MEMA Strategic Plan 2012-2016

A Prepared Marylander Creates a Resilient Maryland

March 2013

Message from the Director

I am pleased to present the Maryland Emergency Management Agency (MEMA) Strategic Plan. This Plan is a tool for MEMA to fulfill its new vision– A Prepared Marylander Creates a Resilient Maryland.

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

This Plan outlines MEMA's goals for strengthening our State's resilience by laying the foundation for Maryland to make major advances in our ability to coordinate across government and with private and nonprofit organizations. These goals were developed to support of the Governor's Core Goals for a Prepared Maryland, and to reinforce MEMA's primary responsibility of ensuring preparedness.

With the support of the Governor, MEMA will continue to strive for excellence in emergency preparedness. By working closely with other State agencies, local officials, first responders, and our federal counterparts, we will ensure that Maryland is ready for the unexpected.

Kenneth Mallette, Executive Director

Summary of Major Plan Elements

This Plan sets out goals for MEMA's development and the tools and methods for achieving these goals over the next five years. This Plan identifies the vision for MEMA in a way that drives and strengthens its capabilities into the future. Objectives map the completion of goals by identifying specific steps and dates for completion.

An implementation plan and tracking tool are located in the second half of this plan. MEMA is committed to implementation. Directorate and branch managers will create individual yearlong implementation plans for the next five years. Beginning in year two, the Agency will re-evaluate the plan and begin its next five-year plan. The tracking tool at the end of this document will be used to plot initiatives and objectives along a set timeline and to identify the owners of each task. It will be the responsibility of the Office of Strategic Initiatives to monitor and audit the implementation of this plan.

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

Vision
A prepared Marylander creates a resilient Maryland.

Values
Respect, Tolerance, Trust

Overarching Themes

- Promotion of emergency management best practices, knowledge, and technology throughout the State of Maryland.
- Strengthened communication, cooperation, and coordination within MEMA, and with all emergency management partners.
- Maximization of resources available for emergency management through aggressive engagement in homeland security programs and fiscal responsibility.
- Promotion of statewide policies and programs that enhance preparedness, mitigate the effects of disasters, and preserve our state's natural environment.

Top Goals

- Preparedness: Be a "Center for Preparedness Excellence," assisting families, communities, non-profit organizations, private sector, and government partners manage the consequences of unpredictable events or situations.

- Resilience: Improve statewide recovery abilities, from all-hazards, based on the needs and the vulnerability profile of each region and locality.

- Mitigation: Create a resilient Maryland through the management of statewide mitigation planning and project development, and provide personalized support to local mitigation project applicants from application to project completion.

- Partnering: Enhance public/private partnerships that will contribute to the State's emergency preparedness and allow Maryland to leverage the knowledge and resources of the private sector to strengthen resilience.

- Operational Support: Provide real-time situational awareness through a transparent common operating picture for families, communities, non-profit organizations, private sector, and government partners.

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Introduction

The Maryland Emergency Management Agency (MEMA) is the State's lead agency for emergency management coordination. MEMA's Executive Director works closely with the Governor's Office of Homeland Security to further the Governor's Twelve Core Goals for a Prepared Maryland.

MEMA is charged with ensuring that "the State will be adequately prepared to deal with emergencies that are beyond the capabilities of local authorities, to provide for the common defense, to protect the public peace, health, and safety, and to preserve the lives and property of the people of the State." During statewide emergencies, MEMA coordinates emergency response of State and local partners through activation of the State Emergency Operations Center (SEOC), located at MEMA's headquarters in Reisterstown, Maryland. MEMA's Executive Director makes recommendations to the Governor on emergency actions and requests additional support from federal partners when needed during an emergency declaration. MEMA is the lead agency in State emergency management, and coordinates the work of other State partners to provide a safer community for all Marylanders.

MEMA is a flexible, scalable entity whose staff transition between daily administrative functions to positions in the SEOC, as needed to serve the State. MEMA's staff develop new statewide policies, represent the State on national committees, and interface with the Federal Emergency Management Agency (FEMA), all while managing statewide programs to improve the preparedness and security of the State and the safety of its citizens.

The Preparedness Directorate and the Branches of Adaptive Planning, Active Learning and Exercise, and Resilience/Public Outreach create a State platform for integrated preparedness planning, while guiding and supporting emergency management efforts of communities, local, State, federal and private stakeholders.

