Indiana Strategy for Homeland Security

February 1, 2006

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Executive Summary

Globalization, advancing information technology, health care modernization, transportation, changing business practices – these are but a few critical factors that demand a complete restructuring of Indiana's entire Homeland Security system. Whether meeting a challenge that is either man-made or natural, the success of Indiana's Homeland Security depends on thoughtful application of sound responses based on resources, expected impacts, and pre-determined capabilities.

Therefore, Indiana continues its efforts to involve the best and brightest of our human stakeholders in assessing, planning, implementing, evaluating, and refining our strategies while incorporating the most effective and efficient technologies, infrastructure, and assets. While the system has worked well in the past, increased economic, human, and infrastructure interdependency within the state, nationwide, and globally demand that a more powerful lens be used to focus on the heart and tentacles of the potential threats to our security.

Why a Strategic Plan?

Indiana is the "Crossroads of America" and with good reason: 90% of the U.S. population lives with a day's drive of our borders. Accordingly, much of the commerce of the United States travels directly or indirectly through Indiana, either through manufacturing, warehousing and shipping (a critical component of the just-in-time inventory system of much of today's businesses), our vibrant agriculture industries, or the talent and capabilities of our people, universities, information technology, and health care systems.

The Indiana Department of Homeland Security has attracted experts from the stakeholder sectors, including federal, state and local governments, the private sector, and educational institutions, to identify and articulate a single statewide homeland security strategy, complete with supporting goals and objectives related to protecting not only Indiana's people (both citizens and visitors), property, and economy, but the country as a whole. They represent the talented, dedicated individuals that apply themselves to working continuously to protect Indiana's citizens, ever aware of the rapidly changing environments they face. It is a testament to the work of all of Indiana's public safety and health officials and all others involved with protecting Indiana that the following is presented.

With an eye toward doubling our effectiveness, Indiana is not only expanding its critical investment in the stakeholders, first responders, and participants mentioned above, but we are simultaneously engaging in the adoption of advanced techniques to assess, mitigate, and prepare responses to threats. These include GIS, algorithmic evaluations, graduate level research, statistical benchmarking, and advanced informatics. These tools will prove, in coming years as intelligence-led homeland security is evolving, to be essential in our efforts to maximize our effectiveness, eliminate needless "clutter", and harmonize our personnel.

Indiana Homeland Security – An Overview

Indiana's homeland security landscape underwent significant changes in 2005. The formation of the Indiana Department of Homeland Security from five state agencies has enabled historic changes in the approach of the State of Indiana to homeland security issues. Unification of the homeland security, counter-terrorism, emergency management and safety code priorities, driven by the unique spirit of collaboration in Indiana that involves all aspects of the public, private and educational sectors, has been a crowning achievement in Indiana's homeland security efforts. This enterprise approach has enabled a synergy that is unmatched in many other states, and has led to innovations that are propelling Indiana to national prominence. With this Strategy, Indiana is building on existing platforms and creating new ones based on a reflection of today's realities and the anticipation of tomorrow's achievements.

Indiana's Strategy for Homeland Security profiles Indiana's first responders, declared disasters in Indiana since 1990, the creation of the ten homeland security districts, the homeland security grants provided by the U.S. Department of Homeland Security, and federal initiatives that are guiding all states' efforts. The primary tenet of Indiana's Strategy for Homeland Security is collaboration. Teamwork and communication drive every single homeland security initiative in our state and across the nation. The goals identified in this document are designed to apply across all jurisdictions, levels, and disciplines, and be fluent from federal to local levels. Local strategies must fit into the state strategy, which must fit into the national goal and priorities. Only through widespread collaboration, and breaking down of traditional communication barriers, can our citizens be truly protected.

Key Conclusions

A thorough review of the existing agency strategies for homeland security and several key policy trends and capability reviews leads us to the following conclusions:

- Homeland security is an emerging field.
- Indiana's homeland security field is very diverse.
- Existing multi-disciplinary, multi-jurisdictional relationships must be maintained and new ones created.
- A statewide, comprehensive Strategy for Homeland Security must be developed to prioritize statewide capability requirements, synchronize and comply with federal mandates and policy, and guide local governments in their efforts.
- Indiana's intelligence initiatives offer a tremendous resource for the future.
- Indiana's best opportunities for securing the homeland are focused on achieving necessary capabilities.
- Indiana's homeland security efforts can be dual-purpose with economic development.
- Indiana's Department of Homeland Security must lead and guide homeland security initiatives in Indiana.

Indiana's Vision and Mission for Homeland Security

The term "homeland security" in Indiana is interpreted to encompass the entire state and beyond. Homeland security is led by, but is not only the responsibility of the Indiana Department of Homeland Security. It is a system that involves federal, state and local governments, private entities, citizens of the State of Indiana, visitors to our state, and our first responders as they respond to the needs of other states. The vision and mission of homeland security were designed by our stakeholders, and serve to guide the state's efforts on all levels and in all aspects of homeland security. We have the initiative, the drive, and the ability to achieve our vision, and our mission is the vehicle to success.

Vision

Indiana will be the nationally recognized leader for an effective, comprehensive homeland security system.

Mission

Indiana, led by the Indiana Department of Homeland Security, in collaboration with citizens, government, and private entities, will achieve the common purpose of preventing, protecting against, responding to and recovering from man-made or natural threats and events to people, property, and the economy.

Strategic Goals

Indiana's strategic goals are designed to support the mission and achieve the vision. They are both capabilities-based and requirements-based, and are equally responsible for Indiana's success in the homeland security field.

1. **Teamwork – Enhance coordination between homeland security partners and integrate all disciplines.**

   The numbers and types of partners involved in the homeland security field are evolving and expanding, and the opportunities to create synergy in those partnerships are equally voluminous. Imagination in Indiana is abundant, forming the genesis of contemporary solutions to leading-edge problems.

   Specific initiatives include:
   - Homeland Security Districts in the state
   - Mutual aid
   - Indiana Counter-Terrorism and Security Council
   - Homeland Security Team
   - Indiana Homeland Security Advisory Committee

2. **Planning and Risk Analysis – Develop requirements-based and capabilities-based, statewide, comprehensive plans to address natural and man-made hazards.**

Indiana must be prepared for any type of natural or man-made event that may befall us. This preparation comes in the form of plans that have been created through a process involving stakeholders, verified through the training and exercise process, and had lessons learned incorporated after the exercises.

Specific initiatives include:

- Comprehensive Statewide Risk Analysis
- Decontamination and Detection Capabilities Analyses
- Indiana Intelligence Fusion Center
- National Incident Management System (NIMS)
- State Response Plan

3. Protect – Reduce the risk to Indiana's critical infrastructure.

Critical Infrastructure and Key Resource (CI/KR) sites are those deemed most crucial in terms of public health and safety, governance, economic and national security, and public confidence consequences. These sites can be potential terrorist targets and may also be at high risk for a natural hazard. Effective security involves plans that define, identify, and set priorities for the most critical structures and assets in the State of Indiana.

Such plans, risk assessment and risk reduction measurement tools, and private sector partnerships are part of Indiana's Critical Infrastructure Protection Program. This program ensures that Indiana's critical infrastructure is protected to the highest degree possible.

Specific initiatives include:

- Chemical Stockpile Emergency Preparedness Program (CSEPP)
- Integrating the IDHS Fire and Building Safety Division's fire inspectors and building inspectors
- Training specialized personnel on facility and event security skills
- Agricultural Surveillance and Emergency Response Teams (ASERT)

4. Outreach and Engagement – Engage and educate the public and media on homeland security issues.

The public and media play very large roles in the response to a disaster. Educating them on our predicted actions, and actions they can take to protect themselves, are keys to efficient and productive disaster responses. Indiana will capitalize on and expand our excellent national reputation for crisis communication.

Indiana recognizes that our citizens are the front-line eyes and ears for prevention of terrorism, and we emphasize educating the public on what they can do to prevent and respond to disasters. Educating the media on how the federal,

state and local authorities will function after a disaster complements the efforts to educate citizens. Media coverage is an asset after a disaster, and government partnerships with the media can facilitate information-sharing with the public when it's essential for life saving.

Specific initiatives include:

- Citizen Corps program
- Community Emergency Response Teams (CERT)

5. Training and Exercise – Establish world-class training and exercise facilities, curriculum and networks.

Indiana has tremendous development capacity for a training and exercise system that will not only enable pre-eminence in our state, but enhance the capabilities of first responders across the country.

