

**Phase II Assessment:
Emergency Preparedness in the State of Maryland**



Prepared for:

The State of Maryland, Governor's Office

Prepared by:



Revised: August 10, 2010

August 10, 2010

The Honorable Martin O'Malley
Office of the Governor
State of Maryland
100 State Circle
Annapolis, Maryland 21401 – 1925



Dear Governor O'Malley:

I am pleased to provide for your review, this report entitled Phase II Assessment: ***Emergency Preparedness in the State of Maryland***, prepared for the State of Maryland, Office of the Governor. We hope this report will prove to be beneficial in evaluating the State's progress in developing comprehensive policies and operational strategies to strengthen emergency management and homeland security in the State of Maryland.

To accomplish this, Witt Group Holdings, LLC., (Witt Associates), conducted an assessment of the current state of emergency preparedness in Maryland by performing an extensive review and analysis of the findings and recommendations outlined in the Report to Provide an Assessment of Emergency Preparedness in the State of Maryland: Structure, Organization, and Statutory Framework of Maryland Emergency Management and Homeland Security Agencies and performing interviews with the Maryland Emergency Management Agency executive staff.

If you have any questions about this report, please do not hesitate to contact me. We would be pleased to assist you in any manner possible.

I can be reached at (732) 644-2656 or at kmallette@wittassociates.com.

Best Regards,

A handwritten signature in black ink, appearing to read "Ken Mallette", written in a cursive style.

Ken Mallette
Vice President, Northeast Region

Phase II Assessment: Emergency Preparedness in the State of Maryland

Prepared for:

The State of Maryland, Governor's Office

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Executive Summary

Purpose

This report represents a second phase in continuing efforts by the State of Maryland to assess and improve homeland security and emergency preparedness programs. This report contains a progress assessment regarding the State's implementation of recommendations made in the Report to Provide an Assessment of Emergency Preparedness in the State of Maryland: Structure, Organization, and Statutory Framework of Maryland Emergency Management and Homeland Security Agencies" (2008 Assessment Report).

Background

In 2008, Governor Martin O'Malley made a commitment to the people of the State of Maryland to strengthen homeland security and improve emergency preparedness for all residents. As part of this effort, the Governor requested that Witt Group Holdings, LLC., (Witt Associates), conduct an initial assessment of the State's system of emergency preparedness in an effort to make Maryland safer and better prepared to respond to and recover from natural, man-made, and technological threats. This assessment also focused on other areas of improvement to include equipment and training for first responders (such as law enforcement, firefighters, and emergency medical services) and how information is shared at the Federal, State and local levels.

The 2008 Assessment Report was completed in October, 2008. This report identified 25 areas for improvement, incorporating specific recommendations to strengthen homeland security and emergency preparedness within the State.

During his press conference on January 15, 2009, Governor O'Malley stated that, "The report we are releasing today is a tough, extensive assessment of both our strengths and weaknesses – many of which we've already taken steps to correct". The Governor also stated, "The need is urgent, and with the forward momentum we've started and the impetus from this report, we will make progress towards our goals of a safer State for our families".

In January of 2009, Governor O'Malley requested Witt Associates conduct a follow-up progress assessment regarding the implementation of these finding and recommendations. As part of this Phase II Assessment, Witt Associates was asked to examine and review the following:

- Task 1** **Examine and report on improvements and enhancements to the State's emergency management system**
- Task 2** **Review the existing structure and activation levels for State emergency operations center (EOC)**
- Task 3** **Evaluate existing mutual aid systems to assure compliance with Emergency Management Assistance Compact and State standards**
- Task 4** **Review the progress of State EOC Incident Command System (ICS) integration into the State EOC**

Methodology

Witt Associates worked closely with representatives and staff of the Maryland Emergency Management Agency (MEMA) to conduct the Phase II Assessment. This [Phase II Assessment](#) is based on interviews with MEMA Executive Staff and relevant program managers regarding the findings and recommendations for improving emergency preparedness, planning, and information sharing outlined in the 2008 Assessment Report. The interviews provided insight on the current status of the 25 recommendations and also identified current gaps and/or impediments in implementing the original findings and recommendations. The list of MEMA staff members interviewed for this process is presented in Table 1 below.

Data collection and interviews were conducted from January through August 2009. The findings presented in this report reflect conditions during, and in some cases before, that time period.

Table 1: MEMA Interviews for Phase II Assessment Report, 2009

Name	Position
Richard Muth	MEMA, Executive Director
Mel Blizzard	MEMA, Director of Operations
Erin Easton	MEMA, Director of Administration
Edward Hopkins	MEMA, Director of Administration
Ruth Mascari	MEMA, Planning Branch, Manager
Paul Hajek	MEMA, Exercise Training, Manager
John Zeller	MEMA, Manager, Acting Mitigation and Recovery Manager
Erica Mowbray	MEMA, Regional Administrator (Western Maryland), Acting Regional Program Manager
Brian Muser	MEMA, Interoperability Manager
Gary Harrity	MEMA, Grants Manager
Gary Zamerski	MEMA, Maryland Joint Operations Center (MJOC), Acting Manager
Jane Thursby	MEMA, Planning Branch, Planner
Lori Romer	University of Maryland Center for Health and Homeland Security (CHHS), Senior Law & Policy Analyst
Nicolle Errett	MEMA, Planning Branch, Coordination Assistant
Matthew Lawrence	Maryland Coordination Analysis Center (MCAC), Executive Director
Amy Lepore	Maryland Emergency Managers Association, President

Task 1: Assessment of Recommendations

I. Maryland Legal Authorities and Statutes

Summary of Phase I Findings

The 2008 Assessment Report described the gaps presented within MEMA and recommendations of how to improve those gaps. For example, the report indicated a gap where there was confusion with respect to who was in charge of emergency management and homeland security response and recovery activities. The report also stated that there was a perception that the Governor's Homeland Security Advisor is ultimately responsible for all homeland security and emergency management issues. Additionally, State and local emergency management staff also expressed concerns with unity of command in response to a major event or declaration of an emergency. The report referenced the need to review all Executive Orders and Title 14 of the Annotated Code regarding "confusion and that the legal authorities contain some inconsistencies and lack of clarity regarding the respective roles and responsibilities of the Office of Homeland Security (OHS) and MEMA".

The 2008 Assessment Report also recommended that the State consider creation of new Executive Orders in order to clarify the roles and responsibilities for both emergency management and homeland security. The intent of this recommendation was also to "eliminate any confusion over command and control and unity of command issues that exist, and would improve support from State, county, and municipal agency leadership and stakeholders." While the Executive Orders of 1991 and 2003 and Title 14 of the Annotated Code of Maryland remain in effect, there is on-going discussion with the State Legislature to revise these orders.

Phase I Recommendation # 1, re: Maryland Legal Authorities and Statutes

Consideration should be given to the creation of a new Executive Order or Orders that will provide explicit language clarifying the roles and responsibilities for both emergency management and homeland security executive leadership, specifically with respect to managing the response to, and recovery from, both natural and man-made disasters. In particular, consideration should be given to: (1) clarifying the respective roles of OHS and MEMA; and (2) ensuring consistency between the relevant Executive Orders and MEMA Act. These clarifications would help eliminate any confusion over command and control and unity of command issues that exist, and would improve support from State, county, and municipal agency leadership and stakeholders.

Phase II Assessment Findings

Current analysis has shown that while MEMA administratively remains under the Military Department, significant improvements have been made to how these agencies coordinate and communicate on a daily basis. This finding is further supported by the State's recent response to the Presidential Inauguration, several severe weather events, and warnings including the H1N1 outbreak. In each of these events, State agencies worked cooperatively and effectively together to resolve issues and mitigate the effects of these emergencies.

The Governor's recent promulgation of the Maryland Core Emergency Operations Plan, Volume I, August 2009, clarifies the roles and responsibilities of all State agencies and should serve to improve cooperation and coordination between MEMA and the OHS.

Phase I Recommendation # 2, re: Maryland Legal Authorities and Statutes

The Office of the Governor should consider how best to provide local emergency managers with clarity regarding who they report to during an emergency, and regarding their ability to declare local states of emergency. The clarifications could be achieved through one or more of the following: (1) training and education of the local managers; (2) an executive order; or (3) legislation.

Phase II Assessment Findings

In line with the Phase I recommendations, the Governor's Office, MEMA and the Military department have introduced and passed legislation to increase MEMA's responsibilities and autonomy. Under previous Maryland law the Executive Director or MEMA was appointed by the Adjutant General, served at the pleasure of the Adjutant General on a daily basis, required the approval of the Adjutant General to hire new personnel and to develop mutual aid agreements with political subdivisions. Under the new legislation, signed by the Governor on April 13, 2010 and effective July 1, 2010, the Executive Director of MEMA is a direct appointee of the Governor, serves at the pleasure of the Governor, is responsible directly to the Governor on a daily basis, has authority over his own personnel, and has the power to develop mutual aid agreements across the state. The new system will streamline decision making, clearly define lines between the Governor and the Executive Director, enhance both the Governor and the Executive Director's roles in carrying out the State's emergency management responsibilities, and provide the Executive Director with increased flexibility to handle his or her agency.

II. Structure and Organization

Summary of Phase I Findings

The 2008 Assessment Report found that the current structure and organization does not clearly delineate the lines of authority between the National Guard, the OHS, and MEMA, which is critical to ensuring “an increase in productivity, sustainability, and overall program effectiveness”. The report further recommended that the Governor should consider the establishment of the Governor’s Office of Emergency Management as a new Cabinet Level Agency.

The 2008 Assessment Report findings also identified a lack of a strategic vision, which would serve to strengthen and provide direction and support for all emergency preparedness and homeland security programs. The report also stated that there were an insufficient number of qualified personnel to support MEMA’s mission and cited the reliance on the University of Maryland to supplement emergency response personnel. As outlined in the recommendations, it was recommended that MEMA establish a system that would allow for the recruitment of qualified personnel and the development of a classification system in order to allow for agency sustainability.

Phase I Recommendation # 3, re: Structure and Organization

The Office of the Governor and elected leadership in the State of Maryland need to emphasize the important role of both emergency management and homeland security in protecting against, preparing for, responding to, and recovering from all-hazards emergencies and disasters. Consideration should be given to making MEMA a Cabinet Level Agency that would report directly to an existing Deputy Chief of Staff and allow for a more direct line of reporting to the Governor and clarifying the emergency management and homeland security functions of MEMA and the OHS. The proposed organizational structure is presented in Attachment A.

- The Department of Emergency Management would be headed by a Secretary. In the short term, it is recommended that the Office of the Governor develop an Executive Order establishing a Governor’s Office of Emergency Management. This would allow for the transition to move quickly while still taking into consideration the possible lengthy legislative process of creating and administratively supporting a new Cabinet Level Agency. The proposed transitional organizational structure is presented in Attachment A.
- The newly created Office of Emergency Management should be focused on redefining how homeland security and emergency management functions can strategically work together to strengthen public safety in the State of Maryland. Best practices for emergency management and homeland security structural changes are presented in Attachment A.

Phase II Assessment Findings

MEMA has made significant improvements to its structure and organization to better serve and prepare State agencies and local municipal government. While legislation to elevate MEMA to a Cabinet Level Agency is still pending, the Governor, through his Homeland Security Advisor, has continued to work closely with MEMA to strengthen emergency management and public safety programs throughout the State. MEMA should continue to work with the Governor's Office in the pursuit of its independent authority to better serve the State of Maryland.

The Governor's Office, MEMA, and the Military Department have introduced and passed legislation to provide MEMA additional autonomy with direct reporting to the Governor. In addition, current Maryland law already lays out the legal framework elevating the Director of MEMA to a direct line of reporting during a declared emergency.

Phase I Recommendation # 4, re: Structure and Organization

Due to the unique core competencies necessary to assure effective and efficient emergency management operations, consideration should be given to amending the State of Maryland personnel classification system to create a class system specifically for emergency program managers. This will allow MEMA to hire knowledgeable and qualified emergency management professionals that will be adequately compensated for their professional experience and skills. In turn, the agency will have the ability to recruit diversified, experienced leadership that may enable the expansion of services provided by MEMA to the State of Maryland as well as help to strengthen overall emergency preparedness.

- The Office of the Governor and Director of MEMA should re-evaluate the agency's reliance on the University of Maryland for supplemental emergency response personnel and human resources management. This relationship does not allow for agency sustainability.

Phase II Assessment Findings

MEMA's recent reorganization (July 2009) will serve to improve and strengthen its emergency management program throughout the State of Maryland. MEMA continues to recruit and train staff with an expanded access to pertinent training courses now available to both MEMA Staff and staff in local emergency management agencies. The Training and Exercise Branch is now fully staffed and MEMA continues to recruit staff to supplement existing personnel. In addition, MEMA has created a Planning Branch that will fine tune its organizational structure to meet the needs of the emergency management and response community. MEMA continues to build out a strategic plan built upon the State of Maryland Core Plan. In addition, MEMA has increased outreach efforts to local jurisdictions including extensive outreach after the February blizzards in Maryland. MEMA will continue to provide forums for interaction with local jurisdictions.

III. Communication and Coordination of Local Government

Summary of Phase I Findings

In the 2008 Assessment Report, several government officials representing larger, more densely populated, areas of the State, expressed concern that some MEMA personnel are unresponsive to their needs and lack knowledge of their critical emergency management issues. These same officials stated that some agency personnel were unfamiliar with State regulations and authorities regarding emergency management.

Phase I Recommendation # 5, re: Communication and Coordination of Local Government

MEMA should make outreach to its' constituencies and key stakeholders a top priority. The establishment of Regional Administrators has significantly helped in this effort, but the program needs continued refinement. The Regional Administrators should be experienced, trained, and qualified professionals that serve as direct liaisons between MEMA leadership and municipal and county government officials. This will increase MEMA's ability to respond directly to the emergency management needs of municipalities and counties as well as efficiently resolve critical issues.

- MEMA should take an active role in developing internal training systems to help establish standards for service delivery for the MEMA staff to include the Regional Administrators.
- MEMA should also continue to adhere to the State of Maryland personnel performance evaluation program to ensure that vital performance measures and established standards are being achieved by its own staff.

Phase II Assessment Findings

MEMA has taken some very important steps to improve and strengthen communication and coordination with local municipal governments and their emergency management officials. It was noted from the interview process that the recent establishment of the position of Acting Regional Program Manager to coordinate and oversee the Regional Administrator Program has had a positive effect. This approach has created a higher level of interaction at each level of government, and especially with county and municipal governments. This approach also has allowed MEMA to bring greater program support and services directly to stakeholders, especially in the rural areas of the State.

With Acting Regional Program Managers in place, MEMA's recent training initiative to deliver regionally-based exercise and training programs to State and local partners is more effective and efficient. In conjunction with this, MEMA is conducting a series of '**Train-the Trainer**' workshops to better prepare Regional Administrators in conducting, delivering, and/or facilitating these exercise and training programs with the goal of MEMA having more ability to address exercise and training shortfalls.

MEMA's training and exercise program has begun to work more closely with regional administrators to provide diverse training in varied geographical locations. In addition, MEMA

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has developed a goal-based framework for the 2010 exercises. The new exercise strategy identifies targets for the number of exercises provided at different levels of management and government. The strategy involves performing four Governor/Cabinet Level exercises, one exercise per emergency support function (ESF) group, and one exercise facilitated by MEMA in key areas identified by previous drills or by the individual jurisdictions. This will improve interactions with locals and increase MEMA's presence within the local jurisdictions.

MEMA has directed their Regional Administrators to take a more pro-active approach in providing emergency assistance to counties and municipalities by constantly monitoring all events and emergency incidents. With this approach, MEMA will be able to deliver resources in a more timely manner, rather than having to react to a particular emergency event and/or situation.

IV. Information Technology

Summary of Phase I Findings

In the 2008 Assessment Report findings, MEMA appeared to be over-reliant on one online-based, real-time, emergency management communications system called WebEOC, as its primary mechanism (database) to manage emergencies and disasters. The report also stated that MEMA lacked a process and corresponding procedures to verify requests for resources by kind or type once entered into WebEOC, as required by the National Incident Management System (NIMS).

The report expressed concern over MEMA's lack of an alternate EOC and redundant systems and technology that would allow for employees to telecommute from their homes, should they not be able to respond to the MEMA EOC or Administrative Offices.