MEMA's Adaptive Planning Branch's goal is to become a "Center for Preparedness Excellence." The Branch works with the emergency management community at all levels of government, non-governmental entities, and in locations throughout Maryland to increase comprehensive preparedness against all hazards. The Maryland Emergency Preparedness Program (MEPP) is the overarching construct for homeland security and emergency management preparedness and operations. The Maryland Preparedness System, a component of the MEPP, serves as the foundation of the State's comprehensive preparedness efforts. MEMA's Adaptive Planning branch is a central hub for technical assistance in preparedness and strategic and operational planning for all public safety agencies in the State.

The Mitigation Program within the Adaptive Planning Branch works with local agencies and nonprofit groups to reduce or eliminate long-term risks to Maryland citizens and their properties through statewide mitigation planning by identifying the policies, activities, and tools that can be used to initiate projects and implement hazard mitigation plans.

The Active Learning and Exercise Branch supports a self-sustaining statewide learning and exercise program that strengthens Maryland's all-hazards preparedness capabilities through developing and delivering active learning opportunities and evaluating emergency management exercises and real-world events for families, communities, local, State and private partners.

The Resilience and Public Outreach Branch within MEMA aims to enhance individual, family, business, and community preparedness through an all-hazards educational approach. Strategies for incorporating the private sector into all phases of emergency management are being developed through the creation of a Business Operation Center (BOC) to serve as an operational component of the SEOC. The Resilience and Public Outreach Branch is also responsible for providing timely, pertinent information to the public and strives to achieve effective collaboration among State and local government, non-profits, non-governmental organizations (NGOs) and volunteer organizations, as well as the private sector. This grass-roots approach to improving overall preparedness will bolster Maryland's resilience to adverse situations, both natural and man-made.

The Administration Directorate and the Branches of Grants, Finance, and Public Assistance provide program management and budget oversight of all funds received from the State of Maryland, as well as federal grant funds. The Grants Branch administers federal grant programs and ensures that local and State applicants receive the appropriate amount of available funding and comply with all funding guidelines. The Budget/Finance Branch oversees the agency's budget, accounts receivable and expenditures. MEMA's Public Assistance Program provides supplemental financial assistance to State departments and agencies, local governments, and certain private and non-profit organizations for response and recovery activities as a result of a Presidentially-declared disaster. The Director of Administration is directly responsible for personnel and human resource management.

The Operations Support Directorate manages the Maryland Joint Operations Center (MJOC), the SEOC, and liaison activities through our Local Emergency Management Support Program. MEMA staff also provide for receipt and distribution of emergency information statewide through the MJOC, which operates on a twenty-four hour basis. When an emergency strikes, MEMA's staff assumes positions in the SEOC to coordinate emergency response and short-term recovery efforts.

The dual roles of the Agency's personnel are evident in the position of the Executive Director of MEMA, who is both "in charge of carrying out the State emergency management program," and, under an emergency declaration, the coordinator of "the activities of the agencies of the State and of those political subdivisions included in the declaration in all actions that serve to prevent or alleviate the ill effects of the imminent or actual emergency."

MEMA's emergency management professionals work together to achieve MEMA's mission of constantly developing improved solutions and preparing to prevent against, protect from, respond to, and recover from emergencies or disasters affecting the State of Maryland. Over the next few years, the solutions developed will address a changing threat landscape, as economic centers shift, demographics change, and weather patterns become more severe. To reach our goals, MEMA will be working to develop partnerships with families, communities, and private sector partners in preparedness activities. Throughout this plan, and particularly in our "Private Partnership" goal, we offer new solutions to further develop this partnership and maximizing all of the State's resources.

The Strategic Planning Process

The Strategic Planning Process

The goals of this plan have been devised through use of external and internal MEMA resources. The plan is structured around MEMA's three directorates: Preparedness, Operations Support, and Administration. It builds on priorities set forth by the Governor's "Core Goals for a Prepared Maryland," of January 15, 2009, and the Department of Information Technology's (DoIT) "MEMA Information Technology Strategic Plan," completed July 22, 2010.