Specific initiatives include:

- Muscatatuck Urban Training Center (MUTC)
- Joint Training Simulation and Exercise Center (JSTEC)
- District-wide exercises
- Learning Management System (LMS)
- Indiana Homeland Security Training Institute (IHSTI)
- State Firefighter Training System (SFTS)
- Certification of Indiana's first responders
- Accreditation of first responders
- Joint higher education certificate program in homeland security
- Additional research opportunities for graduate students

6. Response – Promote and optimize coordination of disaster responses.

Indiana's comprehensive preparations will allow our first responders to respond to disasters within our borders, and assist other states when disasters occur outside our borders. Indiana has demonstrated this proficiency while responding to the more than 20 disasters declared in Indiana since 1990, and while conducting Operation Hoosier Relief in Mississippi during the response to Hurricane Katrina in 2005. The U.S. Department of Homeland Security has several initiatives that will be integrated into Indiana's response capabilities, including the National Incident Management System and the National Response Plan.

Specific initiatives include:

- State Response Plan
- District Response Teams
- Hoosier Safety Acting for Everyone-Together (SAFE-T)
- Indiana Alert Network (IAN)

- Indiana Health Alert Network (IHAN)
- Mobile Command Posts
- Search and Rescue Teams
- Supply Chains for Emergency Responses
- Mental Health Planning

7. Medical – Establish an effective disaster medical capability.

Indiana's abundance of resources in the health and emergency medical systems ideally position it for key roles in disaster responses. Indiana has focused on health care system recruitments as an economic development tool, and our field is experiencing a return on that investment. Indiana's public health and hospital communities are determining their roles in homeland security, and are demonstrating their willingness to form partnerships and expand Indiana's planning, training, and response capabilities.

Specific initiatives include:

- Training healthcare workers on the core competencies for bioterrorism
- Pandemic Influenza Planning
- Mass Casualty Teams
- Disaster Medical Assistance Teams (DMAT)
- Disaster Mortuary (DMORT)
- Emergency Medical Service (EMS)
- Hospital Surge Capabilities
- Health Volunteer Registry
- Metropolitan Medical Response Systems (MMRS)
- Strategic National Stockpile (SNS)
- Public Health Emergency Surveillance System (PHESS)

8. Economic Security – Promote economic security through partnerships and the development of homeland security innovations.

As evidenced by the disasters in the Gulf Coast region caused by hurricanes in 2005, the supply chain for response and recovery operations is crucial. Prevention of supply chain disruptions will be a key component of recovery planning. Non-traditional partnerships will be explored and implemented where possible to enable best practices to emerge from the State of Indiana.

Economic publications and associations play a key role in securing the supply chains, protecting critical infrastructure and ensuring economic recovery after a disaster. Collaboration with these organizations will assist all of Indiana and provide education institutions with research opportunities to explore potential innovations. Private sector best practices and lessons learned from past disasters will prove invaluable in ensuring that Indiana's economic stability is quickly regained after any type of disaster.

Indiana Homeland Security – An Overview

Indiana's homeland security landscape underwent significant changes in 2005. The formation of the Indiana Department of Homeland Security from five state agencies has enabled historic changes in the approach of the State of Indiana to homeland security issues. The five agencies, including the State Emergency Management Agency, Indiana Counter-Terrorism and Security Council, State Fire Marshal's Office, State Building Commissioner's Office, and Public Safety Training Institute, brought distinctly different cultures and expertise to the approach to homeland security. The inclusion of key stakeholders, including federal, state and local agencies, the private sector, and educational institutions has further diversified the experiences that have been applied to the field.

Unification of the homeland security, counter-terrorism, emergency management and safety code priorities, driven by the unique spirit of collaboration in Indiana, has been a crowning achievement in Indiana's homeland security efforts. This enterprise approach has enabled a synergy that is unmatched in many other states, and has led to innovations that are propelling Indiana to national prominence. With this Strategy, Indiana is building on existing platforms and creating new ones based on a reflection of today's realities and the anticipation of tomorrow's achievements.

Indiana's First Responders

The first responders in Indiana are our primary assets, and deserve our finest and most comprehensive investments. Indiana's traditional first responders include 37,000 firefighters, 12,000 law enforcement officers, 26,000 certified emergency medical service (EMS) personnel, 95 local emergency management/homeland security directors, 10,000 military personnel and approximately 142,000 health professionals. Expanded partners in homeland security include public works officials, occupational safety and health professionals, mental health experts, volunteers, transportation officials, environmental and natural resources officials, animal and plant care and regulatory personnel, and faith-based personnel. These responders perform hundreds of thousands of lifesaving maneuvers each year and are the cornerstone of every disaster response in Indiana.

Declared Disasters in Indiana

Since 1990, 24 presidentially-declared disasters have stricken Indiana. A complete list is attached as Annex D. There have been up to nine disasters declared in each county, and a chart of the counties' disasters is included as Figure 1.

These disasters have resulted in significant Federal Emergency Management Agency assistance to counties (see Figure 2). The total amount of assistance provided to Indiana citizens and public entities totals $191,053,028 since 1990.

Figure 1 – Disaster Declarations by County

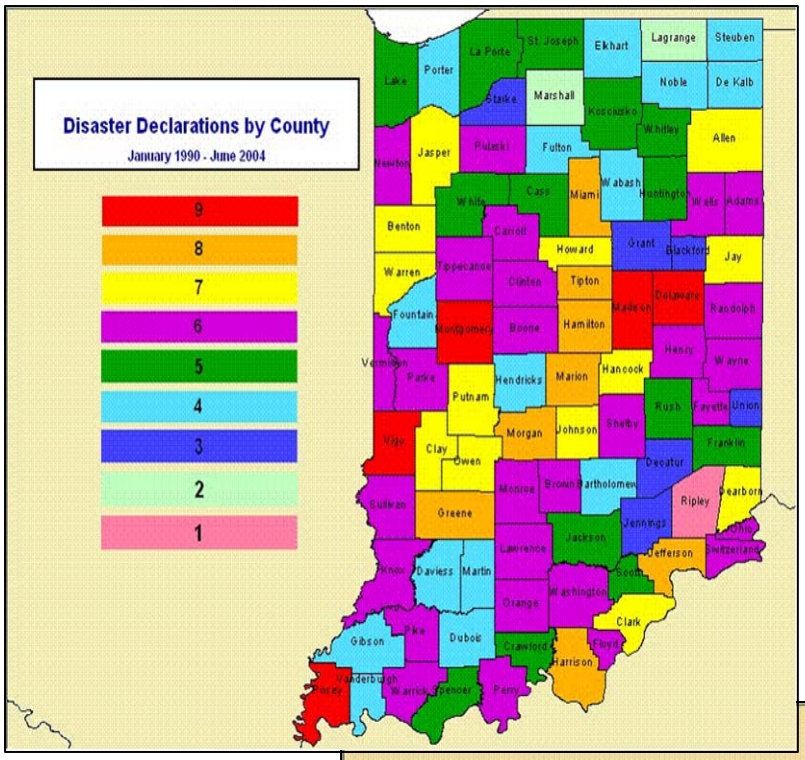
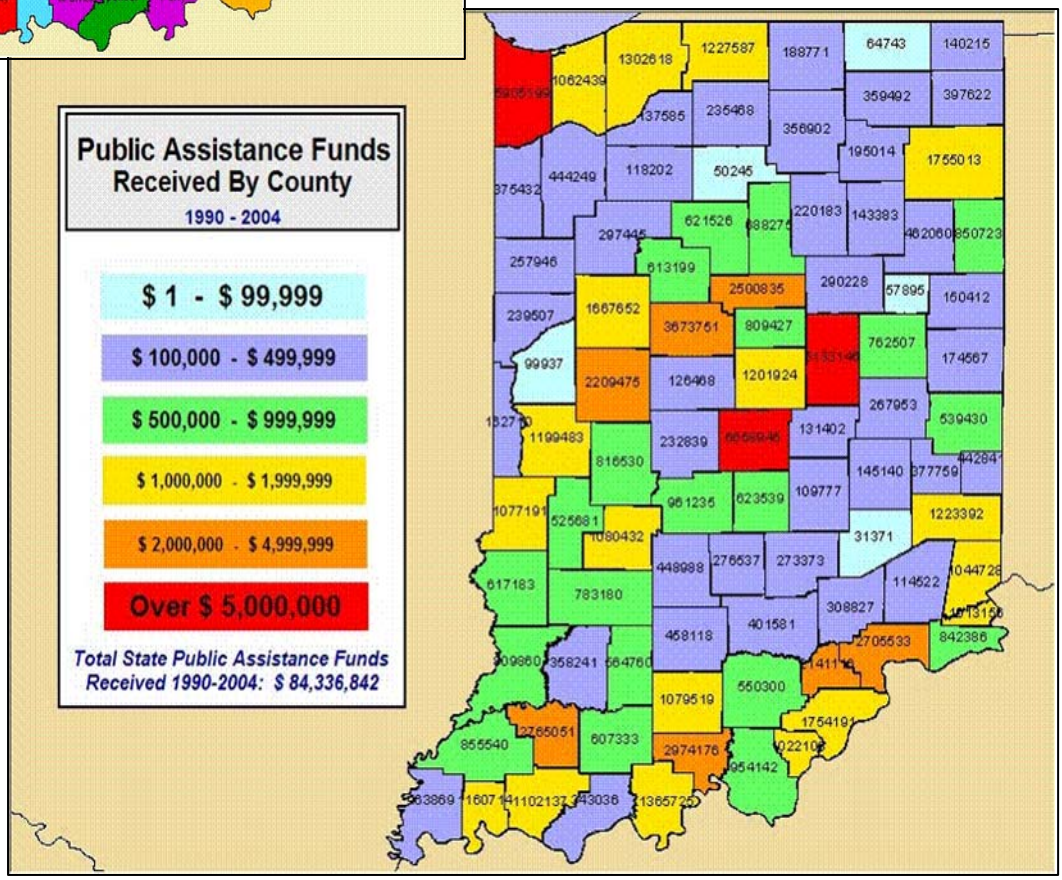


Figure 2 – Public Assistance Funds



Collaboration and Homeland Security Districts

The primary tenet of Indiana's Strategy for Homeland Security is collaboration. Teamwork and communication drive every single homeland security initiative in our state and across the nation. The goals identified in this document are designed to apply across all jurisdictions, levels, and disciplines, and be fluent from federal to local levels. Local strategies must fit into the state strategy, which must fit into the national goal and priorities. Only through widespread collaboration, and breaking down of traditional communication barriers, can our citizens be truly protected.

