Blake: Used this term to cover all active assailant/terrorist attack answers
 - Granular information is difficult to describe; weakness of analysis is that categorization of free response answers is slightly subjective. This analysis is used to describe general trends in answers to give the group a quick snapshot of concerns from those who have authoritative perspective outside of conducting full on THIRA.
 - If you want to dive into a certain category we can do that and look at the free response, or Blake can find a way to present the data in a more intuitive way to the group.
- Clay: This question was asked to the directors of local jurisdictions and to the state coordinating function (SCF) representatives
 - If you really want a comprehensive analysis it's going to be a different question
 - This analysis shouldn't be viewed as a replacement to the THIRA
- Clay: Any more input on this?
- Russ: I'd like to provide a little more perspective on the Governor when it comes to "What Keeps You Up At Night?"
 - Crime – state wide
 - Violent crime is up everywhere except Montgomery County
 - Opiate
 - Cyber
 - Homeland Protection and Terrorism
 - Based upon events we have had and the preparedness levels of the locals. Governor is not worried about that
- Russ: Now as far as what keeps me up at night...

- Staffing/Retention
 - How do we handle this? Different types of people in different types of roles
- Event: Hurricane (Cat 3 or higher) come up the bay, take out a DELMARVA
 - Mass communication infrastructure failures
 - Sheltering
 - Recovery and housing
- Cyber
 - Can't touch it, don't know mitigation efforts
 - No one has solved the problem yet
 - MEMA is involved and will keep working
- Funding
 - We are extremely dependent on the federal dollar for emergency management
 - Two sides to looking at this: FEMA (i.e., the federal government) says States and locals need to be stepping up
 - Citizen on the street thinks this is what their tax dollars go to – “this is my insurance policy”
 - When we have a disaster in state but it doesn't meet the requirements for a Presidential Disaster Declaration the locals may have difficulty meeting the match on federal dollars.
 - We should be looking at some sort of state-managed disaster fund. Same way we have tremendous opportunity with mitigation efforts with DRRR right now...\$50 million to \$450 million annual to what could be billions based on previous disaster...there will requirement matches on this new mitigation money as well...a fund could help with this
- Clay: We need to adapt, there is no process. Locals don't have a disaster fund. We have an opportunity to create a process; a process could be the same no matter where the money comes from. It becomes easy to do. Proper money is used for proper disaster. Conveying this to the Governor might be something that GEMAC wants to do.
- Brigadier General Flasch: Politics aside, we are taking more money from the feds. We are reliant on Federal funding.
 - How do we delicately tell our constituents to be prepared?
- Clay: Is the group interested in creating a one-pager that we believe are worth the Governor's attention? Funding being one of them.
- Stephen Wantz: What percentage of funding is coming from where?
- Russ: all states depend heavily on federal funding
- Joseph LaFluer: A natural extension of what MEMA picked up, what is the current status of the other states? NEMA study on funding throughout the states?
 - Helpful for comparative purposes
- BG Flash: Should we not use the Governor being Chair of NGA to discuss this issue nationally? Propose a red line in the sand to FEMA regarding minimum funding standards? We need to find actionable efforts otherwise this discussion is pointless.
- Clay: re-center to initial discussion

