

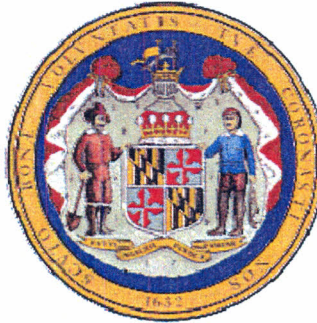
STATE OF MARYLAND
GOVERNOR'S EMERGENCY MANAGEMENT ADVISORY COUNCIL



Mark F. Hubbard, Chairman

Martin O'Malley
GOVERNOR

Anthony Brown
LIEUTENANT GOVERNOR



TO: Maryland Senate President, Thomas V. Mike Miller, Jr.
Maryland House Speaker, Michael E. Busch

CC: DLS Library and Information Services
ATTN: Sarah Albert

FROM: Mark F. Hubbard, Chairman of the Governor's Emergency Management
Advisory Council (GEMAC)

RE: 2011 GEMAC Annual Report

DATE: January 4, 2011

Dear President Miller and Speaker Busch:

Attached you will find copies of the Governor's Emergency Management Advisory Council's 2011 Annual Report to the Governor and General Assembly as required under MARYLAND CODE ANNOTATED, PUBLIC SAFETY ARTICLE § 14-105(e) and in accordance with the reporting requirements specified in MARYLAND CODE ANNOTATED, STATE GOVERNMENT ARTICLE § 2-1246.

Sincerely,

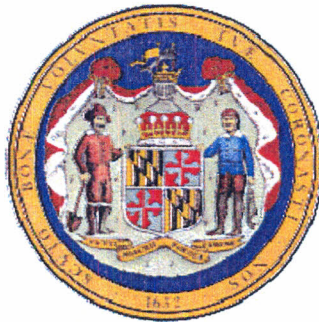

Mark F. Hubbard,
Chairman



Mark F. Hubbard, Chairman

Martin O'Malley
GOVERNOR

Anthony Brown
LIEUTENANT GOVERNOR



**2011 Annual Report of the
Governor's Emergency Management Advisory Council (GEMAC)**

A Report to the Governor and the Maryland General Assembly

December 31, 2011

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Executive Summary

The Governor's Emergency Management Advisory Council (GEMAC) is created by statute and is charged with advising the Governor on all matters that relate to emergency management in Maryland¹. The GEMAC serves as an independent advisory body, comprised of persons with special expertise in areas critical to homeland security and emergency management, as well as persons broadly representative of business interests, public utilities, and other communities (e.g., non-governmental organizations) within Maryland.

The GEMAC transitioned this year including a change of chairmanship and a nearly wholesale transition to new members following the expiration of the terms of the previous GEMAC membership. The new membership of the GEMAC includes subject matter experts from a wide range of disciplines, backgrounds, and geographic areas including local emergency responders, and experts from both the public and private sector to the newly constituted GEMAC. The new GEMAC now has representatives from across the emergency response and management spectrum including police, fire, public health, emergency medicine, hospitals, utilities, labor, and the academy. The new Chairman is Mark F. Hubbard, Assistant Fire Chief and Director of the Baltimore County Office of Homeland Security and Emergency Management.

Beginning in August, the new GEMAC met to first consider the status of homeland security and emergency management in Maryland on the ten year anniversary of the September 11 attacks. The GEMAC then began a systematic approach of reviewing and discussing Maryland's Core Goals and Capabilities. The GEMAC received demonstrations and informational briefings on four of the State's homeland security initiatives: Interoperability, CCTV, Biosurveillance, and Mass Casualty/Hospital Surge.

The GEMAC will continue to review the core goals moving forward in 2012.

¹ MARYLAND CODE ANNOTATED, PUBLIC SAFETY ARTICLE, §§ 14-105(a) and (d). In addition, Executive Order 01.01.1987.11 also designates the GEMAC as Maryland's State Emergency Response Commission (SERC). CODE OF MARYLAND REGULATIONS 01.01.1987.11. This Annual Report is submitted to the Governor and the General Assembly pursuant to the statutory reporting requirements specified in MD. CODE ANNOTATED, PUBLIC SAFETY ARTICLE § 14-105(e).