Phase I Recommendation # 6, re: Information Technology

MEMA should make it a priority to develop redundant technologically- and non-technologically-based systems for management of emergencies and for overall communications with municipal, county, and State government agencies and departments.

- Resources from the local, county, and State levels need to meet NIMS qualification standards, and MEMA should have an audit process in place to verify that resources entered into its database are verifiable and meet minimum qualifications relative to type and kind. The audit process should also include physically checking resources entered into such a database.
- MEMA needs to designate alternate facilities for the State EOC rather than relying on one software system to link all resources and personnel from multiple locations should the primary EOC location be unavailable.

Phase II Assessment Findings

MEMA has fully institutionalized and incorporated NIMS/ICS into the State of Maryland Core Plan, administrative functions, and ESFs, for planned and unplanned events.

MEMA is continuing to refine and enhance WebEOC, which will serve as MEMA's on-line incident management system and resource database. MEMA has two agreements in place for use of the Baltimore County EOC or State Highways EOC as a backup site during an event which compromises the use of the primary SEOC. In addition, MEMA is exploring options for a more robust backup IT program internally and statewide for the critical State agency systems required during emergencies. Working with the Department of Information Technology, MEMA is exploring options for off-site backups.

V. Strategic Planning for Emergency Management

Summary of Phase I Findings

The 2008 Assessment Report identified MEMA's lack of a strategic planning process for emergency management in the State of Maryland, which was closely tied to the lack of a sustainable funding sources to meet its emergency management initiatives. The report further indicated the critical need to develop both short-term strategies and a long-term planning process. The report also stated that MEMA was too dependent on Federal grants to support its programs. This could eventually prove problematic should there be a reduction in any of these Federal grant programs.

Phase I Recommendation # 7, re: Strategic Planning for Emergency Management

MEMA should provide the overall vision and direction for emergency management and homeland security functions to the Office of the Governor in support of established strategic priorities. MEMA should be directed to facilitate a statewide collaborative process for developing a strategic vision and implementation plan for emergency management preparedness and homeland security protection. The planning process should be as comprehensive as possible to ensure that all directives and initiatives are focused on an agreed-upon strategic vision and implementation plan.

Phase II Assessment Findings

Recognizing the lack of a strategic planning process, MEMA Director Richard Muth has established a high-level Executive Management Team to establish the framework to develop a strategic plan for the agency and stakeholders to include State agencies, county, and municipal governments. MEMA intends to expand this process to include volunteer and non-governmental organizations, as well as private sector partners who play a critical role in preparing for, responding to, and recovering from emergencies and/or disasters that could adversely affect the State of Maryland.

MEMA should continue to reach out to local and State partners to develop a cohesive and agreed-upon emergency management and public safety strategic vision and mission.

In 2008, MEMA established a Planning Division after going without one since 2005. The Planning Division collected every jurisdiction's emergency operations plans, which previously were not collected. MEMA has adopted a planning system known as **Comprehensive Emergency Management Planning System** (CEMP). This framework will form a foundation to move emergency planning forward and will serve to organize an "**e-Plan Library**." The "e-Plan Library" is a tool that will give senior decision-makers web-based access to the most up-to-date emergency plans. Maryland's new revised Emergency Operations Plan (EOP) was signed by the Governor in August 2009 and promulgated to each agency head. See Attachment B.

Phase I Recommendation # 8, re: Strategic Planning for Emergency Management

MEMA, working with the State of Maryland’s Executive Branch, should explore and identify direct and sustainable funding sources for emergency management. This will not only emphasize the importance of emergency preparedness, but also allows for the sustainability of the State’s emergency management program. The development of direct funding streams to supplement existing budget resources will also help to enhance the strategic planning process. Strategic planning priorities should be developed around a sustainable funding source for efficient and effective implementation.

Phase II Assessment Findings

The State of Maryland, like many other states in the Country, is facing some of the most difficult economic and financial challenges in our Nation’s history. The MEMA staff continues to work to ensure Maryland is prepared to respond to and recover from natural, man-made, and technological threats. MEMA should explore creative and innovative approaches to fully fund its program activities.

VI. Training and Exercises

Summary of Phase I Findings

The 2008 Assessment Report identified the need to expand MEMA's Training and Exercise Division to, "equally and adequately support both the needs of smaller, less populous and larger, more populous municipalities and counties in the State of Maryland".

Phase I Recommendation # 9, re: Training and Exercises

MEMA needs to expand its Training and Exercise division to allow for sustained and comprehensive exercise and training opportunities. MEMA should be more than the central coordination point for information regarding training sessions and exercises. The Agency should instead work to develop training curricula based on a formal task analysis that identifies effective competencies. Staffing and capacity should be sufficient to facilitate these sessions. There is also a specific need to develop and deliver training for elected officials to help them understand their roles, responsibilities, and authority to address crisis in their communities.

Phase II Assessment Findings

MEMA has established an Exercise and Training Branch by developing a more comprehensive approach to exercises and training. For example, the Exercise and Training Branch has enlisted the Regional Administrators to promote and provide assistance in conducting training courses and facilitating exercises. Through this approach, MEMA has been able to offer and provide additional training opportunities for public agencies and departments, as well as their private sector partners. MEMA, despite statewide fiscal challenges, has made the following improvements in its training and exercise program:

- MEMA increased the number of exercises performed in 2009 by 20%; Maryland performed 24 exercises over the previous year's 20. This represents an increase of more than 50 percent over the number of exercises from 2007.
- MEMA increased the number of training courses offered from 134 in 2008 to 162 in 2009 representing a 21% increase. This follows an increase in training offerings in 2008 from 2007 by over 26%, providing 30 additional training courses in 2008.
- MEMA developed the *first, statewide Multi-Year Exercise and Training Plan*. The plan outlines training and exercise needs and establishes a multi-year strategic plan for how local jurisdictions and state agencies will meet those needs through exercise and training efforts.
- MEMA created a statewide database of exercises, after-action reports, and improvement plans. The statewide database will allow locals to leverage existing exercise scenarios and scripts without expending funds or staff time to develop them. The database will also serve as a central location for improvement plans. MEMA also now produces a Quarterly Exercise Report that synthesizes lessons-learned from all exercises conducted in the prior quarter and assists in identifying areas for improvement and future investment.
- MEMA is developing and has demonstrated a training E-Map that can inform local jurisdictions of training opportunities and assist MEMA in identifying geographic gaps in training offerings. MEMA performed an internal audit of training offerings statewide and located gaps in the geographic dispersal of training and in local awareness of training

offerings across the state. In response, MEMA developed the E-Map which maps training opportunities to enhance situational awareness at the state and local level and assists MEMA in providing training opportunities in underserved areas.

- Implemented de-centralized training programs and course offerings by using Regional Administrators to deliver and conduct field-training courses.
- Expanded its training cadre by utilizing other qualified trainers and subject matter experts from other State and local agencies.
- Conducted Train-the-Trainer programs for staff members, providing MEMA the opportunity to expand its course offerings.
- Developed custom-designed training courses-set up in modular format - which will provide greater flexibility especially for those volunteers and other groups who cannot attend a traditional class room setting.
- Continuous promotion of Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) on-line Independent Study Courses.
- Working with the University of Maryland on a certification program.
- Provided Regional Administrators Homeland Security Exercise and Evaluation Program (HSEEP) training.

VII. Maryland Joint Operations Center Information Sharing with Public and Private Sector Entities

Summary of Phase I Findings

MJOC proactively gathers information from multiple public information sources and disseminates that information when necessary, to first responders and public agencies. This type of information flow allows the emergency management community to continually maintain statewide situational awareness. However, the type of information that is collected and the timeliness in which it is disseminated has resulted, at times, in conflict with the mission and responsibilities of other State agencies and departments.

The relationship between MJOC and MCAC — (the State's Fusion Center) needs to be clarified and subsequently enhanced to ensure that the appropriate information is being shared between the two entities in a timely and efficient manner.

Phase I Recommendation # 10, re: Maryland Joint Operations Center Information Sharing with Public and Private Sector Entities

MJOC should work to strengthen its relationships with other agencies and/or departments within the State of Maryland in order to better facilitate the sharing of information. MJOC should not only be proactively gathering information, but should also be receiving information from its internal and external stakeholders. This type of communication will also allow for an improved understanding of when and how it is appropriate to distribute information to the first responder and emergency management communities.

Phase II Assessment Findings

MJOC has strengthened its relationships with other agencies and departments by providing current and accurate information to the requesting agencies or departments. In addition, MJOC personnel have conducted an outreach program to familiarize themselves with agencies that they provide information to and serve. MJOC has also taken a more proactive approach to requesting information from and providing information to the State of Maryland's EOC during Level 3 and Level 4 activations. Furthermore, MJOC has also improved relationships with MCAC, as the MJOC Deputy Director now serves on the Executive Board of Directors of MCAC and is vital in developing policy. In addition, a MEMA staffer now works in the MCAC to support the critical infrastructure program during day-to-day operations and to act as a liaison during emergencies.

MJOC should continue to foster and build its relationships with agencies and strategic partners. MJOC, in working closely with MCAC, must continue to provide a seamless information flow to first responders and emergency management personnel. This flow of information assists in providing key communications to its internal and external stakeholders for critical infrastructure protection.

Phase I Recommendation # 11, re: Maryland Joint Operations Center Information Sharing with Public and Private Sector Entities

The roles and responsibilities of MCAC and MJOC in receiving and distributing information need to be clarified. Sufficient and timely information needs to be received by MJOC to assure that first responder agencies are prepared to effectively respond to incidents that have the potential to affect the general public, while simultaneously working to assure that law enforcement sensitive information is not being inappropriately shared with any authorized entity.

Phase II Assessment Findings

MCAC and MJOC have clarified their roles and responsibilities in receiving and distributing information. MJOC Supervisor and Staff clearly understand the type of information they disseminate pertains strictly to situational reports for the Incident Commander and the EOC. While this general situational information is not of a confidential nature, the MCAC receives information that is considered to be of a more sensitive or confidential nature and may, therefore, require restricted dissemination. This report's analysis found that information communicated from MCAC to MJOC is distributed in a timely and professional manner.

In addition to these improvements, a senior level staff member of the MJOC now sits on the Board of Directors of MCAC and regularly attends MCAC meetings. This senior level staff member is also involved in the dissemination of sensitive information.

MEMA should continue to work with MCAC and MJOC senior level personnel to develop written protocols, policies, and procedures for the dissemination of sensitive and confidential information.

In addition, a MEMA staffer now works in the MCAC supporting the critical infrastructure program during day-to-day operations and acting as a liaison during emergencies.

VIII. Emergency Plans, Policies, and Procedures

State of Maryland Emergency Operations Plan Review

Summary of Phase I Findings

The 2008 Assessment Report stated that the State of Maryland Core Plan must serve as the authoritative document to define policy and systems for statewide emergency operations. The report also pointed out the need for partners, State leadership, and departmental executives' to have a clear understanding of the purpose and scope of the State of Maryland Core Plan.

The report findings also identified a lack of a defined command and management structure consistent with the NIMS. The Basic Plan, Response Plan, and Emergency Support Functions (ESF) lacked consistency and conflicting command and management statements needed to be revised "to assure the structure and operational capability necessary to assure the effective delivery of services and resources".

The State of Maryland Core Plan also does not provide a system or methodology to collect, analyze, and disseminate actionable intelligence and validated information to key responders and policymakers during times of crisis or threat.

Many State and local emergency operations plans did not identify the location of the State's vulnerable elderly and special needs populations. The report found that these populations have the potential to substantially impact the State and local resources in times of emergency and/or crisis.

Additionally, the report found that the State of Maryland Core Plan was not designed to address a catastrophic event and that it should be revised to reflect how the State will effectively deliver emergency services in times of crisis. A major area of concern was the lack of overall strategies to address long-term sheltering and disaster recovery operations' needs for catastrophic events. The report also stated that the plan places too much emphasis on local governments to address the need for sheltering and mass care, and failed to take into account the role of the State during catastrophic events.

The report identified a need for MEMA to establish a mechanism to review emergency plans, policies, and procedures developed by State agencies, counties, and municipalities. Furthermore, the report stated that MEMA should ensure compliance with the requirements of the NIMS and other Federal/State emergency preparedness and operational guidelines and needs to develop statewide strategy to make the emergency planning process more inclusive of local government.

Phase I Recommendation # 12, re: Emergency Plans, Policies, and Procedures State of Maryland Emergency Operations Plan Review

It is imperative to clarify the purpose and scope of the State of Maryland Emergency Operations Plan via a Promulgation Statement. The Governor is the ultimate authority for State operations. The State EOP is in need of a strong Promulgation Statement that establishes the document's scope and grants authority to carry out specific functions. The Promulgation Statement and the Basic Plan Concept of Operations section should be used to delegate authority to the MEMA Director and State agencies to act and coordinate disaster response and recovery operations.

- To assure that partners understand their responsibility and obligation to act in a disaster, the State EOP should also have a Signature Page executed by the Governor, primary agency leadership, the State's Attorney General, and the State Emergency Management Director thus giving it strong administrative authority over government operations.
- Each ESF should also have a Signature Page. This Signature Page is to be executed by the leadership of the primary and each ESF support agency to include non-governmental organizations that may be assigned responsibility in that ESF. An ESF is an operations plan that details the mechanisms in place to deliver services and coordinate an effective response. The Situation Statement of both the Basic Plan and each ESF needs to be updated to include detailed information on the relationship, functions and interface between government and non-government organizations that are part of the emergency management system.

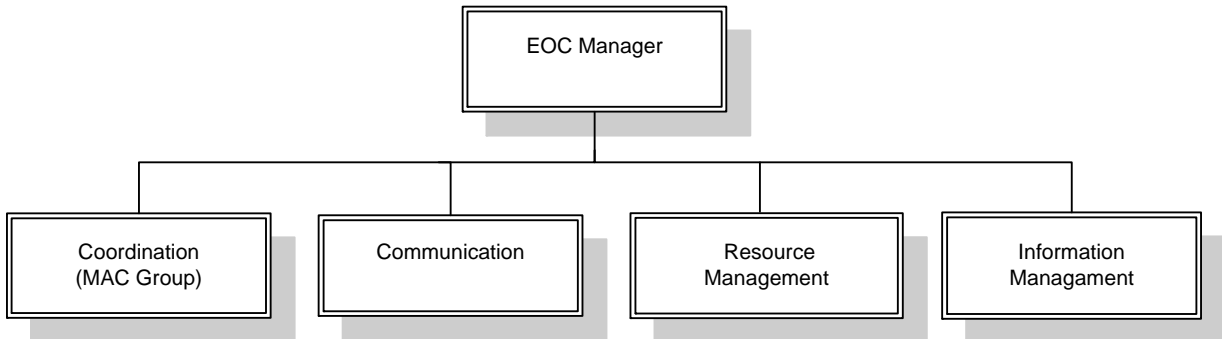
Phase II Assessment Findings

On August 25, 2009, Governor O'Malley, officially signed a Promulgation Statement which clearly establishes the scope and grants the authority for MEMA and other State agencies to carry out specific functions of the State of Maryland Core Plan.

MEMA's Planning Branch has adopted the CEMP as its' organizing structure and continues to review ESF plans. MEMA has completed a review of its Hurricane Plan and supplementary checklists that support both "notice" and "no notice" evacuation. The Planning Branch has completed a plan for evacuating foreign student workers from the Eastern Shore and will be exercising that plan in a fully functional exercise in 2010. MEMA expanded and revised the Radiological Event Plan (an update of the plan formerly known as Annex Q) to include radiological events falling outside the scope of fixed nuclear facilities.

**Phase I Recommendation # 13, re: Emergency Plans, Policies, and Procedures
State of Maryland Emergency Operations Plan Review**

The NIMS provides several structures for command and management. While ICS is used for field operations and tactical response, Multi-Agency Coordination Systems (MACS) are designed to link responders to policymakers and coordinate resources and support between agencies or Jurisdictions. Below is a standard organizational chart for EOC leadership. The chart below reflects the command and management standards found in the NIMS.



