



MARYLAND'S STRATEGIC GOALS AND OBJECTIVES FOR HOMELAND SECURITY

January 15, 2009

TABLE OF CONTENTS

A Message from Governor Martin O'Malley	3
Core Goals for a Prepared Maryland	4
Interoperable Communications	6
Intelligence/Information Sharing	7
HAZ MAT/Explosive Device Response	8
Personal Protective Equipment for First Responders	9
Biosurveillance	10
Vulnerability Assessment	11
Training and Exercises	12
CCTV	13
Mass Casualty/Hospital Surge	14
Planning	15
Backup Power and Communications	16
Transportation Security	17

A Message from Governor Martin O'Malley

Security Integration and Maryland's Culture of Preparedness. In Maryland we have long known that preparedness begins at home. Whether in the War of 1812—when a coalition of local defenders comprised of local government and militias, citizens including large numbers of freed slaves and immigrants, and private business owners rose up to form a united defense of the City of Baltimore—or the present day—when a coalition of EMTs and paramedics from local jurisdictions across the state, Maryland State agencies, and private providers joined with the citizen soldiers from all corners of our state that comprise the Maryland National Guard to speed to Louisiana to provide needed medical relief to evacuees from Hurricane Gustav—Marylanders have joined together to provide for the common defense of ourselves and of our countrymen.



We have also learned all too well the tragic lessons of the events of the last seven and a half years. As demonstrated by the attacks of September 11, 2001 and natural disasters such as Hurricane Katrina, lives can be lost—or saved—on the basis of core systems and capabilities such as communications and power generation and their ability to function under the most extreme duress. At the state and local level the tools and information sharing systems that law enforcement needs on a daily basis to combat drug trafficking and money laundering should be—and are—the same tools needed to detect and prevent acts by international terrorists within our own shores.

Maryland's Strategic Goals and Objectives for Homeland Security. In an environment of ever tightening resources, this focus on the basic capacities and building blocks of preparedness is more timely and more important than ever. I firmly believe that in order to succeed we must focus our efforts on concrete, specific, and measurable objectives. Towards that end, more than one year ago I introduced a set of **twelve basic, core capacities** which our state and first responders in every region should have.

Our State and local governments and private sector partners have been hard at work implementing these goals. In the document which follows you will find an expanded version of **Maryland's strategic goals and objectives for homeland security** that represents the results of our collective efforts to identify the concrete steps needed to achieve our core goals, the work we have focused on over the past two years, and a roadmap for the work to come.

Homeland security and preparedness is the responsibility of every level of government and without a strong strategic vision, coordinated progress is impossible. The strategy outlined below represents the specific objectives that your State government is committed to pursuing, but that in the days to come will evolve and improve as State and local government work together in partnership to refine our shared vision, prioritize against scarce resources, and implement our objectives.

Thank you for your continued efforts for a prepared Maryland.

- Martin O'Malley, Governor

CORE GOALS FOR A PREPARED MARYLAND

- 1. Interoperable Communications**—First responders in every region in Maryland should have access to a fully digital, trunked radio system which all response partners can access in order to transmit and receive voice and data. First responders in every region should have robust CAD/RMS systems capable of coordinating dispatch data for all response partners and capable of transmitting data to systems such as WebEOC for consolidation and roll up of regional CAD data
- 2. Intelligence/Information Sharing**—Law enforcement officers in every region in Maryland should have the ability to transmit and receive law enforcement database information from the field and share that information on a real-time basis. Maryland’s fusion center should share useful and actionable information from the field and from regional and federal counterparts with every jurisdiction on a real time basis.
- 3. HAZ MAT/Explosive Device Response**—Every metropolitan region should have a Type 1 Haz Mat team and a Type 1 bomb response team, either as one unit, or separate units, and there should be sufficient units statewide to provide a mutual aid response in any jurisdiction within a minimal amount of time. These teams should all be trained for both fire and law enforcement response.
- 4. Personal Protective Equipment for First Responders**—All police officers, firefighters, and emergency medical providers in every metropolitan region should have ready and immediate access to personal protective equipment, including at a minimum some form of emergency airway protection, access to more advanced breathing apparatus and protective suits, and medications and antidotes against common WMD agents, and the training to use this equipment properly. All police officers, firefighters, and emergency medical providers in rural regions should have ready and immediate access to personal protective equipment appropriate to local hazards.
- 5. Biosurveillance**—Every region in Maryland should have access to a real-time, 24/7 statewide biosurveillance system that incorporates a wide span of data, including 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.
- 6. Vulnerability Assessment**— Every region in Maryland should have a comprehensive all-hazards threat and vulnerability assessment in place and fully updated every three years, including an assessment and inventory of critical infrastructure in the region. Maryland should have a complete inventory of critical infrastructure, including assets controlled by the private sector, and other potential targets, such as communities and populations of interest. This inventory should include a regularly updated assessment of specific vulnerabilities that identifies any major gaps where funds should be invested to harden the most vulnerable and at-risk targets.
- 7. Training and Exercises**— Every region in Maryland should have a fully funded program of annual training and preparedness exercises which address the most likely hazards and threats

