

City Government  
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Operations &  
Response

Event Planning  
and Management

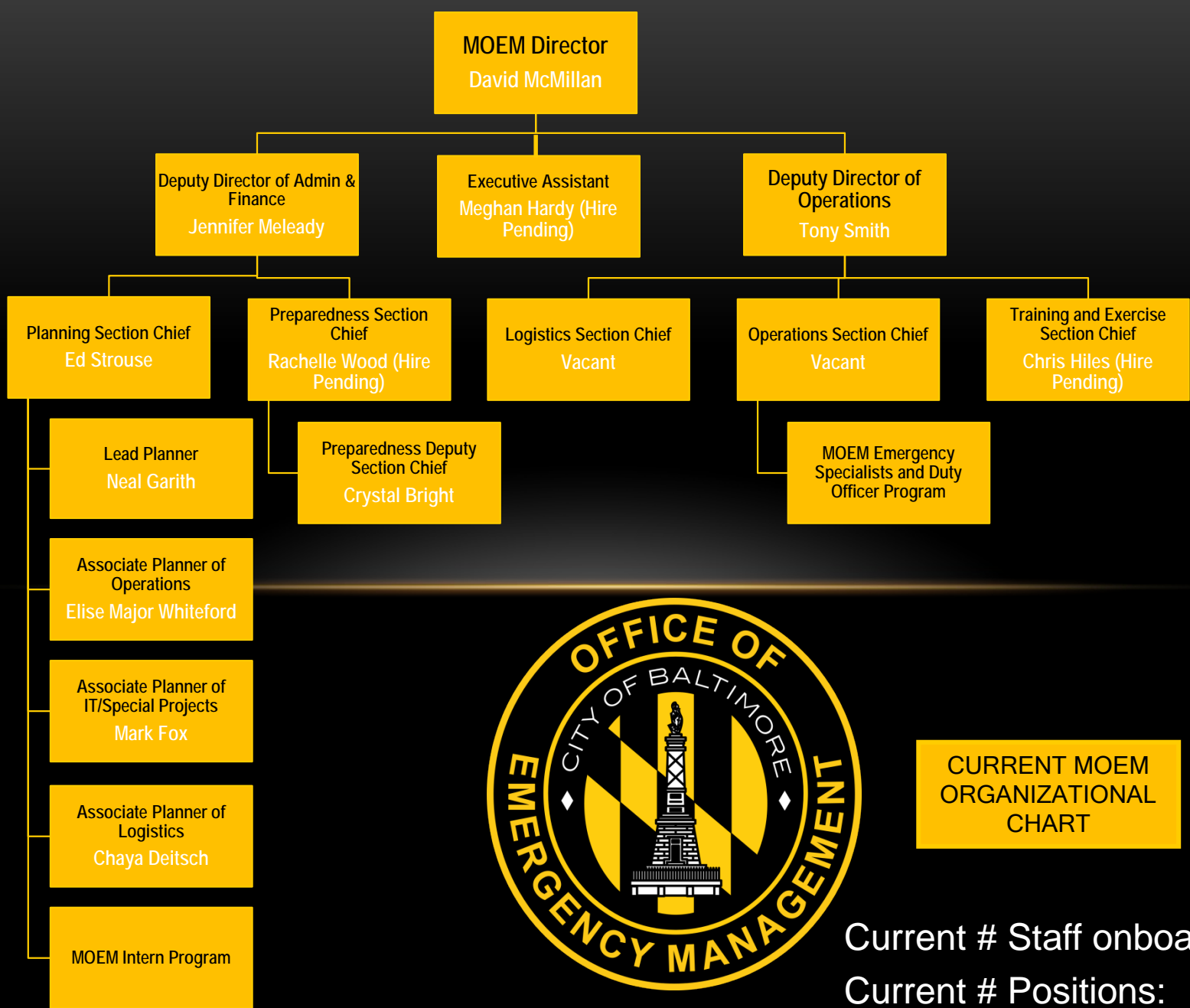
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# OFFICE OF EMERGENCY MANAGEMENT OVERVIEW

