STATE OF ARIZONA
2007 HOMELAND SECURITY STRATEGY

Securing Arizona, Together

The State of Arizona's Homeland Security Strategy (SHSS) is currently in the process of revision. The original, written in 2005 and revised in early 2007, has seen many of its Objectives and Action Items completed by the agencies involved in its implementation. The Department has also undergone a leadership change and subsequent organizational restructurings, as well as a substantial change of scope of operations since becoming a State agency in September 2006.

A complete revision of the SHSS will be undertaken in the spring of 2008. A revision at that time will afford us an opportunity to incorporate the input from our local stakeholders are gathered as part of the State Preparedness Report, as well as our State's 2008 Homeland Security Grant Program application. It will also give us the opportunity to confirm completion of the Objectives and Action Items in the 2005 version, and solicit input and ideas for further Action Items (if necessary) and new priorities from our stakeholders. Finally, our Statewide Communications Interoperability Plan (SCIP) was recently completed, and Interoperable Communications is an integral focus of our Homeland Security efforts. The SCIP is in the approval process by the federal government, and once finalized, will also be incorporated into our SHSS.

We are proud of our accomplishments in the State of Arizona over the past few years, and look forward to building on these accomplishments in the years ahead. Our efforts have been fruitful, and we continue to move forward to ensure a safe and prepared Arizona.

Leesa Berens Morrison
Director
Arizona Department of Homeland Security

EXECUTIVE SUMMARY

MISSION

The Arizona State Homeland Security Strategy (SHSS) provides strategic direction for enhancing regional capability and capacity to: prevent terrorist attacks within Arizona; reduce Arizona's vulnerability to all critical hazards, be they natural or man-made or part of the US Department of Homeland Security (DHS) Universal Task List (UTL); minimize the damage and recover from all critical hazards that affect the safety, well-being, and economic security of the citizens and residents of Arizona.

The SHSS draws guiding principles and objectives from a myriad of sources, including, but not limited to: *National Strategy for Homeland Security 2002, Homeland Security Presidential Directives,* U.S. DHS' *National Preparedness Goal,* U.S. DHS' *National Response Plan,* Governor Napolitano's *Securing Arizona, A Roadmap for Arizona Homeland Security*: *Securing Arizona 2003,* and the *Arizona State Homeland Security Strategy 2004.*

GOAL

To protect all of Arizona's citizens and residents from potential terrorist attacks and all other critical hazards.

PRIORITIES

All five priorities focus on the four homeland security mission areas of prevention, protection, response and recovery, which in turn support the SHSS goal:

P1) Enhance Arizona's foundation of information sharing and systems to expand and maintain assessment and detection capabilities;
P2) Further enhance prevention and regional collaboration in sustaining homeland security programs;
P3) Bolster border security by strengthening partnerships with federal, state, tribal, local and international stakeholders;
P4) Bolster emergency preparedness, response and recovery planning capabilities while protecting first responders;
P5) Support National Strategy for Homeland Security and National Preparedness Goal.

CAPABILITY-SPECIFIC OBJECTIVES

Eighteen objectives support the National Homeland Security Strategy, the National Preparedness Goal, the SHSS goal and priorities, by addressing threat and vulnerability. These capability-specific objectives work toward enhancing capabilities, under the auspices of the National Strategy for Homeland Security and the National Preparedness Goal. Measurable results expand on existing resources and outline the necessary course of action to meet each capability-specific objective, which strengthens our capability in prevention, preparedness, response and recovery. All capability-specific objectives will be obtained through coordination with our homeland security partners from all levels of government, including the citizenry of Arizona, the international community and the private sector.

PROCESS

Risk, Vulnerability and Threat Assessment – An independent and standardized threat and vulnerability-based risk assessment performed by the Arizona Counterterrorism Information Center (ACTIC) is being implemented throughout the state to assess reliable data on potential threat elements, vulnerable key assets and critical infrastructure. The assessment data is serving as the basis for regional homeland security jurisdiction boundaries within the State of Arizona.

Capability Assessment – A thorough evaluation of existing capabilities to detect and prevent threat, to protect infrastructure and to respond and recover from an emergency or disaster will be employed using the National Planning Scenarios, the Universal Task List (UTL) and the Capabilities Based Planning to identify shortfalls.

Implementation Plan – SHSS measurable results and objectives will be assigned to expertise-specific lead government agencies and measured through developed timelines, assigned tasks and performance steps.

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FORWARD

The Arizona State Homeland Security Strategy (SHSS) provides strategic direction for enhancing regional capability, capacity and collaboration to: prevent terrorist attacks within Arizona; reduce Arizona's vulnerability to terrorism and all other critical hazards; and minimize the damage and recover from terrorism and all other critical hazards that affect the safety, well-being, quality of life and economic security of the citizens and residents of Arizona.

The Arizona homeland security assessment, fully coordinated with local, state, tribal, non-governmental organizations, and international jurisdictions, provides the foundation for the state strategy. This comprehensive assessment addressed risk, capabilities and needs. However, risk, vulnerability and threat assessment in Arizona remains a dynamic process through the Arizona Counter Terrorism Information Center (ACTIC). The state strategy, therefore, anticipates ongoing coordination and assessment to ensure effective and efficient resourcing of regional homeland security efforts. The strategy draws guiding principles and objectives from a variety of sources, including, but not limited to: *National Strategy for Homeland Security 2002*, *Homeland Security Presidential Directives*, U.S. DHS' *National Preparedness Goal*, U.S. DHS' *National Response Plan*, Governor Napolitano's *Securing Arizona, A Roadmap for Arizona Homeland Security*: *Securing Arizona 2003*, and the *Arizona State Homeland Security Strategy 2004*. For more information regarding Arizona Homeland Security documents please visit our website at: http://www.homelandsecurity.az.gov

The State of Arizona will apply the resources available from the U.S. Department of Homeland Security (DHS) through the Office for State and Local Government Coordination and Preparedness (SLGCP) along with state and private funds to support the homeland security strategy and the planning, equipment, training and exercise needs of the State. The Arizona Department of Homeland Security (AZDOHS) will leverage all funding streams be they from federal, state, tribal, local or private partnerships to accomplish this mission.

VISION

The National Strategy for Homeland Security of 2002 states that the nation must develop "interconnected and complementary homeland security systems that are reinforcing rather than duplicative and that ensure essential requirements are met […] provide a framework to align the resources of the Federal budget directly to the task of securing the Homeland."