As a preliminary step, MEMA's Executive Director conducted a "bottom up" review of MEMA and interviewed local and State stakeholders to determine MEMA's value proposition. MEMA's stakeholders want preparedness through planning to be MEMA's core capability. Second, they want MEMA to have a strong SEOC, capable of coordinating State agencies in support of local government. Third, they want MEMA to provide opportunities for active learning and exercises that further develop their capabilities. MEMA's staff then added to these suggestions, contributing information to develop objectives and initiatives for the plan after the final goals were selected. In the final stage of planning, MEMA's Executive Team and Managers vetted the draft goals, objectives and initiatives.

At this moment, MEMA is poised for growth as a stronger, more able, and dynamic Agency—leading the way of preparing Marylanders to create a resilient Maryland.

Strategic Goals and Objectives

Office of the Executive Director

Office of Strategic Initiatives

- Goal: Maintain organizational priorities, direct programmatic efforts, ensure accountability and accomplish results regarding strategic goals and objectives. Consider changes to the strategic goals and objectives while maintaining the target of one mission: A Center for Preparedness Excellence.
    - Objective 1: Develop a structured process to track progress toward accomplishing both short term and long-term milestones by July 1, 2013.
    - Objective 2: Facilitate MEMA Stat meetings where stakeholders will present progress reports and identify potential roadblocks (monthly).
    - Objective 3: Incorporate MEMA Stat statistics into the State Stat process and report to the State Stat board (monthly).
    - Objective 4: Generate progress reports to reflect accomplishments and the status of each strategic goal (quarterly).
    - Objective 5: Update the MEMA Strategic Plan to incorporate changes based upon emerging events (reprioritization of goals, funding, and organizational changes) by August 1, 2013.
    - Objective 6: Develop legislative initiatives necessary to support the mission and vision of the Agency by August 1, 2013 (submission of any proposed bills for 2014 legislative session).
    - Objective 7: Employees will be assured of a working environment conducive to the performance of their duties and free from sexual harassment, intimidation or coercion of any form. All MEMA employees will receive workplace training by April 2013 and yearly in service training thereafter.

Administration Directorate

- Goal: Maximize all available funding and resources to support MEMA's operations and its all-hazards priorities.
  - Objective 1: Develop and implement a Grant Resource Management Team (GRMT) to explore funding and resource options not currently utilized by MEMA by October 31, 2013. Each December 31st, the GRMT will report their findings and recommendations to the MEMA Executive Director.
  - Objective 2: Work with the Governor's Executive Staff to identify and have allocated sustainable State General Funds to reduce MEMA's dependency on Federal Grants for operations and salaries by August 15, 2013 (repeats annually).
  - Objective 3: Establish formal MOU/MOA's with MD Military Department and DoIT delineating duties and responsibilities by December 31, 2012.
  - Objective 4: Work with the MD Military Department and Department of Budget and Management (DBM) to create a job classification system that is specific to emergency management by January 1, 2014.

- Goal: Study MEMA's grant allocation processes to ensure appropriations are aligned with the State's homeland security and emergency management core goals.
  - Objective 1: Review, update and apply formulas used to derive grant funding to jurisdictions by December 31, 2013 and each June 30th thereafter.
  - Objective 2: Establish an accountability mechanism for grant recipients through a transparent MEMA audit process by December 31, 2013.

- Goal: Expand partnerships with colleges and universities to create educational opportunities and career enhancements.
  - Objective 1: Expand the MEMA Internship Program by enhancing the number, program diversity and level (under-graduate/graduate) of participants by December 30, 2013.
  - Objective 2: Partner with institutions of higher education to provide educational and training opportunities for employee advancements by June 30, 2013.

Preparedness Directorate

Adaptive Planning

- Goal: Use the capabilities of the MEMA Adaptive Planning Branch to facilitate the development of State emergency response and disaster recovery plans that address all-hazards.
    - Objective 1: Develop a Preparedness System based on the delivery of core capabilities to guide emergency management and homeland security planning, training, and exercising activities at MEMA and within the State by December 31, 2013.
    - Objective 2: Revise the State's Emergency Response Operations Plan, Incident Annexes, and Support Annexes by June 1, 2013.
    - Objective 3: Develop an operational framework for a State Recovery Authority, with coinciding National Disaster Recovery Framework compliant Pre-Disaster Recovery Plan to guide recovery operations by January 1, 2014.