**Catherine E. Pugh,**  
Mayor Baltimore City

**David B. McMillan**  
Director Mayor's Office of  
Emergency Management



CURRENT MOEM ORGANIZATIONAL CHART

Current # Staff onboard: 9  
 Current # Positions: 16

# MOEM ROLE IN CITY PREPAREDNESS AND RESPONSE: AN OVERVIEW

- Writing / updating the Emergency Operations Plan (EOP)
- Ensuring all agencies have a Continuity of Operations Plan (COOP)
- Writing / updating the City's Continuity of Government (COG) plan
- Activating the Emergency Operations Center (EOC) and assisting with Incident Command(s) in the field, as requested
- Staffing the MOEM on-call Duty Officer program which responds to incidents 24 hours a day, 365 day a year
- Expending State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI) grants funds
  - on supplies, equipment, trainings, conferences, etc. to ensure all city agencies have the resources and skills needed to respond to emergencies
- Hosting and playing in table top exercises (TTX's), functional drills, full scale exercises, etc.

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# MOEM ROLE IN CITY PREPAREDNESS AND RESPONSE: AN OVERVIEW....CONTINUED

- Supporting the development of agency level incident management teams (IMT's) as well as supporting the new statewide IMT effort led by the Maryland Emergency Management Agency (MEMA)
- Coordinating with MEMA on regional or statewide responses
- Requesting or fulfilling of requests for mutual aid assistance
- Assisting, as requested, in incident action plan (IAP) development or development of any public safety reference guide(s) needed for special events or incidents
- Implementing a new Unified Mass Notification System, CodeRED from Onsolve, to provide internal and external alerts to city stakeholders and citizens
- Leading of hot washes, hosting of after action conferences, and the writing of after action reports (AAR's) after incidents so that lessons learned from incidents are not forgotten and are used to improve city-wide preparedness and operations moving forward
- Implementing several programs for community preparedness

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# MOEM FUNCTIONS: CITY PREPAREDNESS *PLANNING*

- Identify Threats and Hazards, determine risk
- Maintain the City's Emergency Operations Plan (EOP) and related procedures.
- Coordinate plans to ensure the continuity of critical City services- COOP and COG
- Develop plans and implement measures to protect citizens, especially those who are most vulnerable in an emergency.

# MOEM FUNCTIONS: PREPAREDNESS *CITY GOVERNMENT PREPAREDNESS*

- Spend Grant program Funds
  - SHSGP and UASI
- Planning efforts
- Exercises – TTX's, Drills, etc.
- Training and Conferences
- Supplies and Equipment



\*\*\* MOEM Director is the chair of the Baltimore Urban Area Workgroup (UAWG) which governs the UASI \*\*\*

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# MOEM FUNCTIONS: PREPAREDNESS *TRAINING AND EXERCISES*

- Conduct interagency exercises (simulations and field drills) to test and practice the City's response to different hazard scenarios.
- Conduct interagency training to improve the City's response to major emergencies.
- Identify capability shortfalls and implement initiatives to build the City's capacity to respond and recover.
- Multi-year Training and Exercise Plan



# EXERCISES



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# UPCOMING/ PROPOSED EXERCISES

May

- Under Armour Active Shooter Tabletop Exercise

6/10/2018

- Sinai Pimlico Mass Casualty Full-scale Exercise

June, July, August

- Fleet Week Tabletop Exercises: Air, Land, Marine

August

- Under Armour Active Shooter Full-scale Exercise

# HAZARDS IN BALTIMORE

- Earthquakes
- Tornadoes
- Hurricanes
- Flooding
- Extreme Heat/Cold
- Fire, Hazardous Materials
- Technological
- Man-made, or intentional
- Public health



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# OEM RESPONSE TYPES

- Fire of 3 alarms or greater
- Incidents in which. evacuations are ordered or large number of citizens need to be relocated.
- Multiple Serious injuries, fatalities or sickness (MCI Level II).
- High-rise fire.
- Transportation facilities or mode of travel such as rail, water and air.
- Major utility service disruption