for that area, including drills with partner jurisdictions who may provide mutual aid at least twice per year. The training and exercise program should include refresher training on specialized and personal protective equipment and exercise in core competency areas such as the use of interoperable communications equipment.

- 8. CCTV**— Maryland should have a robust closed circuit television (CCTV) network to secure critical infrastructure such as power and water treatment plants and to provide the ability to monitor events in real time via means such as highway cameras to aid in evacuation control, and patrol car, helicopter, and marine unit downlinks to aid in incident response. Images should transmit to IP in order to be portable to and from key local and state facilities, such as emergency operations centers and mobile command posts.
- 9. Mass Casualty/Hospital Surge**— Every region in Maryland should have the equipment, supplies, and training to respond to a mass casualty event either directly or via close at hand mutual aid, including events requiring mass decontamination. Maryland should have pre-identified surge plans from areas hospitals that identify likely gaps in hospital resources, a statewide information sharing systems between hospitals (both electronic, and MOU-type agreements), supply stockpiles, and emergency plans for alternate treatment, such as temporary field hospitals.
- 10. Planning**— Every region in Maryland should have the capacity to develop plans to conduct no-notice and advance notice evacuation of its population, including special needs populations, persons without transportation, and vulnerable facilities such as hospitals, nursing homes, and assisted living centers—and in conjunction with partners, access to the equipment, personnel and supplies to carry out these plans. Every region should have plans and the capacity to set up mass shelters, including accommodations for special needs populations and pets. Plans should be shared and coordinated regionally and exercised annually at least at the tabletop level.
- 11. Backup Power and Communications**— Every region in Maryland should have an inventory of preidentified critical facilities, including privately owned facilities such as gas stations, and an up to date assessment of their backup power capabilities. The most critical facilities should receive permanent backup generators or be prewired for power from mobile units, and a stockpile of publicly owned or inventory of privately-owned generators should be maintained. Every region should have a backup 911 system, whether it is an alternate facility or the means to roll calls over to a neighboring jurisdiction.
- 12. Transportation Security**— Maryland’s water ports, airports, train stations, subways, and rail lines should be fully hardened against attack with permanent physical countermeasures such as CCTV, lighting and fencing, and receive regular and randomly assigned heightened attention from covert and overt patrols by local and state law enforcement. Local and mutual aid first responders should be issued specialized equipment needed to operate in these unique environments, such as radios capable of operating underground and extended life breathing apparatus, and participate in annual on-scene exercises involving likely threat scenarios.

INTEROPERABLE COMMUNICATIONS

First responders in every region in Maryland should have access to a fully digital, trunked radio system that all response partners can access in order to transmit and receive voice and data. First responders in every region should have robust CAD/RMS systems capable of coordinating dispatch data for all response partners and capable of transmitting data to systems such as Web EOC for consolidation and rollup of regional CAD data.

1A - First responders in every region in Maryland should have access to a fully digital, trunked radio system which all response partners can access in order to transmit and receive voice and data.

- Develop a statewide interoperable radio communications plan and system in partnership with all state agencies and local jurisdictions.
- Develop interim/gap solutions in order to sustain operability and interoperability as the State migrates to a fully interoperable communications system.
- First responders in the field should have handheld radios capable of accessing the statewide communications system.