- The State should develop and include a complete organization chart, defining both its MACS and ICS structure for large scale events. The Basic Plan Concept of Operations section should provide a mandate for emergency management partners to use MACS and ICS command and management structures in accordance with NIMS and National Response Framework (NRF). Relevant forms should be discussed and included in each ESF. Also, the ICS planning cycle should be referenced and incorporated into the operations statements. This will provide a needed trigger mechanism for the utilization of the ICS.

Phase II Assessment Findings

The State of Maryland Core Plan incorporates NIMS/ICS into emergency operational functions to include the Basic Plan Concept of Operations. MEMA has also fully incorporated NIMS into its EOC and has completed an organizational chart that defines the ICS structure for large scale events. MEMA continues to incorporate and institutionalize NIMS/ICS into policies, plans, and procedures and regularly conducts training for State and local response agencies and departments.

MEMA has achieved 100% National Incident Management System (NIMS) training compliance according to the Federal Government. In addition, MEMA, through its Training and Exercise Branch, continues to seek additional means for training the state’s emergency responders, including strategic partnerships on NIMS and ICS with the Maryland Police and Correctional Training Commissions and Maryland Fire Rescue Institute.

**Phase I Recommendation # 14, re: Emergency Plans, Policies, and Procedures
State of Maryland Emergency Operations Plan Review**

The State EOP should be revised to integrate the various sections into a standard format. The Basic Plan and Response Plan should be integrated into one comprehensive Basic Plan that defines the roles, responsibilities, policies, and mandates for agencies involved in disaster operations.

- The ESF and the Emergency Operations Responsibilities Section should be merged to allow the ESF to have the structure and depth necessary to assure the operational capability to provide the services and resources.
- The State should consider developing a Situational Awareness or Intelligence ESF or attachment to address how the State will evaluate threats to the community and process sensitive information it receives regarding threats and response. Such a group should be responsible for analyzing the situations facing the community, determining potential threats and serious unmet needs, and providing such data to the correct consumers.

Phase II Assessment Findings

MEMA recently updated the State of Maryland Core Plan, which clearly defines the roles, responsibilities, policies, and mandates for agencies involved in response and recovery operations. The MEMA Planning Branch is also in the process of reviewing and revising its ESFs. When completed, each will be signed-off by its appropriate ESF agency lead and will be included in the State of Maryland Core Plan.

MEMA's Planning Branch continues to review and revise ESF plans; together with its' adoption of the CEMP, a framework and management structure for on-going planning efforts throughout the state is provided. MEMA has completed a review of its' Hurricane Plan and supplementary checklists that support both "notice" and "no notice" evacuation. The Planning Branch has completed a plan for evacuating foreign student workers from the Eastern Shore and will be exercising that plan in a fully functional exercise in August 2010. MEMA expanded and revised the Radiological Event Plan (an update of the plan formerly known as Annex Q) to include radiological events falling outside the scope of fixed nuclear facilities.

**Phase I Recommendation # 15, re: Emergency Plans, Policies, and Procedures
State of Maryland Emergency Operations Plan Review**

According to the Maryland Department of Aging, there is an estimated population of one million elderly residing within the State. Given the potential demand on local and State resources during a disaster, Maryland should consider the development of a special needs services plan as an attachment to ESF 6. The Plan would catalogue programs and establish procedures to assure services for the economically disadvantaged, those with physical or cognitive disabilities, and those with language barriers. Once developed, the data concerning these groups should be more easily and readily available at the State level.

Phase II Assessment Findings

MEMA continues to work closely with governmental and non-governmental human needs agencies, such as the American Red Cross and VOAD, to ensure special needs populations and issues have been thoroughly addressed. MEMA, in collaboration with these aforementioned agencies, is reviewing and revising ESF 6 — Mass Care, Housing, and Human Services Annex — to assure the State has the capacity and capability to provide resources during a disaster.

In addition, MEMA is supporting the development of the public-private partnership to provide services and commodities during emergencies. These partnerships are intended to enhance the relationships between the State and private sector through strategic and formalized agreements made prior to emergencies or disasters. MEMA recognizes the need to include private sector partners in the planning process and to leverage the resources of the private sector during times of need.

**Phase I Recommendation # 16, re: Emergency Plans, Policies, and Procedures
State of Maryland Emergency Operations Plan Review**

The State has developed a Continuity of Operations/Continuity of Government Plan (COOP/COG), but should link its findings with the State EOP. While such a plan should outline the line of succession for each senior position to include elected leadership, department heads, and ESF leaders, ESF leadership should have continuity established within the primary organization that has lead responsibility.

Phase II Assessment Findings

MEMA should ensure that State agencies have developed agency COOP/COG plans. Once completed, these plans should be linked to the State of Maryland Core Plan.

The MEMA Planning Branch must continue to review of its ESFs to ensure continuity issues have been thoroughly addressed by the ESF leaders.

At the direction of the Governor and in response to the H1N1 outbreak, MEMA initiated an unprecedented Executive Branch-wide review and revision of State agency and local Continuity of Operations (COOP) Plans. MEMA initiated a mandatory review and revision of State Government Executive Cabinet Agency COOP plans and included a required Pandemic Flu COOP plan. All agencies in the Executive Branch have submitted either a Pandemic Influenza Annex update to their existing plan or a basic COOP plan with a Pandemic Influenza Annex. MEMA is in the process of peer review on these plans. Each of these plans will form a component within the CEMP - MEMA's planning framework - and will be linked to the State Emergency Operations Plan. In addition, MEMA is collecting local jurisdiction COOP plans and is providing review and comments as requested. The Training and Exercise Branch has facilitated multiple training programs on COOP to State agency personnel and local jurisdictions together with a newly developed COOP planning template, COOP planning worksheets, a COOP job aid, and chart of COOP response levels during pandemic situations (a joint effort between MEMA, DBM, and DHR) for use by all COOP planners in the State.

**Phase I Recommendation # 17, re: Emergency Plans, Policies, and Procedures
State of Maryland Emergency Operations Plan Review**

MEMA should re-establish a planning office with the responsibility for making the State emergency planning process more inclusive of municipal, county, and State government agencies. This office should also have adequate staffing capacity to review statewide emergency plans, policies, and procedures for compliance, coordination, and standardization.

Phase II Assessment Findings

MEMA has established a Planning Branch and has appointed a Planning Branch Manager who is responsible for the State emergency planning process to include: the State of Maryland Core Plan and municipal, county, and State agency plans and procedures. MEMA is working with the Regional Administrators to make improvements to deliver planning and preparedness programs statewide.

MEMA is continuing to revise and update its ESFs.

IX. Maryland Coordination and Analysis Center Information Gathering, Analysis, and Sharing

Summary of Phase I Findings

The 2008 Assessment Report identified five specific recommendations for improving the coordination and communication of sensitive intelligence information in the Maryland Coordination and Analysis Center with Federal, State, local public safety agencies. The report outlined the need to clearly identify and define the roles and responsibilities for both MCAC and MJOC.

Phase I Recommendation # 18, re: Maryland Coordination and Analysis Center - Information Gathering, Analysis, and Sharing

In order to support the information and intelligence needs of Maryland's public safety community, it is recommended that the Governor transition the responsibilities of MCAC to a State agency that reports directly to the Governor. This will allow for a full-time commitment to developing directives and implementing strategic planning priorities established by the Governor in coordination with the Governor's Homeland Security Advisor as well as State and local partners.

- The designated State agency should appoint the Director of MCAC to serve in that capacity for longer than the current 18-month rotation, allowing for stronger and more sustainable leadership as well as the enhancement of the continuity of operations.

Phase II Assessment Findings

The Maryland State Police have taken a more active role in oversight of the MCAC. The Director and Deputy Director of the MCAC are now employees of the Maryland State Police and are appointed by the State Police Superintendent. The State has also increased staffing, both at the State and local levels, to include 27 local partners now represented in MCAC.

The State of Maryland should continue to staff MCAC with Maryland State Police and local partners in order to improve the flow of information. The MCAC should continue to work with the Federal Bureau of Investigation (FBI) as it is a critical link.

Phase I Recommendation # 19, re: Maryland Coordination and Analysis Center - Information Gathering, Analysis, and Sharing

The process of developing and implementing strategic assessment priorities and directives should be formalized by the designated State agency with authority over MCAC in coordination with MCAC Director. These directives should ensure sustainability, accountability, and improvement of both the Watch and the Strategic Analysis Sections.

Phase II Assessment Findings

The Executive Director and MCAC Board of Directors have also established 18 core competencies broken down into categories, (i.e. patterns, structures) which classify information and establish procedures for the proper handling of this information. Additionally, each staff member is provided a copy of the written policies and is required to complete training in order to obtain his/her security classification.

MCAC should continue to train new staff members and conduct annual refresher training for current staff members. Furthermore, MCAC should conduct a tabletop exercise to test its standard operating procedures, and to ensure effectiveness.

Phase I Recommendation # 20, re: Maryland Coordination and Analysis Center - Information Gathering, Analysis, and Sharing

MCAC needs to meet the information and intelligence demands of local law enforcement agencies as well as the emergency management community. If necessary, time sensitive information should be immediately forwarded to relevant local law enforcement entities and emergency management officials before it is placed in a Federally-controlled classified system where they no longer have access to critical information in a timely manner.

- The sharing of information with other first responder agencies outside the law enforcement community is also crucial to strengthen counterterrorism efforts in the State of Maryland. Standard Operating Procedures and protocols must be reviewed and refined to ensure that emergency response authorities receive needed information in a timely manner.

Phase II Assessment Findings

In order to meet the information and intelligence demands of local law enforcement agencies, the State of Maryland developed a “hub and spoke” information sharing model by opening three Regional Information Centers (RICs) in southern, eastern, and western Maryland. The RICs are composed of state and local law enforcement and intelligence analysts, and provide a conduit for disseminating intelligence products from the MCAC to local jurisdictions as well as providing data and information to the MCAC. Additionally, the MCAC has hired both a liaison officer for the fire community and TSA in order to expand its outreach to disciplines not typically within the scope of law enforcement. The MCAC also, in coordination with the FBI, is conducting intelligence briefings with local police chiefs and intelligence officers on a regular basis regarding information from the Federal government.

Phase I Recommendation # 21, re: Maryland Coordination and Analysis Center - Information Gathering, Analysis, and Sharing

Federal Bureau of Investigations confidentiality criteria can make it challenging for State/local operations and information sharing. Once a State level agency has authority over MCAC, it will be necessary to review these rules and regulations and assure adherence to these policies. MCAC, with the support of the Office of the Governor, needs to create a more collaborative environment for the sharing of intelligence and information among local, State, Tribal, and Federal law enforcement agencies, public safety agencies, and the private sector.

- One of the major benefits of MCAC is the integration of local, State and Federal systems. MCAC should leverage these informational databases, systems, and networks available through its twenty-four (24) participating entities to maximize information sharing.

Phase II Assessment Findings

MCAC has strengthened its relationships with other agencies and departments by providing current and accurate intelligence information to agencies or departments. MCAC personnel have developed an effective outreach program with the fire services and other non-law enforcement agencies and/or departments. MCAC Executive Director continues to work closely with the FBI and the Special Agent in Charge to improve a system for providing intelligence information and briefings provided by the FBI Joint Terrorism Task Force. A secure computer station providing direct access to the FBI information is provided by the FBI to the Executive Director and MCAC staff. The FBI has also permitted access to communications via secure lines to provide more timely and sensitive information to the Governor’s Office and the Superintendent of the Maryland State Police.

MCAC should continue to foster relationships with Federal, State, and local partners and the private sector. MCAC, in conjunction with the FBI, should also continue to provide a seamless information flow to law enforcement and continue to outreach to first responders and emergency management personnel. This flow of information would assist in providing key communications to its internal and external stakeholders for critical infrastructure protection.

Phase I Recommendation # 22, re: Maryland Coordination and Analysis Center - Information Gathering, Analysis, and Sharing

The State level agency that will have authority over MCAC needs to establish the Center's core competencies as part of an overall strategic plan. Staffing should then be chosen based on these core competencies. MCAC should work to achieve a diversified representation of personnel based on the needs and functions of the Center.

- A training matrix also needs to be developed to assure that analysts are adequately trained in the core competencies using a standardized curriculum.

Phase II Assessment Findings

The MCAC has shifted from a "terrorism only" focus to an "all crimes" focus. This shift has led to a major expansion of MCAC responsibilities to include gang intelligence, case support to local law enforcement, etc. Additionally, the expansion in responsibility has led to an increase in the number of personnel serving at the MCAC. Since 2007, the MCAC has added twelve Maryland State Police crime analysts, three CIP analysts, and just recently added Intel analysts from the Motor Vehicle Administration (TSA) and the Transportation Security Administration (TSA).

The MCAC Executive Director is exploring the possibility of having a representative from the FBI's Infragard™, a consortium of private companies, to assist in providing resources in times of emergency. Infragard™ has over 1,000 members in the State of Maryland.

MCAC should continue to develop written protocols, policies, and procedures for the dissemination of sensitive and confidential information. MCAC should also continue to expand staffing by incorporating additional agencies to include law enforcement or non-law enforcement and private entities. Training of personnel should be conducted on a regular basis and MCAC, in conjunction with other agencies, should conduct annual tabletop exercises, drills, and functional exercises.

X. Critical Infrastructure Identification, Prioritization, and Protection

Summary of Phase I Findings

The 2008 Assessment Report identified three specific recommendations to improve the coordination, cooperation, and communication with Federal, State, local agencies, and the private sector who participate in the Critical Infrastructure Protection Program (CIPP).

Phase I Recommendation # 23, re: Critical Infrastructure Identification, Prioritization, and Protection

As one of the priorities highlighted in the State of Maryland Homeland Security Strategy, the Governor should support and dedicate significant resources to enhance the Critical Infrastructure Protection Program.

- Additional staff with several Subject Matter Experts should be assigned to this program. Existing State agency personnel with identified skill sets may be considered for mobility assignments to supplement the CIP Program. The staff should be trained in a standardized critical infrastructure protection vulnerability assessment protocol.

Phase II Assessment Findings

The Governor, as part of his State of Maryland Homeland Security Strategy, has encouraged State agencies to make available resources to support the CIPP for the State of Maryland. In early 2007 the State had one person dedicated to its CIPP. Since then, five new staffers have been added to the program, bringing the total staff dedicated to CIPP to six. Additionally, analysts in the MCAC's Intelligence and Analysis Division and subject matter specialists in fields such as Fire and Aviation have been assigned to specific CIKR in their areas of expertise. The MCAC is also now producing sector specific vulnerability assessments on a yearly basis.

The State of Maryland has established a Department of Homeland Security Liaison, which has supported training for the CIPP. Staff from various State agencies have been trained in Risk Analysis and Management for Critical Assets Protection (RAMCAP), Criticality, Accessibility, Recuperability, Vulnerability, Effect, and Recognizability (CARVER), and other programs that aid in the CIPP. The Maryland State Police have provided subject matter experts to assist in the CIPP; these experts provide vital support to the various agencies for the CIPP.

The State of Maryland should continue to support State agencies' efforts to strengthen their CIPP to improve the communication among and between agencies. This approach will continue to strengthen the CIPP, until such time hiring of additional staff is a viable option.

Phase I Recommendation # 24, re: Critical Infrastructure Identification, Prioritization, and Protection

The CIP Program should work to leverage resources that are already available and be relocated to the Maryland Coordination and Analysis Center. This will eventually allow for a 24-hour real-time analysis of information pertinent to Maryland's critical infrastructure and key resources that can be accessed by law enforcement agencies, emergency managers, and executive level decision makers.

- Teams of experts should be established that could be mobilized to provide technology-based assistance to Federal, State and local emergency response agencies. Areas that should be addressed include: (1) pipelines; (2) power generation; (3) refining and chemical; (4) mechanical building systems; (5) nuclear facilities; (6) biological/pharmaceutical; (7) transportation; and (8) risk analysis.

Phase II Assessment Findings

The State of Maryland has placed the CIPP under the direction of MCAC, which is operated by the Maryland State Police. In order to support this operation, the Maryland State Police have assigned a Lieutenant to oversee CIPP, with five additional State Police personnel, one firefighter, and a civilian analyst. MCAC has also incorporated the use of the Department of Homeland Security's Automated Critical Assessment Management System (ACAMS). This system allows the State of Maryland to receive and share statewide, threat-based information concerning critical infrastructure protection issues.