# OEM RESPONSE TYPES..CONTINUED

- Any man-made disaster involving the release of chemical, biological, radiological, nuclear, or explosive (CBRNE) materials.
  - Shutdown of major transportation arteries or systems.
  - Any unusual incident resulting from weather or at the request of the National Weather Service (NWS).
  - Any incident involving four or more agencies.
  - Other occasions when requested by the Mayor or Incident Commander.
  - Any significant incident at a sensitive location.
-

# ACTIVATING THE EMERGENCY OPERATIONS CENTER (EOC)

- The City has 2 standing Emergency Operations Centers
  - EOC1 at 414 N. Calvert Street (in the Traffic Management Center)
  - EOC2 – MOEM’s Daily Offices located at 1201 E. Cold Spring Lane – Basement Level (old Cold War civil defense bunker)
- MOEM Director, will request activation of the EOC when necessary, and will activate EOC generally when requested by the Mayor or Incident Commander
- EOC Houses representatives from all requested agencies during times of emergency
- EOC may sometimes have an Incident Command close or adjacent to it

# EOC – BASIC PREMISE

An emergency may require coordination through the EOC because it:

- Exceeds the scale or duration of typical operations
- Requires mobilization of substantial resources
- Involves numerous agencies
- Significantly impacts residents or businesses



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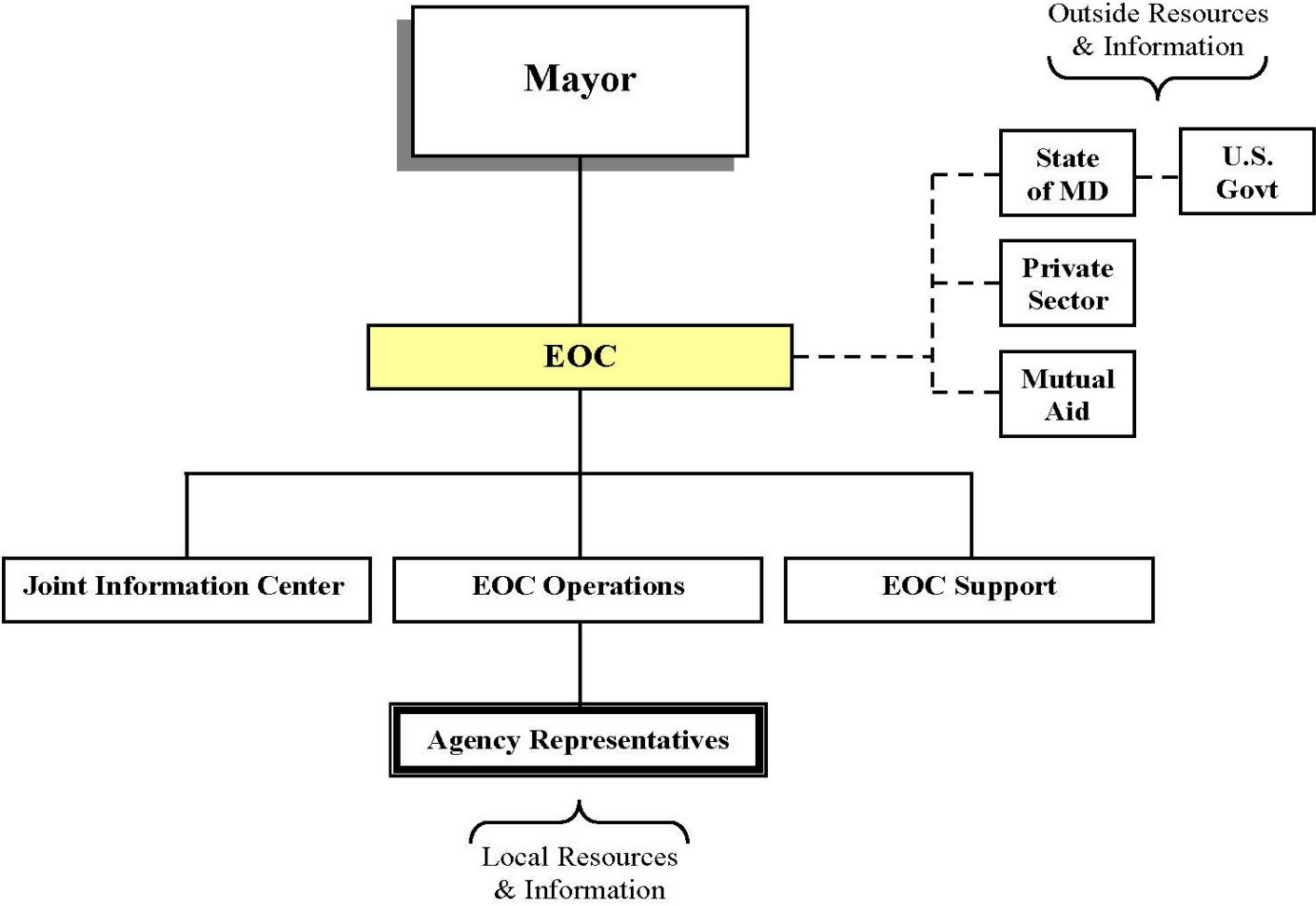
# EOC OPERATIONS