I. GEMAC PURPOSE, MISSION, AND REVISED SCOPE OF WORK

With the exception of three members who were added in the fall of 2010, the members of the Governor's Emergency Management Advisory Council (GEMAC) at the beginning of 2011 had served since 2008, with several members having served multiple terms. As a result of the expiration of these members' terms, in spring 2011 the GEMAC was reconstituted with entirely new membership with the exception of the three members who had joined GEMAC in the fall of 2010.

To ensure that the GEMAC does not have redundant or overlapping roles and responsibilities with any of the current homeland security and emergency management committees within Maryland and given Governor O'Malley's strategic policy goal of making Maryland the national leader in homeland security preparedness, the GEMAC is focused on working in conjunction with the agencies responsible for implementing and achieving the state's Core Goals for Homeland Security.

In 2011 the new GEMAC began working closely with each of the State agency leaders on each the Governor's 12 core homeland security goals. The GEMAC began a process in which the lead state representatives for each goal will brief the GEMAC on relevant strategic goals; progress and accomplishments to date; and ongoing issues, projects, and planned and prospective future initiatives. GEMAC members are given the opportunity to provide external validation of the State's activities, suggest ideas and alternatives, and raise concerns or points of view that may not have been considered. The meetings bring together local, state, and private sector experts and stakeholders to discuss and develop specific actions or recommendations for achieving the State's homeland security goals.

In 2011, the GEMAC has met about and reviewed four of the state's homeland security goals: Interoperability, CCTV, Biosurveillance, and Mass Casualty/Hospitals Surge. These briefing and review meetings will continue into 2012, covering Maryland's entire homeland security strategy.

A. 2012 General Meeting Schedule

The GEMAC is charged with the mission of advising the Governor "on all matters that relate to emergency management." MD. CODE ANN., PUB. SAFETY §§14-105(a) - (e). The GEMAC plans to hold six general meetings total: Meetings will be held approximately every two months. The day of week, time, and location of meetings will be determined based on member availability. In addition to meetings, conference calls may be scheduled on an as needed basis.

Meeting #1: January 23rd – 27th

Meeting #2: April 1st – 15th

Meeting #3: July 15th – 30th

Meeting #4: September 1st – 15th

Meeting #5: November 1st – 15th

Meeting #6: December 1st – 15th

The GEMAC meetings will be divided to meet with core goal leaders grouped together based on subject matter. The meetings will cover:

- Core Goal #2 Intelligence and Information Sharing, Core Goal #6 Critical Vulnerability Assessment, Core Goal #12 Transportation Security
- Core Goal #4 Personal Protective Equipment, Core Goal #7 Training & Exercise, Core Goal #10 Planning, and Core Goal #11 Backup Power & Communications
- Core Goal #5 Biosurveillance and Core Goal #9 Mass Casualty/Hospital Surge
- Core Goal #1 Interoperability and Core Goal #8 CCTV
- Core Goal #3 Hazardous Materials and Explosive Device Response
- Annual Report Review and Discussion

B. GEMAC Meetings with Governor

Meetings are tentatively expected to occur as follows:

Summer 2012: Meeting between June and August of 2012

January 2013: Meeting to discuss the Annual Report

C. Schedule for Recommendations and Written Materials

- Annual Report to the Governor and General Assembly (December)
- Recommendations to a Core Goal Sub-Group to be discussed with the Sub-Group representative at the end of each meeting and/or provided in writing (no later than 30 days from the date of the meeting) if additional time is needed for discussion or there is follow up required to answer questions.

D. New Chairman and Membership Roster

The GEMAC consists of the members that you designated and, by law, must include:

1. Fair and reasonable representation for local government;
2. Representation for organizations that represent volunteer firefighters and rescue squads;
and
3. Representation from manufacturing, utilities, and communications industries.

There is no size limit or minimum membership requirement, however based on past councils, a size of 25-30 members is desirable and manageable. As discussed above, all members of the GEMAC except: Dr. Donald Shell, Meghan Butasek, Jay Livingston and Barbara Childs-Pair (whom received their appointments in October of 2010) were newly appointed in 2011.