1B - First responders in every region should have robust CAD/RMS systems capable of coordinating dispatch data for all response partners and capable of transmitting data to systems such as WebEOC for consolidation and roll up of regional CAD data.

- Ensure that all state and local law enforcement agencies have access to modern CAD/RMS.
- Provide the architecture to integrate state and local CAD systems in order to share, consolidate, and roll up regional data.
- Provide sufficient bandwidth and encourage the integration of state and local records management systems to share data with the MCAC, MJOC, and local CAD.

1C - Enhance information sharing across jurisdictions and disciplines by utilizing interoperable architecture and applications to include incorporating the next generation GIS-based/situational awareness common platform for Maryland and disseminate it to state and local partners.

- Integrate existing and new information systems and databases in order to create an electronic information sharing platform that all first responders can access.
- Create a GIS-based situational awareness platform for Maryland that uses next generation technologies, and disseminate it to state and local partners.

INTELLIGENCE/INFORMATION SHARING

Law enforcement officers in every region in Maryland should have the ability to transmit and receive law enforcement database information from the field and share that information on a real-time basis. Maryland's fusion center should share useful and actionable information from the field and from regional and federal counterparts with every jurisdiction on a real-time basis.

2A - Integrate relevant/appropriate existing law enforcement and other data systems relevant to homeland security in order to transmit and receive law enforcement database information from the field and share that information on a real-time basis.

- Develop an information sharing structure that addresses local and regional issues and that feeds data and product into Regional Information Centers and MCAC for connection, analysis, and redistribution of a statewide product.
- Implement technology to share information between currently incompatible criminal and homeland security intelligence databases.
- First responders in the field should have access to modern and next generation hardware and software so that they have the ability share information real-time.

2B – State and Local law first responders should work together to develop a statewide information sharing model that uses common information sharing standards, produces products useful to field personnel as well as executive decision makers, and works on a real time basis.

- Develop common protocols to identify, collect and analyze information relevant to homeland security in coordination with both state and local stakeholders.
- The Maryland Coordination and Analysis Center should produce meaningful and practical intelligence products to state and local first responders for both specific events/incidents and to serve the general intelligence needs of law enforcement partners.

HAZ MAT/EXPLOSIVE DEVICE RESPONSE

Every metropolitan region should have a Type 1 Hazmat team and a Type 1 bomb response team, either as one unit or separate units, and there should be sufficient units statewide to provide mutual aid response in any jurisdiction within a minimal amount of time. These teams should all be trained for both fire and law enforcement response.

3A - Every metropolitan region in Maryland should have access to a Type 1 bomb response and hazmat team, and those units should be able to provide mutual aid within a minimal amount of time.

- Define a standard set of equipment and training for Bomb Squad and HazMat Teams in Maryland and apply that standard across the state. These teams should meet Type 1 standards, but Maryland's standards should incorporate or consider emergent technologies that provide enhanced response and render safe capabilities.
- Establish a formalized system of mutual aid to ensure every jurisdiction has access to a Type 1 bomb response and HazMat team within a determined response window.
- Key data including response times and incident types should be shared between state and local teams, and analyzed for more effective response on a regular basis.

3B – State and Local HazMat and Bomb Teams should be trained for both fire and law enforcement response and to handle unique WMD/CBRNE incidents.

- Identify cross training needs for HazMat teams so that teams can support and effectively coordinate with all law enforcement response (e.g., crime scene, evidence collection, safety).
- Develop a cross training plan for Bomb response teams in WMD/CBRNE response.

PERSONAL PROTECTIVE EQUIPMENT FOR FIRST RESPONDERS

All police officers, firefighters, and emergency medical providers in every metropolitan region should have ready and immediate access to personal protective equipment, including at a minimum some form of emergency airway protection, access to more advanced breathing apparatus and protective suits, and medications and antidotes against common WMD agents, and the training to use this equipment properly. All police officers, firefighters, and emergency medical providers in rural regions should have ready and immediate access to personal protective equipment appropriate to local hazards.

