



**MARTIN O'MALLEY**  
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TTY USERS CALL VIA MD RELAY

September 30, 2010

The Honorable Edward J. Kasemeyer  
Acting Chairman  
Senate Budget and Taxation Committee  
3 West Miller Senate Building  
Annapolis, MD 21401-1991

The Honorable Norman H. Conway  
Chairman  
House Appropriations Committee  
120 Lowe House Office Building  
Annapolis, MD 21401-1991

Re: 2010 Joint Chairmen's Report

Dear Chairman Kasemeyer and Chairman Conway:

The 2010 Joint Chairmen's Report requested the Governor's Office of Homeland Security (GOHS) to submit a report by October 1, 2010, detailing homeland security spending by State agencies for Fiscal Years 2009, 2010 and 2011. Given the volume of data that must be collected from a number of agencies, we respectfully request an extension of the due date for this report until December 31; this date is also more in line with the schedule for the submission of similar homeland security spending reports in recent years.

Thank you for your consideration. If you or a member of your staff requires any further information, please do not hesitate to contact me at 410-974-2389.

Sincerely,

A handwritten signature in cursive script that reads "Andrew Lauland".

Andrew Lauland  
Homeland Security Advisor to the Governor

cc: Matthew Gallagher, Chief of Staff  
Richard Muth, Director, MEMA  
Robert Platky, Director of Administration



STATE OF MARYLAND  
OFFICE OF THE GOVERNOR

**HOMELAND SECURITY  
GRANT FUNDING REPORT FOR 2010**

A Report to the Maryland General Assembly

December 31, 2010



## **Introduction:**

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During the 2009 Legislative Session the General Assembly included the following language in Section 49 of House Bill 100, the State Operating Budget Bill:

“SECTION 49. AND BE IT FURTHER ENACTED, That beginning on December 31, 2009, and annually thereafter, the Governor’s Office of Homeland Security (GOHS), with the assistance of the Maryland Emergency Management Agency, the Department of Health and Mental Hygiene, the Department of the State Police, and the Maryland Department of Transportation shall submit a report to the budget committees that details spending related to homeland security (by agency and by funding source) for the most recent federal fiscal year. At a minimum, the report shall include the amount of funding pass-through to local jurisdictions (by county). The report shall also include a listing of homeland security projects for which funding was expended and a description as to how these projects correspond to the 12 core goals for emergency preparedness (Interoperable Communications, Intelligence/Information Sharing and Collaboration Capabilities, Hazmat/Explosive Device Response, Personal Protective Equipment for First Responders, Biosurveillance, Vulnerability Assessment, Exercise Evaluation and Training, Close Circuit Television Network, Mass Casualty/Hospital Surge, Planning, Backup Power and Communications, and Transportation Security). The report shall also summarize the progress made toward achieving the 12 core goals. Prior to developing the report, GOHS should consult with the Department of Legislative Service in determining the appropriate data and information to include in the report.”

This statute was further amended in 2010 to include the following language:

“SECTION 46. AND BE IT FURTHER ENACTED, That, on or before October 1, 2010, the Governor’s Office of Homeland Security shall submit a written report, subject to Section 2-1246 of the State Government Article, to the General Assembly. The report shall include the following information for fiscal 2009, fiscal 2010, and estimated for fiscal 2011: (1) specific spending for purposes related to homeland security by agency and by funding source; (2) information on pass-through funding made available to local jurisdictions by jurisdiction and funding sources; (3) the uses to which these funds have been put at the State level; (4) restrictions, contingencies, and any applicable expiration dates for funds made available through the federal government; and (5) a breakdown of the Office of Homeland Security’s share of the Governor’s Office budget regardless of funding source.”

In response to this legislation the Governor’s Office of Homeland Security (GOHS) has compiled information on homeland security spending in Maryland in conjunction with the Maryland Emergency Management Agency, the Department of Health and Mental Hygiene, the Department of the State Police, and the Maryland Department of Transportation. The report is comprised of the following four sections and appendices:

- Section 1: An Introduction to Homeland Security in Maryland
- Section 2: Homeland Security Funding and Local Pass-Through
- Section 3: Progress Towards the 12 Core Goals and Related Projects
- Section 4: Governor’s Office of Homeland Security budget breakdown
- Appendix I – Maryland’s Strategic Goals and Objectives for Homeland Security
- Appendix II – Moving Maryland Forward Through Improved Preparedness, GOHS Summary, Phase II Assessment: Emergency Preparedness in the State of Maryland, James Lee Witt Associates

## **Section 1: An Introduction to Homeland Security in Maryland.**

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. In addition, the tools used by public safety on a daily basis should be—and are—the same tools needed for homeland security. For example, the information and intelligence systems used to combat drug trafficking and money laundering are the same systems needed to detect and prevent acts by international terrorists. Accordingly, Maryland’s Homeland Security Strategy is built on a series of core systems and capabilities that are fundamental to public safety during both daily operations and elevated incidents. Maryland has currently identified twelve such core capabilities.

On July 27, 2007 Governor O’Malley introduced this set of twelve core capacities for homeland security and preparedness to Maryland’s State and local public safety communities. The purpose of the Governor’s goals is to identify in concrete, measurable terms the basic capacities that state and local public safety agencies and personnel in every region of Maryland should have, and to assess Maryland’s current level of preparedness in these critical areas to ensure resources are invested first and foremost to meet any capability gaps in these areas.

The Governor’s Twelve Core Goals for a Prepared Maryland are enumerated below with an explanation of the importance of the goals to homeland security:

1. **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.

### ***Why are Interoperable Communications important?***

Interoperable communications is the ability for first responders to transmit voice and data communications seamlessly and in real-time, when needed, regardless of agency or jurisdictional boundary. When communications systems are interoperable, police and firefighters responding to a routine incident or a catastrophic emergency can talk to and share information with each other to coordinate efforts and work effectively together under a common operating picture. Interoperability should address not simply voice communications but also sharing data across systems such as CCTV, CAD/RMS, or GIS.

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.

### ***Why is Intelligence and Information Sharing important?***

There is a wealth of potentially valuable information available to protect the life and safety of the public and first responders. However, that information is not useful unless trends are identified, analysis is completed, and the information is channeled to those with a need to know. Providing first responders with meaningful intelligence supports operational decision making, assists in ongoing investigations, and enhances first responder safety. Developing meaningful intelligence is a three step

process: first, the collection of raw data, second the analysis of raw data to develop actionable intelligence, and finally, the distribution of that intelligence to those that need it.

3. **HAZ MAT/Explosive device response**—Every metropolitan region in Maryland 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.

***Why is Hazardous Materials (HazMat) and Explosive Device (Bomb Squads) Response important?***

Hazardous materials and explosive device teams provide the specialized field response to threats such as an intentional chemical release, suspicious package, or improvised explosive device. These teams receive training and equipment particular to the unique hazards to which they respond - rendering safe dangerous conditions caused by chemical releases or explosives. Because the possibility of multiple simultaneous or coordinated events exists, maintaining strong lines of mutual aid between teams provides redundancy and increased coverage in response.

4. **Personal Protective Equipment for First Responders**—All Maryland 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.

***Why is Personal Protective Equipment (PPE) important?***

Protecting the lives of our first responders is essential so that they can continue to protect the lives of the public. First responders may be called upon to operate in extremely dangerous environments and require specialized equipment that is not always necessary in day-to-day operations. Specialized personal protective equipment includes additional breathing apparatus, chemical suits, gloves, and boots as well as medications and protective treatments to guard against the effects of chemical, biological, and radiological agents. Routine training and exercising is necessary so that first responders have the opportunity to become familiar with specialized equipment and to ensure that it operates correctly when needed.

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.

***Why is Biosurveillance important?***

Biosurveillance provides early warning of an epidemic or outbreak and enhanced tracking through the real-time monitoring of health and environmental data. Public health biosurveillance focuses on the symptoms presenting in hospitals, doctor's offices, and indicators of symptoms from other health data sources to assist in identifying both naturally occurring outbreaks such as seasonal influenza or intentional acts such as the release of anthrax or chemical poison. Biosurveillance is not limited to

medical data but also includes the monitoring and tracking of air and water for contamination due to accidents or intentional acts.

6. **Critical Infrastructure Protection**—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.

***Why is Critical Infrastructure important?***

Vulnerability assessments identify, quantify, and prioritize weaknesses in the security of critical infrastructure and key resources (CI/KR) due to threats resulting from natural or man-made hazards. These assessments provide security personnel with the necessary information to direct investments toward and implement new protective measures to harden key facilities and critical systems. Vulnerability assessment data must be secured but readily available to law enforcement, emergency management and other stakeholders during periods of heightened threat and during emergency response.

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.

***Why are Training and Exercises important?***

Training and exercise prepares first responders, validates plans, and reinforces capabilities needed during an emergency. Training consists of classroom and hands-on lessons in subject-matter areas important to first responders and emergency managers. Exercises are scenario driven practice sessions, such as table-top talk-only drills as well as full-scale drills where responders execute actual operations in the field. Closely related to training and exercises are after-action examinations to ensure that lessons learned during an exercise can be applied during a future event.

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 Internet Protocol (IP) addresses in order to be portable to and from key local and state facilities, such as emergency operations centers and mobile command posts.

***Why is Closed Circuit Television (CCTV) important?***

CCTV is critical to provide situational awareness of events, serve as a preventative presence to deter crime, manage traffic congestion and incidents, and for criminal investigation. CCTV is deployed in areas such as ports, airports, tunnels, highways, street corners, busy intersections, and surrounding critical infrastructure. When paired with advanced technologies such as night vision, pan/tilt/zoom

(PTZ) capability, suspicious package identification, and optical character recognition (used for vehicle identification) CCTV can better identify threats and secure critical areas.

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.

