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**A Message from the Governor  
July 27, 2007**

**GOALS FOR A PREPARED MARYLAND**

**Security begins at home.** On September 11, 2001 it became all too clear that America itself had become the second front in a new kind of war. In Maryland, as elsewhere in our nation, homeland security often begins with a call to 911—a local call that is answered by the firefighters, police officers, and emergency medical technicians in our cities and counties. Maryland's local and state personnel are also the frontline "first preventers" of a terrorist incident, and given our wealth of regional and national assets—from the United States Naval Academy to transportation hubs such as the Port of Baltimore and BWI airport—Maryland will pose an inviting potential target until we have taken the steps needed to properly secure our state and train and equip all of our frontline personnel.

However, while almost six years have passed since the attacks of September 11, 2001, the threat of global terrorism endures, and as a state and a nation far too much critical work remains to be done to prevent and prepare for another catastrophic attack on our own soil.

**We must define our goals.** Maryland can be—and should be—nothing less than the best-prepared state in America. A critical step towards achieving this goal is to identify the **basic, core capacities** which every region in our state should have, and to assess our current level of preparedness in these critical areas so that we may ensure we are investing our resources first and foremost to meet any capability gaps in these areas.

Rather than vague goals and aspirations it is essential that we identify a basic set of core capacities and building blocks for a prepared Maryland in plain and concrete language. What follows is a twelve-point set of basic goals for our state and our first responders. Beyond a doubt, there are other vital capabilities that Maryland and our nation must have. However, true preparedness can only be achieved by building upon a solid foundation of basic capacities, and in the days to come we must work to ensure together that Maryland achieves these goals. Toward that end, we will convene a meeting of the leading homeland security and emergency management personnel from every jurisdiction in Maryland in the coming weeks to discuss our shared security needs for a prepared Maryland. You will be receiving more specific information regarding this meeting shortly, but in the meantime please do not hesitate to contact my homeland security advisor, Andrew Lauland, or John Droneburg at the Maryland Emergency Management Agency, for any additional information you may require.

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.