Two years ago, three of Indiana's agencies embarked on a groundbreaking collaborative effort – the formation of the Indiana Homeland Security Districts. The Indiana Counter-Terrorism and Security Council, Indiana State Department of Health and the former State Emergency Management Agency formulated a joint map of districts throughout the state (See Figure 3). The term "district" was used instead of "region" because the term "region" implies a negatively-viewed power connotation in the health sector, and Indiana's districts are specifically designed to promote collaboration.

The districts were based on a series of criteria, including numbers of fire departments, state police posts, federal epidemiology representation requirements, time zones, and other criteria that reflected the current and future needs for homeland security. Since then, the local governments have adopted the districts, as have other state agencies, including the Indiana National Guard and Board of Animal Health. The districts will be used heavily in the future for initiatives such as District Planning Councils (DPC), District Response Teams (DRT), and Agricultural Surveillance and Emergency Response Teams (ASERT). Additional assessments and capability requirements for the districts will be performed in coming months to enhance district interoperability of resources. The districts are composed of the following counties:

District 1: Jasper, Lake, LaPorte, Newton, and Porter.

District 2: Elkhart, Fulton, Kosciusko, Marshall, Pulaski, St. Joseph, and Starke.

District 3: Adams, Allen, DeKalb, Huntington, LaGrange, Miami, Noble, Steuben, Wabash, Wells, and Whitley.

District 4: Benton, Carroll, Cass, Clinton, Fountain, Montgomery, Tippecanoe, Warren, and White.

District 5: Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan, and Shelby.

District 6: Blackford, Delaware, Fayette, Grant, Henry, Howard, Jay, Madison, Randolph, Rush, Tipton, Union, and Wayne.

District 7: Clay, Greene, Owen, Parke, Putnam, Sullivan, Vermillion, and Vigo.

District 8: Bartholomew, Brown, Jackson, Lawrence, Monroe, Orange, and Washington.

District 9: Clark, Dearborn, Decatur, Floyd, Franklin, Harrison, Jefferson, Jennings, Ohio, Ripley, Scott, and Switzerland.

District 10: Crawford, Daviess, Dubois, Gibson, Knox, Martin, Perry, Pike, Posey, Spencer, Vanderburgh, and Warrick.

See **Figure 3** for the Homeland Security District Map.

State agencies with roles in developing and implementing homeland security and cross-disciplinary strategies include but are not limited to:

- Indiana Department of Homeland Security
- Indiana State Department of Health
- Indiana Counter-Terrorism and Security Council
- Indiana State Police
- Indiana Department of Environmental Management
- Indiana State Department of Agriculture
- Board of Animal Health
- Indiana Department of Transportation
- Indiana National Guard
- Other key state agencies, as deemed necessary

The districts will also be of primary importance in the construct of the statewide mutual aid agreement that was executed over two years ago. Districts are already using mutual aid to prevent, protect, respond, recover from major events, and mutual aid will be expanded upon by the districts in the future.

Homeland Security Districts

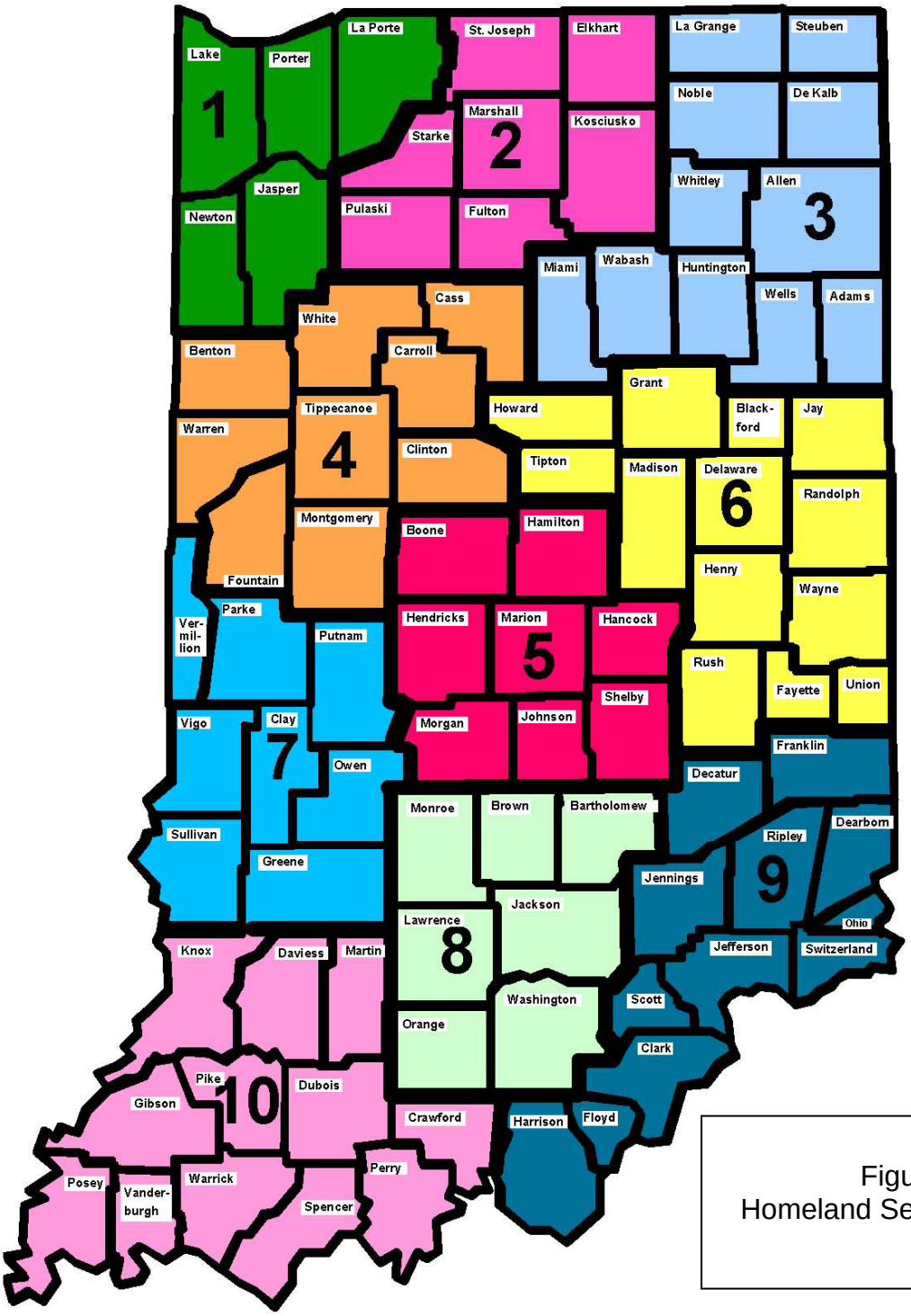


Figure 3.
Homeland Security Districts

Homeland Security Grants

The Indiana Department of Homeland Security manages numerous grant programs from federal agencies. They are as follows:

- State Homeland Security Grant Program (SHSGP)
    - State Homeland Security Program (SHSP)
    - Law Enforcement Terrorism Prevention Program (LETPP)
    - Citizen Corps Program (CCP)
    - Urban Area Security Initiative (UASI) (consists of Marion and Hamilton counties)
    - Metropolitan Medical Response System (MMRS) (two in Indiana – City of Indianapolis and City of Fort Wayne)
- Emergency Management Performance Grant (EMPG)
- Transit Security Grant Program (TSGP)
- Buffer Zone Protection Program (BZPP)
- Commercial Equipment Direct Assistance Program (CEDAP)
- Assistance to Firefighters Grant Program (AFGP)
- U.S. Department of Transportation (DOT) Hazardous Materials Emergency Preparedness (HMEP) Grant
- U.S. Army Chemical Material Agency Chemical Stockpile Emergency Preparedness Program (CSEPP)