4A - All police officers, firefighters, and emergency medical providers in every region should have ready and immediate access to personal protective equipment, including at a minimum some form of emergency airway protection, access to more advanced breathing apparatus and protective suits.

- Develop and regularly maintain an inventory of State and local first responder (Fire, EMS, and Law Enforcement) agencies current PPE capabilities.
- Develop a system of coordination to facilitate the acquisition of universally compatible personal protective equipment and breathing protection for first responders appropriate to local hazards.
- All first responders should be trained on the use and maintenance of their standard PPE, and PPE specific to local hazards.

4B – All police officers and firefighters in metropolitan, and rural regions should have access to medications and antidotes against common CBRNE/WMD agents.

- Ensure that all primary first responders (law enforcement and fire/EMS) have access to medications and antidotes to common CBRNE agents including those that might be used in WMD.

BIOSURVEILLANCE

Every jurisdiction in Maryland should have access to a real-time, 24/7 statewide bio-surveillance system that incorporates a wide span of data, including 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.

5A – Every region in Maryland should have access to a real-time 24/7 bio-surveillance system.

- Maximize participation from hospitals, pharmacies, and other key sources of bio-related information in bio-surveillance systems.
- Maximize the number of data elements feeding into the bio-surveillance system.

5B – Maryland’s metropolitan areas should have sensor-based data to monitor for chemical and radiological releases.

- Metropolitan areas should have a system of sensors capable of monitoring for chemical and radiological release surrounding pre-identified target sites and areas which is capable of feeding information in real-time to key state and local partners.

VULNERABILITY ASSESSMENT

Every region in Maryland should have a comprehensive all-hazards threat and vulnerability assessment in place and fully updated every three years, including an assessment and inventory of critical infrastructure in the region. Maryland should have a complete inventory of critical infrastructure; including assets controlled by the private sector, and other potential targets, such as communities and populations of interest. This inventory should include a regularly updated assessment of specific vulnerabilities that identifies any major gaps where funds should be invested to harden the most vulnerable and at-risk targets.

6A - Maryland should have a complete inventory of critical infrastructure, including assets controlled by the private sector, and other potential targets, such as communities and populations of interest.

- Develop and implement a single format/tool for site visits and use a unified statewide database for storing critical infrastructure information and regularly update data within this tool.
- Sites should be ranked and prioritized based on threat, and major gaps should be identified so that funding can be directed toward hardening at risk targets.
- Encourage cooperation and coordination with the private sector in collecting and analyzing information on privately held critical infrastructure.

6B - Every region in Maryland should have a comprehensive all-hazards threat and vulnerability assessment in place and fully updated every three years, including an assessment and inventory of critical infrastructure in the region.

- Update the all-hazards vulnerability assessment every three years.

TRAINING AND EXERCISES

Every region in Maryland should have a fully funded program of annual training and preparedness exercises which address the most likely hazards and threats for that area, including drills with partner jurisdictions that may provide mutual aid at least twice per year. The training and exercise program should include refresher training on specialized and personal protective equipment and exercise in core competency areas such as the use of interoperable communications equipment.

7A – Every region in Maryland should have a fully funded program of annual training and preparedness exercises which address the most likely hazards and threats for that area.

- Develop a single statewide exercise and training strategy which coordinates all state agency and local exercises and trainings.
- Support local jurisdictions and State Agencies in the development of exercises which support core homeland security goals.

7B – All training and exercise after-action reports and improvement plans should be integrated into existing procedures to improve statewide, regional, and local preparedness.

- Develop a system for implementation of improvement plans at the state level to ensure that lessons learned during exercises are fully integrated.
- Assist local jurisdictions in the development and implementation of improvement plans.

CCTV

Maryland should have a robust closed circuit television (CCTV) network to secure critical infrastructure such as power and water treatment plants and to provide the ability to monitor events in real time via means such as highway cameras to aid in evacuation control, and patrol car, helicopter, and marine unit downlinks to aid in incident response. Images should transmit to IP in order to be portable to and from key local and state facilities, such as emergency operations centers and mobile command posts.

8A – Maryland should have a robust and interconnected CCTV system that secures private and public critical infrastructure.