***Why is Mass Casualty / Hospital Surge important?***

A mass casualty event is any incident in which emergency medical services personnel and equipment at the scene are overwhelmed by the number and severity of casualties, and could include a train accident or an incident in a location such as a stadium where hundreds or thousands could require medical treatment. Hospital and health system surge is an increase in the overall stress on the entire health system, from paramedics and individual doctor's offices to emergency rooms and critical care units. A surge could result from a mass casualty incident or also during pandemic influenza or other disease outbreaks as an increased number of sick or injured patients require medical attention. Increasing the capacity to deal with mass casualty incidents or health system surges is accomplished by robust local hospital surge plans, tracking and sharing resources on-hand in hospitals, stockpiling and distributing resources from supply caches, and tracking hospital emergency department stress and bed availability.

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. Each region should have access to the equipment, personnel and supplies necessary to carry out these plans in conjunction with public and private sector partners. 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.

***Why is Planning important?***

Planning pre-assigns roles and responsibilities, and pre-identifies resources to minimize the confusion often present during emergencies and ensures that the capacity exists to respond to potential incidents. Plans should anticipate the needs of all citizens including the most vulnerable populations – the transportation disadvantaged, the elderly, and persons with disabilities. Emergency planning should address both specific emergency functions such as search and rescue as well as likely hazards such as hurricanes or winter storms.

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 updated 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.

***Why are Backup Power and Communications important?***

Maintaining power generation and the ability to communicate are critical during virtually every emergency situation. Hardening the power and communications infrastructure in public facilities such as Emergency Operations Centers and 911 Call Centers and at infrastructure owned and operated by the private sector is critical to maintaining continuity of operations. Power and communications are among the most essential functions for evacuation and sheltering operations.

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 and lighting and fencing, and they should 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.

***Why is Transportation Security important?***

The transportation network - air travel, roads, highways, bridges, tunnels, the waterways, ports, and railways - is one of the most vital critical infrastructure systems and has been a target of terrorist attacks around the world. Each of these areas of transportation infrastructure requires specific and unique measures to ensure the safety of those traveling on them and for those living around them. Responsibility for securing this network cuts across jurisdictional lines and includes the development of sound evacuation plans, the deployment of CCTV to monitor major highways and busy roadways, stopped vehicle detection technologies to identify vehicles stuck in a tunnel or on a bridge, and the regular vulnerability assessment of critical infrastructure.

The introduction of the Governor’s goals has been followed by an on-going effort to work with local emergency management, fire, EMS, public health, and police departments to further refine the goals into concrete, measurable objectives to be used to assess Maryland’s current level of preparedness in each area and assist in guiding development of Maryland’s annual grant applications to the U.S. Department of Homeland Security. Maryland’s Strategic Goals and Objectives for Homeland Security are included as an Appendix to this report. This Strategic Plan was released in January 15, 2009 and is currently being revised to reflect additional priorities such as cybersecurity and enhanced information sharing across jurisdictions and state agencies. A revised version of the Strategic Plan will be completed and made available by early 2011.



## **Section 2: Homeland Security Funding and Local Pass-Through**

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### **Overview of Available Homeland Security Funds**

As in previous years, this report is focused on grant funding for homeland security received by the State government for its own use or to be passed through to local jurisdictions.<sup>1</sup> In the most recent fiscal year, Maryland's State and local public safety agencies will have access to federal grant funds from multiple agencies and programs.

The primary federal homeland security programs providing funds to Maryland's State and local agencies are:

- **Assistant Secretary for Preparedness and Response (ASPR) – Hospital Preparedness Program (HPP)** - The HPP provides funding to enhance the surge capacity and capabilities of hospitals and health care systems and to exercise and improve preparedness plans for all hazards, including pandemic influenza.
- **Buffer Zone Protection Program (BZPP)** - The BZPP grant provides funds to increase the preparedness capabilities of jurisdictions responsible for the safety and security of communities surrounding high priority critical infrastructure and key resource (CIKR) assets through planning and equipment acquisition. Priorities for the FY2010 BZPP program include coordination with public and private sector partners, situational awareness with fusion centers and/or emergency Operation Centers, multidisciplinary involvement and cooperation, and strengthening IED attack prevention or protection capabilities.
- **Centers for Disease Control Public Health Emergency Preparedness (PHEP)** - The purpose of this program is to develop emergency-ready public health departments by upgrading, integrating and evaluating state and local public health jurisdictions' preparedness for and response to public health emergencies. Examples of public health emergencies may include terrorism, infectious disease outbreaks including influenza pandemics, food-borne disease outbreaks and other food security issues, natural disasters, and biological, chemical, nuclear and radiological threats.
- **Citizen Corps** - The Citizen Corps program funds a collection of locally managed citizen engagement and preparedness programs. Funds are awarded to states on a formula basis and passed through to local jurisdictions. The Citizen Corps mission is to bring community and government leaders together to coordinate the involvement of community members and organizations in emergency preparedness, planning, mitigation, response, and recovery.
- **City Readiness Initiative** - The Cities Readiness Initiative (CRI) is a pilot program to aid cities in increasing their capacity to deliver medicines and medical supplies during a large-scale public health emergency such as a bioterrorism attack or a nuclear accident.
- **Emergency Management Performance Grant (EMPG)** - The principal priority for the EMPG funds is to assist State and locals in enhancing and sustaining their all-hazards emergency management capabilities. The EMPG Program requires a 50 percent Federal and 50 percent State cost share, cash- or in-kind match. Although DHS expects States to include support for their local jurisdictions in the EMPG Program, each Governor is responsible for determining the appropriate amount of funding to be passed through to support the development or enhancement of local emergency management performance capabilities.
- **Emergency Operations Center Grant Program (EOC)** – The Emergency Operations Center (EOC) Grant Program is intended to improve emergency management and preparedness capabilities by

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<sup>1</sup> As a practical matter, it is extremely difficult to provide a comprehensive analysis of all General Fund expenditures within the State with a direct or indirect connection to homeland security due to the fact the majority of the State's core public safety operations simultaneously serve multiple purposes and it is impossible to make an accurate distinction between their homeland security and non-homeland security aspects (e.g., the portion of the cost of a State Police marked patrol car that should be attributed to homeland security).

supporting flexible, sustainable, secure, and interoperable Emergency Operations Centers (EOCs) with a focus on addressing identified deficiencies and needs. This program provides funding for construction or renovation of a state, local, or tribal government's principal EOC.

- **Interoperable Emergency Communications Grant Program (IECGP)** - IECGP provides governance, planning, training and exercise funding to states, territories, and local and tribal governments to carry out initiatives to improve interoperable emergency communications, including communications in collective response to natural disasters, acts of terrorism, and other man-made disasters.
- **Metropolitan Medical Response System (MMRS)** - The MMRS program provides funding to prepare for mass casualty incidents, events requiring mass decontamination, and pandemic flu-level disease outbreaks. The MMRS program supports the integration of emergency management, health, and medical systems into a coordinated response to mass casualty incidents caused by any hazard. Successful MMRS grantees reduce the consequences of a mass casualty incident during the initial period of a response by having augmented existing local operational response systems before an incident occurs. Funds are awarded to metropolitan areas selected for eligibility by the federal government.
- **State Homeland Security Grant Program (SHSGP)** - SHSGP supports the implementation of State Homeland Security Strategies to address the identified planning, organization, equipment, training, and exercise needs to prevent, protect against, respond to, and recover from acts of terrorism and other catastrophic events. In addition, SHSGP supports the implementation of the National Preparedness Guidelines, the National Incident Management System (NIMS), and the National Response Framework (NRF). FY 2010 SHSGP funds are allocated based on three factors: minimum amounts as legislatively mandated, DHS' risk methodology, and effectiveness.
- **Pandemic Influenza (PHER Grant)** - Congress appropriated funding in June 2009 through the 2009 Supplemental Appropriations Act for the "Public Health and Social Services Emergency Fund" to prepare for and respond to an influenza pandemic. The 62 awardees include 50 states, 8 territories and freely associated states, and 4 localities (Chicago, Illinois; Los Angeles County, California; New York City, New York; and Washington, D.C.).
- **Port Security Grant Program** - The Port Security Grant programs are competitive grants awarded to government and private sector entities. The U.S. Department of Homeland Security determines eligibility. Funds may be used for a range of maritime security, prevention, and response activities. The Baltimore Port footprint includes portions of Washington, DC and Virginia; therefore, Port Security Grant funds awarded to Maryland can be used for projects in other states.
- **Urban Area Security Initiative (UASI)** – The UASI program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism. The UASI program is a combined competitive and formula-based grant program targeted to high threat urban areas. Eligibility for funding is determined by the US Department of Homeland Security. Maryland has two eligible urban areas—the National Capitol Region (NCR) and Baltimore metropolitan area.
- **Urban Area Security Initiative Non-Profit Security Grant Program** – UASI NSGP provides funding support for target-hardening activities to nonprofit organizations that are at high risk of a terrorist attack and are located within one of the specific UASI-eligible urban areas.

#### **Homeland Security Funding FFY2009-FFY2010**

Tables 1 and 2 provide summary data on the total funding provided to Maryland in each program in Federal Fiscal Year 2009; due to the lag in the time between when federal funding is appropriated by Congress for each program, rules and guidelines are issued by the respective administering federal

agencies (e.g., U.S. Department of Homeland Security), and the application and review period, FFY2009 funds are the most the relevant federal funding year for calendar year 2010.