Phase I Recommendation # 25, re: Critical Infrastructure Identification, Prioritization, and Protection

A statewide, multi-agency critical infrastructure and key resource site program needs to be developed with standardized written policies, procedures and protocols. This formalized program should be adopted by Maryland's law enforcement agencies, emergency managers, and private industry in an effort to detect, deter, and prevent an attack on Maryland's critical infrastructure and key resources.

- Information needs to be shared and coordinated at each level through a standardized and formalized system. The State of Maryland needs to continue to research and acquire a state-of-the-art technology for inputting, cataloguing, and analyzing critical infrastructure information and key resource sites to enable the building of a more proactive system.
- The State of Maryland should also work to develop the means to receive and share statewide threat-based information concerning critical infrastructure protection issues with law enforcement agencies, emergency managers, and private industry.

Phase II Assessment Findings

The ACAMS database should be enhanced with a focus on usability. The search function is not comprehensive as it does not search through PDFs or other attached documents across the database, the GIS function is not easy to use, and the report generation function must be enhanced to allow users to easily customize reporting requirements (e.g. report on all schools surrounding a specific critical infrastructure). In addition, the system should include additional data and visual analytic tools to assist those with critical infrastructure responsibility in seeing the interrelationships among the various infrastructures and sectors. The State of Maryland should continue to update and implement policies and procedures that standardizes and formalizes the process to receive and share statewide, threat-based information. Once formalized, this document could provide guidance and specific standards for the sharing and dissemination of information.

Task 2: Review the Existing Structure and Activation Levels for State Emergency Operations Center

Phase II Assessment Findings

In our evaluation of the Maryland EOC, we had the opportunity to interview several key staff members directly responsible for managing and operating the EOC during emergency activations. Our assessment team had an opportunity to observe the EOC first-hand under a limited activation for both a severe weather event and for the H1N1 Swine Flu outbreak. In both cases, the EOC appeared to function in an effective and efficient manner in accordance with EOC policies and procedures.

MEMA has fully integrated the ICS into its EOC procedures for managing the facility and support functions during all emergency operations. The integration of ICS was most recently exhibited during MEMA's involvement in the 2009 Presidential Inauguration, and other recent emergency events, where significant improvements were made to the gathering and dissemination of situational awareness by both MCAC and MJOC as outlined in the analysis within this report.

Additionally, the MEMA Planning Branch is currently reviewing and updating all ESFs, and once completed, will be made part of the Maryland Core Emergency Operations Plan, Volume # II.

MEMA has worked with the Department of Health and Mental Hygiene to develop a Public Health Emergency Incident Command Chart that clarifies the roles and responsibilities of both agencies during a health-related crisis (see charts in Attachments section). To address the unique nature of public health crises, specifically pandemic influenza, which may not fit the traditional view of an emergency or incident, MEMA and DHMH have modified the command structure to account for the indeterminate length and location of such an incident.

MEMA's Executive Director, Mr. Richard Muth also expressed concern over the lack of a consistent approach to activation levels for local-, State-, and National-level emergency operations. His concern arises from the recent National and international events discussed above where the public has been confused with regard to the severity of the incident or event. This lack of a consistent approach to activation levels has also created confusion among first responders and emergency response organizations at the State and local levels.

In the State of Maryland, most county and municipal emergency operations use graduated levels of activation, similar to MEMA's, but this may not true for other states or Federal agencies. The Nuclear Regulatory Commission uses a different system for activation of nuclear power plants and that the World Health Organization's system is currently under review. Activation levels are not only important triggering mechanisms for emergency staff, but most often includes a system for alerting the public to a crisis.

MEMA has made a request for information on the approaches to activation levels of State Emergency Management Agencies across the country through the National Emergency Management Association to ensure that MEMA's standards are consistent with the national approach to activation.

Task 3: Evaluate Existing Mutual Aid Systems to Assure Compliance with Emergency Management Assistance Compact and State Standards

Phase II Assessment Findings

The Emergency Management Assistance Compact, (EMAC), is a congressionally-ratified organization that provides the structure and system to provide interstate mutual aid. Through EMAC, a state impacted by a disaster can request and receive assistance from other member states quickly and efficiently, without concern for issues regarding liability and reimbursement. MEMA continues to participate in the EMAC program and is in full compliance with EMAC standards.

MEMA serves as the Lead State Representative (LSR) for FEMA Region III and is a member of the EMAC Executive Committee responsible for representing the states within the region on official EMAC Executive Task Force issues. As the LSR for Region III, MEMA serves as the focal point for information between the Operations Subcommittee and the member states as well as facilitating training courses and mentoring other states within the region.

In addition, MEMA and the State of Maryland have developed a system for providing mutual aid to other municipalities in times of emergency or disaster. The system, known as Maryland Emergency Management Assistance Compact (MEMAC), provides inter-municipal mutual aid assistance from one municipal government to another, upon request to the State. This system appears to function very well and MEMA is working to resolve any liability and reimbursement issues.

Specifically, MEMA should work with EMAC and FEMA Region III to provide clarity issues regarding reimbursement of expenses for non-declared events, such as the recent Presidential Inauguration. MEMA is concerned that, when requested to support an event of national significance such as the recent inauguration, no mechanisms are in place to recover the expenses to the State. MEMA should also work with NEMA to resolve this issue.

Task 4: Integration of Incident Command System into the State Emergency Operations Center

Phase II Assessment Findings

MEMA has fully integrated NIMS/ICS into its protocols, policies, plans, and procedures, to include each EOC function for response and recovery activities.

MEMA's recent re-organization incorporated the principles of ICS into its daily administrative functions. MEMA's new SEOC command structure was highly praised by FEMA and the Department of Energy during nuclear power plant related exercises. This new structure utilizes the framework of ICS and the emergency support functions to streamline reporting within the SEOC and to ensure that agencies are working cooperatively. ESF groups are coordinated by a single point of contact on the MEMA command staff who reports to the SEOC commander. This limits the scope of oversight required by the SEOC commander and facilitates a greater degree of coordination and cooperation among the various agencies in the SEOC.

Conclusion

This Phase II Assessment Report is based on a review of the findings and recommendations in the 2008 Assessment Report provided to the Governor's Office on October 16, 2008 and subsequent actions taken by the State. The report reviewed and evaluated MEMA's system capability to prepare for, respond to, and recover from emergencies and disasters. While MEMA continues to address many critical program issues, it has taken several important steps to improve and strengthen its all-hazards emergency management programs.

Significant among these steps and actions is the recent signing of a Promulgation Statement by Governor O'Malley. It provides the MEMA's Executive Director and State agencies the ability to carry out the required and necessary functions of the State of Maryland Core Plan. While the State continues to address ambiguities in legal authorities, the plan clarifies the roles and responsibilities of State agencies' response and recovery activities during emergencies and/or disasters.

MEMA has made some important changes to its organizational structure in order to improve agency efficiency and effectiveness in the delivery of programs and services. Paramount among these was the adoption and incorporation of NIMS/ICS into its policies, plans, and procedures. In addition, MEMA has taken a more aggressive and pro-active approach to emergency management preparedness and homeland security protection response and recovery programs. While this has improved communication and coordination with State agencies and local emergency management offices, MEMA must continue to seek the input and guidance from these entities to ensure the effectiveness of emergency management programs and services.

Furthermore, the MEMA Executive Leadership Team must continue its work to establish the framework to develop a strategic vision and implementation plan with local government and State agency stakeholders. This will improve coordination, communication, and collaboration with agencies, departments, and municipal governments responsible for emergency management and the homeland security program, while strengthening long-term relationships between Federal, State, and local agencies.

The State of Maryland continues to provide for the public safety and security of its citizens through an extremely difficult National recession, which has limited additional funding, and staff, which would otherwise enhance and improve / expand emergency management and homeland security programs. MEMA should continue to review and incorporate the findings and recommendations of the initial assessment report in developing its strategic plan and vision.

Since this review, MEMA has made revising and updating its plans and procedures its highest priority to ensure that plans are operationally effective and capable of sustained operations for catastrophic events.

Attachments

Attachment A: New Organizational Structure for Emergency Management and Homeland Security

In July of 2009, MEMA conducted a re-organization of its administrative and program functions to better serve State and local government, the goal being to improve and strengthen emergency management programs throughout the State. The attached chart reflects the latest MEMA organization to date.

Attachment B: Comprehensive Emergency Management Program Framework (adopted by MEMA)

Attachment C: Maryland State Emergency Operations Center (SEOC) Unified Command for Public Health Emergencies

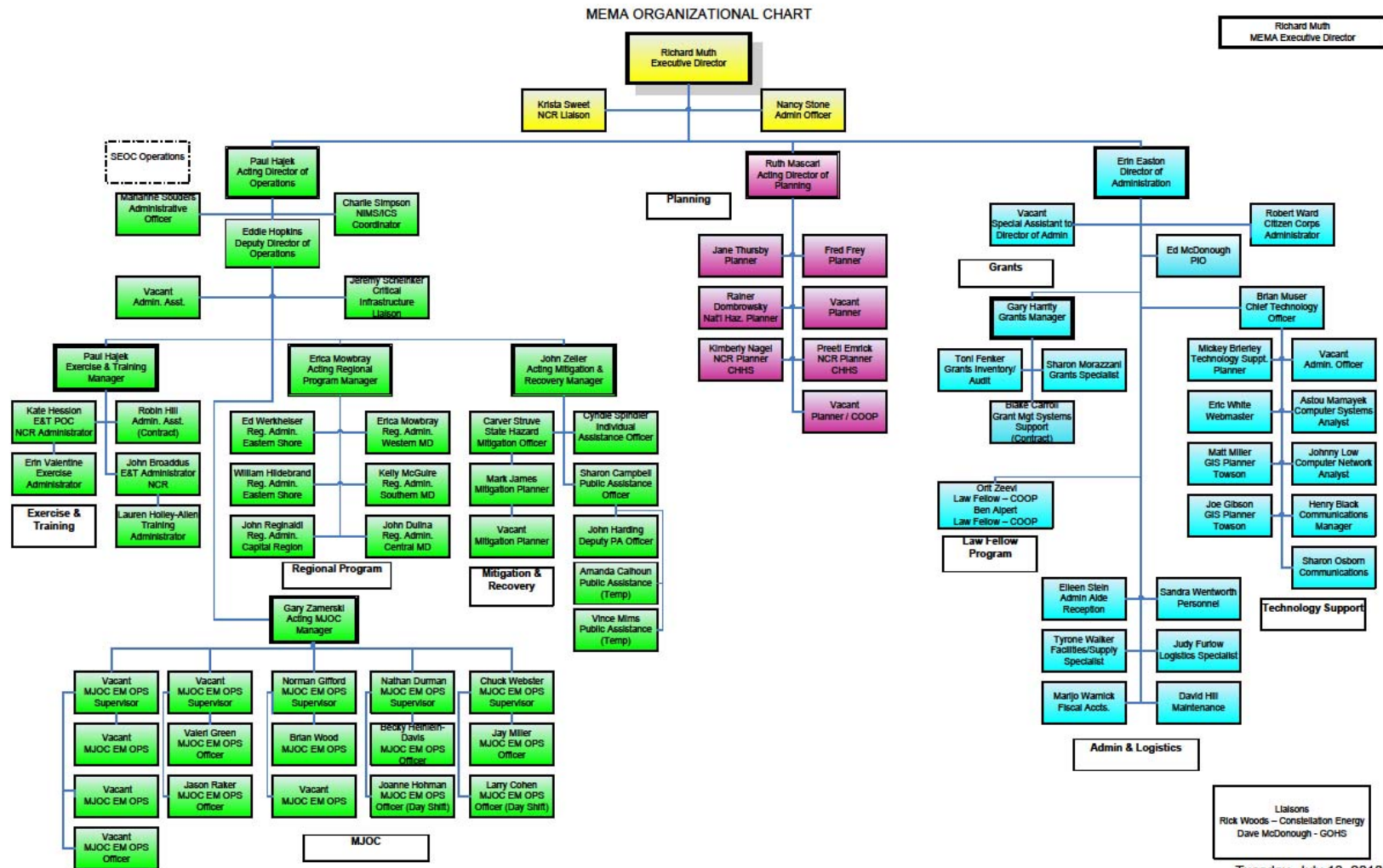
Attachment D: Emergency Operations Plan Crosswalk Analysis Updated

The Witt Associates Crosswalk methodology is used to conduct gap analyses. The goal of a crosswalk analysis is to provide a snapshot of the status of completion for each of the EOP sections, annexes, and appendices; and to provide a guide to an expanded level of content for the plan. The analysis also reviewed the EOP on how it addresses catastrophic events.

This assessment is prepared in follow up to a prior assessment titled “A Report to Provide an Assessment of Emergency Preparedness in the State of Maryland: Structure, Organization, and Statutory Framework of Maryland Emergency Management and Homeland Security Agencies,” where Witt Associates had provided an assessment of the current state of emergency preparedness in Maryland by personally interviewing representatives from designated stakeholder groups as well as conducting a series of conference calls with key internal and external stakeholders. This process, along with the information received through the interviews, presented key findings and recommendations for the purpose of strengthening and/or refining the structure, organization, and statutory framework for emergency management and homeland security in the State of Maryland, to the Governor.

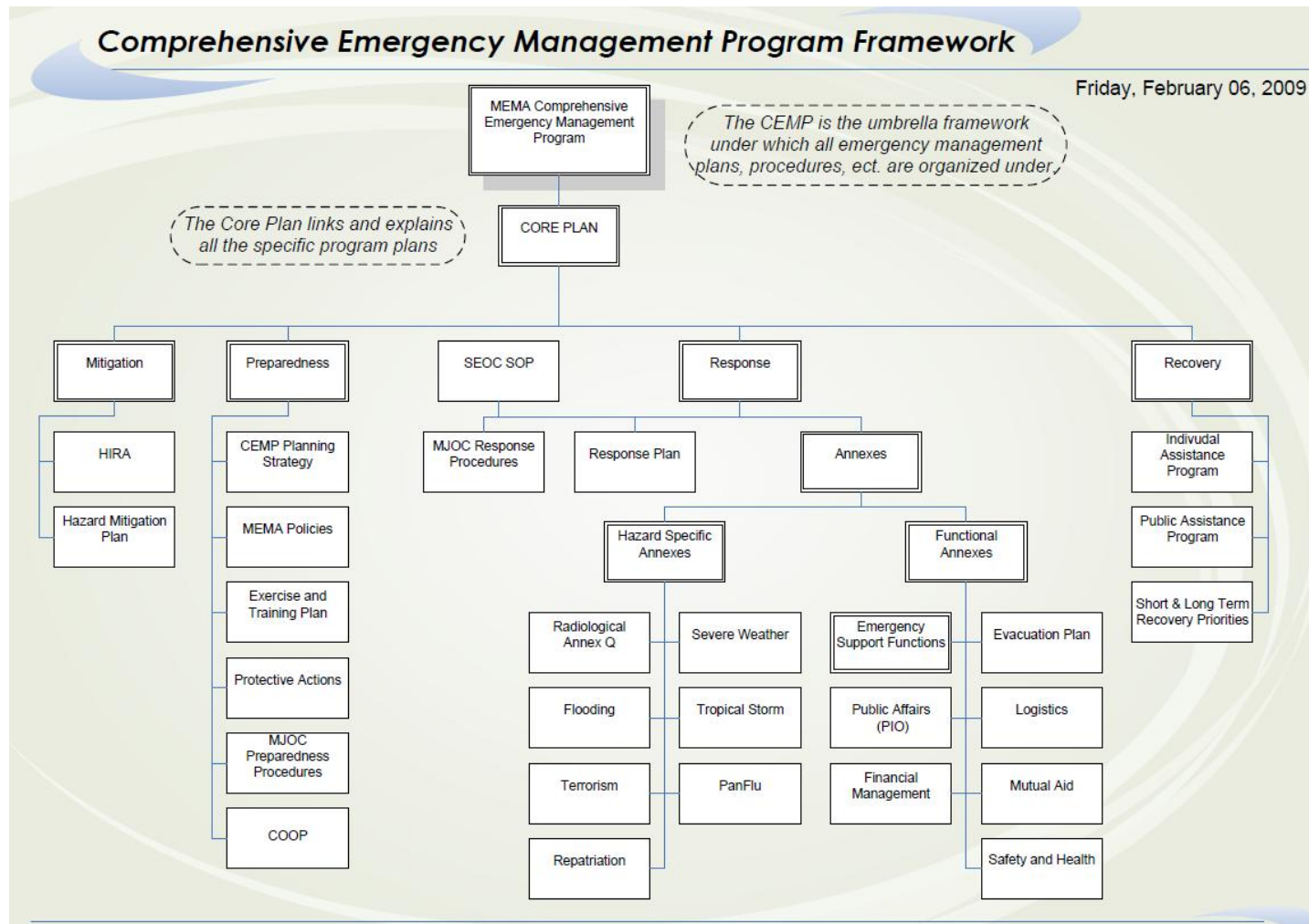
This current Crosswalk Analysis Report, as Attachment D of the “MEMA Phase II Assessment Report (September 2009),” includes the originally-assessed ratings along with a new look at and status of the 2008 findings and recommendations and implementation thereof. Current findings will be labeled “Phase II Assessment Update:”