- Develop a robust CCTV system that monitors key public resources and critical facilities and interconnects various currently individual systems creating a blanket of video security.
- Provide a technology bridge between private CCTV systems and the State system to allow for State monitoring if necessary.
- Facilitate the improvement of private critical infrastructure security by assisting private partners in the planning necessary for CCTV surveillance of their privately held infrastructure and resources.

8B – Maryland’s CCTV network should provide the ability to monitor events in real time via means such as highway cameras to aid in evacuation control, and patrol car, helicopter, and marine unit up/downlinks to aid in incident response.

- Provide a platform and facilitate the implementation of a comprehensive vehicle based CCTV system for first responders in patrol cars, helicopters, and marine units with a means for video upload and download.
- Facilitate the dissemination of CCTV video to assist in evacuations and incident response and improve situational awareness.

MASS CASUALTY/HOSPITAL SURGE

Every region in Maryland should have the equipment, supplies, and training to respond to a mass casualty event either directly or via close at hand mutual aid, including events requiring mass decontamination. Maryland should have pre-identified surge plans from areas hospitals, public health, and EMS that identify likely gaps in resources, a statewide information sharing systems between hospitals, public health, and EMS (both electronic, and MOU-type agreements), supply stockpiles, and emergency plans for alternate treatment, such as temporary field hospitals.

9A –Maryland hospitals, public health, and EMS should have the technological infrastructure and information systems in place to share information on medical resources needed every day as well as during mass-casualty/hospital surge events.

- Support the development of Maryland’s medical technology infrastructure that will provide for information sharing, resource tracking, and patient tracking.
- Develop sufficient backup and portable alternate communications for Maryland’s hospitals.

9B - Every region in Maryland should have pre-identified surge plans from area hospitals, public health, and EMS which are reviewed regularly to identify likely gaps in resources.

- Develop a pre-identified healthcare system [hospitals, public health, and EMS] surge plan that meets a baseline standard and is coordinated across jurisdictions.
- Pre-place the physical and technical elements necessary for surge plan implementation so that they are available when needed.
- Facilitate training so that personnel are capable and trained to implement a surge plan.

9C - Every region’s public health agencies, EMS jurisdictions, and hospitals should have MOU-type agreements to share resources in cases of mass casualty incidents.

- Facilitate the development of mechanisms, whether through MOUs or other such agreements, that enable the sharing of public health and medical resources in a time of need.

9D - Every region’s public health agencies, EMS jurisdictions, and hospitals should have the equipment, training and supplies to respond to a mass casualty incident, including emergency plans for altering standards of care and for temporary field hospitals.

- Develop EMS provider access to the human, technical, medical, and transportation resources necessary to respond to a mass casualty incident and facilitate regular exercises and training.
- Facilitate training for hospital, EMS, and public health personnel in mass decontamination procedures and develop plans to provide those services.

PLANNING

Every region in Maryland should have the capacity to develop plans to conduct no-notice and advance notice evacuation of its population, including special needs population, persons without transportation and vulnerable facilities such as hospitals, nursing homes, and assisted living centers and in conjunction with partners, access to the equipment and personnel and supplies to carry out these plans. Every region should have plans and the capacity to set up mass shelters, including accommodations for special needs populations and pets. Plans should be shared and coordinated regionally and exercised annually at least at the tabletop level.

10A -Every region in Maryland should implement plans for no-notice and advance notice evacuation of its population to include those with special needs.

- Continue to support emergency planner program and provide other technical assistance to jurisdictions in evacuation planning.
- Incorporate planning for special needs populations (including the transportation disadvantaged) and for evacuation of special facilities into both state and local evacuation plans.
- Share, coordinate, and exercise annually all local and regional evacuation plans.

10B - Every region in Maryland should have plans and MOU agreements to set up mass shelters that include accommodations for special needs populations and pets.

- Develop state and local level plans to shelter large numbers of displaced citizens in large capacity shelters.
- Coordinate and support local jurisdictions in preparing local sheltering plans which support special needs citizens and citizens with domestic pets.
- Facilitate the coordination, sharing, and exercising of state, local, and regional sheltering plans

10D – State and local resources should be typed to enable seamless, real-time tracking and distribution.