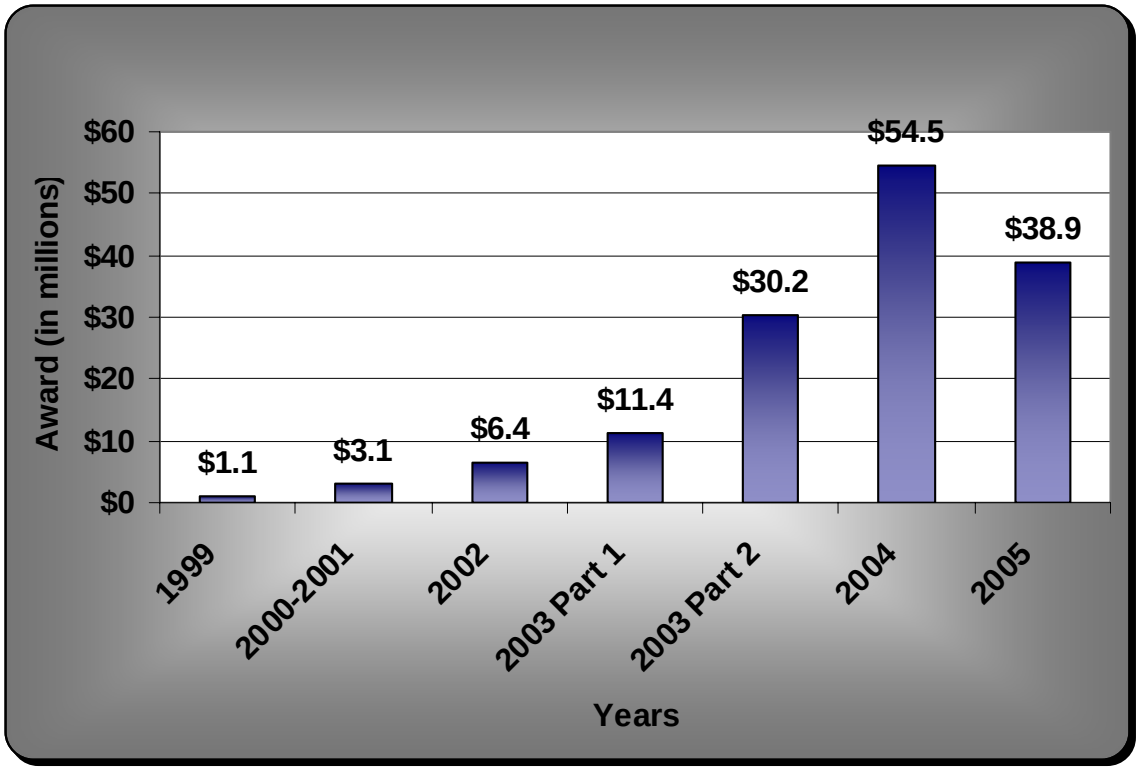
Each grant has specific guidance to which the state and local recipients must adhere. All expenditures under the SHSGP grants must assist in the preparation for or response to Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) events related to terrorism (foreign or domestic). Allowable expenditures for SHSGP grant dollars include costs associated with:

- Planning
- Training
- Exercising
- Equipment Procurement

In addition, 80% of all funding must be passed through to a local jurisdiction. To ensure coordination with other federal grants in other state agencies, an advisory council is in place to work with other agencies to promote coordination with other grants including Centers for Disease Control and Prevention (CDC) and Health Resources and Services Administration (HRSA), which are managed by the Indiana State Department of Health (ISDH).

The SHSGP grants are the prominent grants in IDHS due to the degree of funding provided. A history of SHSGP funding provided to Indiana is shown in Figure 4, and totals $145.6 million.

Figure 4. SHSGP Funding to Indiana 1999 – 2005.



Project highlights from the past 6 years include:

- $4.2M for local personal protective equipment (PPE)
- $2.4M for automated fingerprint ID system (AFIS)
- $22.7M for Project Hoosier SAFE-T local equipment
- $2.5M for explosive ordnance disposal teams (EOD)
- $2.7M for 10 regional hazmat teams
- $8.3M for GIS projects
- $4.6M for exercise and training

Anticipated SHSGP funding for 2006 includes, at present time, a base allocation of approximately $4.1 million with remaining funds distributed through a competitive grant program that has yet to be determined. As in past years, 80% of all funding must be passed through to a local jurisdiction, and special consideration must be given to the emergency medical services (EMS), with a suggested 10% of funding allocated to that discipline. In addition, there will be a required Program and Capability Review for each state and UASI.

The review of capabilities will be within a regional (in Indiana's term, district) context with specific emphasis placed on the four Capability-Specific National Priorities that are identified within the Program and Capability Review documentation:

- Strengthen Information Sharing and Collaboration Capabilities

- Strengthen Interoperable Communications
- Strengthen CBRNE Detection, Response, and Decontamination Capabilities
- Strengthen Medical Surge and Mass Prophylaxis Capabilities

Indiana's status of and preparations for these capabilities are included in the goals and objectives of this Strategy.

Federal Initiatives

In addition to the four Capability-Specific National Priorities listed above, the U.S. Department of Homeland Security (US DHS) has issued three Overarching Priorities and one additional Capability-Specific Priority, for a total of eight National Priorities. These priorities are:

Overarching Priorities

- Implement the National Incident Management System and National Response Plan
- Expand Regional Collaboration
- Implement the National Infrastructure Protection Plan

Capability-Specific Priorities

- Strengthen Information-Sharing and Collaboration Capabilities
- Strengthen Interoperable Communications Capabilities
- Strengthen CBRNE Detection, Response, and Decontamination Capabilities
- Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Strengthen Emergency Operations Planning and Citizen Protection Capabilities

The National Priorities are outlined in detail in the National Preparedness Goal, which was established under the direction of Homeland Security Presidential Directive 8 (HSPD-8). The vision of the 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.**

The Goal is designed in conjunction with other federal initiatives, including the National Planning Scenarios, the Universal Task List, and the Target Capabilities List. These initiatives are designed to provide capabilities-based planning tools to the states, locals, and tribal entities. The results are intended to provide a common approach to national incident management.

Indiana's Strategy for Homeland Security includes all required elements of these initiatives, and employs capabilities-based planning methodology.

Development of the Indiana Strategy for Homeland Security

In September and October of 2004, the Indiana Counter-Terrorism and Security Council, Indiana State Department of Health, and former State Emergency Management Agency conducted a town hall meeting in each of the ten homeland security districts to discuss the state's approach to district planning and other strategic initiatives. Attendees of these meetings included all public safety and health disciplines. Input was obtained from every meeting and incorporated into the final District Planning Council Guidance that was distributed by the state in October 2005.

Indiana has one designated Urban Area, consisting of two counties – Marion and Hamilton counties. Both counties are collaborating with each other and the state on their strategy, which will be incorporated wholly into this statewide strategy. The UASI strategy ensures coordination among the various disciplines and agencies in the two counties and the state, and strategic planning meetings are ongoing.

After the settling of the new Indiana Department of Homeland Security, which was created in April 2005, a strategic planning workshop was conducted by the IDHS Strategic Planning Branch in October 2005. Participants included many agencies from federal, state and local governments, the private sector, and educational institutions (See Annex C for a listing of all strategic planning partners, including the workshop participants). During this workshop, a vision and mission were established, goals set, and draft objectives reviewed and others suggested. The draft goals and objectives were further refined, then reviewed through another tour of the state, gathering input from all 92 county emergency management directors and several city homeland security directors. The draft also was presented for comment to the Counter-Terrorism and Security Council, which includes 23 federal and state agencies that are involved with the state's homeland security efforts, and the Indiana Homeland Security Advisory Committee (IHSAC), which consists of 22 Indiana associations that are integral to the entire state's homeland security efforts. The Indiana Strategy for Homeland Security, which was created and revised by the IDHS Strategic Planning Branch Chief, and which, in its final form incorporates the comments received from stakeholders, was authorized by the Executive Director of IDHS in January 2006, then approved by the Indiana Counter-Terrorism and Security Council (CTASC) on February 1, 2006, and is hereby issued as the state's homeland security strategy.

Future Evaluation of the Strategy

The strategy will be reviewed each quarter by a team of representatives from the state agencies that comprise CTASC. This team, led by the IDHS Strategic Planning Branch, will be tasked with monitoring progress, compiling key management information, tracking trends, and keeping the strategy on track. Each review will consist of the agencies reviewing and analyzing the steps being taken to achieve goals and objectives of the Strategy as well as determining whether the right elements are being used to measure progress. Each objective was created and will be measured based on the SMART criteria – whether they are specific, measurable, achievable, realistic, and

time-sensitive. This process will enhance the Strategy's flexibility by providing the opportunity to validate internal and external facts and assumptions and to allow for adaptation and revision as conditions alter. A tool for tracking progress is currently under investigation.