Membership Breakdown:

NAME	TITLE
EMERGENCY MANAGEMENT / PUBLIC SAFETY	
Mark F. Hubbard (Chair)	Assistant Fire Chief and Director of Office of Homeland Security and Emergency Management for Baltimore County
Barbara Childs-Pair	Former Homeland Security Advisor and Director of Emergency Management for the District of Columbia
Robert Maloney	Baltimore City Office of Emergency Management
Kristen McMenamain	President of the Maryland Emergency Management Association and Planner for Kent County
Brian Moe	Director Prince George's County Office of Homeland Security
Teresa Owens	Director of the Office of Emergency Services for Worcester County
Chris Voss	Director of the Montgomery County Office of Emergency Management
FIRE / EMS	
Doyle Cox	President of Maryland State Firemen's Association
Kevin Lewis	Director of Fire and Emergency Services for Washington County
Jeff Thompson	President Maryland Fire Chiefs Association
Jay Livingston	President and Chief Executive Officer Livingston Fire Protection, Inc.
LAW ENFORCEMENT	
John (Randy) Bounds	Sheriff of Caroline County
Michael Pristoop	Chief of Police for Annapolis City
Cynthia Smith	Chief of Police for Frostburg State University
Chief Michael Taborn	Chief of the Washington Metropolitan Area Transit Authority Police
Jim Teare	Chief of the Anne Arundel County Police Department
PUBLIC HEALTH / HOSPITALS / HEALTH AND MEDICAL PREPAREDNESS	
Meghan Butasek	Director of the Baltimore City Office of Preparedness and Response
Dr. Andrew Pollak	Shock Trauma Physician
Jim Scheulen	Chief Administrative Officer, Department of Emergency Medicine, Johns Hopkins Hospital
Dr. Donald Shell	Health Officer of Prince George's County
Dr. Joseph Wright	Senior Vice President and head of the Child Health Advocacy Institute at Children's National Medical Center in Washington, DC
UTILITIES	
Alfred Foxx	Director of Baltimore City Department of Public Works
George Gacser	Chief of Security Operations at Pepco
Stephen Gerwin	Chief of the Bureau of Utilities in Howard County
PRIVATE SECTOR / OTHER	
Dr. Bilal Ayyub, PHD	Director of the Center for Technology and Systems Management at the University of Maryland
Jim Dinegar	President of the Greater Washington Board of Trade
Thomas V. Inglesby, MD	Director and Chief Executive Officer of the Center for Biosecurity of the University of Pittsburgh Medical Center in Baltimore
Captain Eric Nielsen	President of the Association of Maryland Pilots
Dr. Irmak Renda-Tanali	Chief Executive Editor of the Journal of Homeland Security and Emergency Management; Homeland Security and Emergency Management Program Director for UMUC

II. GEMAC Activities and Topics for 2011

A. August 22, 2011 Meeting at the Maryland Emergency Management Agency

The August Meeting of the GEMAC was the first official meeting of the newly appointed Committee in 2011 and was used as a kick-off and orientation meeting for the new members. The GEMAC was briefed on the framework for homeland security and emergency management in Maryland, including the Governor's 12 Core Goals for homeland security, and was asked to consider Maryland's state of preparedness and level of progress in these and other areas since the attacks of September 11, 2001. The GEMAC members introduced themselves and were briefed on the basis for Maryland's 12 Core Goals and Homeland Security Strategy, including the focus on measurable, dual use, daily use, capabilities that support everyday activities as well as homeland security and emergency management operations during large-scale, unusual events. The GEMAC was given an overview of OSPREY, the State's CCTV network, and various plans already in place for responding to emergencies.

A round table discussion followed with members bringing up several items of interest for future discussion and consideration.

Areas of accomplishment since 9/11 which were discussed included:

- The development and refinement of the County Hospital Alert Tracking System (CHATS), a system developed and maintained by MIEMSS.
- Improvements in the State's ability to respond to medical disasters including expansion of Shock Trauma to include an additional 90 new trauma beds since 9/11.
- Historic lows in crime rates across the state as a key accomplishment attributable to homeland security investments.
- A greater level of private sector interaction, information sharing, and collaboration than ever before.
- A greater level of collaboration between levels of government – Federal, State, and Local – particularly between law enforcement and the FBI.
- Major State water and wastewater utilities accomplished full vulnerability assessments; and for the State of Maryland a mutual aid system, MDWARN, was stood up allowing participating public, private, and commission based utilities to share industry specific resources following a nationally adopted standard <http://www.mdwarn.org/index.htm>.