**Table 1**  
**Total FFY2009 State and Local Pass-Through Allocations by Federal Grant Program**

<b>Grant Name</b>	<b>State Grant Administrator</b>	<b>Total Maryland Funding Allocation</b>	<b>Total Local Pass-Through Amount</b>
Assistance Secretary for Preparedness and Response (ASPR) – Hospital Preparedness Program (HPP)	DHMH	6,640,448.00	5,662,973.00
ASPR – HPP – H1N1 Supplement	DHMH	1,639,740.00	1,639,740.00
Buffer Zone Protection Program (BZPP)	MEMA	1,000,000.00	970,000.00
Centers for Disease Control Public Health Emergency Preparedness (CDC)	DHMH	11,063,049.00	6,860,510.00
Citizen Corp (CCP)	MEMA	269,829.00	181,188.50
City Readiness Initiative	DHMH	1,589,340.00	1,533,113.00
Emergency Management Performance Grant (EMPG)	MEMA	5,664,580.00	2,734,293.08
Interoperable Emergency Communications Grant Program (IECGP)	MEMA	970,428.00	776,342.40
Metropolitan Medical Response System (MMRS)	MEMA	321,221.00	321,221.00
Pandemic Influenza (PHER Grant)	DHMH	27,716,310.00	19,505,104.00
Port Security Grant Program	MEMA	6,423,657.00	2,407,931.29
State Homeland Security Grant Program (SHSGP)	MEMA	16,977,500.00	13,432,000.00
Urban Area Security Initiative (UASI)	MEMA	10,975,050.00	10,325,050.00
Non-Profit Security Grant (NSGP)	MEMA	149,270.00	145,000.00
<b>Total</b>		<b>\$91,400,422.00</b>	<b>\$66,494,466.27</b>

**Table 2**  
**Total FFY2009 Pass-Through Allocations by Jurisdiction**

<b>Jurisdiction</b>	<b>MEMA Managed Grant Total Local Pass-Through</b>	<b>DHMH Managed Grants Total Local Pass-Through</b>	<b>Total Local Pass-Through Amount</b>
Allegany County	\$311,549.11	\$506,409	\$817,958.11
City of Annapolis	\$1,107,096.50	n/a	\$1,107,096.50
Anne Arundel County	\$2,228,657.17	\$1,351,804	\$3,580,461.17
City of Baltimore	\$5,341,470.26	\$3,776,159	\$9,117,629.26
Baltimore County	\$2,325,996.65	\$2,467,466	\$4,793,462.65
Baltimore Metropolitan Council	\$216,925.00	n/a	\$216,925.00
Calvert County	\$902,028.87	\$659,116	\$1,561,144.87
Caroline County	\$285,803.87	\$465,779	\$751,582.87
Carroll County	\$860,010.77	\$832,972	\$1,692,982.77
Cecil County	\$447,868.87	\$828,866	\$1,276,734.87
Charles County	\$554,095.35	\$777,690	\$1,331,785.35
Dorchester County	\$300,615.02	\$453,971	\$754,586.02
Frederick County	\$625,584.41	\$995,939	\$1,621,523.41
Garrett County	\$220,066.96	\$517,552	\$737,618.96
Harford County	\$4,367,132.37	\$1,100,593	\$5,467,725.37
Howard County	\$2,257,542.17	\$1,303,453	\$3,560,995.17
Kent County	\$306,288.43	\$651,728	\$958,016.43
Montgomery County	\$2,057,098.77	\$1,967,766	\$4,024,864.77
Town of Ocean City	\$413,935.96	n/a	\$413,935.96
Prince George's County	\$1,399,051.73	\$3,439,453	\$4,838,504.73
Queen Anne's County	\$310,278.87	\$658,269	\$968,547.87
Saint Mary's County	\$442,267.67	\$490,827	\$933,094.67
Somerset County	\$261,928.11	\$470,035	\$731,963.11
Talbot County	\$291,076.35	\$921,657	\$1,212,733.35
Washington County	\$540,167.21	\$882,577	\$1,422,744.21
Wicomico County	\$473,853.96	\$718,278	\$1,192,131.96
Worcester County	\$697,183.27	\$810,193	\$1,507,376.27
Regional Allocations	\$1,747,453.59	\$8,152,888.00	\$9,900,341.59
<b>Total</b>	<b>\$31,293,026.27</b>	<b>\$35,201,440.00</b>	<b>\$66,494,466.27</b>

Tables 3 and 4 provide summary data on the total funding provided to Maryland in each program in Federal Fiscal Year 2010.

**Table 3**  
**Total FFY2010 State and Local Pass-Through Allocations by Federal Grant Program**

<b>Grant Name</b>	<b>State Grant Administrator</b>	<b>Total Maryland Funding Allocation</b>	<b>Total Local Pass-Through Amount</b>
Assistance Secretary for Preparedness and Response (ASPR) – Hospital Preparedness Program (HPP)	DHMH	6,640,448.00	5,662,973.00
ASPR – HPP – H1N1 Supplement	DHMH	1,639,740.00	1,639,740.00
Buffer Zone Protection Program (BZPP)	MEMA	800,000.00	776,000.00
Centers for Disease Control Public Health Emergency Preparedness (CDC)	DHMH	11,063,049.00	6,860,510.00
Citizen Corp (CCP)	MEMA	230,376.00	136,271.00
City Readiness Initiative	DHMH	1,589,340.00	1,533,113.00
Emergency Management Performance Grant (EMPG)	MEMA	6,086,158.00	3,100,169.00
Interoperable Emergency Communications Grant Program (IECGP)	MEMA	1,031,500.00	825,200.00
Metropolitan Medical Response System (MMRS)	MEMA	317,419.00	317,419.00
Pandemic Influenza (PHER Grant)	DHMH	27,716,310.00	19,505,104.00
Port Security Grant Program	MEMA	3,222,216.00	1,441,227.00
State Homeland Security Grant Program (SHSGP)	MEMA	15,819,538.00	12,655,630.00
Urban Area Security Initiative (UASI)	MEMA	10,975,050.00.00	9,956,050.00
EOC Construction (EOC) <sup>2</sup>	MEMA	1,838,000.00	338,000.00
Non-Profit Security Grant (NSGP)	MEMA	902,891.00	875,804.00
<b>Total</b>		<b>\$91,251,152.00</b>	<b>\$66,349,466.27</b>

<sup>2</sup> The EOC grant is an annual grant but is normally the result of a Congressional earmark. FY2010 is the only time that Maryland has received an award under this grant.

**Table 4**  
**Total FY2010 Pass-Through Allocations by Jurisdiction**

<b>Jurisdiction</b>	<b>MEMA Managed Grant Total Local Pass-Through</b>	<b>DHMH Managed Grants Total Local Pass-Through</b>	<b>Total Local Pass- Through Amount</b>
Allegany County	\$302,020	\$506,409	\$817,958.11
City of Annapolis	\$1,136,278	n/a	\$1,107,096.50
Anne Arundel County	\$2,094,049	\$1,351,804	\$3,580,461.17
City of Baltimore	\$5,380,453	\$3,776,159	\$9,117,629.26
Baltimore County	\$2,061,605	\$2,467,466	\$4,793,462.65
Baltimore Metropolitan Council	\$163,500	n/a	\$216,925.00
Calvert County	\$673,014	\$659,116	\$1,561,144.87
Caroline County	\$276,533	\$465,779	\$751,582.87
Carroll County	\$1,219,470	\$832,972	\$1,692,982.77
Cecil County	\$431,575	\$828,866	\$1,276,734.87
Charles County	\$446,160	\$777,690	\$1,331,785.35
Dorchester County	\$290,156	\$453,971	\$754,586.02
Frederick County	\$602,676	\$995,939	\$1,621,523.41
Garrett County	\$214,671	\$517,552	\$737,618.96
Harford County	\$3,391,120	\$1,100,593	\$5,467,725.37
Howard County	\$1,925,093	\$1,303,453	\$3,560,995.17
Kent County	\$295,601	\$651,728	\$958,016.43
Montgomery County	\$1,759,798	\$1,967,766	\$4,024,864.77
Town of Ocean City	\$398,862	n/a	\$413,935.96
Prince George's County	\$1,675,268	\$3,439,453	\$4,838,504.73
Queen Anne's County	\$795,195	\$658,269	\$968,547.87
Saint Mary's County	\$329,858	\$490,827	\$933,094.67
Somerset County	\$253,747	\$470,035	\$731,963.11
Talbot County	\$281,531	\$921,657	\$1,212,733.35
Washington County	\$592,978	\$882,577	\$1,422,744.21
Wicomico County	\$456,086	\$718,278	\$1,192,131.96
Worcester County	\$390,184	\$810,193	\$1,507,376.27
Regional Allocations	\$1,869,000	\$8,152,888.00	\$9,755,340.59
<b>Total</b>	<b>\$30,297,481.00</b>	<b>\$35,201,440.00</b>	<b>\$66,349,466.27</b>

Total federal homeland security funding levels fell just 0.16 percent from FFY2009 to FFY2010. Total Pass-Through allocations to local jurisdictions by Maryland also remained largely identical, decreasing just 0.22 percent in FFY2010 from FFY2009. In FFY2010, the top six homeland security grants (Hospital Preparedness, Public Health Emergency Program, Pandemic Influenza Grant, Emergency Management Performance Grant, State Homeland Security Grant Program, and Urban Area Security Initiative) account for approximately 86 percent of the State's total federal allocation for homeland security. Of these grant programs, only the State Homeland Security Grant Program significantly decreased from FFY2009 to FFY2010 (6.82 percent), and only the Emergency Management Performance Grant significantly increased from FFY2009 to FFY2010 (7.83 percent). Allocations from the four remaining grant programs remained the same.

To date, Congress has not passed FFY2011 appropriations. This makes FFY 2011 spending estimates speculative. It is likely, based on prior year trends, that FFY 2011 funding levels will carry over unchanged or slightly lower. The greatest variable may be the Port Security grant, which is project-driven and can change year to year based on the prioritization given to Baltimore's port projects by DHS.