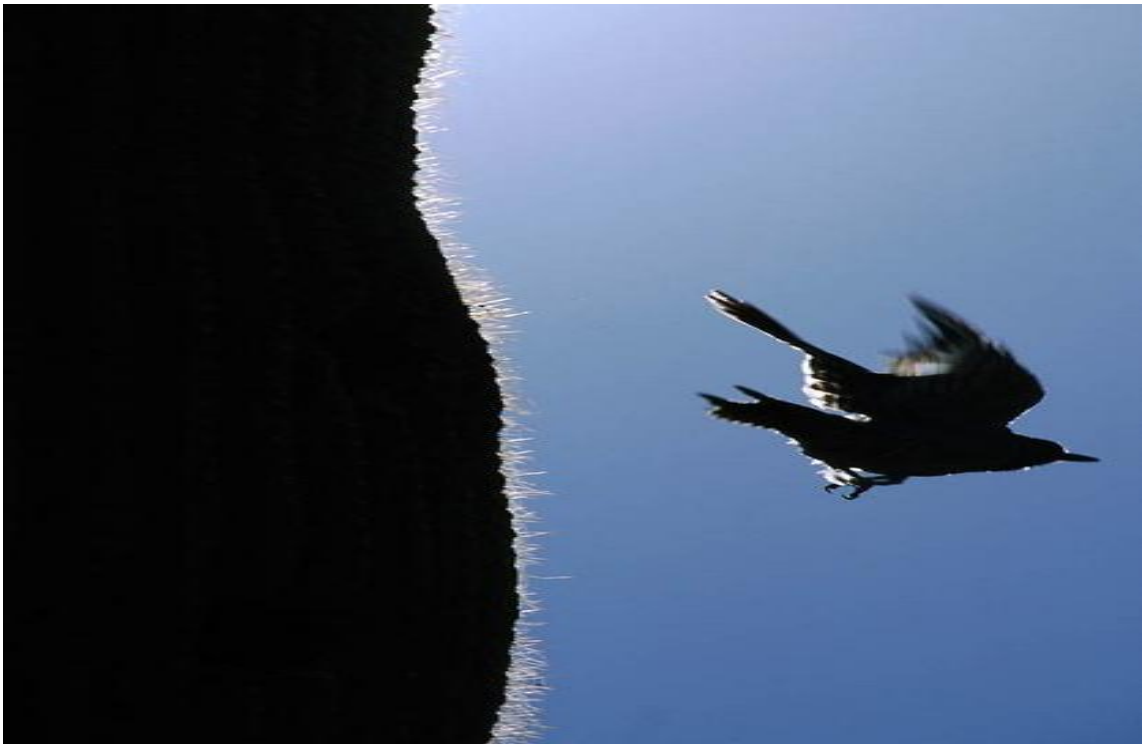
In addition, the National Preparedness Goal is to "engage Federal, State, local and tribal entities, their private and non-governmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events in order to minimize the impact on lives, property, and the economy."

Therefore, building upon the nation's vision, the State of Arizona's strategic vision is to coordinate and engage with international, federal, state, tribal, local and private stakeholders to prevent, interdict, prepare for, respond to, and recover from a terrorism incident and all other critical hazards, while guarding the constitutionally protected rights of Arizona's citizens and residents.

Focus

Arizona, for federal fiscal year 2006 will use a multidisciplinary approach to further development and enhancement of regional capability and capacity to prevent and reduce the vulnerability of Arizona from Weapons of Mass Destruction (WMD), Improvised Explosive Devices (IED)/terrorism incidents and all other critical hazards. Arizona will continually evaluate and revise state and regional strategies as directed by U.S. Department of Homeland Security, Office for Domestic Preparedness and the homeland security stakeholders of Arizona. In addition, Arizona will strengthen existing relationships and develop new partnerships as appropriate for the state's mission. Arizona will continue to improve local, tribal and state capabilities to prevent, interdict, prepare for, respond to and recover from a WMD/IED terrorism incident and all other critical hazards. Arizona will continually evaluate and revise state and regional strategies.

The Arizona Department of Emergency and Military Affairs continues to be the lead agency in response and recovery efforts; for more information regarding DEMA and the State Emergency Response and Recovery Plan please visit their website at **www.azdema.gov** .



COORDINATION

Since 2004, Arizona Department of Homeland Security (AZDOHS) has coordinated and overseen the allocation process for the following federal homeland security programs: State Homeland Security Grant Program (SHSGP); Law Enforcement Terrorism Prevention Program (LETPP); Citizen Corps Program (CCP); Urban Area Security Initiative (UASI); Metropolitan Medical Response System (MMRS); and Emergency Management Program Grant (EMPG).[1] The AZDOHS does not administer these grant programs; the Arizona Division of Emergency Management (ADEM) – the designated State Administrating Agency (SAA) administers these programs within the Arizona Department of Emergency and Military Affairs (DEMA).

The AZDOHS coordinates the integration of homeland security plans and efforts of local, state, tribal, volunteer organizations, interstate, international and federal entities. After 9/11, many state and local subdivisions created homeland security staffs and implemented homeland security related measures. The purpose of AZDOHS is to foster unity of effort, avoid duplication and eliminate gaps in security at every level of government and in the private sector. Multiple disciplines, including, but not limited to: emergency management, law enforcement, fire service, public health, emergency medical service, agriculture, transportation, information technology and environmental quality receive funding from multiple sources. Some of those sources include federal grant funding outside homeland security programs— AZDOHS plays a critical role in helping to match resources across this spectrum with state and regional initiatives to avoid duplication and waste. This is accomplished, in part, through communication and cooperation with other state agencies.

BEST PRACTICES:

AZDOHS collaborates on a regular basis with the Arizona Department of Health Services. Planners from both organizations meet on a monthly basis to compare plans and initiatives, particularly in the areas of: biological and chemical attack detection/prevention/response/recovery; emergency medical service integration into homeland security plans and operations; and Arizona 2-1-1. Arizona Department of Health Services is represented on the State Homeland Security

[1] LETPP, CCP, UASI, and EMPG did not fall under DHS until FFY2004.

Coordinating Council to ensure integration of public health in all homeland security matters at the highest level of state government as well as in the private sector. The AZDOHS Director recently approved the addition of an Arizona Department of Health Services non-voting member on each of the five homeland security Regional Advisory Councils (RACs). This addition to the RACs will ensure coordination of health service grant programs and related activities with regional homeland security efforts.

AZDOHS also works closely on a daily basis with the Arizona Division of Emergency Management (ADEM), Department of Emergency and Military Affairs (DEMA). Coordination includes weekly combined staff meetings, daily communications between staff and emergency management representation on all homeland security councils and committees.

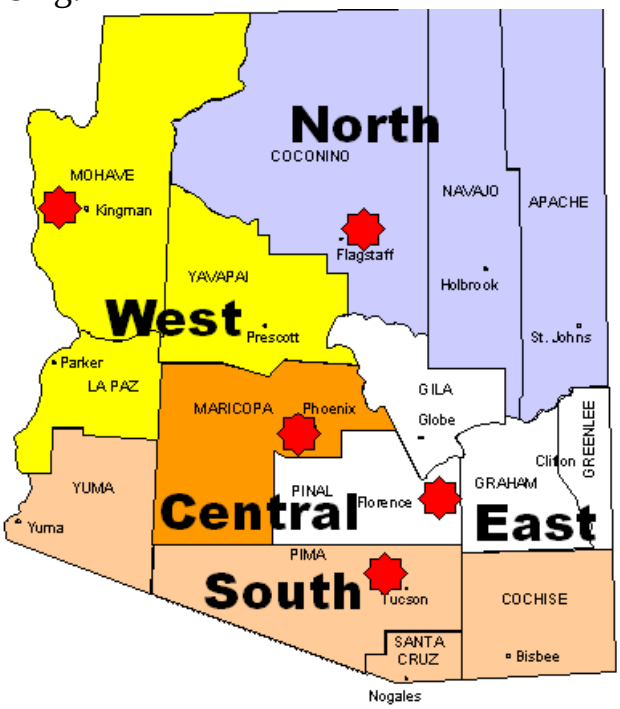
EFFORT

The State's strategy will build upon coordination and will garner efforts to create a credible and timely assessment process to allocate scarce homeland security resources in the most efficient and effective manner. The State of Arizona is committed to adequately implement homeland security directives and initiatives to ensure that the quality of life, economic prosperity and cultural dimensions are preserved for the citizens and residents of Arizona.