Attachment A: New Organizational Structure for Emergency Management and Homeland Security

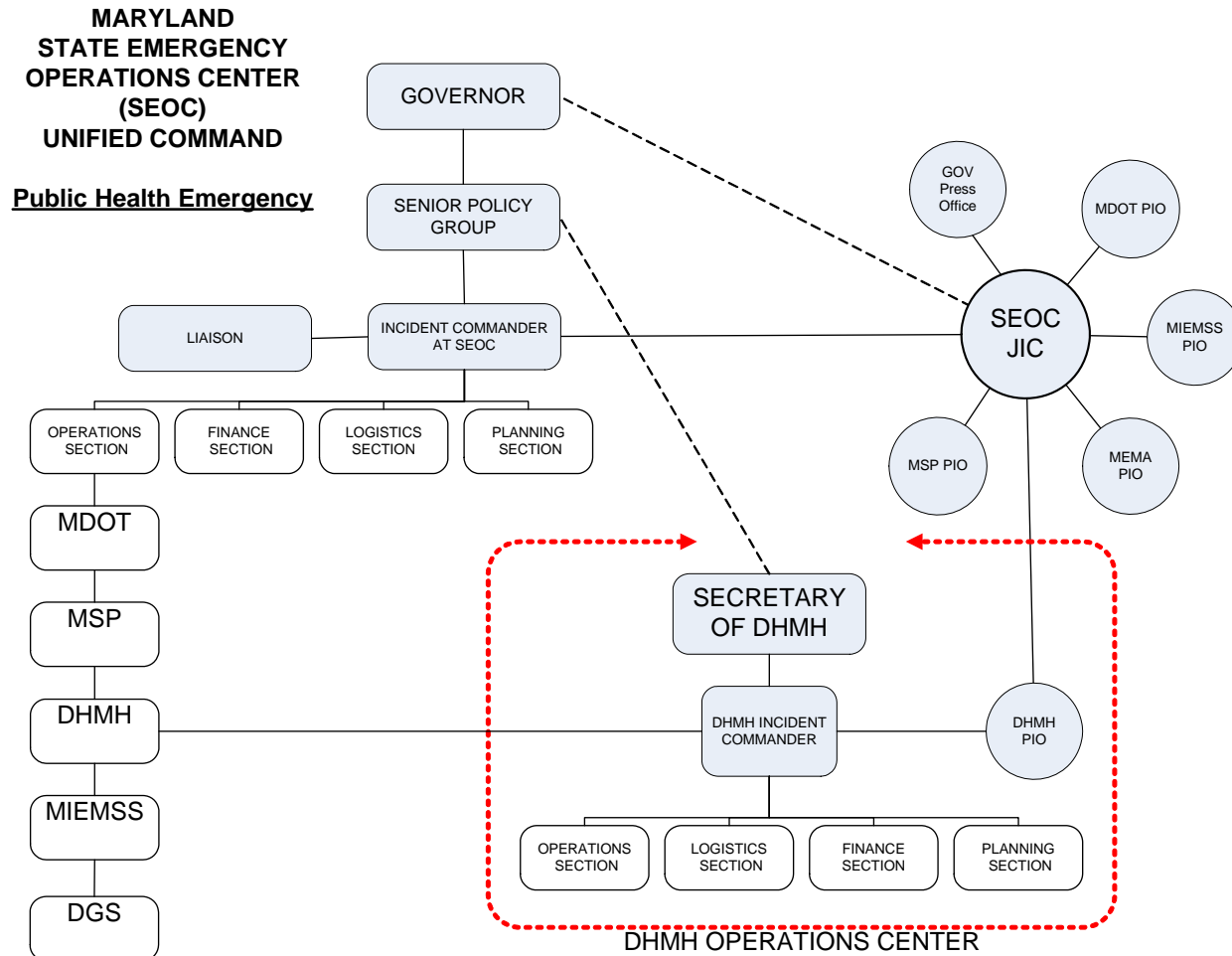


Tuesday, July 13, 2010

Attachment B: Comprehensive Emergency Management Program Framework (adopted by MEMA)



Attachment C: Maryland State Emergency Operations Center (SEOC) Unified Command – Public Health Emergency



NOTE: This Chart is not inclusive of all involved State Agencies

Attachment D: Emergency Operations Plan Crosswalk Analysis Updated

Emergency Operations Plan Crosswalk Analysis

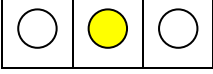
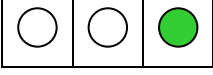
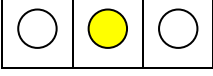
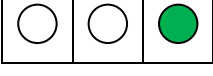
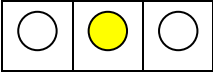
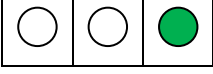
Witt Associates uses a **crosswalk methodology** when conducting a gap analysis. The goal of the crosswalk analysis is to provide a snapshot of the status of completion for each of the EOP sections, annexes, and appendices and to provide a guide to an expanded level of content for the plan. The analysis will also review the EOP on how it addresses catastrophic events.

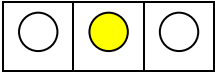
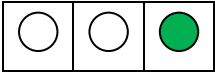
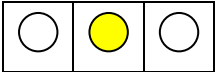
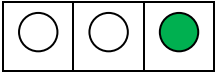
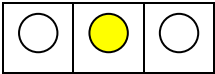
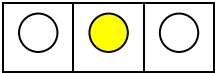
The State of Maryland Core Plan and its supporting documents have been reviewed against both the State and Local Guide (Comprehensive Preparedness Guide (CPG)) 101: Guide for All-Hazards Emergency Operations Planning and the NRF ESF Format Guide requirements and best practice planning fundamentals. An estimated status of completion for each element is assigned.

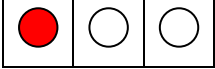

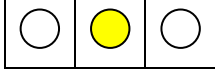
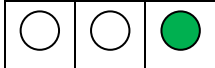
In addition to the status, those elements that should be addressed in a priority order have been designated with the word “priority” in the status box.

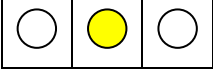
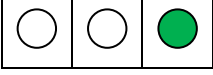
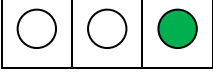
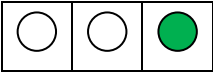
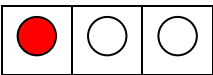
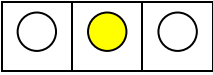
A summary worksheet that follows will reference each plan section element followed by a completion status indicator based on the following:

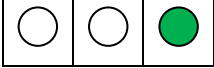
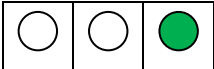
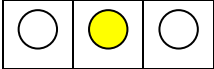
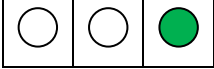
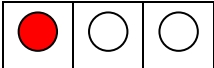
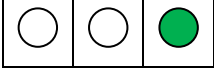
Completion Status and Color Coding Reference	
Shading	Designation
Red	The plan element is <25% complete . Research, analysis and/or plan element is still needed.
Yellow	The material is 25%-75% complete . The necessary material has been researched, created and/or collected, but a final conclusion has not been assembled.
Green	The material is >75% complete . The plan element is incorporated into the County/City EOP Basic Plan and Annexes.


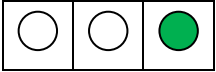
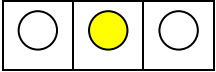

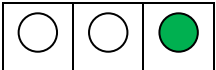
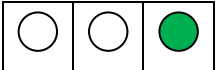
PLANNING ELEMENT	STATUS
<p>I. Introduction and Purpose</p> <ul style="list-style-type: none"> Details the importance of the EOP planning, emphasizing the importance of EOP capability to sustain operations for the State of Maryland. <p>Phase II Assessment Update: On August 25, 2009, Governor Martin O’Malley signed a Promulgation Statement officially declaring the State of Maryland Core Plan, Volume I, into law. This plan outlines the State’s all-hazards approach to preparing for, responding to, and recovering from all emergency and/or disaster that could adversely affect the State. The State of Maryland EOP was recently reviewed, revised, and updated using the current DHS/FEMA planning guidance to include CPG 101 and the NRF.</p>	 
<p>II. Background</p> <ul style="list-style-type: none"> Provides a detailed definition, glossary, acronyms, and background of EOP to include concepts, components, and options. <p>Phase II Assessment Update: The State of Maryland EOP was recently reviewed, revised, and updated using the current DHS/FEMA planning guidance to include CPG 101 and provides a detail list of definitions and acronyms. The plan also includes sound emergency mangement principals, concepts, components, and options.</p>	 
<p>A. EOP Purpose / Overview</p> <ul style="list-style-type: none"> Provides a clear overview of the community in which the State of Maryland is located and the potential for the demands for the State of Maryland services. Details the similarities to, and the differences from, other plans (i.e. COOP, COG, Business Continuity Plan (BCP), etc.). <p>Phase II Assessment Update: The State of Maryland EOP (August 2009) clearly provides an overview of the the purpose and scope of the plan. The EOP is further supported by the recent signing of the Promulgation Statement by Governor O’Malley, which provides critical executive support to the importance of emegency preparedness in the State of Maryland.</p>	 

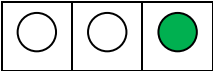
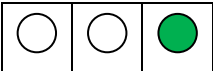
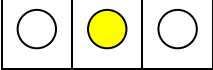
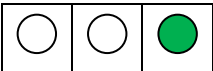
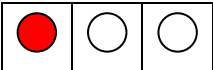
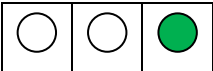
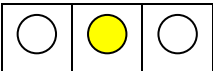
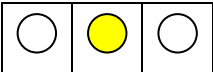
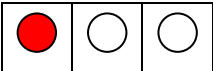
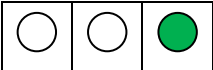
PLANNING ELEMENT	STATUS
<p>B. Focus</p> <ul style="list-style-type: none"> ▪ Details the focus of the State of Maryland’s plan mission, goals, and objectives in supporting Maryland’s responsibility to deliver services; coordinate and support an effective response. <p>Phase II Assessment Update: The State of Maryland Core Plan was revised and updated and signed into law by the Governor on August, 25th, 2009. The State of Maryland Core Plan, Volume I, (August 2009), clearly details the mission, goals, and objectives of the State of Maryland and its agencies and departments to effectively coordinate the delivery of services and support in times of an emergency or disaster.</p>	 
<p>C. Define the Structure and Key Roles</p> <ul style="list-style-type: none"> ▪ Provides a clear definition of the State of Maryland’s leadership and direction in the event of a planned or unplanned event. Outlines the communications, expectations, and allocation of specific responsibilities of Maryland’s personnel. <p>Phase II Assessment Update: Since the signing of the Promulgation Statement, Maryland Core Plan clarifies the State of Maryland’s leadership and direction in the event of a planned or unplanned event. The State’s EOP clearly outlines the specific responsibilities of Maryland’s agencies/departments and personnel.</p>	 
<p>D. Operations and Human Resources</p> <ul style="list-style-type: none"> ▪ Outlines procedures for line-of-succession, continuity of government, continuity of operations, etc. Identifies risks to employees and outlines the absenteeism policies, collective bargaining issues, communication methods (frequency), sustainability, and training/testing/exercising of the State of Maryland’s Core Plan, Volume I, (August 2009). <p>Phase II Assessment Update: MEMA is working with State agencies/departments to develop COOP/COG Plans, to include planning for the N1H1 Pandemic. The COOP/COG plans are to be completed and sent to MEMA by September 1, 2009.</p> <p>No Change</p>	 

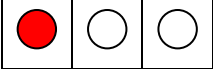

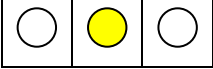




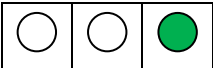
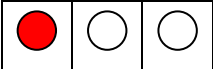

PLANNING ELEMENT	STATUS
<p>E. Plan Development and Maintenance</p> <ul style="list-style-type: none"> The plan uses best practices in its development (i.e. CPG 101, National Preparedness Goal, Target Capabilities List (TCL), Universal Target List (UTL), National Fire Protection Association 1600, Emergency Management Accreditation Program, NIMS/NRF, Nuclear Regulatory Commission (NUREG) -0654, and Americans with Disabilities Act Guide for Local Government). Designates who maintains, approves, and revises the plan. <p>Phase II Assessment Update: MEMA has recently re-organized their agency functions to be more responsive to their program needs and requirements. As part of this reorganization, MEMA has established a Planning Branch that has been designed to specifically focus on providing planning assistance to State agencies/departments and local emergency management offices. The MEMA Planning Branch is responsible for developing and maintaining the State EOP using the current DHS/FEMA planning to include CPG 101 (March 2009), NUREG-0654, and NIMS/ICS.</p>	 
<p>F. Authorities and References</p> <ul style="list-style-type: none"> Outlines appropriate local, State, and Federal laws; rules, regulations, executive orders, agreements, etc. that may be considered enabling legislation for common and catastrophic events. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, references pertinent local, State, and Federal laws, statutes, regulations, and authorities. MEMA is in the process of developing Volume II to the State EOP (which will reference in detail local, State, and Federal laws; rules, regulations, executive orders, agreements), and enabling legislation for emergency and catastrophic events.</p>	 

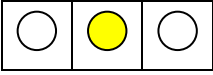
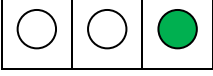
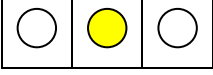
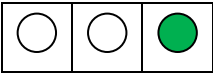
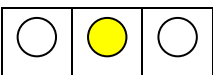
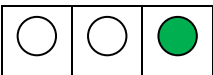
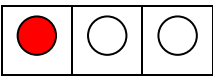
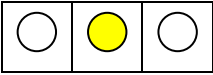
PLANNING ELEMENT	STATUS
<p>G. Planning Assumption</p> <ul style="list-style-type: none"> Details the core functions that will be reviewed (i.e. basic plan, annexes, and appendices). The State of Maryland should develop additional planning assumptions based on the individual State assessment/needs (i.e. Maryland will need to include the District of Columbia regarding bi-State assumptions, and will include deployment protocols for the RDF, etc.). <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I (August 2009), outlines the core functions of the Basic Plan using planning assumptions that were based on the hazard analysis and the All-hazards Mitigation Plan.</p>	 
<p>H. EOP Impact Analysis</p> <ul style="list-style-type: none"> Conducts a risk identification/impact analysis; identify essential and core personnel and skills. Suggests actions taken during each phase and steps to prepare for possible workforce reduction scenario (i.e. what percentage of workforce will the State of Maryland need to maintain operations during the event?). <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), outlines the ESF to the Basic Plan and uses planning assumptions that were based on the hazard analysis and the All-hazards Mitigation Plan.</p> <p>No Change</p>	 
<p>III. Knowledge Management</p> <ul style="list-style-type: none"> Conducts a risk identification of emergency, court, legal documents, and/or business records vital to performing essential functions to include locations of storage, alternate sites, and accessibility. <p>Phase II Assessment Update: MEMA as part of their COOP/COG planing initiative is conducting an assessment of their emergency records management program to identify and inventory essential records to include alternate sites for the storage and protection of these documents.</p>	 