### **Section 3: Progress towards the 12 Core Goals and Related Projects**

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The major federal grant programs for homeland security are reimbursement programs. Rather than providing funds directly to state and local governments, under these programs state and local governments are asked to make expenditures using their own resources, and are then eligible to request reimbursement for allowable uses. Local jurisdictions and state government entities invest on the promise of grant funds and then request reimbursement for their expenditure. As a result, the State does not receive definitive information on expenditures by local jurisdictions until a reimbursement request is made. The State exercises review on funds at the time of reimbursement and determines whether or not purchases using the funds are for allowable costs under the federal guidelines.<sup>3</sup> While some expenditures are submitted quarterly, many others will not be submitted for reimbursement for a year or more and therefore information on expenditures may lag a year behind or more from actual date of purchase.

In addition, as previously noted, it is difficult to provide a comprehensive analysis of all General Fund expenditures within the State with a direct or indirect connection to homeland security due to the fact the majority of the State's core public safety operations simultaneously serve multiple purposes and it is impossible to make an accurate distinction between their homeland security and non-homeland security aspects. As in previous years, this report will attempt to provide greater detail on progress made on the Governor's Twelve Core Goals for Homeland Security. The activities discussed below utilize federal grant and general State funds and reflect how federal grant funds are spent in Maryland.

#### **Interoperability**

Under Governor O'Malley the State has formalized leadership structures and consolidated disparate initiatives and resources into unified efforts to build a statewide radio system, computer-aided dispatch/records management system (CAD/RMS), and geographic information system (GIS) platform. These backbone systems will replace non-interoperable, obsolete or non-existent technologies currently being used by State public safety agencies and will provide a statewide infrastructure for local governments. Following are key projects and accomplishments as of 2010:

- **Ended years of uncoordinated spending and diffuse management of interoperability projects by appointing Maryland's first Interoperability Director and creating a Program Management office.** This office was created in 2007 to build Maryland's first statewide radio system and infrastructure and combine multiple previously uncoordinated efforts under a single comprehensive Statewide Communications Interoperability Plan approved by the U.S. Department of Homeland Security.
- **Significantly advanced development of a statewide radio system and infrastructure.** The Board of Public Works approved a contract on Nov. 17, 2010 to build a statewide 700MHz radio network and a Notice to Proceed was issued to the contractor on December 15, 2010. The system will be constructed in four geographic phases. The first phase will cover a portion of Central Maryland, including much of the State's most critical infrastructure: the Port of Baltimore, I-95 corridor, the ICC, BWI, and the Bay Bridge and the expected build-time is 18 months. Since 2007, the State has constructed 28 radio tower sites at a cost of approximately \$28 million. Federal grants have provided an additional \$5.5 million for tower construction. Towers built with these funds have supported both the statewide system and local radio needs. Key examples include Baltimore County, where State

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<sup>3</sup> For details on the Federal Grant guidance, please visit [www.grants.gov](http://www.grants.gov) or the specific web pages related to each of the listed grant programs.



towers helped transition its analog 800 MHz radio system in October 2009 to a new digital system, and Prince George's County and its new 700 MHz radio system.

- **Continued to enhance interoperability for first responders in the short-term by supporting and dedicating resources to regional interoperability projects.** Local jurisdictions and state agencies have worked together to form regional communication networks that meet the state's interoperability needs while a statewide radio communication system is developed. As of this writing, four-fifths of the State is now covered by an interoperable regional network. The Western Maryland interoperable radio network, WAGIN, became operational in September 2010 and joins the NCR, the Eastern Shore, and Central Maryland. The remaining regional network in Southern Maryland has completed planning and design work on its regional interoperability solution, which will mirror Central Maryland's system, and has selected a vendor. The system is expected to be operational early 2011.
- **Significantly advanced development of a single interoperable CAD/RMS system available to State agencies and local government.** The Board of Public Works approved a contract on Nov. 17, 2010 to begin build-out of a statewide CAD/RMS system that will modernize the aging and incompatible systems currently used by the State's five main law enforcement agencies. A Notice to Proceed for development of the Statewide CAD/RMS is scheduled to be issued Jan. 4, 2011. The system will be developed in phases that are assigned to specific state agencies. The first phase will provide a statewide CAD/RMS system for MSP, MDTA Police, NRP, and MTA Police. All five state law enforcement agencies and the Department of Information Technology have agreed to use this single master-contract, which will allow local jurisdictions to "ride on" the state system.
- **Under the leadership of the State's first Geographic Information Officer (GIO), Maryland is successfully implementing new GIS-based products for situational awareness for emergency responders.** A team effort is underway to rebuild MEMA's emergency management mapping application (EMMA) with the latest technologies and to align with the mapping capabilities of neighboring jurisdictions and the federal government. The first phase of EMMA Next Generation (NG) is scheduled for a spring 2011 completion and will allow EMMA to incorporate and map real-time traffic data feeds, MDOT cameras, and the CAD incident data that MEMA currently receives. EMMA will also be able to develop several key reports by exception: background scripts that will analyze live data feeds and map pre-programmed incidents, such as multiple 5-alarm fires or multiple shopping malls with police incidents. A second and final phase of EMMA NG will build on the previous enhancements and include more reports by exception and additional CAD data feeds from counties, public safety agencies, emergency operation centers, and other data-sharing partners.
- **Implementing a solution for improved interoperability on Maryland's waterways in the short and mid-term (TAC-Stack).** TAC-Stack is funded by a \$1.4 million DHS grant and is scheduled to be built in phases over the next several months. Equipment for this project is currently being installed and its development remains in progress. Additional funding from the Port of Hampton Roads Port Security Grant was approved in October 2010 to provide two existing tower sites in the Ocean City/Assateague Area with TAC Stack radio interoperability equipment. These towers will allow first responders to communicate with their existing radio equipment.

### **Intelligence and Information Sharing**

Consistent with the foundation of Governor O'Malley's homeland security policy, that the homeland security mission must be integrated into the daily operations of departments and agencies, intelligence and

information sharing at the state fusion center (the Maryland Coordination and Analysis Center, or MCAC) has been shifted from “terrorism only” to “all crimes.” Maryland adopted a “hub and spoke” model to increase the utility of intelligence to local law enforcement and improve data collection by opening three Regional Information Centers (RICs) in southern, eastern, and western Maryland. The combination of these two changes (adding a regional structure and adjusting the focus to all crimes) has resulted in better and more relevant intelligence products. Following are key projects and accomplishments as of 2010:

- **Increased the number and representativeness of intelligence analysts from State, local, and federal agencies working in the MCAC.** The MCAC has 80 personnel assigned to it. These detailees come from almost 30 state, local, and federal entities. New MCAC personnel or detailees include a Gang Coordinator, a pawn shop analyst, scrap metal theft analyst (who works with the vehicle theft reduction task force), a State Fire Marshal (please see below), an MVA analyst (who provides case support on identification fraud and document analysis), a transportation analyst, and a Parole and Probation analyst. Twelve analysts from the State Police Homeland Security and Intelligence Division were reassigned to MCAC and stimulus funds have paid for seven new analyst positions (four of which have been assigned to the RICs).
- **Reorganized the structure of intelligence and information sharing within the state with a focus on providing more localized support.** The State implemented a “hub and spoke” model for statewide intelligence efforts by creating Regional Information Centers (RICs) on the Eastern Shore and in Western and Southern Maryland. These RICs provide a conduit for disseminating intelligence products from the MCAC and for providing data and information to the MCAC. The State continues to support this model by providing \$50,000 in pass-through DHS funds to each RIC to support its activities. The State also began funding a “floater” analyst in October 2010 to move between the RICs and provide additional support as needed. MCAC’s information management system, MEMEX, is currently being installed at the RICs and will provide RIC personnel with an enhanced ability to consolidate data, managed cases and tips, and access accurate research. The SMIC (five full-time employees and four part-time) has become heavily involved in gang suppression, provides tactical support to locals, and helps investigators develop materials for search warrants. The ESIC (four full-time employees, three part-time) has developed a weekly all-crime mapping product (shots fired, convenience store robberies, etc.) that includes suspect photos and is distributed to locals. The WMIC (two full-time employees, six part-time) has provided auto theft support.
- **Develop License Plate Reader Network.** The MCAC will soon have access to 48 license plate readers (LPRs) throughout the State following an upgrade to its fiber optic cables. About 200 LPRs are operating in multiple State and local projects throughout the State. LPRs are cameras that convert a picture of a vehicle’s license plate into a readable format that can be matched against stolen vehicles or wanted persons databases. Eight individual agencies have their LPR units networked with the MCAC, and six agencies are scheduled to be networked in the near future. Since 2007, about \$2 million in federal grant funds have been identified to purchase at least 100 new LPR units for deployment throughout the State. In September 2010, the State created an LPR Advisory Committee with a specific mission to oversee the addition of 100 LPRs to the State’s inventory and to strategically deploy these units within 12 months. All agencies that receive grant funding for LPRs will be required to network them with the MCAC.
- **Produce meaningful and practical intelligence products to state and local first responders.** From January to September 30, 2010, the MCAC has responded to 9,333 Request for Services and disseminated a total of 1,325 reports, including original MCAC reports: officer safety bulletins,

BOLOs, and other items of law enforcement value. New report products have been added, including DOC security threat group releases, STG warrant checks, and pawn transaction analysis.