- Regular briefings are held during emergencies, usually every 6-8 hours, with the Mayor usually attending once per day
- Situation Reports (Sit Reps) summarize the results of each briefing and are sent out by MOEM to stakeholders within one hour of each briefing
- The EOC houses representatives from all requested city agencies who:
  - fulfill resource requests from the Incident Commander and MOEM
  - ensure that their agency is coordinating on operations and tactics within the overall direction set forth by the Incident Commander
- Incident Commander takes the lead on the incident according to the most prominent ESF being executed
  - If there is some question on this, Emergency Manager recommends which agency has command of the incident to the Mayor
- Emergency Manager may assist Incident Commander in running briefings, press briefing, and anything else the Incident Commander requests



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# City of Baltimore Emergency Operations Center



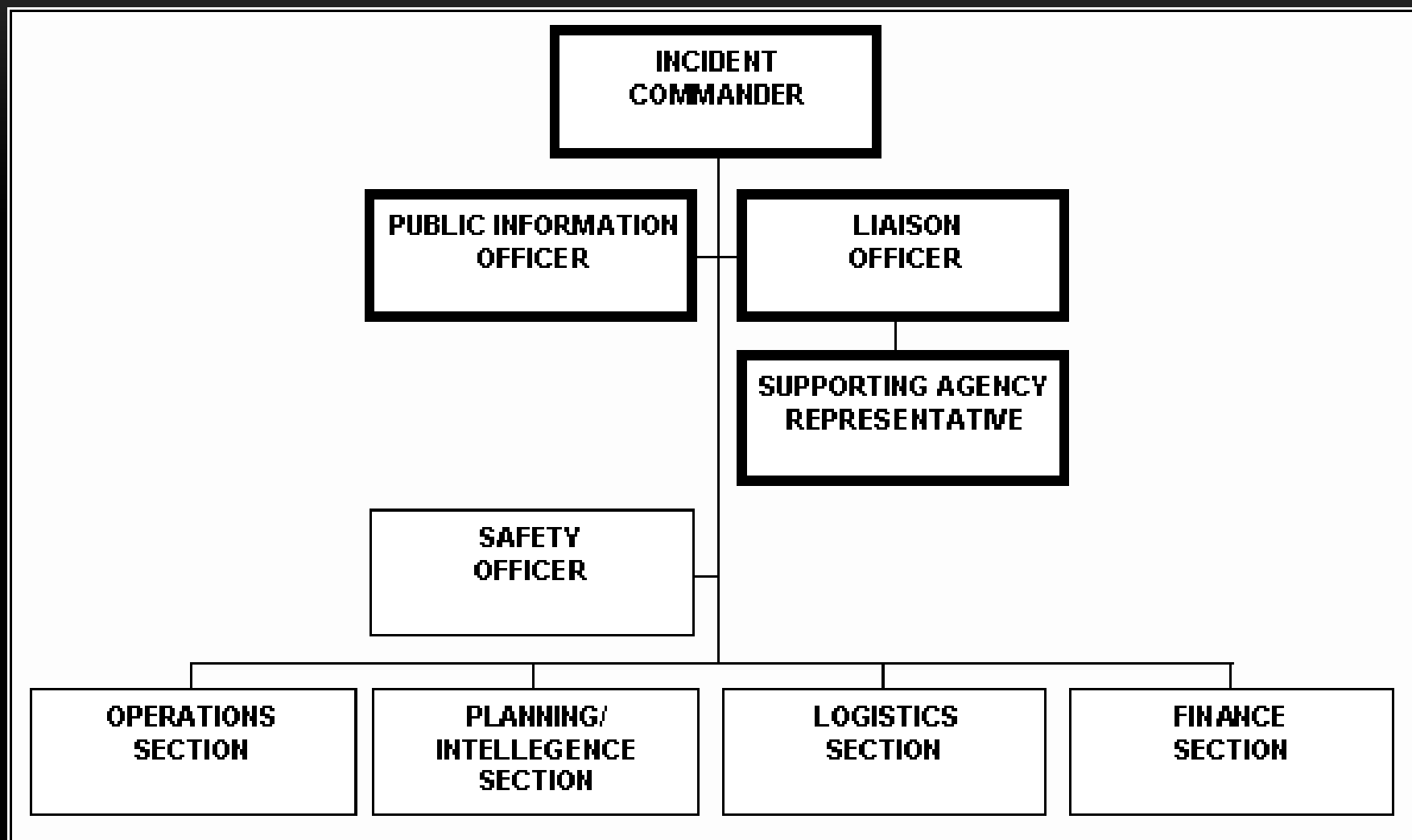
# INCIDENT COMMAND

- Incident Command may be located:
  - In the field, on scene or just outside of an incident
  - In the EOC or in a room close to or adjacent to the EOC
    - EOC1; EOC2; BPD HQ including Watch Center and other rooms; etc.
- Incident Command is more concerned with operations of the lead and core support agencies out in the field
  - concerned more with particular tactical decisions, standard operating procedures (SOPs), staffing levels, etc. as designated by the Incident Commander
- Some events / incidents may require both an Incident Command and EOC Activation, while others may require one or the other.