- We have opportunity to create process, we build out requirements for a disaster fund and invest in that to manage disasters at the appropriate level
- Joseph LaFleur: How do we convey this through GEMAC to the Governor?
 - Action Item: Russ works something up for us all to look at. IS there interest in doing this?
 - Russ: Blake and Russ will create requirements for a disaster relief fund based upon GEMAC comments.
- Pete: I think it is worth doing. Not an exercise in futility. Has NEMA done this at the national level?
- Russ: (Pulled up NEMA slide from 2018 NEMA biennial report.) We have access to all of the data.
- Russ: Would read this and if you have any specific questions to ask, at the same time, unless you canvas all 50 states, would look at NEMA biennial report as something that you COULD do. Focus more on what Maryland wants to do with a disaster fund and build out those requirements.
- Joseph LaFleur: How are we funded now?
- Russ: MD 25% match is paid by Locals
- Joseph: Is any part of this in state legislation that's being considered?
 - I'd recommend we create a disaster fund and an account that Governor can deposit money at their discretion
- Russ: We have an account within the Rainy Day Fund and it is something similar we used for Ellicott City. So we have a bank account; what we don't have is a good, clear-cut process for disbursing the money or good policy as far as eligibility requirements for disbursement.
- Mike Berna: Funding keeps Russ up at night
- Joe LaFleur: A loser in this may be the State budget office; we should explore a non-tax source of funds
 - Also, MD doesn't have a lot of disasters. Not high up priority in political discussions
- Clay: Anytime you put a prescription on funds it gets tricky
- Stephen Wantz: what are we identifying disaster as? Think opioid crisis...this would have never crossed my mind as it is not the "classic" disasters. Now we see the power of emergency management. Emergency management is set up to be able to handle problems in the best way by finding solutions and resources from a broad group of stakeholders. Importance of EM.
- Clay: Governor decided it was a priority and he grabbed general funds. We have an opportunity to identify what a disaster and the process by which we deal with it. MEMA should come up with the details on that.
- Russ: Money and use of funds is coming to the attention because of Disaster Recovery Reform Act (DRRA). Everyone is recognizing it. Incredibly important for recovery and mitigation.
- Jonathon Favorite: Part of the message to governor could be calling out the organizations we need to work with, which entities the Governor should be paying attention to, where gaps are and the ones we will take on to fill.
- Joe LaFleur: two great points, speaking of delivery of a message to the governor.
 - If we are meeting 4 times a year, information getting up and out of the GEMAC was part of the discussion last time. Is that a memo

from the Deputy Chief of Staff? I also want to explore prison riots more... this is an issue of “what hurts the Governor and his legacy? Governor is going to get burned if there is a bad prison riot because of lack of funding salaries.

- Clay: How do we communicate with the Governor?
 - Russ and Pete are here
 - As GEMAC meets, the issues and strategies are discussed in the inner circle, having Pete here means the Governor does take it seriously
 - Annual report: discuss GEMAC strategies
 - Provide a hot sheet 1-page or 2 -age to alert Governor to things we see emerging. To Pete and BG Flasch’s points, we don’t want to invest a lot of work into something that is going to waste our time.
- Pete: Joe, this is one of the few councils that have “Governor” in their council name. GEMAC can send reports directly to the Governor. Emergency Management in big metropolitan areas are always a concern almost daily. This doesn’t go unseen or unknown.
- Joe: Are we learning anything from previous incidents with other Governor’s failure to prepare throughout the country? The legal implications are there for the Governor. How we present these issues are important.
- Clay: This conversation is all around Joe’s point. This group has an opportunity to advise the Governor but also help MEMA. It’s reasonable to send a document to the Governor and to Russ with issues or recommendations we find relevant.

1345 hrs 4. Brief Out on 911 Commission

Clay Stamp

- Clay Stamp discussed the NextGen 911
 - Legislation passed that will increase funding for 911 from phone bills. You are going to start to see revenue rolling in.
 - Right now 911 systems are only 33-39% funded...first goal is to get these centers fully funded
 - NextGen 911 is exciting as we will be able to process an immense amount of data and move into the “IP world” but this is a double edge sword because it also exposes us to the vulnerability of moving into this digital environment
 - This year the commission will be submitting legislation to alter ENSB membership
 - There are four 911 directors are that involved in this and have Senator Kagan’s backing. Governor’s office is supportive. Significance from GEMAC is most disaster arrive from 911 calls. “The forgotten door to EM”
 - 911 Commission report is coming out soon within the next month...We can share it with GEMAC
- Joseph LaFleur: If you think the bill has juice to it, we submitted a report to the Governor that suggested to him to move ENSB to a different location. I bring this back because this could be a timely part of constituting membership. Changing membership to local emergency services. This is important requirement issue. Ideally we would have the SEOC, a 911 dispatch center, and fusion center collocated.