### **Hazardous Materials and Bomb Squad**

Under Governor O'Malley the State has overcome an information gap concerning the capabilities of bomb squads and HazMat teams statewide and has focused on developing and tracking equipment, capabilities, and response times. The responsibilities for unique situations involving chemicals or suspected explosives are distributed across a variety of local and state entities and the state had previously collected limited data on statewide or regional capabilities. Overcoming information gaps and forging partnerships has become a significant area of focus as the state looks to form a more cohesive and coordinated response coalition. Following are key projects and accomplishments as of 2010:

- **Collected data on response and incident type.** The Office of the State Fire Marshal (OSFM) developed Maryland's first system to track bomb response times and established a guiding standard of a one hour response. This is the first time the State has collected this type of information from local jurisdictions. Current bomb squad response times are well within the expected parameters. All Maryland bomb squads are accredited and meet FEMA Type I standards. The State currently has at least one FEMA Type I HazMat team per region.
- **Supported HazMat Type 1 standards.** Last year, MDE completed a statewide survey of local HazMat teams that examined personnel, equipment, and mutual aid response capability. According to the survey, there are 27 HazMat teams, including 13 local Type I HazMat teams and the Type I team operated by MDE (which provides statewide service). Type I is the highest level and best equipped type of team according to FEMA standards. At least one Type I team operates in each region. MDE is investigating whether a higher or more specific definition of Type I HazMat teams, such as FIRESCOPE (developed in California), should be employed to provide more complete information about team capabilities and ensure they are truly equivalent.
- **Purchased and implemented new technologies for local bomb squads.** About \$1 million in NCR-shared DHS funds for the Montgomery and Prince George's County bomb squads were allocated this year to purchase equipment upgrades and new protective measures.
- **Secured NCR funds for OSFM.** In 2010, Maryland negotiated to include the OSFM in NCR shared grant funds. Previously, Montgomery and Prince George's counties were the only bomb squads in Maryland supported by these funds. The OSFM was allocated a total of \$266,667 for new equipment, including an upgrade to an obsolete robotic platform (\$154,068) in Southern Maryland, a robot transport vehicle (\$100,000), and vehicle-borne and person-borne IED render safe tools (\$17,000). These purchases are in addition to NCR's existing \$5 million investment for similar interoperable equipment for the eight bomb squads within the NCR footprint.

### **Personal Protective Equipment (PPE)**

The State has focused on organizing, standardizing, and disseminating useful information on the PPE available and currently in-use within their borders to State agencies and local jurisdictions. In 2007, when Governor O'Malley took office, PPE for State law enforcement officers was not widely available, procurement was uncoordinated, and training and fit-testing were disorganized. Local jurisdictions in the state had little or no information on the PPE used by their neighboring fire and police departments. Following are key projects and accomplishments as of 2010:

- **Inventoried State and local first responder PPE capabilities.** As of June 2010, all five State law enforcement agencies have purchased a standardized allotment of PPE. Each agency has made standardized training for face masks and airway protection from chemical, biological, radiation, and nuclear (CBRN) materials mandatory for cadets and officers and all State officers are fully trained. The new equipment purchased brings the MSP Special Tactical Assault Team Element (STATE) Team into compliance with WMD PPE standards and maintains the team's status as a type 1 SWAT team under DHS' typing system.
- **Completed survey of local police and fire.** MEMA is working with Maryland Police and Corrections Training Commission (MPCTC) and Maryland Fire Rescue Institute (MFRI) to develop a tool to regularly survey all fire and police agencies for their PPE capabilities. MPCTC and MFRI are the primary regulators of fire and police and oversee training and certification requirements, as such they will be the most effective agencies to gather and assess this information.
- **Enhanced compatibility of PPE.** MEMA and DGS have been working together to develop a blanket-purchase order that would extend the State PPE program, standardized PPE for patrol officers together with standard training and fit testing, to local level law enforcement agencies. A blanket purchase order would allow local law enforcement to purchase the same PPE for their officers as the equipment purchased for State agencies and they would benefit from economies of scale and from the increased operational efficiency created by shared training and fit-testing.
- **Provided training for PPE.** All State Law Enforcement officers are now trained in PPE as part of their initial training, including fit testing of the equipment. Training on PPE has been institutionalized and continues as part of officer in-service training as well. As of January 2010, the Natural Resources Police had completed training and fit testing 98 percent of the agency's officers for the standard PPE issued under the grant discussed above including breathing protection. Transportation Authority Police began in-service training on the standard PPE beginning in February of 2010.

## **Biosurveillance**

Governor O'Malley established a focus on early detection, surveillance, and situational awareness to mitigate the threat of both naturally occurring and manmade biological hazards. This includes increasing surveillance of public health indicators and monitoring sensor data for chemical or radiological releases or aberrations. The build-out of automated computer biosurveillance systems and the expansion systems to include more information from more partners, and the effort to bring statewide air monitoring systems online for real-time detection of chemical and radiological releases is on-going and has improved real-world responses such as during the recent H1N1 pandemic. Following are key projects and accomplishments as of 2010:

- **Increased participants in the biosurveillance program.** ESSENCE, an electronic data monitoring system that tracks hospital emergency room visits and other important public health information, was deployed in 2005 to only 15 acute care hospitals. Today, it connects "live" to all 46 acute care hospitals in the State and passively monitors emergency room visits. In January 2009, fewer than 150 pharmacies in Maryland were connected to the ESSENCE system. Now, more than 300 private pharmacies are reporting over-the-counter pharmaceutical purchases. These

reports identify trends in over-the-counter pharmaceutical purchases and operate as an early warning and tracking system for disease outbreaks.

- **Negotiated to add data elements to ESSENCE.** DHMH is exploring the idea of adding additional data providers to the biosurveillance program (HMOs, Federally Qualified Health Centers, etc.) and in initiating surveillance on school absenteeism to better track the spread of illnesses.
- **Developed statewide sensors for monitoring radiological, chemical, and biological releases.** The NCR has allocated a total of \$14.6 million in the FY2008 and 2009 UASI grant to projects that were considered to be a first step in forming a radiological “Regional Defense Network.” The current NCR project will use \$3.9 million in shared DHS funds to install a radiation detection system within the NCR.

### **Vulnerability Assessment**

Under Governor O’Malley Maryland’s critical infrastructure program was expanded and integrated into the fusion center to improve information sharing between law enforcement and the private sector. The State’s efforts have focused on developing a common set of definitions for critical infrastructure, a standardized site assessment tool, and a common database accessible to all critical stakeholders. Through a partnership between state, local, and federal government and the private sector, assessments are being performed on infrastructure and key resources such as Maryland’s waterways, power grid, bridges tunnels, stadiums, and water supply. These assessments provide information that assists in implementing new protective measures to harden key facilities and critical systems. The program’s priority is to continue to complete an inventory of all public and private critical infrastructures in Maryland – a list which will be continuously update, expanded, and improved. Following are key projects and accomplishments as of 2010:

- **Expanded the critical infrastructure protection program and integrated it into the state fusion center.** Under Governor O’Malley, the critical infrastructure program was moved to the MCAC, where it also received additional personnel. The program’s key priorities are to develop an inventory and assess all public and private critical infrastructure in Maryland, as well as prioritize the need to protect that critical infrastructure based on state vulnerability and risk assessments.
- **Created a single format for unified CIP statewide database.** Over the past three years MSP’ Critical Infrastructure Protection Unit has identified and cataloged more than 4,000 Critical Infrastructure facilities in Maryland within the Automated Critical Asset Management System (ACAMS), a DHS critical infrastructure database tool for states. This comprehensive list includes soft targets such as schools and hotels.
- **Ranked and prioritized sites based on threats.** The State utilized shared NCR grant funding to contract with an independent consultant to analyze Maryland’s critical infrastructure list. The purpose of the project is to create a “risk baseline” that provides a high level assessment of the State’s risk environment by prioritizing threats against critical infrastructure. These assessments will ultimately aid decision-making on risk mitigation strategies, operations, investments, and policy issues. The project was completed in September 2010 after a panel of state, local, and private sector representatives worked with the firm to identify a list of 185 priority sites.

- **Assessed State and local sites and assisted jurisdictions in hardening targets.** The State has attempted to augment local resources with its own personnel at MCAC. In cooperation with Prince George's and Montgomery Counties, MSP utilized grant funding to augment state and local personnel with contractor support to conducted 60 site assessments at critical infrastructure sites in the region. DHS's Buffer Zone Protection Program (BZZP) and other related DHS programs have also allowed the State to target resources and DHS-augmented site assessment teams to some higher risk sites. State assets such as the Port, BWI, World Trade Center, MVA facilities, and light rail stations have all been assessed in depth. In several cases a site is federally regulated and an assessment is conducted by a party other than the State (e.g., U.S. Coast Guard for the Port, FBI for BWI).

### **Training & Exercise**

Governor O'Malley placed a priority on coordinating training and exercises across State government and between local jurisdictions to ensure that first responders are prepared and capable of providing first-line and mutual aid response during large-scale or unusual emergencies such as a WMD attack. MEMA is exploring cutting edge technology solutions such as serious gaming and using data collection to identify and fill potential training gaps across the state. MEMA cooperates with State partners and local jurisdictions to provide targeted training on homeland security paired with timely exercises based on likely threat-scenarios. Following are key projects and accomplishments as of 2010:

- **Developed a statewide exercise strategy.** MEMA has developed a goal-based framework for exercises for 2010 and beyond. The new exercise strategy identifies targets for the number of exercises provided at different levels of management and government. The strategy is broken down into several different categories of exercise, including Governor and Cabinet, State Agencies, Local/Regional, Federal, and Full Scale. In FY09, an additional \$1 million in NCR funds were allocated for discretionary funding on exercises and training. Through this funding, the NCR held 14 exercise and/or training sessions between July and December of this year. In addition, the NCR Exercise and Training Operations Panel (ETOP) has charted out expected training and exercises in 2011 and 2012. MEMA participates in the ETOP and assists in developing the plan and allocating funding. MEMA participates in all NCR exercises.
- **Supported local jurisdictions with exercise development.** MEMA has developed a stockpile of pre-written tabletop exercise scenarios for local jurisdictions to that they may perform independently or with MEMA. Currently, MEMA has eight exercises available for use by the local jurisdictions, including a HazMat incident, H1N1/Pandemic Flu, and a Mass Casualty incident. These scenarios are available via MEMA's Training and Exercise Planning Workshops as well as through the Regional Administrators. Local jurisdictions will implement several of these exercises in spring 2011.
- **Increased the number of training and exercise opportunities available to first responders statewide.** By the end of 2010, MEMA will have presented or hosted 117 homeland security-related courses. The course offerings represent a 6 percent increase over the number of offerings in 2009 and included 27 courses that had not been offered before. These new courses include both FEMA/DHS-developed courses as well as State-developed offerings.
- **Established a formal system of after-action and follow-up at the State level.** After Action Reports (AARs) for all exercises held during the third quarter and the two real-world activations

(Hurricane Earl and the heavy rains from Tropical Storm 16) are still pending or in draft form. MEMA completed the third Quarter Training and Exercise Report which noting gaps with thematic similarities from various exercises including communications difficulties and IT problems within the SEOC. Although AARs are usually completed after exercises or real-world events, there is no set timeline for completion and no formal follow-up to ensure that corrective actions are implemented. Next steps to improve in this critical area include creating a formal, step-by-step process for completing AARs on a specified timeline after an event or exercise and exploring options for after-action follow up. Possibilities include the development of a system to allow MEMA to audit other agencies adherence to plans and procedures.