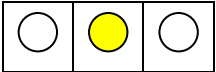
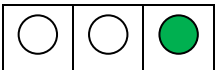
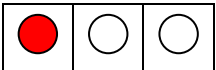
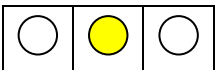
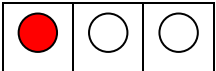
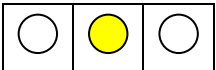
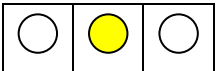
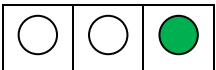
PLANNING ELEMENT	STATUS
<p>A. Inclusiveness of Plan</p> <ul style="list-style-type: none"> The plan, including each annex, has been exercised or used in actual operations. There is an after-action reporting/improvement planning process in place that has resulted in specific changes to the plan in the last three (3) years. If so, details what changes have been made or are currently in progress. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), outlines the core functions of the Basic Plan and is currently being implemented to deal with on-going threats such as the N1H1 activation. MEMA incorporates the use of DHS/HSEEP program guidance for exercises and actual events.</p> <p>No Change</p>	 
<p>B. Information Management</p> <ul style="list-style-type: none"> Details how information is mined, gathered, and analyzed as well as how the State of Maryland maintains accurate situational awareness. Describes how the State of Maryland facilitates the use of sensitive intelligence and information. <p>Phase II Assessment Update: MEMA, through the Maryland Joint Operations Center, develops situational reports during events of Level 1 and Level 2 status. During Level 3 or Level 4 activations, the EOC provides situational awareness to the Incident Commander through WebEOC.</p>	 
<p>C. Staff Travel</p> <ul style="list-style-type: none"> Addresses the identification of “essential travel” and considers alternative means of handling the State of Maryland business (e.g. conference call meetings, virtual workplace, alternate work locations). Use of standardized credentials for classifying essential and non-essential staff. <p>Phase II Assessment Update: The State of Maryland has developed a credentialing system for State employees. In addition, MEMA has also developed a specific credential system for their emergency staff assigned to the State EOC to include a provision for classifying essential and non-essential staff.</p>	 

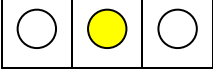

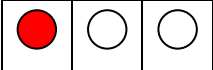
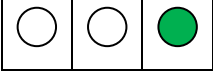
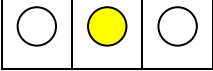
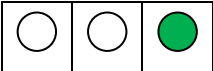
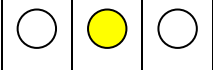
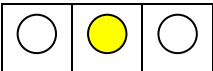
PLANNING ELEMENT	STATUS
<p>D. Legal Preparedness</p> <ul style="list-style-type: none"> Addresses how Chief Legal Officer will be consulted to review relevant laws and procedures for the State of Maryland closures, quarantine, laws, etc. The plan integrates mutual aid partners and other levels of government and the private sector (i.e. protocols for EMAC). <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), establishes specific procedures to develop executive orders that will be sent to the State’s Attorney General to declare a State of Emergency.</p>	 
<p>E. Citizen Preparedness</p> <ul style="list-style-type: none"> Addresses and defines the role of citizens in personal preparedness, exercises, and on-going surge volunteer programs. <p>Phase II Assessment Update: On July 16th 2009 the Governor announced the creation of Maryland’s “Civic Guard,” in an effort with the State, to engage private and non-profit organizations for assistance during a major emergency or disaster. In addition to this new initiative, MEMA continues to work closely with VOAD, Citizen Corps, American Red Cross, and other voluntary agencies and organizations to address and define the roles and responsibilities of citizens in times of emergencies and disasters.</p>	 
<p>IV. Response Actions</p> <ul style="list-style-type: none"> The EOP is scoped for increased response activities should the State of Maryland move into an elevated phase or response. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August, 2009), is clearly scoped for increased response activities for planned and non-planned events.</p> <p>No Change</p>	 

PLANNING ELEMENT	STATUS
<p>A. Active (Short-, Medium-, and Long-Term)</p> <ul style="list-style-type: none"> The plan contains an organizational structure that describes the relationship between agencies and responsibilities for tasks. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009) clearly provides for the organizational structure and describes the relationships and responsibilities for each State agency/department.</p> <p>No Change</p>	 
<ul style="list-style-type: none"> The plan has a clear line of command and authority. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), clearly details the line of command and authority for State agencies/departments to coordinate emergency support services activities during response/recovery operations.</p>	 
<ul style="list-style-type: none"> The plan incorporates secondary and tertiary response processes in case primary means are unavailable (i.e. Federal Aviation Administration flight restrictions that cease movement of essential personnel by other modes of transport). <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), includes the Emergency Support Function Plans, ESF # 1 – Transportation – which coordinates transportation resources and services in times of emergency, to include other modes of transportation.</p>	 
<ul style="list-style-type: none"> The plan uses trigger mechanisms, checklists, field guides, etc. to assist in decision-making. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), uses trigger mechanisms to assist in decision-making during response/recovery operations. The MEMA Acting Regional Manager of the Regional Administrator Program is in the process of developing field guides and checklist for MEMA Regional Administrators.</p> <p>No Change</p>	 
<ul style="list-style-type: none"> The plan uses NIMS/ICS forms in the EOC for unplanned and planned events. <p>Phase II Assessment Update: MEMA has fully incorporated NIMS/ICS into their recently revised Maryland Core Plan and EOC ESF for unplanned and planned events.</p>	 

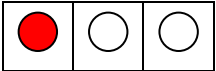
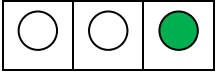

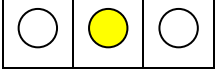
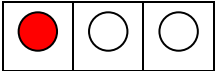
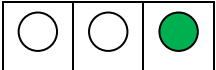
PLANNING ELEMENT	STATUS
<p>B. Management of the Event</p> <ul style="list-style-type: none"> Provides a detailed NIMS/ICS process. <p>Phase II Assessment Update: MEMA has fully incorporated NIMS/ICS into EOC functions to include unplanned and planned events.</p>	 
<ul style="list-style-type: none"> The plan is scoped for increased levels of incident intensity (below Federal declaration, catastrophic). <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), uses trigger mechanisms to assist in decision-making and for increased levels of intensity for emergency response operations.</p>	 
<ul style="list-style-type: none"> The State of Maryland uses an Incident Management Team (Type II or III) and incorporates other MACS. NOT APPLICABLE <p>Phase II Assessment Update: The State feels that this is not applicable to their operations.</p>	 
<p>C. Hazard Identification</p> <ul style="list-style-type: none"> The plan addresses the most likely and most dangerous hazards for the State of Maryland; has prioritized them; and uses the TCL/UTL to determine capabilities. <p>Phase II Assessment Update: MEMA has developed an All-hazards Mitigation Plan for the State of Maryland. This mitigation plan is annually reviewed and updated.</p>	 
<p>D. Review and Update Risk Identification and Analysis</p> <ul style="list-style-type: none"> Review and re-assess the State of Maryland risk identification/impact analysis; re-identify essential and core personnel and skills. The plan addresses the use of personnel for non-traditional skill sets (i.e. the use of private security guards for traffic control or ACP members for EOC planning assistance). <p>Phase II Assessment Update: MEMA has developed an All-hazards Mitigation Plan for the State of Maryland. This mitigation plan is annually reviewed and updated.</p>	 

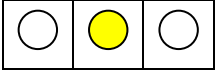
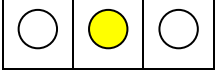
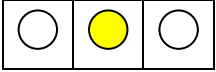
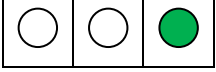
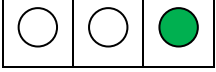
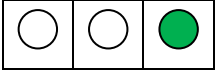
PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> The plan incorporates the Regional Transit Working Group, Area Maritime Security Committee, Owners/Operators of CI/KR, Federal Law Enforcement/Homeland Security community, JTTF, National Intelligence Community, etc. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), Emergency Support Function Plans, ESF # 1 — Transportation — incorporates transportation resources and services to include the Regional Transit Working Groups.</p>	 
<ul style="list-style-type: none"> The plan incorporates SOGs, agreements, MOUs into the EOP. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), references, but does not incorporate, all SOGs, agreements, and/or MOUs into the plan. MEMA is in the process of developing Volume II which will incorporate relevant SOGs, agreements, and MOUs to include MEMAC and EMAC.</p>	 
<p>E. Logistical and Sustainability Management</p> <ul style="list-style-type: none"> The plan identifies personnel, (including volunteers), equipment, facilities, and resources available within a jurisdiction (including non-governmental organizations). <p>Phase II Assessment Update: MEMA has recently revised the State of Maryland Core Plan, Volume I, (August 2009), which outlines the role and responsibilities of State agencies/departments that would provide assistance in times of emergencies. MEMA is also working with FEMA Region III and other State and Regional partners to develop a Regional Catastrophic Plan to address this issue.</p>	 
<ul style="list-style-type: none"> There are MOUs/stand-by contracts in place to facilitate immediate deployment. <p>Phase II Assessment Update: The Maryland Department of General Services has developed stand-by and pre-event contracts to facilitate the immediate deployment of resources in times of an emergency and/or disaster.</p>	 

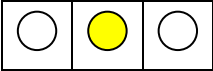
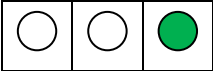
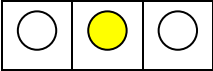
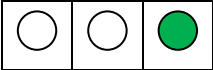
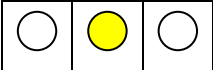
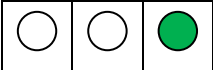
PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> ▪ The plan compares quantified and listed resources based to projected needs for an effective emergency response and it identifies shortfalls. <p>Phase II Assessment Update: MEMA is working with FEMA Region III and other Regional and State partners to develop a Regional Catastrophic Plan to ensure this issue is addressed.</p>	 
<ul style="list-style-type: none"> ▪ The plan incorporates security measures to protect resources, response personnel, and the public. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, Emergency Support Function Plans, ESF # 13 – Law Enforcement – coordinates law enforcement resources and services in times of emergency.</p>	 
<p>F. Special Needs Considerations</p> <ul style="list-style-type: none"> ▪ The plan accounts for special needs cases within its jurisdiction, including the economically disadvantaged, those with physical or cognitive disabilities, and those with language barriers. <p>Phase II Assessment Update: The Maryland Department of Disabilities is working with MEMA, the Department of Human Resources, Citizen Corps, American Red Cross, and the Maryland Department of Business and Economic Development to address special needs populations.</p>	 
<ul style="list-style-type: none"> ▪ Different special needs populations are pre-identified by type and number and there are systems in place to address their needs before, during, and immediately after an incident or catastrophic event. <p>Phase II Assessment Update: The Maryland Department of Disabilities is working with MEMA, the Department of Human Resources, Citizen Corps, American Red Cross and the Maryland Department of Business and Economic Development to address these issues.</p>	 
<p>V. Direction and Control</p> <ul style="list-style-type: none"> ▪ The annex has incorporated and institutionalized the NIMS/ICS. <p>Phase II Assessment Update: The State of Maryland has incorporated and mandated the use of NIMS/ICS in the State of Maryland Core Plan, Volume I.</p>	 

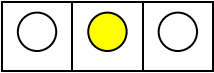
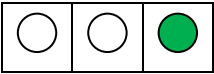
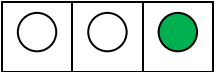
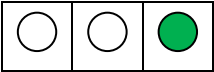
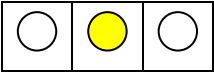
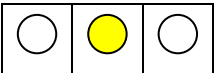
PLANNING ELEMENT	STATUS
<p>A. Coordination between Agencies</p> <ul style="list-style-type: none"> The plan describes coordination mechanisms between jurisdictions and agencies that may be involved – locally, regionally, in the metro area, and nationally. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, has detailed a mechanism for agencies and jurisdictions that may be involved in an incident.</p>	 
<ul style="list-style-type: none"> The plan includes Incident Management Systems from the State of Maryland Emergency Management Office. <p>Phase II Assessment Update: The State of Maryland Core Plan has institutionalized principles of the NIMS. The State of Maryland has adopted NIMS and mandated State Agencies incorporate them in their plans, procedures, and policies.</p>	 
<p>B. Situational Awareness</p> <ul style="list-style-type: none"> Describes the systems and processes the State of Maryland has in place to provide a common operational picture during events for the Incident Commander. <p>Phase II Assessment Update: The State of Maryland Core Plan has established a system and process that the Maryland Joint Operations Center adheres to. MJOC provides situational report updates during incidents to the responsible agency or the Incident Commander.</p>	 
<p>C. Public Safety and Security</p> <ul style="list-style-type: none"> The annex addresses the capability to access and secure the affected area. Provisions are in place to coordinate public order, conduct law enforcement operations, and manage criminal justice populations to include the establishing of improvised holding cells, processing of detainees, and evacuation of prisoner populations. <p>Phase II Assessment Update: The State of Maryland Core Plan clearly addresses the capability to access and secure the affected areas. It has provisions in place to coordinate public order, conduct law enforcement operations, and manage criminal justice populations – to include the establishing of improvised holding cells, processing detainees, and evacuation of prisoner populations.</p> <p>No Change</p>	 

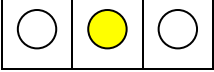



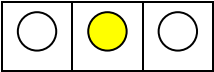
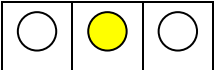
PLANNING ELEMENT	STATUS
<p>VI. Communications</p> <ul style="list-style-type: none"> The annex describes systems and procedures used to communicate between the EOC, Emergency Response Units, MACs, mass care facilities, media, medical facilities and units, amateur communications networks, other jurisdictions (inter/intra), military installations, and State and Federal organizations, as appropriate with primary, secondary, and tertiary means <p>Phase II Assessment Update:</p> <p>MCAC and MJOC have each clarified their roles and responsibilities for receiving and disseminating sensitive information in a timely, professional manner.</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">●</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">●</div> </div>
<p>A. Level of Interoperability</p> <ul style="list-style-type: none"> Outlines the level of interoperability in the State of Maryland. <p>Phase II Assessment Update:</p> <p>MEMA's MJOC has interoperability with response agencies. They are able to provide operational situation reports to the Incident Commander during a Level 1 or Level 2 incident. During a Level 3 or Level 4, the Maryland EOC is opened and situational awareness is handled in the center.</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">●</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">●</div> </div>
<ul style="list-style-type: none"> Level 1: Swap Radios-One agency or department provides extra of its own radios to another agency working a common emergency. <p>Phase II Assessment Update:</p> <p>No Change</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">●</div> </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">●</div> </div>
<ul style="list-style-type: none"> Level 2: Talk-around-multiple radios talk directly to each other in conventional mode using compatible subscribers. <p>Phase II Assessment Update:</p> <p>No Change</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">●</div> </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">○</div> <div style="border: 1px solid black; padding: 2px; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">●</div> </div>

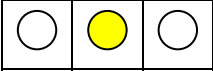
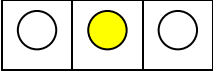
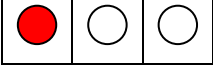
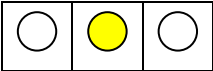
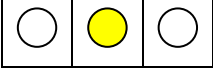
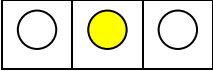
PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> Level 3: Mutual aids channels-channels designated for use only in mutual aid interoperability situations, usually with restrictions and guidelines governing usage. Requires dedicated spectrum and infrastructure to deliver communications and interoperability. <p>Phase II Assessment Update: The MJOC has a variety of mutual aid channel designations that assists in the dissemination of information. MJOC has access to the Central Maryland Area Radio Committee (CMARC), Maryland Eastern Shore Interoperability Network (MESIN), Washington Allegany Garrett Interoperability Network (WAGIN), and Fire Management Area Resource System (FMARS).</p>	 
<ul style="list-style-type: none"> Level 4: Gateway (Console Patch) – uses specialized boxes to enable the connections of two otherwise compatible communications systems. <p>Phase II Assessment Update: MJOC has the ability to console patch on the mutual aid (fire) communication systems. It does not have the capability to console patch to the Law Enforcement communication systems. As groupings such as MESIN or CMARC become common and expand, this capability will be enhanced.</p>	 
<ul style="list-style-type: none"> Level 5: System-specific roaming-like roaming within a cellular system, user can maintain communication even if traveling outside of coverage area of home system, but only if agreements are in place to do so. Enables users to talk on similarly-configured equipment from the same vendor. <p>Phase II Assessment Update: MJOC has the capability to configure and maintain communications outside of their coverage area.</p>	 