DESCRIPTION OF JURISDICTIONS

Current local jurisdictions are defined in Arizona by five regions consisting of 15 established counties and 22 Tribal Nations. Each region has a Regional Advisory Council (RAC) that works with incorporated cities, towns, municipalities, unincorporated areas and tribal nations. Each county sub-jurisdiction performed an individual assessment in 2003 that developed its capabilities and needs at the jurisdiction level. All populated portions of the state and municipal agencies within each state jurisdiction were given an opportunity to participate in the assessment process. The SAA, ADEM, approved these jurisdiction boundaries.

The Arizona State Homeland Security Strategy (SHSS) of 2004 implemented regionalization, providing a statewide supplemental, independent and standardized threat- and vulnerability-based risk assessment. This assessment provides reliable data on potential threat elements and vulnerable key assets and critical infrastructure. Assessment data serves as the basis for the regional jurisdiction boundaries, which best promotes mitigation of threat, protection of infrastructure and enhancement of existing response and recovery capabilities. Last year, personal protection equipment for emergency response personnel was a statewide priority. Today, Arizona is moving towards prevention and preparedness, focusing on training and exercising.



STRATEGIC GOALS, PRIORITIES AND OBJECTIVES

GOAL:

To protect all of Arizona's citizens and residents from potential terrorist attacks and all other critical hazards.

PRIORITIES:

Five priorities to support the SHSS goal:

P1) Enhance Arizona's foundation of information sharing and systems to expand and maintain assessment and detection capabilities;
P2) Further enhance prevention and regional collaboration in sustaining homeland security programs;
P3) Bolster border security by strengthening partnerships with federal, state, tribal, local and international stakeholders;
P4) Bolster emergency preparedness, response and recovery planning capabilities while protecting first responders;
P5) Support National Strategy for Homeland Security and National Preparedness Goal.

CAPABILITY-SPECIFIC OBJECTIVES:

1. Further in-state capability to enhance collection, analysis and dissemination of critical homeland security intelligence and information, through the Arizona Counter Terrorism Information Center (ACTIC).
2. Develop and formalize plans and procedures that incorporate private sector entities into the SHSS.
3. Integrate critical infrastructure protection plans and procedures that coordinate the implementation of federal and state standards for the fortification of public and private key assets and critical infrastructure.
4. Reduce the vulnerability of Arizona's statewide agriculture, and protect agricultural infrastructure from perceived or actual threats of agro-terrorism that could result from the introduction of a chemical-biological compound, foreign animal disease, crop pest or disease.

5. Expand the statewide 2-1-1 Online system to incorporate a call center system that provides comprehensive health and human and disaster response information and referral assistance.
6. Foster and support regional collaboration.
7. Enhance public health and healthcare capabilities to ensure surge capacity, mass prophylaxis and rapid response to disease outbreak and Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) terrorist incidents.
8. Improve and enhance statewide interoperability communications capability.
9. Incorporate federal and state policy that is mindful of the Constitution and the federal system into homeland security processes and procedures to ensure compliance with federal and state law.
10. Provide all public and private leaders and homeland security personnel (e.g. Law Enforcement, Fire Service, EMS, HazMat, Public Health, Healthcare, Public Works, Governmental Administrative, Public Safety Communications, and Emergency Management) with training that promotes efficient and effective prevention of, response to, and recovery from terrorism and all other critical hazards.
11. Provide standardized and interoperable state of the art equipment to respond to terrorism and all other critical hazards.
12. Further develop and strengthen bi-national strategies and partnerships for border security and emergency preparedness while concurrently promoting economic growth and prosperity.
13. Refine and improve state homeland security public information plans and procedures.
14. Continued institutionalization of the National Incident Management System/National Response Plan (NIMS/NRP) to ensure a standard approach for all levels of government to work effectively and efficiently together to prepare for, prevent, respond to, and recover from any incident or disaster regardless of cause, size or complexity.
15. Facilitate the prevention of terrorism by enhancing the abilities of federal, state, regional and tribal agencies to gather, analyze and share information through a secure web-based communication system that disseminates and exchanges real-time intelligence, incident management and critical information amongst emergency service and law enforcement officials and private critical sector entities.
16. Support federal, state, tribal and local training and exercises that advance the state homeland security strategy and to ensure that shortfalls are

detected and appropriate corrective action are taken prior to an actual event.

17. Deploy emerging technologies and expertise to combat terrorist threats and address all other critical hazards, specifically to Mission Critical Cybersecurity Enhancements.
18. Validate and conduct a comprehensive review of continuity of government (COG) and operations plans (COOP), ensuring constitutional governance, command and control of response and recovery operations, expeditious restoration of state services, private services, and critical and essential services in case of a disaster or terrorism incident.

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OBJECTIVE 1. *Focuses on all SHSS priorities and on the National Preparedness Goal priority of Strengthening of Information Sharing and Collaboration Capabilities*.

Further in-state capability to enhance collection, analysis and dissemination of critical homeland security intelligence and information, through the Arizona Counter Terrorism Information Center (ACTIC).

Objective 1 Action Items:

1. Establish the Governor's Executive Oversight Committee of ACTIC (Executive Order 2005-22) to assure operating efficiency and enhance the ACTIC Management Board directives.
2. Enhance the Homeland Security Information Network (HSIN) system with linkage to the ACTIC and statewide homeland security stakeholders and partners. This linkage will continue the integration of existing intelligence efforts within the state.
3. Further incorporate and integrate private sector entities (i.e., critical infrastructure strategic facilities and potential sites for terrorist activity), and non-traditional intelligence agencies (i.e., transportation, public health, fire, education, etc.) into fusion center operations.
4. Strengthen interstate and international connectivity to fusion center, while complying with federal and state information security laws.
5. Support the statewide criminal justice system linkage between federal, state, local and tribal criminal justice entities (i.e., police, corrections, courts, etc.) and ultimately the linkage to the ACTIC.
6. Coordinate the participation and support of jurisdictions, Joint Terrorism Task Force, tribal nations and other public/private entities.
7. Further develop a statewide public service campaign and community outreach to educate the citizens and residents of Arizona on ACTIC operational capabilities.

OBJECTIVE 2. *Focuses on all SHSS priorities and on all National Preparedness Goal priorities*.

Develop and formalize plans and procedures that incorporate private sector entities into the SHSS.