## CCTV

At the direction of Governor O'Malley, Maryland began an effort to create a statewide CCTV system by identifying and cataloging cameras and capabilities, networking those cameras, and providing an interface so that necessary video can be disseminated where it is needed. The cataloging and networking of cameras coupled with the development of a legal and policy framework for video-sharing will support a truly statewide camera system integrating State, local, and private video. The State has also continued to build-out new state-of-the-art CCTV systems at critical infrastructure and other locations and is pursuing pairing cameras with companion technologies such as license plate recognition, video analytics, and radiation sensors, to name just a few. Following are key projects and accomplishments as of 2010:

- **Conducted a statewide inventory of all CCTV cameras and systems controlled by the State including essential information such as analytic capabilities, technical specifications and usage.** The Maryland Department of Transportation (MDOT) completed a statewide census of State agency controlled CCTV cameras in 2009, identifying more than 8,400 cameras on both hard facilities and vehicles. MDOT and the Department of Information Technology (DOIT) will improve mapping capabilities of the CCTV inventory for use in EMMA NG, the State's next generation GIS system.
- **Developed a CCTV transcoder, a technology capable of bridging and networking disparate systems and previously incompatible formats for display on any protected computer.** To date, the State has transcoded video feeds from 65 MDTA cameras (mostly along I-95 and I-895) into a standard format that may be transmitted and shared among multiple government agencies and public users. These video images are now available to more than 80 first responder operation centers statewide. The new standardized format has allowed the State to provide 142 live camera feeds online to the public, up from 45 available video feeds in 2009.
- **Drafted and adopted a technology, legal, and policy framework for sharing video across agencies and jurisdictions.** MDOT has developed a set of minimum policy and technology standards for those agencies who want to share video information, and gain access to CCTV from other agencies. By the end of 2010, all MDOT agencies will be in compliance with the State's Concept of Operations plan, which establishes four levels of access to CCTV cameras (public, non-law enforcement/government, private, and secure but unclassified) and minimum video retention standards.
- **Provided access to CCTV on mobile devices.** Video feeds from 30 CHART CCTV cameras have been successfully formatted for at least 14 types of handheld PDAs. MDOT will continue to format additional videos for PDAs as funding becomes available.

## Mass Casualty and Hospital Surge

The State has focused on initiatives to better plan for and coordinate response to medical surge events, to automate and combine various situational awareness and surveillance tools into single dashboard, and to provide additional human, medical, and transportation resources to public and private stakeholders.

Following are key projects and accomplishments as of 2010:

- **Used enhanced technologies to support public health.** DHMH allocated an additional \$500,000 in federal H1N1 funds to MIEMSS to begin integrating additional health and medical systems into the Dashboard, a single electronic portal for public health and EMS personnel to access the various data systems used everyday to protect the citizens of Maryland. This system incorporates existing systems that track hospital and emergency room status (CHATS) and resource availability (FRED) within the hospital system, and also adds alerting, resource query, status monitoring, and patient tracking. On Sept. 1, 2010 the Board of Public Works approved the contract and work is now ongoing to integrate these additional applications. The Dashboard will be active by the end of January 2011. NCR jurisdictions now have funding for almost 300 handheld patient trackers, Baltimore Metro region 135, from Urban Area Security Initiative grants and several other counties will have an additional 32 funded by the Hospital Preparedness Program grant. The new system will add the ability to create a universal patient list per event to the current capability of automated resource availability tracking (beds, units of blood, etc.). These same devices and software can be utilized to track evacuees or people in shelters during disasters and assist with reunification.
- **Improved backup portable and alternate communications.** The PSINet project for local health departments is almost half-way complete and awaiting additional grant funding. This project will provide separate voice over internet protocol (VOIP) communications to hospitals on the State's public safety intranet. MIEMSS has successfully installed the PSINet VOIP system in the State's 46 acute care hospitals, four state police barracks, MEMA, and 16 local public health facilities. DHMH purchased and installed satellite phones for all hospital emergency rooms. Hospitals and health departments are also being provided iridium portable phones, and installation at 25 of 28 hospitals has been completed. MIEMSS and DHMH established a Communications and Information Technology Technical Advisory group to establish implement a Communications Plan to include standard operating procedures, a hierarchy of redundant systems and schedules to exercise back up devices and systems. This include both voice and data communication systems.
- **Continued to develop and improve pre-identified surge plans.** Local Health Departments will submit their revised pre-hospital surge plans by January 2011. DHMH provided feedback on earlier draft plans this year and is now developing a systematic surge plan training system to ensure that these plans are operational. A DHMH Medical Surge Statewide Exercise is currently planned for June 2011 and a formal AAR for September 2011. Frederick County is using NCR UASI funds to develop a jurisdictional Mass Fatality Plan and a planning template for other jurisdictions to use. The intent of this planning process is to leverage the UASI-funded deliverables to facilitate statewide planning outside the NCR. This plan is expected to be a part of the June 2011 Medical Surge Statewide exercise. MIEMSS and the Maryland EMS Board have approved protocol modifications for 911 Dispatchers and EMS providers to direct patients with minor illnesses to health care facilities outside the hospital, thereby reserving more intense resources for the more critical patients. A Critical Care Surge Plan was also drafted which uses a monitoring a scoring



system to identify thresholds when modifications to response plans and release of stockpiled resources should be instituted.

- **Increased EMS provider access to resources.** A MIEMSS statewide survey of EMS transportation capabilities for a mass casualty event found that additional transport assets would be required in the metropolitan regions to allow a jurisdiction to successfully transport casualties using in-jurisdiction resources according to the HRSA standard of 500 people per million in the case of a mass casualty event. In the time since the survey was conducted, two Medical Ambulance Busses (MABs) have been approved for purchase using FY09 Baltimore UASI funds and they will provide additional transport capability within the region. In addition, an NCR project has been approved to upgrade its seven MABs by adding convertible space for seated and wheelchair bound patients. The NCR also purchased seven medical care support units (MCSU) for each of its jurisdictions, including Montgomery and Prince George's Counties, at a cost of \$175,000 each. The MCSUs are specially designed trucks used to assist in treating large number of patients. Each MCSU is capable of treating approximately 100 injured persons.
- **Continued efforts to build out a mobile, self-contained Maryland Disaster Medical Assistance Team (DMAT):** This DMAT is essentially a temporary field hospital to be established in areas where medical assets are destroyed or stressed by a disaster. The Maryland DMAT would be a part of the National Disaster Medical System (NDMS), a federal DMAT of 90 members, 30 of whom are still in the hiring process or undergoing federal background checks. The full membership will include 150 members. The leaders of the DMAT team are reaching out to the association of hospital pharmacists to enlist more pharmacists for the team. The DMAT is considered a Federal asset and the DMAT Steering Committee is investigating establishing a State managed team that builds on the staffing and training from the DMAT, coordinates existing mobile assets, and adds equipment were required. This will allow Maryland to respond rapidly to an in-state crisis or to assist neighboring states through the Emergency Management Assistance Compact without waiting for Federal approval or assets.

## Planning

One of Governor O'Malley's first acts as Governor was to retain renowned emergency management expert and former FEMA Director James Lee Witt to perform a top to bottom assessment of the Maryland Emergency Management Agency (MEMA) and the State's core emergency operations plan. Since the completion of this study in January 2008 the State has implemented a host of improvements recommended by Witt including reestablishing the previously defunct planning division within MEMA. A follow-up report, completed in August 2010, contains a progress assessment regarding the State's implementation of recommendations made in the original report and finds that MEMA has made significant improvements to its structure and organization to better serve and prepare State agencies and local municipal government (a GOHS Summary of this follow-up assessment is available in Appendix II of this report. The full report can be found at [www.gohs.maryland.gov/pdfs/witt\\_report.pdf](http://www.gohs.maryland.gov/pdfs/witt_report.pdf)). Maryland has also adopted the Comprehensive Emergency Management Planning system to provide a framework to coordinate and better organize state emergency operations plans and various emergency specific annexes. MEMA has lead new emergency-specific efforts to more pro-actively identify planning gaps and to collect and validate plans according to central principals such as continuity of operations planning (COOP) during the recent H1N1 event. Following are key projects and accomplishments as of 2010:

- **Made significant progress in virtually every category assessed by Witt Associates in the initial assessment.** Witt Associates used the same method of assessment in both reports to

“measure” elements of Maryland’s emergency preparedness planning. As shown below, the framework uses a red-yellow-green grading system to assess state emergency preparedness planning. The follow-up study found that Maryland had improved to or maintained the highest rating in two-thirds (seventy-three of the 109 areas graded), and improved or maintained a yellow grade in every other category. In the initial assessment conducted in 2007, Maryland had received “red” grades in 37 categories. In contrast, the state received no red grades in the follow-up assessment.