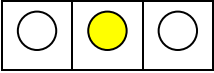
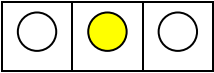
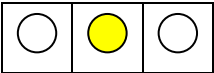
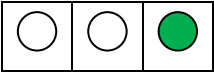
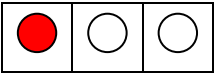
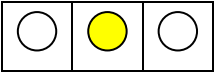
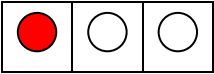
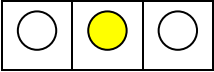
PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> ▪ Level 6: Standards-based shared systems – the most robust form of interoperability. It relies upon the strength of standards to outline communications technology development so that equipment talks using the same protocols. <p>Phase II Assessment Update: MEMA’s MJOC is continuing to work on this issue.</p> <p>No Change</p>	 
<p>B. Basic Communication Needs</p> <ul style="list-style-type: none"> ▪ The annex addresses capabilities within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions and talk with and across agencies and jurisdictions when needed. <p>Phase II Assessment Update: The Maryland Joint Operations Center has the abilities to communicate across agencies and jurisdictions to include Law Enforcement.</p>	 
<p>C. Redundancy</p> <ul style="list-style-type: none"> ▪ The annex addresses redundancy for Voice and IT. The annex incorporates the State of Maryland cell phone provider(s) and includes their private vendors/providers in exercises and training of the system. <p>Phase II Assessment Update: The State of Maryland Core Plan clearly addresses the redundancy of Voice and IT while it includes private vendors and providers in exercises and training of the system.</p> <p>No Change</p>	 

PLANNING ELEMENT	STATUS
<p>VII. Warning</p> <ul style="list-style-type: none"> The annex describes means to expedited warnings to custodial institutions (nursing homes, prisons, mental institutions, private sector concerns, etc.). <p>Phase II Assessment Update: The State of Maryland Core Plan clearly describes the means to expedited warnings to custodial institutions, but the Maryland Joint Operations Center should formalize plans to contact nursing homes.</p>	 
<p>A. Hazard/Social Networks Warning</p> <ul style="list-style-type: none"> The annex addresses hazard-specific warning messages for use with the initial warning and incorporates integrated message sets (i.e. DOT, VMS, I-95, CC, etc.). The annex also addresses social networks that are organized (formal and informal networks). <p>Phase II Assessment Update: The State of Maryland Core Plan clearly addresses hazard-specific warning messages for use with the initial warning and does incorporate integrated message sets.</p>	 
<p>VIII. Emergency Public Information</p> <ul style="list-style-type: none"> The annex addresses systems or means for the State of Maryland to provide mechanisms to measure the degree to which the public is taking appropriate action as disseminated in messages through a PIO, JIC, or JFC. <p>Phase II Assessment Update: The State of Maryland has updated the State of Maryland Core Plan, Volume I, and incorporated the mechanisms to measure the degree to which the public is taking actions. Emergency Support Function # 2 — Communications — was updated in January 2009.</p>	 

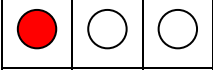
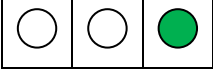
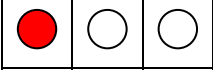
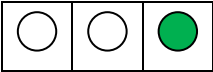
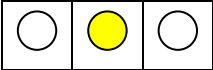
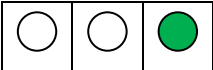
PLANNING ELEMENT	STATUS
<p>A. Timely Public Information</p> <ul style="list-style-type: none"> The annex describes the means, organization, and processes by which timely, accurate, and useful information will be provided to area residents throughout an emergency. This process been tested and exercised. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), clearly describes the means, organization, and processes by which timely, accurate, and useful information will be provided to area residents throughout an emergency.</p>	 
<p>IX. Evacuation</p> <ul style="list-style-type: none"> Details the core functions that will be reviewed related to routine evacuation protocols prior to State and/or Federal intervention. Counties/Cities should develop additional planning assumptions based on the individual State assessment needs. The annex addresses the need for a local evacuation education program. <p>Phase II Assessment Update: The State of Maryland Core Plan clearly details the core functions that will be reviewed relative to routine evacuation protocols prior to State and/or Federal intervention. It further addresses the need for a local evacuation education program.</p> <p>No Change</p>	 
<p>A. EOP Evacuation Analysis</p> <ul style="list-style-type: none"> The annex provides time estimates for evacuation of people located in different risk area zones. <p>Phase II Assessment Update: The State of Maryland Core Plan has included time estimates for the evacuation of persons in different risk area zones for their Nuclear and Severe Storm Evacuation Plans. The Regional Catastrophic Plan is also developing additional evacuation processes that would take into consideration: choke points, contra flow, and pre-planned evacuation routes.</p> <p>No Change</p>	 

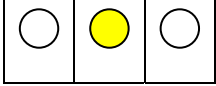
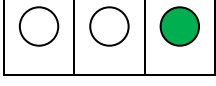
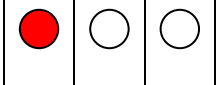
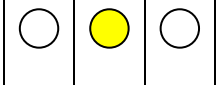
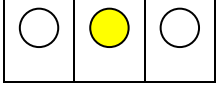
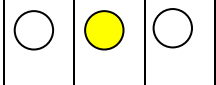
PLANNING ELEMENT	STATUS
<p>B. Transportation Modes</p> <ul style="list-style-type: none"> The annex incorporates available modes of transportation. <p>Phase II Assessment Update: The State of Maryland Core Plan clearly incorporates available modes of transportation.</p>	 
<p>C. Current Capabilities for Mass Evacuation</p> <ul style="list-style-type: none"> Describes in specific and measurable terms how a successful mass evacuation could be conducted with current capability in the State of Maryland (i.e. how many people in total, including what percentage with what type of special needs, over what time period, using what evacuation and shelter options). <p>Phase II Assessment Update: The State of Maryland Core Plan has incorporated Mass Evacuation, Special Needs, and Sheltering. Emergency Support Function # 1 – Transportation – has taken into consideration the time elements. The Nuclear and Severe Storm Annexes plan for the time it takes to evacuate persons from the affected areas.</p>	 
<p>X. Mass Care</p> <ul style="list-style-type: none"> Capabilities to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by events. <p>Phase II Assessment Update: The State of Maryland Core Plan Emergency Support Functions Plans, ESF # 6 – Mass Care, Sheltering, Feeding, Housing, and Emergency Assistance – is under revision by the Department of Human Resources and the State Attorney General’s Office.</p> <p>No Change</p>	 

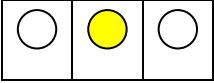
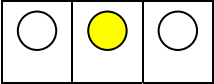
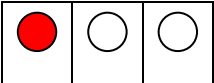
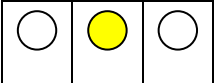
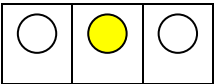
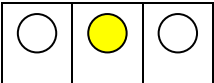
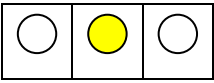
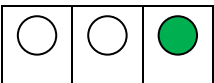
PLANNING ELEMENT	STATUS
<p>A. Mass Care Services</p> <ul style="list-style-type: none"> The annex describes conditions under which mass care services will be provided and methods to activate and manage facilities. <p>Phase II Assessment Update: The State of Maryland Core Plan Emergency Support Functions Plans, ESF # 6 – Mass Care, Sheltering, Feeding, Housing, and Emergency Assistance – is under revision by the Department of Human Resources and the State Attorney General’s Office.</p> <p>No Change</p>	<div style="text-align: center;">  </div> <div style="text-align: center;">  </div>
<ul style="list-style-type: none"> The plan considers surge capacity volunteers. <p>Phase II Assessment Update: On July 16th 2009, the Governor announced the creation of the Maryland “Civic Guard,” a cooperative effort among State and local governments to engage private and non-profit organizations for assistance during a major emergency or disaster. In addition to this new initiative, MEMA continues to work closely with VOAD, Citizen Corps, American Red Cross, and other voluntary agencies and organizations to address and define the roles and responsibilities of citizens in times of emergencies and/or disasters.</p>	<div style="text-align: center;">  </div> <div style="text-align: center;">  </div>
<ul style="list-style-type: none"> The annex provides for bulk distribution of needed items and related services to persons affected by a large-scale incident. <p>Phase II Assessment Update: The State of Maryland Core Plan Emergency Support Functions Plans, ESF # 6 – Mass Care, Sheltering, Feeding, Housing, and Emergency Assistance – is under revision by the Department of Human Resources and the State Attorney General’s Office.</p> <p>No Change</p>	<div style="text-align: center;">  </div> <div style="text-align: center;">  </div>

PLANNING ELEMENT	STATUS
<p>B. Reporting</p> <ul style="list-style-type: none"> The annex describes procedures for daily and accurate reporting of the number of people staying at facilities, status of supplies, condition at facilities, and requests for specific types of support. <p>Phase II Assessment Update: The State of Maryland Core Plan Emergency Support Functions Plans, ESF # 6 – Mass Care, Sheltering, Feeding, Housing, and Emergency Assistance – is under revision by the Department of Human Resources and the State Attorney General’s Office.</p> <p>No Change</p>	 
<p>C. Sheltering</p> <ul style="list-style-type: none"> The Shelter Annex addresses students, tourists, workforce, and small/large companion animals. <p>Phase II Assessment Update: MEMA has developed MOUs with State colleges and universities to house students, tourists, and emergency workers in times of an emergency and/or disaster. This also includes identifying those facilities that would be considered to be pet friendly.</p>	 
<ul style="list-style-type: none"> The Shelter Annex addresses sheltering-in-place protocols, triggers, and checklists. <p>Phase II Assessment Update: The State of Maryland Department of Human Resources is currently updating and revising ESF # 6 - Mass Care, Sheltering, Feeding, Housing and Emergency Assistance.</p>	 
<ul style="list-style-type: none"> The Shelter Annex addresses sustainability (i.e. one week, one month, six months, etc.). <p>Phase II Assessment Update: The State of Maryland Department of Human Resources is currently updating and revising ESF # 6 - Mass Care, Sheltering, Feeding, Housing and Emergency Assistance.</p>	 

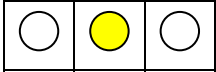
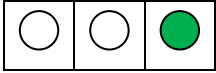
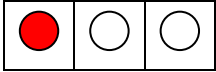
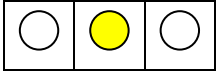
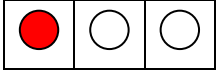
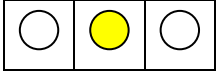
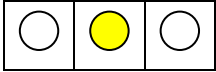
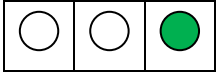
PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> The Shelter Annex addresses special needs populations. <p>Phase II Assessment Update: The Maryland Department of Disabilities is working with Department of Human Resources, Citizen Corps, and the American Red Cross to address this issue.</p>	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: red; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> </div> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px; margin-top: 10px;"> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: yellow; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> </div>
<ul style="list-style-type: none"> The Shelter Annex addresses pre-identified collection points, staging/reception areas. <p>Phase II Assessment Update: The Maryland Department of Disabilities is working with MEMA, the Department of Human Resources, Citizen Corp, American Red Cross, and the Maryland Department of Business and Economic Development to identify collection points and staging/reception areas. This issue will also be addressed as part of the Regional Catastrophic Planning initiative.</p> <p>No Change</p>	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: yellow; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> </div> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px; margin-top: 10px;"> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: yellow; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> </div>
<ul style="list-style-type: none"> The Shelter Annex pre-arranges contracts and agreements to ensure the adequate provisions of transportation vehicles and drivers. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), Emergency Support Function Plans, ESF # 1 – Transportation – coordinates transportation resources and services in times of emergency, to include modes of transportation.</p>	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: red; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> </div> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px; margin-top: 10px;"> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: yellow; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> </div>
<p>XI. Health and Medical</p> <ul style="list-style-type: none"> The annex integrates public and private health providers and medical surge capability. <p>Phase II Assessment Update: The Maryland Institute for Emergency Medical Services System has developed the Electronic Maryland Ambulance Information System (EMAIS), to track patients. This system is also supported by the use of County Hospital Tracking System (CHATS), and Facility Resource Emergency Database (FRED).</p>	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: red; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> </div> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px; margin-top: 10px;"> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: white; border-radius: 50%;"></div> <div style="width: 30px; height: 30px; border: 1px solid black; background-color: green; border-radius: 50%;"></div> </div>

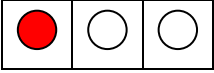
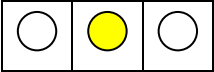
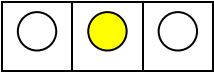
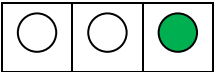
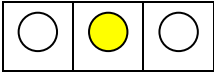
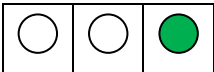
PLANNING ELEMENT	STATUS
<p>A. Patient Tracking</p> <ul style="list-style-type: none"> The annex outlines processes to maintain a patient tracking and treatment system. <p>Phase II Assessment Update: The Maryland Institute for Emergency Medical Services System has developed the EMAIS, to track patients. This system is also supported by the use of CHATS, and FRED.</p>	 
<p>B. Licensing</p> <ul style="list-style-type: none"> The annex describes procedures for the licensing of Out-of-State personnel to facilitate their deployment. <p>Phase II Assessment Update: The State of Maryland Core Plan, ESF # 8 – Health and Medical Services – is responsible for the licensing of Out-of-State medical personnel. This issue is also addressed by EMAC.</p>	 
<p>C. Fatality Management and Care of Human Remains</p> <ul style="list-style-type: none"> The annex is capable of providing for the collection and recovery of the deceased victims’ personal effects and items of evidence. The annex provides for the collection, identification, and care of human remains, determining the cause of death, inventorying personal effects, and locating/notifying next of kin. <p>Phase II Assessment Update: The State of Maryland Core Plan, ESF # 8 – Health and Medical Services – is responsible for managing this task. The Maryland Department of Health and the Medical Examiners’ Offices have developed a Mass Fatalities Plan.</p>	 


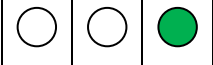
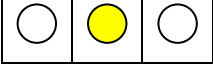
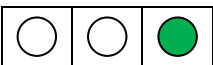
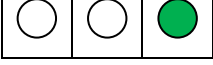
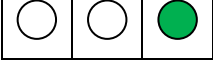
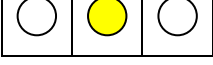
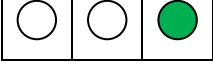
PLANNING ELEMENT	STATUS
<p>XII. Resource Management</p> <ul style="list-style-type: none"> The annex has a logistics response system, address resource typing, resource capability, and resource description standards using national standards (i.e. UTL, NWCG, FIREScope, State, etc.). <p>Phase II Assessment Update: The State of Maryland Core Plan has a logistics response system and addresses the issue of kind and type as it is defined by NIMS and the NRF. The Maryland Joint Operations Center maintains updated lists of resources that are classified by type and kind.</p>	 
<ul style="list-style-type: none"> State of Maryland clearly defines resource requirements, conducts resource inventories, matches available resources to requirements, and identifies shortfalls. <p>Phase II Assessment Update: The State of Maryland, through the MJOC via their WebEOC, has clearly defined the resource inventories. WebEOC is a database which is updated periodically by the jurisdiction inputting the data. MEMA is working with the Regional Catastrophic Preparedness Grant to also address this issue.</p>	 
<ul style="list-style-type: none"> Details current inventory of essential supplies, alternate location for the State of Maryland EOC. <p>Phase II Assessment Update: The State of Maryland Core Plan clearly details the inventory of essential supplies, alternate locations for the State of Maryland EOC. The State of Maryland is in the process of identifying and establishing an alternate EOC location.</p> <p>No Change</p>	 