Objective 2 Action Items:

1. Strengthen the private sector involvement on the Homeland Security Coordinating Council (HSCC).
2. Foster and support secure and unclassified communications systems and processes to support interactive and real-time intelligence/information exchange between private sector entities and ACTIC.
3. Continue the development of plans and procedures, fully coordinated with responsible federal agencies, for incorporating international (cross-border) private entities that impact Arizona's vulnerability to terrorist attack and all other critical hazards.
4. Continue the development of plans and procedures to address continuity of critical private sector functions in the event of disaster or state of emergency.
5. Further develop plans and procedures to address acquiring, retaining, sharing and protecting private sector (proprietary) information.
6. Educate, train and prepare Citizen Corp Programs (CERT, VIPS, MRC, USA on Watch and Fire Corps).

OBJECTIVE 3. *Focuses on all SHSS priorities and on the National Preparedness Goal priority of implementing the National Infrastructure Protection Plan (NIPP).*

Integrate critical infrastructure protection plans and procedures that coordinate the implementation of federal and state standards for the fortification of public and private key assets and critical infrastructure.

Objective 3 Action Items:

1. Integrate subject matter experts (e.g., civil engineers, public works) into state threat and vulnerability assessment conducted by ACTIC.
2. Support the implementation of the National Infrastructure Protection Plan (NIPP) through the Archangel system a threat and vulnerability assessment conducted by the ACTIC.
3. Foster and integrate US DHS National Infrastructure Protection Plan and the Buffer Zone Protection Plan program for fortification of pre-identified public and private key assets and critical infrastructure.
4. Continue to work with RACs and their respective regional strategies to identify, evaluate and prioritize resources to reduce and minimize threats to pre-identified critical infrastructure in their region.

OBJECTIVE 4 *Focuses on all SHSS priorities and on all National Preparedness Goal priorities.*

Reduce the vulnerability of Arizona's statewide agriculture, and protect agricultural infrastructure from perceived or actual threats of agro-terrorism that could result from the introduction of a chemical-biological compound, foreign animal disease, crop pest or disease.

Objective 4 Action Items:

1. Conduct risk assessment activities and assess statewide agricultural preparedness status to develop/implement effective agricultural protection and agro-terrorism prevention plans.
2. Create an integrated agricultural response plan including critical infrastructure documentation, reference materials, and biosecurity awareness information.
3. Perform a gap analysis and develop plans and resources for the disposal of deceased animals, contaminated food and food products, crops, and any contaminated residue from agricultural incidents.
4. Partner with the agricultural industry, all levels of government, and educational institutions to address prevention and planning issues or actions.
5. Gain stakeholders' cooperation, including the identification of alternative sources of staple agricultural products and target recipients of these needed commodities.
6. Assess and document the state agricultural laboratory capability and capacity identify and fill-in gaps.
7. Develop partnerships to leverage additional laboratory and staff resources in the event of an agricultural event or incident.
8. Identify and develop a statewide secure sample and evidence collection system.
9. Enhance ongoing surveillance activities and commodity tracking systems to provide for an efficient and timely tracing of food and agricultural commodities in the event of an incident or event.

10. Obtain resources (e.g. technology systems, staff, and equipment) for enhancement of food and commodities tracing systems.

11. Support the Arizona Department of Agriculture in implementing agro-terrorism detection methods at Arizona's interstate and international ports of entry.

12. Integrate processes to collect, utilize and integrate agro intelligence with law enforcement intelligence, such as ACTIC, and other critical information garnered from other state agencies and private sources.

13. Integrate the Arizona Department of Agriculture into the commercial vehicle interdiction mission at all agriculture inspection stations around the state.

14. Increase plant and animal epidemiology and laboratory surge capacity statewide and ensure appropriate epidemiological response is provided in the event of a public health emergency.

15. Expand and enhance the current surveillance system to fully integrate public health data and animal health surveillance from both public and private sector entities to ensure early identification and prevention related to agricultural threats and further refine coordinated responses to public health threats, risks, and emergencies

OBJECTIVE 5. *Focuses on all SHSS priorities and on the National Preparedness Goal priorities: Expansion of Regional Collaboration, Strengthening of Information Sharing and Collaboration Capabilities, Strengthening of Interoperable Communications Capabilities and Strengthening of Mass Surge and Mass Prophylaxis Capabilities.*

Expand the statewide 2-1-1 Online system to incorporate a call center system that provides comprehensive health and human and disaster response information and referral assistance.

Objective 5 Action Items:

1. Establish and provide proven telecommunications technology required for smooth implementation of new and existing call-center systems that integrate and utilize the 2-1-1 web-database system.
2. Establish multiple urban and rural 24/7 operational 2-1-1 call-centers, staffed by professionally trained operators that address public social and emergency crisis concerns and inquiries.
3. Develop and ensure a statewide 2-1-1 system that serves as a tool for homeland security and disaster relief efforts by disseminating critical information regarding protective safety actions, emergency response and recovery operations in a timely and accurate manner to the public during times of crisis.
4. Develop methods and processes to track 2-1-1 calls that enable State officials to detect public crisis requirements, emerging threats and disease outbreaks in order to support rapid response efforts and public policy initiatives.
5. Ensure 2-1-1 call-center operations to help relieve the burden on the 9-1-1 system by addressing non-emergency needs: disaster-related public inquiries and social crisis concerns.
6. Develop and ensure a statewide 2-1-1 system that possesses the capability and processes to link citizens who want to "Give Help" during a crisis or emergency to volunteer and donation opportunities.
7. Ensure processes and procedures are implemented to reduce the impact emergencies and disasters have on public health, safety, welfare and

economic stability throughout Arizona by promoting community emergency preparedness and response programs and initiatives.

8. Ensure the implementation and operations of 2-1-1 call centers, support state and local policies regarding public information dissemination, emergency declarations processes and existing emergency alert systems.

9. Actively engage community involvement in the 2-1-1 system - an essential factor to ensure that high quality service is provided efficiently to all citizens throughout Arizona.

10. Continually provide assistance to the Governors Council on 2-1-1 and the Governors 2-1-1 Community Advisory Committee, which was instituted to develop and oversee the implementation of the 2-1-1 system by defining policies, establishing standards, identifying resources, establishing call centers and integrating 2-1-1 with community stakeholders and strategic initiatives.

11. Determine points of contact for tribal nations and local agencies to integrate and coordinate efforts on 2-1-1.

12. Develop redundant technology and communication capabilities for the 2-1-1 system.

OBJECTIVE 6. *Focuses on SHSS priority 2 and on the National Preparedness Goal priority of Expanding of Regional Collaboration.*

Foster and support regional collaboration.

Objective 6 Action Items:

1. Maintain and expand on-going threat, vulnerability and risk assessments to support regional organizational planning and development.
2. Continue to utilize established committees, councils, staff and state agencies with homeland security functions to advance and improve regional security in the state.
3. Continue to utilize and support the Arizona Rapid Response Teams and associated systems to insure automatic and appropriate police, and fire-rescue response to address urban search and rescue, hazard mitigation and crime scene management at any natural or manmade disaster.
4. Continue to utilize and support the five RACs and their respective tribal sub-committees for planning and executing regional strategies.
5. Maintain support of local and tribal initiatives that compliment the state's regionalization efforts and strategy.
6. Continue on-going efforts to include the state's twenty-two (22) tribal entities in regional and state councils, strategies and planning.
7. Continue on-going efforts to enhance working relationships with neighboring states, tribal entities and Mexico.
8. Utilize established state organizations to continue the standardization of equipment, training and exercises to support interoperability and regional homeland security operations.
9. Continue on-going efforts to establish and enhance regional emergency response resources.
10. Implement interregional exercises into the state's three-year exercise program.