  - Some incidents may utilize multiple area commands if necessary. The City's approach to this is usually flexible
- While MOPs, SOPs, and General Orders may clearly govern some tactical issues, in general still we rely on the experience, training, and knowledge of the Incident Commander and First Responders on scene



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# INCIDENT COMMAND SYSTEM (ICS)



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# SUMMARY: INCIDENT COMMAND AND THE EOC

- EOC = Emergency Operations Center
- The EOC is not the site of incident command; the EOC supports the incident command by providing information, strategies, and resources.
- The EOC is where emergency support functions are coordinated.



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# MOEM: OPERATIONS PROGRAMS

- EOC operations
- Incident Command
- **24x7 Field response**



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# MOEM ON-CALL 24/7 DUTY OFFICER PROGRAM

Emergency Management Specialist  
RESPONDING TO AN INCIDENT as MOEM 10

## Dispatch methods:

1. Fire Communications call/page
2. Monitor radio traffic – Self dispatch
3. Request of Supervisor on-all or Executive On-Call



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# MOEM ON-CALL 24/7 DUTY OFFICER PROGRAM

## RESPONDING TO AN INCIDENT - ONCE ON SCENE:

- Report to the Incident Commander.
- Assess the situation.
- Send an Incident Alert to OEM Watch Level I and OEM Watch Level II per SOPs.
- Locate and obtain resources requested by the IC, or recommend resources that may be needed.
- Request and coordinate with other agencies as needed.