A comprehensive review will be conducted each August by this team and by other stakeholders, with changes to the strategy approved by IDHS, CTASC, and the Governor.

Target Capabilities that Represent State Priorities

The Target Capabilities List (TCL) encompasses 37 capabilities, listed under five headings:

- Common Capabilities
- Prevent Mission Capabilities
- Protect Mission Capabilities
- Response Mission Capabilities, and
- Recover Mission Capabilities.

Under each of these identified capabilities are listed the supporting documentation, which includes activities and their descriptions, critical tasks (which links to the Universal Task List (UTL)), preparedness measures and metrics, capability elements, planning assumptions, specific target capabilities, approaches for large-scale events, and national targets with assigned levels.

Seven of the 37 target capabilities are aligned to the National Preparedness Goal. These include:

- Interoperable Communications
- Information Sharing and Collaboration
- CBRNE Detection
- Explosive Device Response Operations
- WMD/Hazardous Materials Response and Decontamination
- Medical Surge, and
- Mass Prophylaxis.

In addition to the capabilities identified above, Indiana's Strategy for Homeland Security also emphasizes five additional primary target capabilities. These capabilities are:

- Planning
- Information Gathering & Recognition of Indicators and Warning
- Critical Infrastructure Protection
- Responder Safety and Health
- Public Safety and Security

Indiana places primary importance on the 12 capabilities listed above, and continues to advance toward complete achievement of all 37 capabilities.

Key Conclusions

A thorough review of the existing agency strategies for homeland security and several key policy trends and capability reviews leads us to the following conclusions:

Homeland security is an emerging field. The term "homeland security" entered the public consciousness on September 11, 2001, and it has come to be known as a field that encompasses all other traditional public safety and health fields. Indiana is home to several nationally recognized experts in areas of homeland security; however, the learning curve has been steep for policy-makers across the state and nation. As the US Department of Homeland Security was formed and leads national policy, the states have done the same, and policies, procedures and communication channels continue to evolve. Indiana created the Indiana Department of Homeland Security and in doing so, has become recognized as a best practice in homeland security integration.

Indiana's homeland security field is very diverse. The disciplines of personnel involved in Indiana's homeland security field have expanded over the past four years to include 37,000 firefighters, 12,000 law enforcement officers, 26,000 certified emergency medical service (EMS) personnel, 95 local emergency management/homeland security directors, 10,000 military personnel and approximately 142,000 health professionals, which include physicians, physicians assistants, dentists, dental hygienists, pharmacists, LPNs, RNs, certified nurse midwives, clinical nurse specialists, nurse practitioners, respiratory care practitioners, psychologists, clinical social workers, marriage and family therapists, mental health counselors, and social workers. Expanded partners in homeland security include public works officials, occupational safety and health professionals, mental health experts, volunteers, transportation officials, environmental and natural resources officials, animal and plant care and regulatory personnel, and faith-based personnel. The wide variety of endeavors, circumstances and lifestyles requires more refined policy and planning initiatives that integrate the needs of each discipline with the needs of the state in its entirety.

Existing multi-disciplinary, multi-jurisdictional relationships must be maintained and new ones created. Lack of information-sharing was proven to be a factor that resulted in the events of September 11, 2001. Indiana's plethora of talented individuals have recognized the need to remove the traditional "stovepipes" and embrace the evolving nature of communications. Communications on a regular basis have made great progress in the expansion between levels of government (federal, state, local) and across disciplines. As Indiana continues to promote best practices, such as District Planning Councils and a multi-disciplinary intelligence fusion center, new and improved relationships will propel Indiana to the forefront of national attention.

A statewide, comprehensive Strategy for Homeland Security must be developed to prioritize statewide capability requirements, synchronize and comply with federal mandates and policy, and guide local governments in their efforts. Indiana has a strong foundation of communication between levels of government, and a statewide Strategy will serve as the cornerstone of the expanded levels of

communication, responsibilities and requirements. U.S. Department of Homeland Security directives, such as the National Priorities and the National Preparedness Goal are congruous with Indiana's strategic goals and objectives, and will harmonize with the initiatives of local governments.

Indiana's intelligence initiatives offer a tremendous resource for the future. Indiana is not content to only prepare to respond to a terrorist attack – we also prepare to prevent such events. Indiana has embarked on a challenge to enhance law enforcement sensitive information sharing across the state, and will expand that initiative to include other disciplines in the near term. Information sharing, coupled with training, leads to the formation of intelligence, and therefore prevention -- the future of homeland security's anti-terrorism efforts.

Indiana's best opportunities for securing the homeland are focused on achieving necessary capabilities. Indiana's primary threats include an earthquake in the Wabash Valley Seismic Zone or New Madrid Seismic Zone, tornadoes, floods, pandemic influenza, and domestic terrorism. Indiana must also prepare for other threats including those associated with domestic and international terrorism – chemical, biological, radiological, nuclear, and explosive threats. The objective to achieve Indiana's necessary capabilities has led to the creation of the goals and objectives in this strategy. Bridging the gap between current status and achieving capabilities is intricately connected to funding sources, and careful analysis of the gaps and presentation of Indiana's plans to bridge those gaps is increasingly important as federal funding formulas evolve and become risk-based. Indiana has a significant share of risk, and planning to achieve target capabilities is the core of our organization and purpose.

Indiana's homeland security efforts can be dual-purpose with economic development. Several of Indiana's initiatives, such as Geographic Information Systems (GIS), and critical infrastructure protection, serve as opportunities for unconventional partnerships. The protection of critical infrastructure will enable Indiana to attract additional businesses, and Indiana's mapping of critical infrastructure and orthophotography will serve as mission-essential tools for not only first responders, but tax assessors, census data collectors, and economic development forecasters.

Indiana's Department of Homeland Security must lead and guide homeland security initiatives in Indiana. Indiana's success in protecting our citizens, visitors, property and economy critically depends on a strong and prioritized plan. IDHS must lead this effort while still coordinating closely with federal, state, local, private and educational organizations and other key stakeholders. The leadership of IDHS will undoubtedly raise the visibility of homeland security within the state and across the nation.

Indiana's Homeland Security Vision and Mission

Vision

Indiana will be the nationally recognized leader for an effective, comprehensive homeland security system.

Mission

Indiana, led by the Indiana Department of Homeland Security, in collaboration with citizens, government, and private entities, will achieve the common purpose of preventing, protecting against, responding to and recovering from man-made or natural threats and events to people, property, and the economy.

The term "homeland security" in Indiana is interpreted to encompass the entire state and beyond. Homeland security is led by, but is not only the responsibility of the Indiana Department of Homeland Security. It is a system that involves federal, state and local governments, private entities, citizens of the State of Indiana, visitors to our state, and our first responders as they respond to the needs of other states. The vision and mission of homeland security were designed by our stakeholders, and serve to guide the state's efforts on all levels and in all aspects of homeland security. We have the initiative, the drive, and the ability to achieve our vision, and our mission is the vehicle to success.

Strategic Goals

Indiana's strategic goals are designed to support the mission and achieve the vision. They are both capabilities-based and requirements-based, and are equally responsible for Indiana's success in the homeland security field.

1. **Teamwork – Enhance coordination between homeland security partners and integrate all disciplines.**

   The numbers and types of partners involved in the homeland security field are evolving and expanding, and the opportunities to create synergy in those partnerships are equally voluminous. Imagination in Indiana is abundant, forming the genesis of contemporary solutions to leading-edge problems.

   Indiana has formed 10 Homeland Security Districts in the state, which have been adopted by several state agencies and the county emergency management and public health offices. Indiana will be expanding the concept of the districts to a great degree in the coming year by fully developing the District Planning Councils, which will enable district-wide planning for communications, grant coordination, resource allocations, and other plans. This concept will allow the districts to compete more aggressively for increasingly scarce federal financial resources.

   Another focus for the districts and their planning councils will be expanding on the existing system of mutual aid. The framework has been established, and the incorporation of NIMS and other involved agencies ensures that this is a work in progress.

   Teamwork encompasses the many partnerships and operations that already exist, in the form of the Indiana Counter-Terrorism and Security Council (CTASC), the Homeland Security Team (the operations level of CTASC), and the Indiana Homeland Security Advisory Committee (IHSAC), which involves stakeholder associations. These groups recognize the fact that IDHS does not exist in vacuum, and the specialized knowledge that all participants share enables a fully functioning homeland security team.

   The agencies that receive federal funding for homeland security efforts are also collaborating on funding common projects, such as interoperable communications. Indiana continues to be a leader in cross-agency funding collaboration and will leverage all possible funding sources for homeland security initiatives.