OBJECTIVE 7 *Focuses on all SHSS priorities and on the National Preparedness Goal priority of Strengthening of Medical Mass Surge and Mass Prophylaxis Capabilities.*

Enhance public health and healthcare capabilities to ensure surge capacity, mass prophylaxis and rapid response to disease outbreak and chemical, biological, radiological, nuclear, and explosive terrorism incidents.

Objective 7 Action Items:

1. Assess and ensure state and local surge capacity plans meet Center for Disease Control (CDC) and Health Resources Service Administration (HRSA) objectives to dispense mass prophylaxis or vaccines to first responders and healthcare personnel, including non-governmental personnel supporting relief efforts.
2. Expand a statewide system of regional pharmaceutical caches for response to biological and chemical events.
3. Develop statewide coordination of response by ambulance services to a public health emergency that includes specialty patient transport vehicles.
4. Enhance laboratory surge capacity by acquiring a mobile laboratory that can be immediately deployed within the State of Arizona to conduct testing in the event of a terrorist attack or a natural disaster.
5. Partner with local universities to investigate, develop, and implement new state-of-the-art technologies for the detection of biological and chemical agents.
6. Increase epidemiology and laboratory surge capacity statewide and ensure appropriate epidemiological response is provided in the event of a public health emergency.
7. Improve the timeliness of collection, analysis, and reporting of disease surveillance and laboratory data.
8. Assess and identify gaps associated with implementing and enforcing a large quarantine operation in a multi-jurisdictional venue and the impact of quarantine on special populations.
9. Continue to develop regional surge capacity plans for public health emergencies with state, local and tribal homeland security partners through

coordination of Public Health Preparedness Region Committees as well as representation on the State Homeland Security Coordinating Council.

10. Increase negative pressure isolation surge capacity for response to a highly infectious disease outbreak.

11. Enhance the recognition, treatment, and coordination of the behavioral health consequences of public health emergencies.

12. Expand partnerships and the integrated roll-out of secure web-based applications for disease surveillance and detection of bioterrorism incidents; ensuring state, local and tribal disease surveillance and outbreak detection needs are met through the Medical Electronic Disease Surveillance and Intelligence System (MEDSIS), the SIREN (Secure Integrated Response Electronic Notification) System, and AZHAN communications network. \

13. Coordinate the planning and development of an Early Warning Infectious Disease Surveillance System (cross-border electronic disease surveillance) in conjunction with the Office of Border Health, and our Mexican public health partners.

14. Expand and enhance the current disease surveillance system to fully integrate public health data and animal health surveillance from both public and private sector entities to ensure early identification and prevention related to agricultural threats and further refine coordinated responses to public health threats, risks, and emergencies.

15. Integrate processes to collect, utilize and integrate public health intelligence with law enforcement intelligence - (ACTIC) and other critical information that might be garnered from other government agencies and private sources.

16. Decrease the time needed to release information to the public regarding dispensing of medical countermeasures via a jurisdiction's Joint Information Center (JIC) or communications command structure.

17. Maintain the provision of public information regarding the potential risks of biological agents and other public health emergencies as a critical component of public health emergency preparedness through the Arizona 2-1-1 System.

18. Identify effective channels of communication for reaching the general public and special needs populations during any public health emergency.

19. Identify ongoing costs and plans for public health emergency preparedness education, training and exercise evaluation programs based upon CDC and HRSA objectives.

20. Conduct training and exercises for hospital personnel and first responders on safe use and maintenance of personal protective equipment and decontamination systems as well as a life cycle replacement plan for decontamination and personal protective equipment.

21. Provide education and training opportunities that support statewide development and coordination of Medical Reserve Corps activities.

22. Develop and implement ESAR-VHP to support statewide surge capacity in coordination with regional emergency response plans.

23. Continue to support capital improvements, equipment and training that meet identified hospital and healthcare facility preparedness requirements throughout the state.

24. Facilitate coordination of state and local public health and emergency plans with hospital and MMRS and EMS plans to provide a statewide system for the triage, treatment and initial stabilization of adult and pediatric patients from a terrorism incident or public health emergency.

25. Promote state and local public health and agriculture agencies to strengthen connections in the private sector -- veterinarian and agro-businesses that are critical for rapid identification and prevention as well as responding to an emergency event.

26. Expand upon the Food Biosecurity program to assist the county environmental health departments and tribes in educating stakeholders in this area and recognizing food security risks.

OBJECTIVE 8. *Focuses on all SHSS priorities and on the National Preparedness Goal priority of Strengthening of Interoperable Communications Capabilities.*

Improve and enhance statewide interoperability communications capabilities.

Objective 8 Action Items:

1. Expand and enhance the inter-agency (mutual-aid) system (VHF, UHF, 800 mhz) throughout the state to assure statewide availability to all public safety agencies for interoperability communications.
2. Continue to field test and deploy interoperable communications systems in all jurisdictions.
3. Implement policy and procedures for the use of interoperable systems and provide training and exercise procedures to assure integrity
4. Collaborate with the Public Safety Communications Advisory Commission (PSCAC), establish technical standards for interoperability in accordance with federal guidelines.
5. Strengthen our mutual-aid and interoperable communication capabilities with our neighboring states, tribes and international partners.
6. Utilize volunteer communications agencies (ARRL, HAM, ARIES) to supplement local, county and state assets.

OBJECTIVE 9. *Focuses on all SHSS priorities and on all National Preparedness Goal priorities.*

Incorporate federal and state policy that is mindful of the Constitution and the federal system into homeland security processes and procedures to ensure compliance with federal and state law.

Objective 9 Action Items:

1. Ensure the appropriate implementation of all federal and state homeland security initiatives at the tribal and local level.
2. Foster and support all state homeland security advisory councils and organizations, including, but not limited to:
    - Governor's Homeland Security Cabinet
    - Governor's Homeland Security Coordinating Council
    - Technical Standards Committee
    - Regional Advisory Councils
    - Information Technology Security Advisory Council
    - Arizona State Citizen Corps Council
    - Public Safety Communications Advisory Commission
    - Arizona-Sonora Border Security Council
    - Governor's Executive Oversight Committee on ACTIC
    - Arizona Commission on Indian Affairs
    - Arizona-Mexico Commission, Emergency Management Committee
3. Include in the design of all homeland security plans and procedures the protection of operational security, individual rights, and tribal sovereignty.
4. Further develop and implement policies that are mindful of the Constitution and civil liberties with the guidance provided by U.S. DHS, Office for Civil Rights and Civil Liberties.