Areas of need identified by the GEMAC include:

- The availability and security of information needed by first responders and the public.
- Cyber security and the need for assistance at the local level where sophisticated cyber security capabilities may be lacking.
- The need for a common operating picture shared by State and local governments.
- Coordination with private sector partners to include advising the private sector on public sector activities and the need for the private sector to advise the public sector on its activities.
- The need for preparedness education perhaps as a part of elementary education in the same way that "stop, drop, and roll" is taught in schools today.
- The need to examine the resilience of the medical system.
- The need in general for a more robust and open data sharing model which facilitates effective sharing across jurisdictions, with the State, and with trusted private partners.

- The need for effective metrics and measurements for security and preparedness.

B. October 27, 2011 Meeting at the Maryland Department of Transportation

The October 27 meeting focused on two of the State's core goals: Interoperability and CCTV. Ray Lehr, the State Interoperability Director, and Bud Frank, and the Maryland Department of Transportation's Homeland Security and Emergency Management Director were invited to brief the GEMAC on Maryland's progress in interoperability and CCTV and to discuss their plans for the future.

In addition, because this meeting was the first opportunity for the GEMAC to meet following Hurricane Irene, Tropical Storm Leo, and the tenth anniversary of the September 11 attacks, the group briefly discussed the overall management of those events, which they viewed as successful. The group discussed the use of the OSPREY GIS system and its successful launch and the significant number of "hits" on the website from public use. Several members also noted that the practice of providing a local National Guard Officer to local EOCs was an effective means for delivering support during the events. Some areas for improvement were also identified including the need for additional citizen education including childhood education in preparedness to build more resilient and prepared communities. The group also discussed MEMA's expanded use of social media and twitter during the storms and the need to continue to explore new-media as a means for engaging the public.

Mr. Lehr's presentation focused on the continued build-out of the statewide 700 MHz radio system and also the expansion of computer aided dispatch and records management systems (CAD/RMS). Maryland's first core goal calls for first responders in every region of Maryland to have access to a statewide interoperable radio system that transmits and receives voice and data communications. Maryland has taken a two-prong approach to achieving this goal. The overarching goal is to develop a single, statewide interoperable radio network. While the statewide network is being constructed, regional networks providing radio interoperability within each of Maryland's five regions are being developed and are nearly completed.

The GEMAC identified several areas of concern and areas ripe for further investigation related to Interoperability including:

- Performance metrics for interoperability to measure Maryland's progress versus other states
- GEMAC members expressed concern that funding was only currently allocated for the 700 MHz system for Phase 1 and Phase 1A.
- The group discussed adjusting building codes to ensure that new construction will not interfere with tower-to-tower communications (microwave transmissions require a line of sight from tower to tower in order to work).
- Concerns regarding building redundancy into systems across the state. The GEMAC suggested that jurisdictions may look to the State system for support in redundancy.
- The GEMAC expressed a desire to see more training and exercising of these interoperability systems on a regional basis.

Mr. Frank's presentation focused on the continued build out of the statewide CCTV network including the expansion from 234 cameras available in January 2011 to 564 cameras available in November of 2011. The GEMAC was introduced to Maryland's virtual video wall and the integration of the CCTV network with the State's GIS platform OSPREY.

The GEMAC identified several areas of concern and areas ripe for further investigation related to CCTV including:

- The GEMAC discussed the need for a centralized Maryland's CCTV governance system.
- Again, the GEMAC discussed metrics and measurements for progress.
- Some members were also interested in the integration of non-traffic or crime prevention cameras such as school-based camera feeds.
- The need for a "smart" CCTV system to assist emergency managers and first responders to effectively manage video feeds during an incident or multiple incidents.
- The GEMAC suggested the creation of a central repository/hub for video where video and data from other systems could be analyzed for patterns and other useful intelligence.