2. **Planning and Risk Analysis – Develop requirements-based and capabilities-based, statewide, comprehensive plans to address natural and man-made hazards.**

   Indiana must be prepared for any type of natural or man-made event that may befall us. This preparation comes in the form of plans that have been created through a process involving stakeholders, verified through the training and exercise process, and had lessons learned incorporated after the exercises.

   Through comprehensive risk and capabilities analyses, the state will formulate plans that address the capabilities required to respond appropriately and adequately. It is through this process that Indiana has developed a strong focus on the intelligence capabilities for our law enforcement and all stakeholders in homeland security. The Indiana Intelligence Fusion Center development is a priority that has existing roots and will be expanded in the future.

   Integration of the National Incident Management System (NIMS) into daily operations for first responders is also a priority for the state. Achieving compliance with federal directives in this regard has been progressing at the state level and the focus is moving to the local levels this year.

   The state will also be reassessing all existing plans and creating a State Response Plan that reflects the principles in the new National Response Plan. The plans will be created with a different set of lenses which include both natural and human-caused hazards, and will include all plans or annexes necessary for its support. The state's Continuity of Operations (COOP) and Continuity of Government (COG) plans lend additional support to the state's emergency planning, and include all three branches of state government – executive, judicial, and legislative.

   Indiana's mental health and addiction services providers proved to be tremendous assets in disasters in Indiana in early 2005, and in response to the Gulf Coast disasters in late 2005. Integration of these personnel and their services into planning efforts and exercises is improving and will enhance Indiana's ability to respond.

3. **Protect – Reduce the risk to Indiana's critical infrastructure.**

   Critical Infrastructure and Key Resource (CI/KR) sites are those deemed most crucial in terms of public health and safety, governance, economic and national security, and public confidence consequences. These sites can be potential terrorist targets and may also be at high risk for a natural hazard. Effective security involves plans that define, identify, and set priorities for the most critical structures and assets in the State of Indiana.

Such plans, risk assessment and risk reduction measurement tools, and private sector partnerships are part of Indiana's Critical Infrastructure Protection Program. This program ensures that Indiana's critical infrastructure is protected to the highest degree possible. A specific part of Indiana's critical infrastructure efforts is the Chemical Stockpile Emergency Preparedness Program (CSEPP), which ensures the protection and assurance of safety and security for the Newport Chemical Depot and the Indiana citizens surrounding it.

Indiana is also expanding the knowledge base of those who protect Indiana's critical infrastructure, by integrating the IDHS Fire and Building Safety Division's fire inspectors and building inspectors, training public safety specialists on facility and event security skills, and expanding Indiana's cybersecurity efforts. The agricultural critical infrastructure will also have a new set of protectors through the Agricultural Surveillance and Emergency Response Teams (ASERT), veterinarians specially trained in early detection of animal diseases and response procedures.

Indiana has been a proven leader in the field of Geographic Information Systems (GIS) and continues its national prominence through initiatives including the statewide orthophotography project, a statewide GIS Center of Excellence that involves multiple state agencies, and establishment of the Common Operating Picture (COP) in partnership with the Indiana National Guard, all of which will serve as a holistic web-based partnership for GIS between the state and locals.

4. Outreach and Engagement – Engage and educate the public and media on homeland security issues.

The public and media play very large roles in the response to a disaster. Educating them on public safety and health agencies' predicted actions, and actions that they as the public can take to protect themselves, are keys to efficient and productive disaster responses. Indiana will capitalize on and expand our excellent national reputation for crisis communication.

Indiana recognizes that our citizens are the front-line eyes and ears for prevention of terrorism, and we emphasize educating the public on what they can do to prevent and respond to disasters. Educating the media on how the federal, state and local authorities will function after a disaster complements the efforts to educate citizens. Media coverage is an asset after a disaster, and government partnerships with the media can facilitate information-sharing with the public when it's essential for life saving.

Indiana also has existing programs for citizens to become involved and trained to respond in the initial stages to a disaster. The Citizen Corps program and Community Emergency Response Teams (CERT) are essential resources to their counties and localities, and Indiana intends to expand those programs to involve additional concerned citizens.

5. **Training and Exercise – Establish world-class training and exercise facilities, curriculum and networks.**

   Indiana has tremendous development capacity for a training and exercise system that will not only enable pre-eminence in our state, but enhance the capabilities of first responders across the country.

   The Muscatatuck Urban Training Center (MUTC) has already been hailed by military generals and first responders as the vision for future training and exercise facilities across the nation. The Indiana National Guard's other high-tech simulation facility, the Joint Training Simulation and Exercise Center (JSTEC) is a complementary asset that is gaining national recognition. Both facilities will be promoted for optimum use and expanding partnerships (such as university research) that will enhance the nation's intelligence-led security.

   On-site, full-scale exercises complement the MUTC and JSTEC exercise programs, and each homeland security district will be executing district-wide exercises. Inter-district exercises are also encouraged, as well as cross-border exercises between states.

   Indiana's online first responder Learning Management System (LMS) has already served as a model for other states' training programs, and as first responders' training needs are evolving, Indiana's system will be versatile in meeting those needs. It began as an educational tool for the public health sector and is currently being expanded into all first responder and first receiver disciplines.

   The Indiana Homeland Security Training Institute (IHSTI) was formed from the previous Academies associated with the agencies that now comprise IDHS. The courses offered by IHSTI are under constant reassessment and improvement, and the IHSTI will be complemented by the new State Firefighter Training System (SFTS), currently being implemented throughout the state. The IHSTI will also capitalize on existing training courses being offered by the Office of Domestic Preparedness (ODP) and participate in the new Co-operative Training Program (CO-OP) that is being expanded from the federal level to the state level, and will allow states and locals to offer ODP courses directly.

   Certification of Indiana's first responders is an expanding area of responsibility for the Indiana Department of Homeland Security and other homeland security partners. This program is currently being revolutionized through the combination of assets and the use of new technology that will enable Indiana to track certifications with precision, accuracy and efficiency, for the benefit of all of Indiana's first responders.

Indiana's intellectual capital in homeland security is both our finest asset and an opportunity for expansion. Accreditation of first responders, a joint higher education certificate program in homeland security, and additional research opportunities for graduate students are all points of focus. Partnerships with Indiana colleges will harness imaginations for the utmost benefit to homeland security.

6. Response – Promote and optimize coordination of disaster responses.

Indiana's comprehensive preparations will allow our first responders to respond to disasters within our borders, and assist other states when disasters occur outside our borders. Indiana has demonstrated this proficiency while responding to the 24 disasters presidentially declared in Indiana since 1990, and while conducting Operation Hoosier Relief in Mississippi during the response to Hurricane Katrina in 2005. Just over two months after Hurricane Katrina struck the Gulf Coast, tornadoes and severe storms struck over 30 Indiana counties, and a tornado caused 25 fatalities in the southern part of Indiana. FEMA highly praised Indiana's response on both the local and state levels.

The U.S. Department of Homeland Security has several initiatives that will be integrated into Indiana's response capabilities, including the National Incident Management System and the National Response Plan. The State Response Plan will include all of these initiatives, and will complement the districts' District Response Teams, which will be established. These teams will be based on necessary capabilities, and will be segmented, so that specific segments may be deployed as necessary, rather than the entire team.

Connectivity of the teams will be ensured with Indiana's interoperable communications system, Hoosier Safety Acting for Everyone-Together, or SAFE-T. The SAFE-T program has been in effect for years, and is nearing statewide completion.

Another notification system, the Indiana Alert Network (IAN), is a primary outreach tool for notification to critical infrastructures. It is part of the U.S. Department of Homeland Security's Homeland Security Information Network, and Indiana was selected as one of four pilot sites in 2004. The expansion of IAN, as well as interconnectivity to the Indiana Health Alert Network (IHAN), are communication objectives.

Capabilities that will receive increased attention also include Indiana's system of mobile command posts, search and rescue teams, and supply chains for emergency responses.

7. Medical – Establish an effective disaster medical capability.

Indiana's abundance of resources in the health and emergency medical systems ideally position it for key roles in disaster responses. Indiana has focused on health care system recruitments as an economic development tool, and our field is experiencing a return on that investment. Indiana's public health and hospital communities are determining their roles in homeland security, and are demonstrating their willingness to form partnerships and expand Indiana's planning, training, and response capabilities.

Indiana has embarked in the past year on training healthcare workers on the core competencies for bioterrorism. This partnership, between state and federal agencies and the Mid-America Public Health Training Institute (MAPHTC), has improved the knowledge level of Indiana's health workforce, and is continuing to do so.

As the threat of pandemic influenza looms, Indiana is taking great strides in preparing for such an event. The formation of teams to achieve levels of response capabilities include mass casualty teams and disaster medical assistance teams (DMAT). The expansion of disaster mortuary (DMORT), the emergency medical service (EMS), and hospital surge capabilities will benefit Indiana's response efforts. Responses will also be aided by volunteers to be registered through the health volunteer registry, coordination of the state's Metropolitan Medical Response Systems (MMRS), and, if necessary, the management of assets received from the Centers for Disease Control's Strategic National Stockpile (SNS).