OBJECTIVE 10 *Focuses on all SHSS priorities and on all National Preparedness Goal priorities.*

Provide all public and private leaders and homeland security personnel (e.g., Law Enforcement, Fire Service, EMS, HazMat, Public Health, Healthcare, Public Works, Governmental Administrative, Public Safety Communications, and Emergency Management) with training that promotes efficient and effective prevention of, response to and recovery from terrorism and all other critical hazards.

Objective 10 Action Items:

1. Maximize use of existing and accredited individual and collective training courses that support national and state strategic objectives.
2. Support local training initiatives that support national and state strategic objectives.
3. Ensure training requirements are identified and resourced as a part of all state homeland security equipment and Information Technology (IT) acquisition processes.
4. Support defensive and offensive response training on a regional basis and on a scale consistent with assessed vulnerabilities and capabilities.
5. Collaborate with U.S. Environmental Protection Agency (EPA) Border 2012 and support cross-border training.
6. Establish a training component within intelligence fusion center (ACTIC) that develops and disseminates prevention and counter-terrorism training to public, tribal and private entities involved in the state intelligence cycle: collection, analysis and dissemination.
7. Support training of citizen emergency response teams (CERT), Citizen Corps Programs (VIPS, MRC, USA on Watch, and Fire Corps) and other citizen organizations consistent with SHSS.

OBJECTIVE 11. *Focuses on all SHSS priorities and on the National Preparedness Goal priorities of Strengthening of CBRNE Detection, Response and Decontamination Capabilities and regional collaboration.*

Provide standardized and interoperable state of the art equipment to respond to terrorism and all other critical hazards.

Objective 11 Action Items:

1. Enhance state and regional capabilities to operate in all hazards environments (CBRNE/IED).
2. Enhance centralized purchasing and standards program for procurement of equipment.
3. Enhance state effort to standardize all hazards equipment and training to support regional response capabilities.

OBJECTIVE 12. *Focuses on SHSS priority 3, while enhancing all other SHSS priorities, in addition, to all National Preparedness Goal priorities*.

Further develop and strengthen bi-national strategies and partnerships for border security and emergency preparedness while concurrently promoting economic growth and prosperity.

Objective 12 Action Items:

1. Continue integration of the border security initiatives outlined in the National Strategy for Homeland Security with Arizona's State Homeland Security Strategy: "*Provide greater security through better intelligence, coordinated national efforts, and unprecedented international cooperation against the threats posed by terrorists, organized crime, illegal drugs, illegal migrants, cyber crime, and the destruction or theft of natural resources*" (National Strategy for Homeland Security, p. 22)
2. Further establish and develop intelligence and information sharing systems among local, state, tribal, federal and international agencies between Arizona and Sonora, Mexico.
3. Further integrate intelligence and information links to the ACTIC and its involvement towards border security and preventions activities.
4. Continue to utilize the Arizona-Mexico Commission, Emergency Management Committee as a bi-national vehicle to:
    a. Conduct bi-national training exercises focusing on emergency preparedness, response and prevention that include private sector stakeholders.
    b. Conduct bi-national vulnerability and risk assessment studies along both sides of the border.
    c. Utilize specialized emergency response units with standardized training and equipment for cross-border activity.
    d. Coordinate and facilitate communication and action regarding the bi-national statewide bioterrorism exercise (Ardent Sentry 06) between the ADEM and Protección Civil (Emergency Management) of Sonora, Mexico through 2007.
    e. Continue to provide bi-national Community Emergency Response Training.

OBJECTIVE 13. *Focuses on all SHSS priorities and on the National Preparedness Goal priority of Strengthening of Information Sharing and Collaboration Capabilities*.

Refine and improve state homeland security public information plans and procedures.

Objective 13 Action Items:

1. Design and implement public awareness campaign on homeland security efforts to better inform the public regarding individual responsibilities and state/federal efforts.

2. Explore and deploy technology to enhance media and communications to support outreach to the public.

3. Employ state, county, tribal and local Citizen Corps Councils, their affiliated programs, and other volunteer/citizen-based groups to implement public information campaign, as appropriate.

4. Enhance, foster and support the Governor's Proclamation of Arizona's Preparedness Month Campaign every September.

5. Enhance the Cyber Security Awareness Month every October in an effort to raise cyber security awareness statewide and empower citizens, businesses, government and schools to improve their cyber security preparedness and ensure a safe Internet experience.

OBJECTIVE 14. *Focuses on SHSS priority 4 and on the National Preparedness Goal priority of implementing the National Incident Management System/National Response Plan.*

Continued institutionalization of the National Incident Management System/National Response Plan (NIMS/NRP) to ensure a standard approach for all levels of government to work effectively and efficiently together to prepare for, prevent, respond to, and recover from any incident or disaster regardless of cause, size or complexity.

Objective 14 Action Items:

1. Institutionalize the use of the Incident Command System (ICS) in response to all emergency and terrorism incidents.
2. Ensure all state, local and tribal jurisdictions formally recognize NIMS and adopting NIMS principles and policies as directed in Governor Napolitano's Executive Order (2005-08).
3. Continue incorporation of NIMS into existing statewide emergency and homeland security training programs and exercises.
4. Ensure all responders at all levels receive and complete NIMS Awareness Course, "National Incident Management System (NIMS), An Introduction" (IS 700), and participate in and/or coordinate ICS-oriented exercises that involve responders from multi-disciplines and jurisdictions.
5. Provide and coordinate technical assistance through ADEM's NIMCAST Self Assessment tool to local entities regarding NIMS to ensure statewide compliance.
6. Further incorporate NIMS into state, tribal and local emergency operating procedures and plans.
7. Promote the development and implementation of intrastate and interstate mutual aid agreements.
8. Further institutionalize NIMS resources management concepts, principals and processes to provide a uniform method of identifying, acquiring, allocating and tracking resources.
9. Enhance implementation of the NIMS standardized classification system of kinds and types of resources required to support the incident management organization to facilitate identification, mutual-aid and donor assistance.
10. Further develop a resource plan, in support of NIMS implementation, for managing and employing resources in advance of an incident that includes:

a. Resource identification,
b. Categorizing resources,
c. Use of mutual-aid agreements, and
d. Effective management of resources to include ordering, inventorying, receipt, storage and transportation.

11. Ensure that federal preparedness funding supports state and local levels NIMS implementation programs and plans, in accordance with the eligibility and allowable uses of the grants.
12. Ensure all political jurisdictions providing incident response, departmental emergency response or emergency operation center support develop a strategy which, when implemented, will provide full NIMS compliance and implementation before federal fiscal year 2007.

OBJECTIVE 15. *Focuses on all SHSS priorities and on all National Preparedness Goal priorities.*

Facilitate the prevention of terrorism by enhancing the abilities of federal, state, regional and tribal agencies to gather, analyze and share information through a secure web-based communication system that disseminates and exchanges real-time intelligence, incident management and critical information amongst emergency service and law enforcement officials and private critical sector entities.

Objective 15 Action Items:

1. Develop and implement a statewide Homeland Security Information Network (HSIN) for information sharing and threat situational awareness, which includes: GIS mapping, a robust search engine, incident management tracking, instant messaging and chat (collaboration) and an information-posting capability that interfaces with additional law enforcement and emergency management information sharing systems.