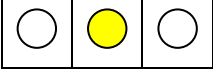
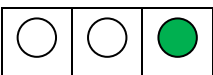
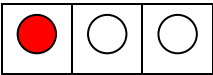
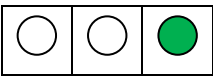
PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> ▪ Outlines methods of communicating with supply vendors for replenishment and discusses use of personal protective equipment in the field or EOC if necessary during an event (i.e. WMD, CBRNE). <p>Phase II Assessment Update: The State of Maryland, within the State of Maryland Core Plan, has outlined methods of communicating to the vendors during an event (i.e. WMD, CBRNE). Emergency Support Function # 10 is in the process of being updated as the last update occurred in July 2007.</p> <p>No Change</p>	 
<ul style="list-style-type: none"> ▪ The annex addresses arrangements for family members of staff during activations and alternate living locations. <p>Phase II Assessment Update: The State of Maryland, through its State of Maryland Core Plan, addresses alternate living locations for staff during activations and establishes a 24 hour telephone number for family members to ascertain information concerning status.</p>	 
<ul style="list-style-type: none"> ▪ Maryland requires vendors to have BCP and/or have copies of vendor COOP or BCP. <p>Phase II Assessment Update:</p> <p>No Change</p>	 
<ul style="list-style-type: none"> ▪ The annex uses a database (i.e. Integrated Risk Information System, Geographic Information System, etc.) to assist with Resource Management. <p>Phase II Assessment Update: The State of Maryland, through the Maryland Joint Operations Center, maintains a database. The database is known as WebEOC. The database is maintained by local and State jurisdictions and provides vital information on available resources that aids the Logistic Section Chief during an event. Emergency Support Function # 7 was updated May 16, 2008.</p>	 

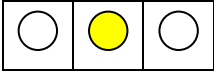
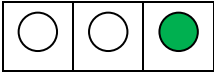
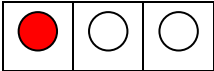
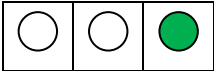
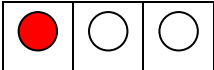
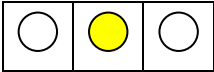
PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> ▪ Designate the staff that is responsible to maintain resource typing and status. <p>Phase II Assessment Update: The Maryland Joint Operations Center has been designated by the State of Maryland to maintain the resource typing and kind through its database known as WebEOC.</p>	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: yellow;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> </div> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px; margin-top: 10px;"> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: green;"></div> </div>
<ul style="list-style-type: none"> ▪ The municipalities, Counties, State, and Federal levels use the same database. <p>Phase II Assessment Update: The State of Maryland’s WebEOC is updated by the individual user (Counties, State and Federal). The updating is mandated by the Maryland Joint Operations Center, which oversees and maintains the database.</p> <p>No Change</p>	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: green;"></div> </div> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px; margin-top: 10px;"> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: green;"></div> </div>
<p>A. Resource Priority</p> <ul style="list-style-type: none"> ▪ The annex addresses resource priorities, suppliers of last resort, costs, notification, activation, and employment of resources. <p>Phase II Assessment Update: The State of Maryland Core Plan addresses resource priorities, suppliers of last resort, costs, notification, activation, and employment resources. MEMA is involved in the Regional Catastrophic Planning Group dealing with resource gap analysis. The State of Maryland has instituted the Maryland Civic Guard, which recruits private partners for activation during an event while maintaining a current list.</p>	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: red;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> </div> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px; margin-top: 10px;"> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: yellow;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; border-radius: 50%; background-color: white;"></div> </div>

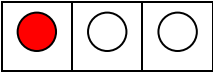
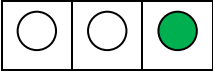
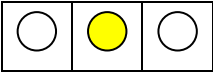
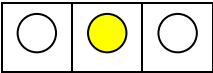
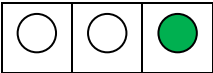
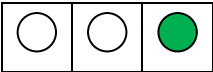
PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> ▪ The State of Maryland has the systems and organizations in place to obtain, track, and distribute resources to meet operational needs. <p>Phase II Assessment Update: The Maryland Joint Operations Center maintains the database known as WebEOC, which was developed by the State of Maryland. WebEOC has the ability to track and detail resources to the Logistics Section to support operational needs of the event.</p>	 
<ul style="list-style-type: none"> ▪ The State of Maryland has a Type IV logistics manager, and interagency warehouse for supplies. <p>Phase II Assessment Update: The State of Maryland recently approved the State of Maryland Core Plan, which, through the Emergency Support Function # 7 – Resource Support and Logistics – provided for the position.</p>	 
<p>B. Volunteers and Unsolicited Donations Management</p> <ul style="list-style-type: none"> ▪ The annex addresses the capability to effectively coordinate the registration and management of unaffiliated volunteers and unsolicited donations in support of events. <p>Phase II Assessment Update: The State of Maryland has the Emergency Support Function # 15 – Donations and Volunteer Management – which was included in the State of Maryland Core Plan, Volume I, (August 2009).</p>	 
<p>XIII. Recovery</p> <ul style="list-style-type: none"> ▪ The annex provides for short-, medium-, and long-term recovery activities. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), addresses recovery operations. MEMA is currently developing a Recovery Annex that will specifically address short-, medium-, and long-term recovery activities.</p>	 

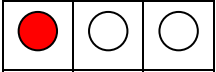
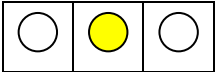
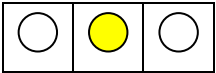
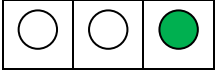
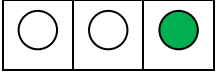
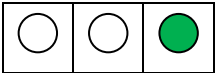
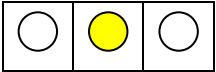
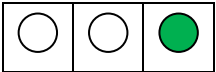
PLANNING ELEMENT	STATUS
<p>A. Establish Criteria and Process to “Return to Business as Usual”</p> <ul style="list-style-type: none"> Addresses, that depending on the duration of the event, the State of Maryland will outline in detail how and by whom a partial or incremental return to business-as-usual will occur. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), makes a cursory reference to recovery operations. MEMA is currently developing a Recovery Annex that will establish the necessary criteria and process to “Return to Business as Usual”.</p>	 
<p>B. Identify Alternative Methods to Deliver Services</p> <ul style="list-style-type: none"> Addresses the methods and pre-event contracts that are in place to resume the State of Maryland functions necessary to sustain an event (two weeks, one month, six months, one year sustainability). <p>Phase II Assessment Update: The Maryland Department of General Services has developed stand-by and pre-event contracts to facilitate the immediate deployment of resources in times of an emergency and/or disaster.</p>	 
<p>C. Public and Individual Assistance</p> <ul style="list-style-type: none"> The annex addresses how the State of Maryland interfaces with local, State, and FEMA with regard to individual and public assistance. The State of Maryland provides training to staff regarding PA/IA programs (i.e. how to fill out project worksheets, establish a DFO, etc.). <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), makes a cursory reference to recovery operations. MEMA is currently developing a Recovery Annex that will address this issue. MEMA has established a Recovery Mitigation Branch to improve coordination of these program activities. The Public Assistance Officer provides training to local and State and local agencies and their staff regarding PA/IA programs.</p>	 





PLANNING ELEMENT	STATUS
<p>D. Debris</p> <ul style="list-style-type: none"> The State of Maryland has a debris plan. The plan addresses disposal of materials, MOUs, pre-event contracts with the private sector, etc. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), clearly addresses the disposal of materials, MOUs, and pre-event contracts with the private sector.</p>	 
<p>E. Restoration of Critical Lifelines</p> <ul style="list-style-type: none"> The annex addresses the capability to clear and restore lifelines to include: fuel, electric, communications, water, wastewater, transportation infrastructure, and debris removal to establish access back to the affected area. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), Emergency Support Functions Plan, ESF # 1 – Transportation and ESF # 3 – Public Works & Engineering – share the responsibility for the restoration of critical lifelines.</p>	 
<p>F. Mitigation</p> <ul style="list-style-type: none"> The State of Maryland has a mitigation plan. <p>Phase II Assessment Update: MEMA has developed and annually reviews their All-Hazards Mitigation Plan.</p> <p>No Change</p>	 
<p>XIV. Is the Plan Adequate?</p> <ul style="list-style-type: none"> The plan is considered adequate when: it complies with applicable guidance, the planning assumptions are valid, the concept of operations identified, and critical tasks are addressed effectively. <p>Phase II Assessment Update: MEMA has recently revised and updated the State of Maryland Core Plan to comply with applicable Federal and State guidance to include CPG-101 (March 2009), NIMS/ICS, and the NRF.</p> <p>The new State of Maryland Core Plan’s planning assumptions are valid; includes a concept of operations; and critical tasks have been identified and addressed.</p>	 

PLANNING ELEMENT	STATUS
<p>XV. Is the Plan Feasible?</p> <ul style="list-style-type: none"> The plan is considered feasible if: critical tasks can be accomplished with resources available internally or through mutual aid, immediate needs for additional resources through State and/or Federal assistance are identified in detail and coordinated in advance, and procedures describing how to integrate and employ resources from potential sources are in place. <p>Phase II Assessment Update: MEMA has recently revised and updated the State of Maryland Core Plan to comply with applicable Federal and State guidance to include CPG-101 (March 2009), NIMS/ICS, and the NRF. The State of Maryland Core Plan identifies critical tasks to be accomplished and addresses the role and responsibilities of State agencies/departments to include volunteer and non-government organizations. The Core Plan, ESF Plan also describes in detail the types of resources and support services available in times of an emergency and/or disaster to include Federal assistance. The State Core Plan will further be enhanced once the Regional Catastrophic Planning initiative is completed.</p> <p>The State of Maryland Core Plan, Volume I, (August 2009), is feasible and capable of accomplishing critical tasks.</p>	 
<p>XVI. Is the Plan Acceptable?</p> <ul style="list-style-type: none"> The plan is considered acceptable if: it can meet the requirements of a catastrophic event, if it can be implemented within costs and timeframes that senior officials and the public can support, and it is consistent with the law. <p>Phase II Assessment Update: MEMA has recently revised and updated the State of Maryland Core Plan to comply with applicable Federal and State guidance to include CPG-101 (March 2009), NIMS/ICS, and the NRF.</p> <p>The State of Maryland's Core Plan, Volume I, (August 2009), is acceptable and capable of meeting many of the requirements of a catastrophic event.</p> <p>MEMA, however, must continue to work with the Regional Catastrophic Planning Group to fully address all-hazards planning for catastrophic events.</p>	 

PLANNING ELEMENT	STATUS
<p>XVII. Review All Attachments</p> <ul style="list-style-type: none"> The plan addresses, recognizes, and integrates how the State of Maryland will operate under all attachments (i.e. hurricane, floods/dams, hazardous materials, WMD, radiological hazards, terrorism, tornado, etc.). <p>Phase II Assessment Update: The State of Maryland Core Plan, (August 2009), ESF Plan, addresses how the State of Maryland will operate during emergencies and disasters. MEMA should continue to develop Volume II, which will further support this planning effort.</p>	 
<p>XVIII. Linking Federal and State EOP</p> <ul style="list-style-type: none"> The plan describes the integration, linkages, trigger mechanisms, and command and control issues related to how the State of Maryland receives support from and/or provides support to the County (EOP), the State (EOP), and the Federal NRF. <p>Phase II Assessment Update: The State of Maryland Core Plan, (August 2009), ESF Plan, includes the necessary linkages, mechanisms, and command and control functions to receive and/or provide support to Counties, other States, and the Federal Government.</p>	 
<p>XIX. Operational and Preparedness Solutions</p> <ul style="list-style-type: none"> Identifies short-term (operational) actions to correct the critical issues/constraints identified above. Includes “work-arounds” that will be employed as interim measures pending longer-term solutions. For example, if the need to secure transportation funding for a major alternate route constrains your ability to conduct a mass evacuation, identify actions you are taking to compensate, such as earlier declaration of emergency. <p>Phase II Assessment Update: The State of Maryland Core Plan, ESF Plan, identifies the short-term and long-term preparedness, response operations and recovery issues. The Core Plan Emergency Support Functions Plans, ESF # 6 – Mass Care, Sheltering, Feeding, Housing, and Emergency Assistance – is under revision by the Department of Human Resources and the State Attorney General’s Office. MEMA should continue to work with the Regional Catastrophic Planning Group to address all-hazards planning for all catastrophic events.</p>	 

PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> Describes long-term (preparedness) actions to build capability to address the critical issues/constraints described above. These actions should be reflective in the State of Maryland EOP, annexes, and appendices, and integrated into the State/UASI Homeland Security Strategy. <p>Phase II Assessment Update: The State of Maryland Core Plan, (August 2009), ESF Plan, identifies the short-term and long-term preparedness, response operations, and recovery issues.</p>	 
<p>XX. Catastrophic Event Planning</p> <ul style="list-style-type: none"> Describes critical issues or constraints that seriously limit your jurisdiction’s ability to manage a catastrophic event with evacuation and shelter requirements comparable to Hurricanes Katrina and Rita. Highlight where you need Federal assistance to develop a solution. <p>Phase II Assessment Update: The State of Maryland Core Plan, Volume I, (August 2009), addresses how the State of Maryland will operate during emergencies and disasters. MEMA should continue to develop Volume II, which will further enhance and support this planning effort. However, the State of Maryland Core Plan is <u>not</u> scoped for a Katrina/Rita type event. MEMA should continue to work with the Regional Catastrophic Planning Group to address all-hazards planning for catastrophic events.</p> <p>No Change</p>	 
<ul style="list-style-type: none"> Changes in authorities or regulations that are necessary for the plan to meet the demands of a catastrophic event. <p>Phase II Assessment Update: MEMA is working with State Attorney General’s Office, the Governor’s Homeland Security Advisor, and the Maryland Legislature to ensure that the appropriate authorities and regulations are in place to deal with a catastrophic event.</p> <p>No Change</p>	 

PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> Actions that are being taken to fully address requirements for populations with special needs, particularly persons with disabilities. <p>Phase II Assessment Update: The State of Maryland of Core Plan, (August 2009), Emergency Support Functions Plans, ESF # 6 – Mass Care, Sheltering, Feeding, Housing, and Emergency Assistance – is under revision by the Department of Human Resources and the State Attorney General’s Office. MEMA is working with the Regional Catastrophic Planning Group to fully address these issues.</p>	 
<ul style="list-style-type: none"> Actions that are being taken to ensure prompt evacuation of patients (ambulatory, and non-ambulatory from health care or other facilities). <p>Phase II Assessment Update: The State of Maryland Core Plan, Emergency Support Functions Plans, ESF # 8 – Health and Medical Services – is working with ESF # 6 – Mass Care, Sheltering, Feeding, Housing, and Emergency Assistance is under revision by the Department of Human Resources and the State Attorney General’s Office to address this issue.</p>	 
<ul style="list-style-type: none"> Actions that are being taken to ensure prompt augmentation of response (i.e. law enforcement) following a catastrophic event. <p>Phase II Assessment Update: The State of Maryland Core Plan, Emergency Support Function Plans, ESF # 13 – Law Enforcement – coordinates law enforcement and security resources and services in times of emergency. MEMA should continue to work with the Regional Catastrophic Planning Group to address issues.</p> <p>No Change</p>	 
<ul style="list-style-type: none"> Actions that are being taken to strengthen regional planning and ensure request for assistance, which are typically sequential (local-State-Federal), can meet urgent needs. <p>Phase II Assessment Update: MEMA is working with FEMA Region III and other states within their region to strengthen regional planning to include the establishment of a Regional Catastrophic Planning Group, funded by DHS/FEMA, to support this regional planning effort.</p>	 

PLANNING ELEMENT	STATUS
<ul style="list-style-type: none"> Actions that are being taken to ensure delivery networks for critical services and supplies/products are adequate to meet the increased demands in a catastrophic event. 	
<p>Phase II Assessment Update: MEMA is working with FEMA Region III and other states within the region to strengthen regional planning to include the establishment of a Regional Catastrophic Planning Group, funded by DHS/FEMA, to support this regional planning effort.</p>	
<ul style="list-style-type: none"> Actions that are being taken to ensure your evacuation planning is: mutually supportive among contiguous jurisdictions and states; uses available transportation modes (ground, air, water and rail) and resources; identifies routes of egress/ingress; and identifies destinations and shelter options for displaced populations. 	
<p>Phase II Assessment Update: MEMA is working with FEMA Region III and other states within the Region to strengthen regional planning to include the establishment of a Regional Catastrophic Planning Group, which is funded by DHS/FEMA, to support this regional planning effort.</p>	

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