Until prevention of bioterrorism or public health events is a routine occurrence, early detection is a strong emphasis for the public health sector. Early detection of any large-scale public health event will be achieved through the Public Health Emergency Surveillance System (PHESS) and an Indianapolis Urban Area biosurveillance system. Additional measures to promote medical partnerships will also be explored, in the quest to prevent and respond to any bioterrorist attack or pandemic more effectively.

8. Economic Security – Promote economic security through partnerships and the development of homeland security innovations.

As evidenced by the disasters in the Gulf Coast region caused by hurricanes in 2005, the supply chain for response and recovery operations is crucial. Prevention of supply chain disruptions will be a key component of recovery planning. Non-traditional partnerships will be explored and implemented where possible to enable best practices to emerge from the State of Indiana.

Economic publications and associations play a key role in securing the supply chains, protecting critical infrastructure and ensuring economic recovery after a

disaster. Collaboration with these organizations will assist all of Indiana and provide education institutions with research opportunities to explore potential innovations. Private sector best practices and lessons learned from past disasters will prove invaluable in ensuring that Indiana's economic stability is quickly regained after any type of disaster.

ANNEX A
Acronyms

AFIS	Automated Fingerprint Identification System
AFGP	Assistance to Firefighters Grant Program
ASERT	Agricultural Surveillance and Emergency Response Team
BMV	Bureau of Motor Vehicles
BOAH	Board of Animal Health
BZPP	Buffer Zone Protection Program
CBRNE	Chemical, Biological, Radiological, Nuclear or Explosive
CCP	Citizen Corps Program
CDC	Centers for Disease Control and Prevention
CEDAP	Commercial Equipment Direct Assistance Program
CERT	Community Emergency Response Team
CI	Critical Infrastructure
CI/KR	Critical Infrastructure/Key Resource
CIP	Critical Infrastructure Protection Program
COG	Continuity of Government
CO-OP	Cooperative Training Program
COOP	Continuity of Operations
CSEPP	Chemical Stockpile Emergency Preparedness Program
CTASC	Indiana Counter-Terrorism and Security Council
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary
DPC	District Planning Council
DRP	District Response Plan
DRT	District Response Team
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMPG	Emergency Management Performance Grant
EMS	Emergency Medical Service
ESAR-VHP	Emergency System for Advance Registration of Volunteer Health Professionals
FEMA	Federal Emergency Management Agency
FESS	Facility and Event Security Specialist
FSSA	Family and Social Services Administration
GIS	Geographic Information Systems
HMEP	Hazardous Materials Emergency Preparedness
HRSA	Health Resources and Services Administration
HSD	Homeland Security District
IA	Individual Assistance (FEMA Disaster Funding)
IAN	Indiana Alert Network
IDHS	Indiana Department of Homeland Security
IEDC	Indiana Economic Development Corporation
IHAN	Indiana Health Alert Network
IHSTI	Indiana Homeland Security Training Institute
IIFC	Indiana Intelligence Fusion Center
ILEA	Indiana Law Enforcement Academy

INDOT	Indiana Department of Transportation
INNG	Indiana National Guard
IOT	Indiana Office of Technology
IPSC	Integrated Public Safety Commission
ISDH	Indiana State Department of Health
JSTEC	Joint Simulation Training and Exercise Center
LETPP	Law Enforcement Terrorism Prevention Program
LMS	Learning Management System
M&A	Maintenance and Administration
MAPHTC	Mid-America Public Health Training Center
MMRS	Metropolitan Medical Response System
MUTC	Muscatatuck Urban Training Center
NIMS	National Incident Management System
NPR	Nationwide Plan Review
NRP	National Response Plan
ODP	Office of Domestic Preparedness
OFBCI	Office of Faith-Based and Community Initiatives
PA	Public Assistance (FEMA Disaster Funding)
PCR	Program and Capability Review
PHESS	Public Health Emergency Surveillance System
SAFE-T	Project Hoosier Safety Acting for Everyone-Together
SAR	Search and Rescue
SFTS	State Firefighter Training System
SHSGP	State Homeland Security Grant Program
SHSP	State Homeland Security Program
SNS	Strategic National Stockpile
SRP	State Response Plan
TCL	Target Capabilities List
TSGP	Transit Security Grant Program
UASI	Urban Area Strategic Initiative (In Indiana, the Indianapolis Urban Area, consisting of Marion and Hamilton Counties
US DHS	United States Department of Homeland Security
UTL	Universal Task List

ANNEX B
Key Terms and Definitions

All-Hazards Preparedness – Refers to preparedness for domestic terrorist attacks, major disasters, and other emergencies. (Source: HSPD-8)

Capability – A capability provides the means to accomplish one or more tasks under specific conditions and to specific performance standards. A capability may be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieves the intended outcome. (Source: Interim National Preparedness Goal Guidance)

Critical Infrastructure – Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Source: National Response Plan)

Crisis Communication - Crisis Communication is defined as a system that focuses on providing accurate, timely, and useful information and instruction to people at risk in the community throughout the emergency period. (Source: EMAP Standard 5.14, Sept. 2004)

District – See Homeland Security District

District Homeland Security Strategy – A District Homeland Security Strategy is a document developed by each Indiana Homeland Security District that considers the primary goals and objectives needed to support federal, state, and local homeland security needs and requirements. The document will concentrate on long and short-range activities, and the timeframes and methods to track these projects to ensure their completion. (Source: Strategic Planning Branch, Indiana Department of Homeland Security)

District Planning Council – A District Planning Council is a collective body of personnel representing the various homeland security-related disciplines and each county of a given Indiana Homeland Security District, whose primary charter and purpose is to plan for limited preparedness resources; multi-jurisdictional, multi-discipline exercises and training; and strategies that will increase the multi-jurisdictional and multi-disciplinary interoperability of a given District. (Source: White Paper, Homeland Security in Indiana, Recommendations for District Planning Councils)

Emergency – As defined by the Stafford Act, an emergency is “any occasion or instance for which in the determination of the President, federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.” (Source: National Response Plan)

First Responder – Local and nongovernmental police, fire, and emergency personnel 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 section 2 of the Homeland Security Act of 2002, as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery

operations. First responders may include personnel from federal, state, local, tribal, or nongovernmental organizations. (Source: National Response Plan)

Homeland Security District – As it applies to the State of Indiana, a Homeland Security District is one of the ten pre-designated areas within the State that were administratively formed by the Indiana Department of Homeland Security and the Indiana State Department of Health to collectively organize and coordinate activities of multiple disciplines, multiple agencies, and multiple jurisdictions to support common homeland security goals and objectives. (Source: Strategic Planning Branch, Indiana Department of Homeland Security)

Major Disaster – As defined by the Stafford Act, any natural catastrophic incident (including hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (Source: National Response Plan)

Mass Prophylaxis – Mass Prophylaxis is a coordinated public health response initiative that considers the ability to recognize an outbreak or potential outbreak of a disease, mobilize supplies of needed materials to affected populations in a timely manner, and provide ongoing medical care for affected individuals. The core components of effective mass prophylaxis consist of surveillance, stockpiling, distribution, dispensing, and follow-up. (Source: Community-Based Mass Prophylaxis: A Planning Guide for Public Health Preparedness, The Agency for Healthcare Research and Quality)

National Incident Management System – A system mandated by HSPD-5 that provides a consistent, nationwide approach for federal, state, local, and tribal governments; the private sector; and non-governmental agencies to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Command System; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources. (Source: National Incident Management System Guidance, March 2004)

Public Health – Protection, safety, improvement, and interconnections of health and disease prevention among people, domestic animals, and wildlife. (Source: National Response Plan)

Target Capabilities List – Provides guidance on the specific capabilities and levels of capability that federal, state, local, and tribal entities will be expected to develop and maintain. The current list contains 36 Critical Capabilities as identified by the U.S. Department of Homeland Security. (Source: Interim National Preparedness Goal)

Universal Task List – A comprehensive menu of tasks from all sources that may be performed in major events illustrated by the National Planning Scenarios. federal, state, local, and tribal entities select only the tasks that apply to their assigned roles and responsibilities. (Source: Interim National Preparedness Goal)

Weapon of Mass Destruction – As defined by in Title 18, U.S.C. et seq 2332a: (1) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter once, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life." (Source: National Response Plan)

Target Capabilities

Common Capabilities
Planning
Interoperable Communications
Citizen Preparedness & Participation
Risk Management

Prevent Mission Capabilities
Information Gathering & Recognition of Indicators and Warning
Intelligence Analysis and Production
Information Sharing and Dissemination
Law Enforcement Investigation & Operations
CBRNE Detection