2. Ensure entities in the private sector that are vital to the protection and restoration of the state critical infrastructure (e.g., electricity, water systems, information technology, telecommunications, financial and hospital sectors) are reviewed and integrated into a statewide HSIN network.

3. Ensure a statewide HSIN system provides survivable capability for information sharing and collaboration for homeland security partners and critical infrastructure sector restoration when other primary forms of communication are inoperable.

4. Routinely test and exercise the HSIN system and other information sharing networks to ensure operational readiness when the need arises.

5. Ensure operational end-users of a statewide HSIN network have sufficient technology capabilities to detect and prevent terrorist attacks, means of terrorism and other illegal activities.

6. Develop and implement state and regional information and intelligence sharing agreements and standard operating procedures that identify processes to ensure quick and accurate dissemination of relevant intelligence and information to homeland security partners.

7. Develop and conduct training workshops and curriculum regarding information sharing and intelligence gathering for state, regional and tribal law enforcement, emergency service and private critical sector networks.

8. Establish communication processes for executive government decision makers, emergency management and homeland security stakeholders to receive adequate need-to-know intelligence briefings, threat and vulnerability awareness reports from the ACTIC.

9. Ensure collaborative fusion and integration of all terrorism and threat related intelligence, information analysis is properly channeled through the ACTIC and the State Emergency Operations Center for preemptive action, timely response and the development of valuable information reports based on intelligence analysis, incident management response and threat/vulnerability assessments.

10. Routinely evaluate resources, technology methods and plans for collection, analysis and dissemination of threat information among state and regional intelligence units.

OBJECTIVE 16. *Focuses on all SHSS priorities and on all National Preparedness Goal priorities.*

Support federal, state, tribal and local training and exercises that advance the state homeland security strategy and to ensure that shortfalls are detected and appropriate corrective action are taken prior to an actual event.

Objective 16 Action Items:

1. Coordinate with jurisdictions to support exercises that compliment and support the SHSS.
2. Design and resource state exercises with a focus on homeland security plans, systems, and processes as well as on testing individual and organizational competencies.
3. Participate in the TOPOFF 4 exercise and incorporate national objectives into design of state exercises.
4. Incorporate border security and bi-national cooperative elements in state exercise program.
5. Maximize use of existing and accredited individual and collective training courses that support national and state strategic objectives.
6. Support local training initiatives that support national and state strategic objectives.
7. Ensure training requirements are identified and resourced as a part of all state homeland security equipment and IT acquisition process, which includes use of the State's Project Justification Process and compliance with statewide standards and procedures.
8. Support defensive and offensive response training on a regional basis and on a scale consistent with assessed vulnerabilities and capabilities.
9. In collaboration with Border 2012, the Arizona-Mexico Commission Emergency Management Committee, support trans-border training.
10. Establish a training component within intelligence fusion center (ACTIC) that develops and disseminates prevention and counter-terrorism training to public and private entities involved in the state intelligence cycle (collection, analysis and dissemination).

11. Support training of Citizen Corp Programs (CCP), Citizen Emergency Response Teams (CERT) and other citizen organizations consistent with SHSS.

12. Integrate Citizen Corps Programs into state exercises as a methodology to ensure Citizen Preparedness is in compliance with State Homeland Security Strategy and the National Response Plan.

OBJECTIVE 17. *Focuses on all SHSS priorities and on all National Preparedness Goal priorities.*

Deploy emerging technologies and expertise to combat terrorist threats and address all other critical hazards, specifically to Mission Critical Cybersecurity Enhancements (MCCE).

Objective 17 Action Items:

1. Actively participate in national and international technology developments to inform technology acquisitions that support the SHSS and MCCE.
2. Foster and support the Information Technology Security Advisory Committee to provide guidance on projects relating to Arizona's information technology security, incident/event response notification process improvement, business continuity planning and disaster recovery and the education and awareness of state employees.
3. Equip, plan and train state institutions to address information technology security.

OBJECTIVE 18. *Focuses on all SHSS priorities and on all National Preparedness Goal priorities.*

Validate and conduct a comprehensive review of continuity of government (COG) and operations plans (COOP), ensuring constitutional governance, command and control of response and recovery operations, expeditious restoration of state services, private services, and critical and essential services in case of a disaster or terrorism incident.

Objective 18 Action Items:

1. Update COG/COOP plans and business continuity procedures, including timelines and function assignments to ensure the maximum extent possible, continuity of leadership and direction to provide for citizen safety, reduce disruption of critical and essential government functions, and minimize property loss and damage.
2. Enhance development of the following statewide preparedness plans, including but not limited to:
    a. Agency based Business Continuity Plans (BCP),
    b. Agency driven Information Technology Disaster Recovery Plans (ITDR) that includes IT Plans and Inventories,
    c. Agency/functional support for the State Emergency Response and Recovery Plan (SERRP), and
    d. Ensure the maintenance and development of COG and COOP Plans.
3. Sustain emergency planning initiatives as outlined in Executive Order 2003-05 and through established homeland security standards and procedures.
4. Compile and maintain a list of state, local and tribal agency Business Continuity Plans and COOP.
5. Develop and evaluate an exercise COG/COOP/BCP program to validate the plan, templates, and methodologies, and a program to train participants in plan development and implementation of critical business services within the state to continue to build disaster resistance capabilities.

6. Improve policy makers' and executive leaders' knowledge and skills of COOP and COG plans and procedures through education outreach classes and materials.
7. Develop and conduct full-scale and tabletop exercises to practice COG and BCP.
8. Research what educational and technical assistance opportunities and resources are available in fields of COG and business continuity.
9. Provide technical assistance, resources and education to state, local and tribal agencies and critical private sectors to assist with COG/COOP plan development.
10. Determine private sector resources, stakeholders and potential partners for continuity of private sector critical services.

EVALUATION PLAN

The Arizona Department of Homeland Security (AZDOHS) will be the responsible agency for review, revision and evaluation of strategic goals, objectives and implementation steps of the Arizona State Homeland Security Strategy (SHSS). The Arizona OHS, along with the State Administering Agency (SAA), will conduct semi-annual meetings in order to review the strategic goals, objectives, and implementation steps. The semi-annual meetings will coincide with the standard June and December Categorical Assistance Progress Reports (CAPR) to the federal Office for State and Local Government Coordination and Preparedness (SLGCP).

The Arizona OHS will evaluate achievements and identify pending objectives that remain incomplete. Additionally, the Arizona OHS will revise objectives based upon that evaluation with input from the field (e.g., homeland security actors, organizations, HSCC).

The Arizona OHS will identify those revised goals and objectives through the standardized reporting format designated by the U.S. Department of Homeland Security, Office for Domestic Preparedness (ODP). This report will earmark those revised goals and objectives and provide new supporting information and matrices.

STATE HOMELAND SECURITY STRATEGY 2004 EVALUATION ROADMAP:

In February 2005, U.S. Department of Homeland Security, Office for Domestic Preparedness hosted a Prevention workshop to critically assess the performance of Arizona's regional collaboration and current information sharing systems. The Prevention workshop identified positive movement towards the area of prevention and identified objectives that required clarification.