- Goal: Enhance local homeland security and emergency management plans.
    - Objective 1: Develop a local government Planning Technical Assistance Program for emergency operations, hazard mitigation, pre-disaster recovery, and continuity of operations plans and programs by June 1, 2014.
    - Objective 2: Market MEMA's Planning Technical Assistance Program to all Maryland counties by September 1, 2014.

- Goal: Increase regional planning coordination within the National Capital Region.
    - Objective 1: Develop a project proposal and investment justification for a regional planning initiative for the FY14 NCR UASI Grant.

- Goal: Create a resilient Maryland through coordination and implementation of statewide hazard mitigation planning.
    - Objective 1: Update the Maryland Hazard Mitigation Plan by September 1, 2014.
    - Objective 2: Achieve Enhanced Status for Maryland's Hazard Mitigation Plan from FEMA by September 1, 2014.
    - Objective 3: Develop a State Mitigation Operations Plan compliant with the National Mitigation Framework by December 1, 2013.
    - Objective 4: Conduct annual Threat/Hazard Identification and Risk Assessment reports by December 31, 2013.

- Goal: Provide support to local governments in developing mitigation plans and project management.
  - Objective 1: Bring all local Hazard Mitigation Plans into FEMA compliance by June 1, 2013.
  - Objective 2: Close out 18 HMGP projects from DR-1910/1875 by June 1, 2015.
  - Objective 3: Award HMGP funds from DR-4034/4038 by June 1, 2013.
  - Objective 4: Award HMGP funds from DR-4075 by December 30, 2013.
  - Objective 5: Award HMGP funds from DR-4091 by May 30, 2014.

- Goal: Enhance Continuity of Operations (COOP) and Continuity of Government (COG) programs at the state and local level.
  - Objective 1: Hire a statewide COOP/COG program manager at MEMA by September 1, 2013.
  - Objective 2: Inventory existing state-level COOP/COG programs by March 1, 2014.
  - Objective 3: Develop a three-year statewide COOP/COG program strategy by December 1, 2014.
  - Objective 4: Create COOP/COG program support materials to assist local COOP/COG efforts by December 1, 2014.

Resilience and Public Outreach

- Goal: Increase public messaging through existing media outlets.
  - Objective 1: Increase Twitter activity to draw in 17,000 followers by August 1, 2014.
  - Objective 2: Push 30 tweets a month with non-incident specific information.
  - Objective 3: Regularly update Facebook account to accumulate 30,000 "likes" by August 1, 2014.
  - Objective 4: Promote MEMA's webpage through social media accounts to maintain 70% of all visitors be first time visitors by August 1, 2014.
  - Objective 5: Create opportunities for Executive Director to be showcased on local news outlets by December 31, 2014 (repeats quarterly).
  - Objective 6: Engage social media community through the annual National Preparedness Month Challenge by September 2013 (repeat annually).

- Goal: Enhance individual, business, and community resilience through public outreach and education
  - Objective 1: Develop a strategic plan for public outreach by August 1, 2013.
  - Objective 2: Create and share 12 preparedness videos via Livestream through August 1, 2013.

Objective 3: Increase public presence by attending State, local, and community meetings. Each year attend three to four statewide events, one county event, and one of each of the commissions meetings.

- o Objective 4: Expand relationship with school system beyond annual school competition to include annual PSA by December 2013 (repeat annually).

- Goal: Integrate the private sector into statewide emergency management.
  - o Objective 1: Develop and conduct training on the BOC policies and procedures by September 2013.
  - o Objective 2: Develop a self-sustaining business model for the BOC by December 31, 2013.

- Goal: Increase efficiency of JIC operations.
  - o Objective 1: Develop a JIC Support annex to State Response Operations Plan by June 1, 2013.
  - o Objective 2: Utilize Wordpress blog for press releases and relevant information during an incident or event by December 31, 2013.

Active Learning and Exercising

- Goal: Establish and execute a strategic plan for the Active Learning and Exercising Branch.
  - o Objective 1: Support the development of the Maryland Preparedness System by December 31, 2013.
  - o Objective 2: Conduct one Training and Exercise Plan Workshop (TEPW) per region per year, one State-level TEPW per year, and develop a single, comprehensive Training and Exercise Plan (TEP) per year by December 31, 2013 (repeats yearly).
  - o Objective 3: Identify and establish relationships with and integrate capabilities of State and local training and exercise partners by December 1, 2014 (continuous).
  - o Objective 4: Identify industry best practices and incorporate the latest techniques and technologies by December 1, 2014 (continuous).