C. December 15, 2011 Meeting at the Maryland Department of Transportation

The December 15 meeting focused on two more of the State's core goals: Biosurveillance and Mass Casualty/Hospital Surge. Sherry Adams, the Director of the Department of Health and Mental Hygiene Office of Preparedness and Response, and John Donohue, a Deputy Director of the Maryland Institute of Emergency Medical Services Systems were invited to brief the GEMAC the State's health and medical goals.

Ms. Adams led the group through a presentation related biosurveillance and specifically the ESSENCE system. Maryland's fifth core homeland security goal calls for every jurisdiction in Maryland to have access to a real-time, 24/7 statewide biosurveillance system that tracks symptoms presenting in emergency rooms and to paramedics, over-the-counter sales of pharmaceuticals, animal carcass pick up and, in metropolitan areas, sensor-based data, such as air monitoring for chemical and radiological releases. Biosurveillance provides an early warning of an outbreak or epidemic and key information on how a biological event spreads, supplying public health professionals with additional information and time to mitigate the threat of both naturally occurring and manmade biological hazards.

Maryland's statewide biosurveillance system is called the Electronic Surveillance System for the Early Notification of Community-based Epidemics (ESSENCE) and is operated by DHMH. The agency has been implementing a phased data integration beginning with hospitals in 2005. In 2007, DHMH included data from Maryland's two Poison Control Centers. In June 2008, DHMH began adding data on over-the-counter (OTC) medication and thermometer purchases and now receives data from 313 retail pharmacy locations. This was followed by the addition of prescription purchase data for 363 pharmacy locations in November 2010. DHMH is currently in the process of incorporating school absenteeism data. The agency achieved its goal of adding all 46 acute care hospitals to ESSENCE in 2009. DHMH is also using the system for new and novel uses including tracking rabies outbreak, queries on specific illnesses, tracking and quantifying heat and cold related illness.

The GEMAC identified several areas of concern and areas ripe for further investigation related to Biosurveillance including:

- The GEMAC was interested in knowing how Private School data might be incorporated into ESSENCE
- Creation of a geospatial interface with the ESSENCE data.
- Need for more information and protocols to support follow up on ESSENCE alerts
- Other novel uses for ESSENCE data such as Montgomery County which uses the data to support hazard mitigation efforts.
- Provide some information from the system to the public to help the public assess risk.
- Identify the most predictive data rather than a simple maximization of data elements.

Mr. Donohue discussed, in detail, the State's progress in achieving Core Goal 9 – Mass Casualty/Hospital Surge including the development of HC Standard, a Health and Medical Dashboard, which integrates multiple previously separate systems such as a hospital's emergency room status and medical supply data, and deployed handheld patient tracking units to ambulances in large metropolitan areas, which also feed information into the dashboard. He also walked the group through the State's readiness for medical transport related to a mass casualty event based on Health Resources and Services Administration (HRSA) standards and also based on natural risks from flooding for certain specific facilities. The GEMAC heard that Maryland is very well prepared for all of these incidents with extensive resources available statewide.

The GEMAC identified several areas of concern and areas ripe for further investigation related to Mass Casualty/Hospital Surge including:

- Situational awareness for health care facilities is a significant need and suggested that HC Standard may be a solution.
- Increase public education related to the purpose of emergency departments to prevent unnecessary stress on the system from non-emergencies.
- Need for uniform decision making across the system in surge events.
- Need to communicate surge and triage information simply for use by diverse socio-economic, educational and language backgrounds.
- Establishing thresholds for changes in standards of care related to mass casualty or surge events.


D. Prospective Outlook for 2012

In the coming months, the GEMAC will consider the remaining eight core goal areas and also conduct a second review of Core Goals 1, 8, 5, and 9. They will examine the goals and the State's progress based on some specific questions for each goal in order to provide standard recommendations to you on each goal.

III. Conclusion

The GEMAC hereby submits this report along with its wishes of sincere appreciation from the individual members of the Council for the opportunity to serve the citizens of Maryland.

Respectfully submitted this 31st day of December, 2011:



Mark F. Hubbard, Chairman
Governor's Emergency Management Advisory Council