- **Supported local emergency planners.** Currently, the State funds an emergency planner in each local jurisdiction. These planners are the employees of the local jurisdictions and have been supported by the State’s Homeland Security Grant funding allocations since the grant’s inception. In addition, the NCR funds 22 planner positions in each State and local jurisdiction within its footprint. Since 2003, the NCR has allocated \$15 million to regional planning and planning support.
- **Completed and continued evacuation planning tools for local jurisdictions.** SHA has worked to develop regional and location-specific evacuation traffic management plans for multiple jurisdictions and facilities throughout the State. The elements of these plans include potential evacuation routes, traffic control point setups specific to scenarios, traffic management resource requirements, deployment plans for equipment and people, pre-identified staging areas for emergency operations, pre-identified reception and assembly locations, bus-bridge operations, pedestrian management, and GIS databases. The NCR plan was completed in June 2010 with \$419,500 in FY07 funding, and the Cecil and Harford County plans were completed with all of the elements discussed above in May 2010.
- **Developed a dynamic evacuation planning tool using real-time traffic data to enhance evacuation planning around Baltimore City and the District of Columbia.** SHA and the University of Maryland Traffic Safety and Operations lab expect to complete an evacuation modeling tool by May 31, 2011. The project is funded with FY07 Baltimore Metro UASI funds and is expected to be complete by May 31, 2011. The plan will include models of vehicle-pedestrian conflicts, special pedestrian movement signals, pedestrian assignments, and transit routing and scheduling. The model is in the process of being completed and a working beta version is in place. The model utilizes mathematical algorithms to predict and model pedestrian and vehicle movement in the event of a disaster.
- **Enhanced Mass Care sheltering plan.** MEMA and DHR have finalized the State’s mass-care shelter plan. This plan identified a series of large-capacity shelters that would be operated by the State if a large-scale evacuation was needed and local capabilities were overwhelmed. The plan constitutes a short- and long-term sheltering capacity of several thousand individuals. For local sheltering plans, the primary shelters located throughout the State have a total capacity of several thousands of persons and at least ten primary shelters can withstand Category 1 hurricane force winds (up to 100 mph). All NCR footprint and Frederick County shelters are certified for winds up to 95 mph and shelters in the Baltimore Metro area are certified for a minimum of 70 mph winds with several shelters still requiring inspection.
- **Advanced sheltering plans for pets.** DHR and MEMA are working with the Department of Corrections on designing pet sheltering cages. In March 2009, a small prototype cage was delivered to DHR. The design and structure is based on cages used in California shelters during

wildfire incidents. DHR is coordinating with the Maryland Department of Agriculture (MDA), which will meet with veterinarians to determine the size specifications. DHR is working with the State Animal Response Team (SART), an interagency state organization, to support State pet shelter operations. A final draft of the Pet Sheltering plan was submitted for review by the Attorney General's office. In addition, Talbot County has built an addition onto its existing school with a separate HVAC to be used for pet sheltering.

- **Developed agreements with private sector stakeholders and bolstered resource typing.** For Maryland portion of the FY2008 Regional Catastrophic Preparedness Grant (RCPG), The University of Maryland Center for Health and Homeland Security (CHHS) has facilitated agreements with several private enterprises for the provision of commodities during emergencies and is now working with Target to finalize an MOU. In addition, the workgroup has collaborated with MEMA on a Business Operations Center (BOC) plan that will result in better information and resource sharing with the private sector during emergencies. Maryland's portion of the total award was \$2.68 million and both projects will be complete by August 2011. A project using FY10 RCPG grant funds to build a BOC center based on the written plans has been preliminarily approved by the regional managing group.

### **Backup Power and Communications**

The State's efforts have focused on continuity of power and redundant means of communication as two of the most basic capacities necessary for any operation. Prior to the O'Malley Administration's focus on this key area, the state had little or no information on the availability of generators or pre-wiring for generators at the local level, continuity of operations planning was disorganized and uncoordinated, and while redundant communications existed the State had inaccurate or incomplete information on those assets. In order to address these key areas the State has focused on inventorying and identifying gaps in backup power and communications resources and in planning to ensure continuity of service and government during times of need. Following are key projects and accomplishments as of 2010:

- **Identified critical facilities (public and private) and assess their backup power capabilities.** A MEMA survey of state agencies was used to identify the backup power capabilities and needs of 522 state and 145 local critical facilities. MEMA has updated this survey to capture additional data and to include additional jurisdictions. It has also produced a report based on the survey data that identified remaining funding obstacles, including fiscal restraints, for meeting backup power needs.
- **Inventoried all publically owned mobile backup power resources.** MEMA is developing an inventory of publicly-owned generators (including those already available on state contract) and is working with DGS and DLLR to include gas stations. MEMA is also updating a previous survey on the backup power capabilities of 522 state and 145 local critical facilities (see above).
- **Ensured sufficient 911 backup systems.** Documentation is complete for 911 facilities' backup power and regional agreements for mutual aid for all jurisdictions except Prince George's County. Prince George's and Carroll Counties are in process of building new primary public safety answering points (PSAP) facilities and will use their current PSAPs as backups once the new centers are complete. A national oversight agency (the Emergency Numbers Systems Board) is working with Prince George's, Wicomico, Dorchester, and Carroll Counties to increase their capacity to meet a long-term displacement.

- **Completed COOP planning for state government.** MEMA is collecting and facilitating the draft or revision of State agency and local continuity of operations (COOP) plans. MEMA initiated a mandatory review and revision of State COOP plans and Pandemic Flu COOP plans in 2009. As of October 31, 2010 every State agency has submitted a plan which has been subjected to “peer review” and returned for revision. Most agencies have undergone “peer review” twice and the reviews continue as plans are returned to MEMA from non-required agencies and MEMA continue to track agency compliance. Leadership within MEMA has suggested that MEMA be charged with conducting an annual review of State agency COOP plans with an eye towards compliance with emergency planning provisions.

### **Transportation Security**

Under Governor O’Malley the State has focused its transportation security efforts on conducting comprehensive vulnerability assessments and hardening key transportation assets such as airports, ports, bridges and tunnels with physical and virtual countermeasures including CCTV and access control systems, and integrating various security enhancements to create redundant and multilayered protection. Successfully securing Maryland’s transportation assets requires coordination across many agencies, jurisdictional boundaries, and with private sector partners. Following are key projects and accomplishments as of 2010:

- **Hardened and protected the Port and waterway facilities.** The Maryland Port Administration developed the mVisitor Program, an internet-based, password protected system that enables MPA agents to enter the name and vehicle information of individuals who are permitted to enter MPA facilities. Before entering the Port, security guards will verify the identification of listed individuals. This initiative has been integrated with the federally mandated Transportation Worker Identification Credential (TWIC) program and the perimeter CCTV system. Within the next year, stimulus funds will be used to fund and equip an Emergency Operation Center, which will share building space with a new CCTV Monitoring Center that will integrate command and control of both perimeter and internal CCTV systems. Construction of both the EOC and Monitoring Center is expected to be complete by May 2011.
- **Continued to build the MLIEN network of radar feeds and CCTV packages across the Bay and nearby waterways.** A new Command Center at Sandy Point State Park went live April 2010 and will house NRP’s CAD/RMS system (to be built as part of the statewide system) and MLEIN. Currently, several radar installations are online and are being monitored at the Command Center. These sites include CCTV coverage. The contractor providing the command and control interface began work in August and has a pilot system linking NRP’s dispatch system to CCTV and a GIS interface up and running. When the system is complete, it will allow officers to view incidents in multiple jurisdictions through radar signatures and images. These images and radar feeds will help officers to be more efficient in monitoring areas for multidimensional situational awareness. Additional maritime CCTV coverage will be provided via gyro-stabilized remote feeds from vessels.
- **Provided equipment and training for maritime first responders.** Since 2007, MTOG has secured at least \$2.6 million in federal Port Security grants to purchase five response/patrol vessels, nighttime infrared detection, gamma ray page radiation detection, and additional maritime tactical equipment for state and local patrol agencies. Funding requests for additional response/patrol vessels, dive equipment, and tactical medical maritime rescue equipment are pending federal

approval. MTOG members completed their fifth Basic Maritime Operations Course in 2010 and to date have trained 125 officers in standardized training. Roof-mounted infrared/day-night camera systems are being installed on NRP's patrol vessels and will be connected to MLIEN. The cameras will have the capability to transmit real-time video, and the enhanced capabilities will aid in security patrols and search and rescue.

- **Harden and protect BWI.** MAA's CCTV and access control system upgrades for BWI are fully funded by MDOT, TSA and the FAA-mandated Passenger Facility Charge fees. Multiple CCTV upgrade projects are currently underway at BWI airport and will replace existing video systems with internet-accessible networks.
- **Hardened and protected Rail and Transit stations.** The Homeland Security Surveillance Project (HSSP) is adding CCTV coverage to 40 MTA rail stations (Metro, Light Rail, MARC). Installations have been completed on 27 sites to date, and the remaining sites are awaiting approval from the Board of Public Works. The Wireless Mobile CCTV project will install video surveillance cameras on all bus and rail vehicles to provide real-time, full motion images that can be downloaded automatically through a wireless network at the Police Monitoring Facility and other state agencies, in police vehicles via MDTs, and with PDAs. The project began in March 2010 with preliminary equipment testing and research on wireless systems. It is expected to be implemented by May 2011.
- **Enhanced overall security of the Bay Bridge.** The project uses a variety of physical countermeasures, electronic fence sensors, and CCTV cameras to harden and protect the Bay Bridge and alert MTAP of incidents.

#### **Section 4: Governor's Office of Homeland Security Budget**

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The requirements for this report were amended in 2010 to include a breakdown of the Office of Homeland Security's share of the Governor's Office budget regardless of source. The total expenses for the Governor's Office of Homeland Security are as follows<sup>4</sup>:

<b>State Fiscal Year</b>	<b>Salary and Wage</b>	<b>Travel</b>	<b>Telephone</b>	<b>Other</b>	<b>Total</b>
2009	\$175,151.99	\$6,489.27	\$2.42	\$568.23	\$182,211.91
2010	\$183,715.84	\$3,424.08	\$0.36	n/a	\$187,140.28

For State FY2011, a completed expense report is not yet available. However, the Office of the Governor's Executive Department estimates that the Office of Homeland Security's share of the budget will continue to be less than \$200,000.