In March 2005, Governor Napolitano hosted a statewide Homeland Security Summit to critically assess the performance of all stakeholders, including AZDOHS, involved in supporting the homeland security mission. The summit after-action report highlights the tremendous progress made across the state and identifies ten areas of focus for the future.

Similarly, in April 2005, Governor Napolitano invited a team of subject matter experts sponsored by the U.S. Department of Homeland Security to meet with key members of the cabinet and policy advisors. The team facilitated a critical look at executive department functions related to terrorist attacks and provided recommendations to the Governor on focus areas.

In July 2005, AZDOHS convened a Strategy stakeholder meeting to discuss progress and future strategic direction. All stakeholders provided recommendations for new objectives and implementation measures for the SHSS 2005.

Finally, in August 2005, AZDOHS Director met with all Regional Advisory Chairs and Vice-Chairs to learn first-hand about the working and non-working objectives that needed modification or changes to facilitate regional collaboration.

The State Homeland Security Strategy 2005 was drafted as a comprehensive effort from many stakeholders. The Arizona Department of Homeland Security is grateful for everyone's collaboration and participation in assisting the Arizona Department of Homeland Security: *Secure Arizona, Together*.

IMPLEMENTATION PLAN

The Arizona State Homeland Security Strategy's goals, priorities and objectives can only be accomplished through building partnerships and interagency cooperation. The Arizona Department of Homeland Security is committed to work with all levels of government and work in unison to accomplish our mission. Many of Arizona Department of Homeland Security partners are identified in this strategy; however, our partnerships are constantly growing to ensure that all project implementations are comprehensive and with input from the community.

Many of the identified capability-specific objectives that support the SHSS priorities and goal are on-going projects. However, the State of Arizona is committed the implementation of objective action items current not already a part of on-going projects. Upon approval of the plan by U.S. Department of Homeland Security, Office for Domestic Preparedness, the State of Arizona will:

- Disseminate the SHSS to homeland security advisory councils, stakeholders and organizations;
- Make SHSS available to the public via Arizona Department of Homeland Security web site http://www.homelandsecurity.az.gov;
- Draft implementation plan (timelines, performance indicators and measurable results);
- Convene the Arizona stakeholders to review strategy implementation;
- Obtain approval/guidance from the Governor to implement SHSS, based on stakeholder recommendations provided to the Arizona Department of Homeland Security;
- Arizona Department of Homeland Security, and the State Administrating Agency, Arizona Division of Emergency Management, will coordinate and guide the communication necessary to facilitate understanding and adoption by homeland security actors and organizations at all levels; and
- Arizona Department of Homeland security will modify and refine the SHSS, as appropriate, based on stakeholder input.

GLOSSARY OF TERMS

For purposes of this strategy, as defined in the Homeland Security Presidential Directive-8:

(a) The terms "all-hazards preparedness" and "critical hazard" refers to preparedness for terrorist attacks, major disasters, and other emergencies.

(b) The term "first responder" or "emergency responder" refers to those individuals who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in the section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works and other skilled support personnel (such as equipment operators) that provide immediate support services during prevention, response, and recovery operations.

(c) The terms "major disaster" and "emergency" have the meanings given in section 102 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122).

(d) The terms "major events" and "significant incident" refers to terrorist attacks, major disasters and other emergencies.

(e) The terms "preparedness" and "readiness" refers to the existence of plans, procedures, policies, training, and equipment necessary at the Federal, State, tribal, and local level to maximize the ability to prevent, respond to, and recover from major events.

(f) The term "prevention" refers to activities undertaken by the first responder community during the early stages of an incident to reduce the likelihood or consequences of threatened or actual terrorist attacks.

GLOSSARY OF ACRONYMS

2-1-1 – Arizona Referral and Information System
ACTIC – Arizona Counter Terrorism Information Center: a 24/7 Intelligence Fusion Center with federal, state, local and tribal representation.
ADEM – Arizona Division of Emergency Management
AZDOHS – Arizona Department of Homeland Security
ARDENT SENTRY 06 – NORAD-NORTHCOM lead agencies in the field training exercise regarding a simulated bioterrorism event beginning in Mexico moving north into Arizona.
ARRL – American Radio Relay League
AZHAN – Arizona Health Alert Network
BCP – Business Continuity Planning
BORDER 2012 – U.S. Environmental Protection Agency, US-Mexico Border Environmental Program maintains and improves the environment along the US-Mexico border.
CAPR – Categorical Assistance Progress Report
CBRNE – Chemical, Biological, Radiological, Nuclear and Explosive Agents
CCP – Citizen Corp Program, part of the federal homeland security grant program.
CDC – Federal Centers for Disease Control and Prevention
CERT – Citizen Emergency Response Teams
COG – Continuity of Government
COOP – Continuity of Operations
DHS – US Department of Homeland Security
EMA – Emergency Management
EMPG – Emergency Management Program Grant, part of the federal homeland security grant program
EMS – Emergency Medical Service
EO – Executive Order
EOP – Emergency Operations Plan
FS – Fire Service
GA – Governmental Administrative
HAM – Handheld Amateur Radio
HC – Health Care
HZ – Hazardous Materials
ICS – Incident Command System
IED – Improvised Explosive Devices
IT – Information Technology
ITDR – Information Technology Disaster Response Plan
JTTF – Federal Bureau of Investigation Joint Terrorism Task Force
HAZMAT – Hazardous Materials
HRSA – Health Resources Services Administration

HSCC – Homeland Security Coordinating Council
HSIN – Homeland Security Information Network
LE – Law Enforcement
LETPP – Law Enforcement Terrorism Prevention Program; part of the federal homeland security grant program
MCCE – Mission Critical Cybersecurity Enhancements
MEDSIS – Medical Electronic Disease Surveillance and Intelligence System
MMRS – Metropolitan Medical Response System, part of the federal homeland security grant program
MRC – Medical Reserve Corps
NIMS – National Incident Management System
NIPP – National Infrastructure Protection Plan
NRP – National Response Plan
NPG – National Preparedness Goal
ODP – Federal Office for Domestic Preparedness
PH – Public Health
PPE – Personal Protective Equipment
PSCAC – Public Safety Communications Advisory Commission
PW – Public Works
RRT – Rapid Response Teams
SAA – State Administering Agency for federal homeland security grant programs
SERRP – State Emergency Response and Recovery Plan
SHSAS – State Homeland Security Assessment and Strategy
SHSGP – State Homeland Security Grant Program, part of the federal homeland security grant.
SHSS – State Homeland Security Strategy
SIREN – Secured Integrated Response Electronic Notification
SLGCP – U.S. Department of Homeland Security, Office for State and Local Government Coordination and Preparedness
SWAT – Special Weapons and Tactics
TEEX – Texas A&M University's Engineering Extension Service
TIA – Terrorism Incident Annex
TOPOFF 4 – Federal Top Officials Exercise #4 Planned for 2007
UASI – Urban Area Security Initiative, part of the federal homeland security grant program
VIPS – Volunteers in Police Services
WMD – Weapons of Mass Destruction: chemical, biological, nuclear, radiological and explosives.