- Develop a comprehensive resource typing system for the State and enter resources into resource tracking software.
- Develop a system of maintenance for resource listings of both state and locally controlled resources that is updated in real-time.

BACKUP POWER AND COMMUNICATIONS

Every region in Maryland should have an inventory of pre-identified critical facilities, including privately owned facilities such as gas stations, and an up to date assessment of their backup power capabilities. The most critical facilities should receive permanent backup generators or be prewired for power from mobile units and a stockpile of publicly owned or inventory of privately-owned generators should be maintained. Every region should have a backup 911 system, whether it is an alternate facility or the means to roll calls over to a neighboring jurisdiction.

11A - Every region in Maryland should have an inventory of pre-identified critical facilities, including privately owned facilities such as gas stations, an up to date assessment of their backup power capabilities and Maryland's most critical infrastructure should receive permanent backup generators or be prewired for power from mobile units.

- Identify and prioritize critical publicly and privately controlled facilities including identifying facilities already pre-wired for remote power and those needing pre-wiring.
- Inventory all publicly owned backup power resources which could be distributed during an emergency event and pre-plan for distribution.
- Stockpile mobile generators across the state according to state, local, and private needs for quick deployment during events.

11B - Every county should have, or have a regional agreement for, a backup 911 system. That system could be an alternate facility or an agreement with a neighboring jurisdiction.

- Facilitate short and long term 911 service continuity with backup procedures, equipment and facilities.
- Develop backup 911 facilities adequate for both short and long term outages and mutual aid needs.

11C – All Maryland agencies and local jurisdictions should have Continuity of Operations Plans (COOP).

- Ensure that all state agencies with first responder responsibilities have COOP plans in place with regular training and exercising
- Facilitate the development of operational COOP plans for local jurisdictions
- Provide a schedule of regular updates for COOP plans, at a minimum every 3 years.

TRANSPORTATION SECURITY

Maryland's water ports, airports, train stations, subways, and rail lines should be fully hardened against attack with permanent physical countermeasures such as CCTV, lighting and fencing, and receive regular and randomly assigned heightened attention from covert and overt patrols by local and state law enforcement. Local and mutual aid first responders should be issued specialized equipment needed to operate in these unique environments, such as radios capable of operating underground and extended life breathing apparatus, and participate in annual on-scene exercises involving likely threat scenarios.

12A – Maryland's waterways, including ports and maritime facilities, should be fully hardened against attack with permanent physical countermeasures and heightened attention from patrols by local and state law enforcement.

- Provide a regularly updated vulnerability assessment of port and maritime facilities.
- Implement all necessary physical countermeasures, surveillance systems, and patrols to fully-harden maritime facilities from attack.
- Ensure that response partners have PPE and communications equipment necessary for a response in environments unique to maritime/port environments.

12B - Airports should be fully hardened against attack with permanent physical countermeasures and heightened attention from patrols by local and state law enforcement.

- Provide a regularly updated vulnerability assessment of all Maryland airports.
- Implement all necessary physical countermeasures and patrols to fully-harden airports from attack.
- Ensure that response partners have PPE and communications equipment necessary for a response in environments unique to airports.

12C – The Rail/Train System should be fully hardened against attack with permanent physical countermeasures and heightened attention from patrols by local and state law enforcement.

- Provide a regularly updated vulnerability assessment of all passenger and freight rail resources and facilities.
- Implement all necessary physical countermeasures and patrols to fully-harden the rail system from attack.
- Integrate rail system data into law enforcement, HazMat, and fire information sharing systems.

- Ensure that response partners have PPE and communications equipment necessary for a response in environments unique to rail transit.

12D – Maryland’s highway system, including bridges and tunnels, should be fully hardened against attack with permanent physical countermeasures and heightened attention from patrols by local and state law enforcement.

- Provide a regularly updated vulnerability assessment of all bridges and tunnels.
- Implement all necessary physical countermeasures, surveillance systems, and patrols to fully-harden bridges, tunnels and key roads from attack.
- Ensure that response partners have PPE and communications equipment necessary for a response in environments unique to Maryland’s bridges and tunnels.
- Enhance cargo screening of commercial vehicles in Maryland with additional sensors, x-ray, video and other enhanced screening technologies.