1415 hrs 5. Strategic EM Briefing from MEMA Executive Director

Clay Stamp

- a. Brief the GEMAC on a variety of strategic topics pertinent to Maryland emergency management (e.g., future legislation, political landscape, budget)
 - Clay: Do you plan on submitting legislation this year?
 - Russ: we have submitted legislation to the Governor's legislative office. Governor has given green light for 4 bills to move forward.
 - Maryland Emergency Mutual Assistance Compact (MEMAC)
 - Will remove the legislative requirement that you need to declare a local state of emergency to utilize MEMAC
 - Ronnie: How does this impact mutual aid?
 - Russ: it shouldn't
 - Joe: Does Russ have rule making authority, so we can make rules from this process?
 - If there was disaster, could locals get governor's fund. If you don't declare emergency, then funds are not eligible.
 - Very important, concerned that this is no longer required. If you want money you need to declare it.
 - Russ: What we have done in cases where jurisdiction hasn't declared, we went back and they declared. FEMA has been cooperative with that. Some events were declared emergencies a month after the event. We have the precedent from other locals/states to prove this.
 - Codify the requirement for COOP planning for state agencies. Maintenance for COOP plans will be our responsibility. Was previously codified through executive order in the past.
 - Authorities written into Title 14.
 - Will give MEMA clarity for disaster risk reduction and consequence management.
 - Declaration of a state of emergency gets everyone spun up over nothing. What is it we could do to have the same type of authority and not call it a state of emergency?
 - Enhanced coordination order
 - Gives the Governor the same authority without having to execute a state of emergency.
 - There are public safety unions in MD that when the state of MD does a state of emergency, the unions go into time and a half.
- b. Questions:
 - Ronnie: Will MEMA be able to put mitigation into processes?
 - Joe: Legislation #4 couldn't do this through a regular executive order?
 - BG Flasch: Doesn't tie the governor's hands together, just good standard practice.
 - Clay: If you want institutional change if needs to be done by legislation
 - Joe: Legislative #3: is there a distinction between you shall do it and to review the adequacy of reviewing their performance.
 - Russ: Regarding the budget, it is under executive privilege
 - BLUF: every state agencies was given a budget. We put an over the target request in, it was a redo of the target request was last year.

- MEMA has 12 full time people who are partially funded through NCR UASI Homeland Security Grant. We are not comfortable with the dependency on this federal grant. Furthermore, MEMA has a high confidence that this project will end on 31 December 2021.

c. Discuss and Q&A as necessary

- Stephen Wantz: Is MEMA looking to relocate for a while?
 - Just as an offer you could consider the old Black and Decker building in Hamstead. There are options in Carroll County. Stephan Wantz can offer assistance.
 - Russ: MEMA COOP upcoming in 2021. MEMA needs to relocate.

1435 hrs 6. Yearly Wrap Up and Review

Clay Stamp

- a. Comments from Chair on direction for next year
- b. Discussion of new/next terms and any recommendations, as appropriate
 - Clay: Proposed draft GEMAC report to go out to members early next week. Monday.
 - Russ: Many member's appointments will expire 12/31/19. Russ will communicate with these individuals regarding the future of their participation on GEMAC

1450 hrs 7. Review of Decision Points and Next Steps

Clay Stamp

- a. Review of any decision points
- b. Establish next steps as appropriate
 - Joseph: Nothing to add, everyone be safe for the holidays
 - Jenn Martin: Legacy comments, role of data. Will talk to Blake.
 - Ronnie: Think we've made some progress and a few deliverables that didn't occur. A lot of sharp minds in the group, one thing would like to see different would be seeing more if a diverse committee. Be able to give us the knowledge and experience of others.
 - Jonathan: A lot of good things happening
 - Stephen: We strayed and lost focus, but we are back now. Discussion today proves that we've done well. Whoever serves next I want to see that we continue to have forward thinking focus. Major change in Carroll, we have posted position for Director of Fire and Emergency Services. Soon after the holidays interviews will be conducted. 30 applicants. Individual on board that will be interacting with GEMAC members. Big change for Carroll County.
 - Ronnie: Is the intent for that person to move in fire chief role?
 - Stephan: Politics are going to be involved as foundation is created. We need people. We need to build out new requirements. It is all hands on deck.
 - Stephan: MACo Winter Conference is coming up, if MACo can be any assistance, please don't hesitate to reach out. All rural counties need to come together for a fire summit. 15 rural counties all struggling with the same issues.
 - Clay: MACo has a session on EMS this year. First time.
 - Mike Berna: Thank you for the opportunity.
 - Clay: Final thing – GEMAC has done a lot of work. Some of it is visible and some of it is not. For the stuff that is not, I will say that we have influenced Russ who is the GAR for the emergency management discipline. Russ listens to us and takes this group seriously. That counts for something.

1500 hrs 8. Adjourn