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# MOEM COORDINATION WITH MEMA

## WHO DOES WHAT?

### Maryland Joint Information Center (MJOC)

24/7 line: 410-517-3600

- Any State resource
- MTA buses (or 410-454-7101)
- Light Rail, Metro support

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# INCIDENT MANAGEMENT TEAMS (IMTS)

- MOEM supports the development of agency level Incident Management Teams (IMTs)
- MOEM also supports the new statewide IMT effort led by the Maryland Emergency Management Agency (MEMA)
- IMT's are a strong tool for managing operations during an emergency because they supplement an agency's existing staffing capabilities



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# SPECIAL EVENTS PLANNING

- MOEM is a large part of event planning in the City, and is willing to assist, as requested, in Incident Action Plan (IAP) development or development of any public safety reference guide(s) needed for special events or incidents
- For special events, we also assist in gathering together the proper agencies and stakeholders for
  - planning meetings
  - operational commands related to any major special event that might affect city operations and/or public safety
  - After-Action Conference / Reports
- We staff all Ravens games and any notable Orioles game
- Staff Preakness, Fleet Week, Artscape, and other standing events
- All other special events, as needed or requested



# GRAND PRIX AND SAILABRATION



Event Planning  
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# COMMUNITY PREPAREDNESS

## EDUCATION & OUTREACH TOOLS

- Community meetings & neighborhood festivals
- Senior Centers
- Business association meetings
- Special Events
- Mass Media
- Social Media
- Existing City outreach programs – Health, Fire, etc.



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# COMMUNITY EMERGENCY RESPONSE TEAM - CERT

- National Program, part of Citizen Corps
- Monthly meetings & quarterly trainings
- 18 hour training includes CPR certification, first aid, disaster psychology, light search and rescue
- NARCAN training as well
- For more information...  
[cert@baltimorecity.gov](mailto:cert@baltimorecity.gov)



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# LOCAL EMERGENCY PLANNING COMMITTEE - LEPC

- Forum for government, citizens, businesses, and non-profits to share preparedness and emergency response information
- Quarterly meetings
- Reports on incidents, upcoming trainings, special events
- Panel presentations
- Help update city EOPs



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# PUBLIC WARNING CAPABILITIES

- As the lead agency under ESF-11: Public Information and Warning, MOEM also maintains resources and procedures for executing emergency public warning
- MOEM in the process of developing policies and procedures for use of a new Unified Mass Notification Tool, CodeRED by Onsolve. This tool can activate:
  - Emergency Alert System (EAS) for TV and radio
  - Wireless Emergency Alerts (WEAs)
  - reverse 911 to all City landline phones
  - SMS and MMS text notifications to City employees and citizens who opt-in



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# PUBLIC WARNING CAPABILITIES

- Notifications via the CodeRED mobile application
- Social media email notifications
- Calls to Cell phones which are registered
- Policies and Procedures for use must be developed to avoid false notification
- Roll out in 3 phases (Emergency Notification; internal notification, full roll-out)
- we are currently in 2nd phase





## *Door-to-Door, Loudspeakers*

- **METHOD:** Door knocking or use of emergency vehicle loudspeakers.
- **AUDIENCE:** Affected area.
- **DEPLOYED:** Request BCFD and BPD support.
- **TRIGGERS:** Small area affected, or information is needed immediately. As determined by Incident Commander, Emergency Manager or the Mayor

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# LESSONS LEARNED / AREAS FOR CONCERN HURRICANES HARVEY / IRMA

- NIMS Typed Resources typically requested
  - Working on training of MOEM and some City Staff to be NIMS typed
  - Accountability / approval of city personnel and assets deployed
- Staging area and accountability for mutual aid received
- Timing of evacuation / shelter in place
  - Shelter in place is generally first option, and is national best practice
  - Challenge in making decision is notice / no-notice events
- Coordination with MEMA and State of Maryland re: assets deployed / received

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# QUESTIONS / CONCERNS?

- Thank you for the opportunity so speak to you today
- Questions?
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    - 443 677 8201

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