- Goal: As part of the Maryland Preparedness System, establish, implement and execute a proactive training program focused on delivering relevant educational opportunities for State and local emergency management partners.
  - o Objective 1: Execute or facilitate execution of 100% of the training component of the Training and Exercise Plan by December 31, 2013 (repeats yearly).
  - o Objective 2: Respond to 100% of the training requests not captured in the TEP by December 31, 2013 (repeats yearly).

Objective 3: Deliver one educational opportunity to MEMA staff every two months by December 31, 2013 (repeats every two months).
- o Objective 4: Deliver ten State/Local/Tribal courses (G/L Courses) on a yearly basis (December 31, 2013; repeats yearly).
- o Objective 5: Deliver two training courses per MEMA region per year by December 31, 2013 (repeats yearly).
- o Objective 6: Deliver quarterly educational opportunities for State emergency management partners by December 31, 2013 (repeats yearly).

- Goal: As part of the Maryland Preparedness System, establish, implement and execute a proactive exercise program focused on delivering all-hazard, HSEEP-guided exercises for State and local emergency management partners.
  - o Objective 1: Execute or facilitate execution of 100% of the exercise component of the Training and Exercise Plan by December 31, 2013 (repeats yearly).
  - o Objective 2: Execute bi-annual all-hazard, HSEEP-guided exercises for MEMA staff by December 31, 2013 (repeats bi-annually).
  - o Objective 3: Execute one all-hazard, HSEEP-guided exercise per region per year by December 31, 2013 (repeats yearly).
  - o Objective 4: Execute bi-annual all-hazard, HSEEP-guided exercises for State emergency management partners by December 31, 2013 (repeats yearly).
  - o Objective 5: Execute one Cabinet-level all-hazard, HSEEP-guided exercise per quarter (December 30, 2013; repeats quarterly).

- Goal: As part of the Maryland Preparedness System, establish, implement and execute a formal after action reporting and improvement planning process for all exercises, and all planned and unplanned events requiring partial or full SEOC staffing.
  - o Objective 1: Establish, implement and execute a formal after-action reporting and improvement planning process for all MEMA led exercises by January 1, 2013.
  - o Objective 2: Establish, implement and execute a formal after-action reporting and improvement planning process for all planned events and unplanned incidents requiring partial or full SEOC staffing by December 30, 2013.

Operations Support Directorate

State Emergency Operations Center

- Goal: Upgrade the SEOC to incorporate a new organizational concept and cutting-edge technology.

Objective 1: Write operational playbooks for all positions for the SEOC by June 2013.
- o Objective 2: Complete SEOC state agency position-specific training by June 30, 2013.
- o Objective 3: Develop qualifications protocols for all SEOC positions that will be staffed by MEMA personnel by September 30, 2013.
- o Objective 4: Develop MEMA integration protocols for the Baltimore IMT by September 30, 2013.
- o Objective 5: Relocate SEOC to contingency site during renovations by June 1, 2013.
- o Objective 6: Begin SEOC renovations by July 1, 2013.
- o Objective 7: Conclude renovations and re-occupy SEOC by July 1, 2014.

Local Emergency Management Support Branch

- Goal: Redevelop the MEMA Regional Liaison Officer (RLO) Program to increase value added to preparedness and response operations.
    - o Objective 1: Conduct Quarterly meetings with RLOs and local emergency managers by December 1, 2013 (repeats annually).
    - o Objective 2: Develop and implement an RLO Program Guide by April 1, 2013.

Maryland Joint Operations Center

- Goal: Improve communications capabilities and reliability of the Maryland Joint Operations Center (MJOC).
    - o Objective 1: Hire a Communications Specialist by April 1, 2013
    - o Objective 2: Replace existing MJOC communications infrastructure by September 1, 2013.

- Goal: Reorganize and increase staffing of the MJOC.
    - o Objective 1: Fill the vacant Supervisor and Officer positions by August 1, 2013.
    - o Objective 2: Perform a desk audit of staffing needs by February 1, 2014.

Implementation and Evaluation

Strategic Planning Timeline

	2012	2012 & 2013	2013	2013 & 2014	2014
Strategic Plan Update					
Strategic Plan Implementation					

Strategic Planning Committee