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<sup>4</sup> The amounts reported in the table above do not include expenses for an additional grant-funded individual assigned to the Governor's Office of Homeland Security contracted through the University of Maryland's Center for Health and Homeland Security and entirely funded by the DHS State Homeland Security Grant Program.

## Appendix I – Maryland’s Strategic Goals and Objectives for Homeland Security

### 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, pubic health, and EMS should have the technological infrastructure and information system in place in order to share information on medical resources needed for every day, and 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 staff/human resources elements are capable and trained to implement a surge plan

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

- Facilitate the development of mechanisms, whether MOU agreements or other such agreements, to provide for the sharing public health resources in a time of need.

**9D - Every regions public health agencies, EMS jurisdictions, and Maryland’s hospitals should have the equipment, training and supplies to respond to a mass casualty incident, including emergency plans for alternate treatment, such as 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 for all elements.
- Facilitate training hospital staff, EMS, and public health 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.

**Appendix II – Moving Maryland Forward Through Improved Preparedness, GOHS Summary, Phase II Assessment: Emergency Preparedness in the State of Maryland, James Lee Witt Associates, August 2010. The full report is available at [www.goHS.maryland.gov/pdfs/witt\\_report.pdf](http://www.goHS.maryland.gov/pdfs/witt_report.pdf).**

**MOVING MARYLAND FORWARD THROUGH IMPROVED PREPAREDNESS**

As part of Governor Martin O’Malley’s on-going commitment to the people of the State of Maryland to strengthen homeland security and improve emergency preparedness, in 2008 the Governor requested that nationally renowned expert James Lee Witt, the director of FEMA under President Clinton, conduct an assessment of the State’s system of emergency preparedness.

The assessment was completed in October, 2008 and identified 25 areas for improvement, including recommendations on ways in which Maryland could strengthen homeland security and emergency preparedness within the state. The second component of this assessment required a follow-on assessment in 2009-2010 to follow-up on Maryland’s progress in implementing the findings and recommendations of the first assessment.

*The Second Phase Assessment conducted by Witt Associates found significant progress and improvements in every area identified in the first study. Highlights of Maryland’s progress include:*

- **The State of Maryland had made significant progress in virtually every category assessed by Witt Associates in the initial assessment.** Witt Associates used the same method of assessment in both reports to “measure” elements of Maryland’s emergency preparedness planning. As shown below, the framework uses a red-yellow-green grading system to assess state emergency preparedness planning. The follow-up study found that Maryland had improved to or maintained the highest rating in two-thirds (seventy-three of the 109 areas graded), and improved or maintained a yellow grade in every other category. In the initial assessment conducted in 2007, Maryland had received “red” grades in 37 categories. In contrast, the state received no red grades in the follow-up assessment.

Completion Status and Color Coding Reference	
Shading	Designation
Red	The plan element is <25% complete. Research, analysis and/or plan element is still needed.
Yellow	The material is 25% to 75% complete. The necessary material has been researched, created and/or collected, but a final conclusion has not been assembled.
Green	The material is >75% complete. The plan element is incorporated into the County/City EOP Basic Plan and Annexes.

109 Categories Graded							
Maintained "Green" Rating	Increased by 2 Grades to Green	Increased by 1 Grade to Green	Increased by 1 Grade to Yellow	Maintained Yellow Grade	Downgraded	N/A	Total Graded
12	16	45	21	14	0	1	109

- **The Governor successfully worked with the General Assembly to elevate the MEMA Executive Director to a direct appointee of the Governor.** As recommended in the first report, during the 2010 legislative session the Governor’s Office and the Military Department introduced

and passed legislation giving MEMA greater responsibility and autonomy in order to clarify lines of accountability and strengthen MEMA's ability to execute its mission to protect Marylanders.

Additional findings of note:

- **MEMA has made significant improvements to its structure and organization to better serve and prepare State agencies and local municipal government:**
  - **MEMA reinstated a Planning branch**, to provide more dedicated resources to emergency preparedness planning, and fully staffed the Training and Exercise unit. The Planning branch had been dissolved in 2005.
  - **MEMA adopted a Comprehensive Emergency Management Planning (CEMP) framework.** As part of the adoption of the CEMP (which provides a comprehensive picture of emergency planning for Maryland) as its organizing structure, MEMA reviewed every Emergency Support Function (ESF) plan, updated the state Hurricane Plan, and developed new checklists to guide both "notice" and "no-notice" evacuation.
  - **MEMA performed a comprehensive rewrite and revision of the State of Maryland's Core Emergency Operations plan and promulgated the new plan under the Governor's signature.** MEMA updated the State of Maryland Core Plan, clearly defining the roles, responsibilities, policies, and mandates for agencies involved in response and recovery operations, and as recommended by Witt Associates promulgated the plan under the Governor's signature and required acceptance under signature from all participants.
- **The State acted to strengthen Maryland's intelligence fusion center:**
  - **The state took on leadership and added personnel** to the Maryland Coordination and Analysis Center (MCAC), Maryland's intelligence Fusion center. The Director and Deputy Director of the MCAC are now personnel from the Maryland State Police and 16 additional detectives from the State Police were detailed to the MCAC. Since 2007, the number of personnel in the Center has almost doubled, and as recommended by Witt Associates, the state's critical infrastructure program was moved to the MCAC and additional personnel added.
  - **Increased the value provided to local partners by focusing on local issues and bringing local partners to the MCAC.** The State has increased MCAC staffing, both at the State and local levels, to include 27 local partners now represented in MCAC. In order to meet the information and intelligence demands of local law enforcement agencies, the State of Maryland developed a "hub and spoke" information sharing model by opening three Regional Information Centers (RICs) in southern, eastern, and western Maryland.
  - **Increased the fusion center's relevance to local jurisdictions and day-to-day crime-fighting by shifting from "terrorism only" to an "all crimes" focus.**
- **MEMA improved preparation for catastrophic events:**
  - **MEMA, at the direction of the Governor and in response to the H1N1 outbreak, initiated an unprecedented Executive Branch-wide review and revision of State agency and local Continuity of Operations (COOP) Plans.** MEMA initiated a mandatory review and revision of State Government Executive Cabinet Agency COOP plans, including Pandemic Flu COOP plans.

- **Improved the use of the National Incident Management System/Incident Command System (ICS).** NIM/ICS is a federally mandated management system for emergencies that fits within the National Response framework and is a scalable and flexible system for command and control during emergencies, and a core component of the way first responders nationwide prepare, respond to and recover during emergencies. MEMA improved Emergency Operations Center NIMS/ICS integration into the State of Maryland Core Plan, administrative functions, and ESFs for planned and unplanned events. MEMA achieved 100 percent National Incident Management System (NIMS) training compliance under the federal government system.
- **MEMA repeatedly demonstrated success in real-world activations.** Witt Associates hailed MEMA’s implementation of ICS into the operations of the State Emergency Operations Center and observed the EOC during a severe weather event and the H1N1 Swine Flu outbreak and found the EOC functioned in an effective and efficient manner. MEMA’s system to institutionalize the principles of ICS into daily administrative functions and into the SEOC command structure for emergency events was “highly praised by FEMA and the Department of Energy” during nuclear power plant related exercises.
- **MEMA adopted a tiered activation system for the State Emergency Operations Center to better manage resources and improved coordination and command capabilities by integrating the ICS system into emergency operations.** Witt Associates validated this progress saying: “MEMA has fully integrated the ICS into its EOC procedures for managing the facility and support functions during all emergency operations. The integration of ICS was most recently exhibited during MEMA’s involvement in the 2009 Presidential Inauguration, and other recent emergency events, where significant improvements were made to the gathering and dissemination of situational awareness by both MCAC and MJOC as outlined in the analysis within this report.”
- **The Department of Human Resources (DHR) and MEMA completed a State Mass Care Shelter Strategy (SMCSS) in collaboration with local jurisdictions and the private sector.** The SMCSS has been revised and expanded through the cooperation of State, local, and private partners. The SMCSS addresses general sheltering, special medical needs sheltering, and pet sheltering, as well as incident-specific scenarios such as sheltering during a pandemic. The strategy addresses the policies and procedures for the operation of state-run mass care activities such as sheltering and bulk feeding.
- **The State of Maryland executed memoranda of understanding (MOU) with State and private sector facilities to use as large shelters in times of need.** Catastrophic emergencies may require sheltering large numbers of displaced citizens. In response to this need, DHR collaborated with universities, local jurisdictions, and the private sector to develop agreements to allow the State or local jurisdictions to utilize their facilities for sheltering during an emergency. The State also pre-wired several of the facilities to be able accept backup generator power to support shelter operations.
- **The Department of General Services (DGS) has expanded emergency and disaster contracts to provide quick assistance when emergency response requires commodities and services.** DGS has thirty-seven emergency and disaster contracts executed and ready to be put into service during and emergency. These contracts cover a wide-range of important emergency management and

response services including emergency power generation, debris removal, septic and bathroom services as well as commodities including food and water.

- **MEMA is working with private sector partners to enter into agreements to secure assistance by the private sector during catastrophic emergencies.** MEMA has executed agreements with private sector partners to provide medical equipment, supplies, portable hospitals, mortuary supplies, decontamination equipment, pet food, bottled water, and other supplies and commodities during a catastrophic event. MEMA is continuing to build out a network of private sector partners who have expressed interest in partnering with the State and MEMA during emergencies to provide goods and services such as lodging, food, medical supplies, and items for citizens with special needs.