Protect Mission Capabilities
Critical Infrastructure Protection
Food and Agriculture Safety and Defense
Epidemiological Surveillance & Investigation
Public Health Laboratory Testing

Response Mission Capabilities
Onsite Incident Management
Emergency Operations Center Management
Critical Resource Logistics and Distribution
Volunteer Management and Donations
Responder Safety and Health
Public Safety and Security
Animal Health Emergency Support
Environmental Health
Explosive Device Response Operations
Firefighting Operations/Support
WMD/Hazardous Materials Response & Decontamination
Citizen Protection: Evacuation and/or In-Place Protection
Isolation and Quarantine
Urban Search and Rescue
Emergency Public Information & Warning
Triage and Pre-Hospital Treatment
Medical Surge
Medical Supplies Management & Distribution
Mass Prophylaxis
Mass Care
Fatality Management

Recover Mission Capabilities
Structural Damage & Mitigation Assessment
Restoration of Lifelines
Economic and Community Recovery

ANNEX C
Strategic Planning Partners

Indiana Counter-Terrorism and Security Council

Rebecca Skillman	Lieutenant Governor, Chair of Council
J. Eric Dietz	Indiana Department of Homeland Security, Executive Director of Council
Paul Whitesell	Superintendent, Indiana State Police
Martin Umbarger	Adjutant General, Indiana National Guard
Judith Monroe	Commissioner, Indiana State Department of Health
Thomas Easterly	Commissioner, Indiana Dept. of Environ. Management
Andrew Miller	Commissioner, Indiana Department of Agriculture
David Lott Hardy	Chairman, Indiana Utility Regulatory Commission
Thomas Sharp	Commissioner, Indiana Department of Transportation
Heather Bolejack	Executive Director, Indiana Criminal Justice Institute
Joel Silverman	Commissioner, Indiana Bureau of Motor Vehicles
Oatess Archey	Sheriff, Grant County

Non-voting Members:

Thomas Wyss	Senator
William Ruppel	Representative
Edward Najam	Appellate Court Judge
Susan Brooks	U.S. Attorney, Southern District of Indiana
Joseph Van Bokkelen	U.S. Attorney, Northern District of Indiana
Keith Lourdeau	Special Agent in Charge, Federal Bureau of Investigation
Jeanne Clark	Federal Security Director, Transportation Security Administration
Roger Goodes	Special Agent in Charge, United States Secret Service

Indiana Homeland Security Team

Marianne Ash	Board of Animal Health
Reggie Baker	Indiana Department of Environmental Management
David Barrabee	Indiana Department of Homeland Security
Beth Bechdol	Indiana State Department of Agriculture
Mike Bigler	Indiana Department of Homeland Security
Steve Boyce	Office of the Lieutenant Governor
Pam Bright	Indiana Department of Homeland Security
Corey Carr	Indiana Department of Transportation
Larry Copley	Indiana Department of Homeland Security
Marjorie Courtney	Indiana National Guard
Corwin Foote	Indiana Office of Technology

Debbie Frye	Indiana Department of Homeland Security
Anne Hazlett	Office of the Lieutenant Governor
Michael Hurst	Indiana State Department of Health
Caitlin Intermill	Indiana Department of Homeland Security
Roger Johnson	Indiana Department of Homeland Security
Drew Klatte	Family and Social Services Administration
Ken Klemme	Indiana State Department of Agriculture
Lori Lambert	Indiana Department of Homeland Security
Diane Mack	Indiana Department of Homeland Security
Monte McKee	Indiana State Police
Doug Metcalf	Board of Animal Health
Max Michael	Indiana Department of Environmental Management
Dave Perkins	Indiana Department of Homeland Security
Donna Roberts	Indiana Criminal Justice Institute
Phil Roberts	Indiana Department of Homeland Security
Dick Shelton	Indiana Department of Transportation
Dave Smith	Indiana Bureau of Motor Vehicles
Brad Thatcher	Indiana Department of Homeland Security
John Viernes	Family and Social Services Administration
Betsy Villwock	Office of the Lieutenant Governor
Ryan West	Indiana State Department of Agriculture
Cliff Wojtalewicz	Indiana Department of Homeland Security
Andy Zirkle	Indiana Department of Homeland Security

Participants in Strategic Planning Workshop Conducted October 18, 2005

John Ball	Indianapolis Police Department
Bernie Beier	City of Fort Wayne Homeland Security
Mike Bigler	Indiana Department of Homeland Security
Tim Collins	Purdue Homeland Security Institute
Marjorie Courtney	Indiana National Guard
Deborah Daniels	Krieg DeVault
J. Eric Dietz	Indiana Department of Homeland Security
Bill Gleason	U.S. Department of Homeland Security
Joe Hunt	Indiana State Department of Health
Ken Klemme	Indiana State Department of Agriculture
Diane Mack	Indiana Department of Homeland Security
Nick Marietta	Eli Lilly & Co.
Anissa Reff	Indiana National Guard
Bob Reilley	Eli Lilly & Co.
Jere Riggs	Indiana National Guard
Phil Roberts	Indiana Department of Homeland Security
Todd Shields	Indiana Department of Transportation
Brad Thatcher	Indiana Department of Homeland Security

Joe Wainscott	Indiana Department of Homeland Security
Jim White	Marion County Emergency Management
Cliff Wojtalewicz	Indiana Department of Homeland Security

Indiana Homeland Security Advisory Committee

Tim Smith	Indiana Fire Chiefs Association
Ralph Luke	Indiana Firefighters Association
Jack Kerney	Indiana Volunteer Firefighters Association
Tom Hanify	Professional Firefighters Union of Indiana
Leon Allen	Indiana Sheriff's Association
Anita Roberts	Indiana Campus Law Enforcement
Paul Whitesell	Indiana State Police
Monte McKee	Indiana State Police
Mike Ward	Indiana Association of Chiefs of Police
Randy Fox	Indiana Ambulance Association
Chuck Ford	Hospital Based EMS
Steve Davison	Fire Based EMS
John Grolich	County Based EMS
Joe Hunt	Indiana State Department of Health
Shawna Girgis	Indiana Rural Health Association
Jerry King	Indiana Public Health Association
Stephen McCaffery	Indiana Mental Health Association
C.R. Brown	Emergency Management Alliance of Indiana
Matt Greller	Indiana Association of Cities and Towns
David Bottorff	Association of Indiana Counties
Cliff Weaver	Indiana Alliance of HazMat Responders
Ron Humbert	Indiana Association of Bomb Technicians & Investigators
Bill Brown	Indiana Task Force One
Mike Bigler	Indiana Department of Homeland Security
Pam Bright	Indiana Department of Homeland Security
Eric Dietz	Indiana Department of Homeland Security
Mike Garvey	Indiana Department of Homeland Security
Caitlin Intermill	Indiana Department of Homeland Security
Diane Mack	Indiana Department of Homeland Security
Dave Perkins	Indiana Department of Homeland Security
Phil Roberts	Indiana Department of Homeland Security
Brad Thatcher	Indiana Department of Homeland Security
Joe Wainscott	Indiana Department of Homeland Security
Cliff Wojtalewicz	Indiana Department of Homeland Security

Urban Area Strategic Initiative Core Working Group

Christine Altman	Hamilton County Commissioner
Doug Carter	Hamilton County Sheriff
Arvin Copeland	Hamilton County Emergency Management
Liz Allison	Indianapolis Police Department
John Ball	Indianapolis Police Department
Jim White	Marion County Emergency Management
Caitlin Intermill	Indiana Department of Homeland Security
Steve Schulz	Indiana Department of Homeland Security

ANNEX D
Indiana Disasters History
1990 to 2005

No.	Date of Declaration	Incident Period
DISASTER 869	Petersburg Tornados & Flooding PA & IA – Declared June 4, 1990 20 Counties; $10,980,692	May 5 – June 17, 1990
DISASTER 885	Highland (Lake Co) Flooding PA & IA – Declared Dec. 16th, 1990 1 County; $2,871,285	Nov 27 – 29, 1990
DISASTER 891	Statewide Flooding PA & IA – Declared Jan 5th, 1991 67 Counties; $6,802,309	Dec 28, 1990 – Jan 4, 1991
DISASTER 899	Ice Storm PA – Declared Mar 29th, 1991 21 Counties; $19,979,257	Mar 9, 1991
DISASTER 953	Scottsburg Flooding PA & IA – Declared Aug 17, 1992 6 Counties; $2,725,548	Aug 8, 1992
DISASTER 962	Winds, Storms & Flooding PA – Declared Sept. 18, 1992 15 Counties; $5,228,513	Jun 16 – Jul 23, 1992
DISASTER 1002	Flash Flooding IA – Declared Sept. 9, 1993 6 Counties; $783,237	Aug 16 – 17, 1993
DISASTER 1109	Winter Storm 35 Counties; $4,130,652	Jan 6-12, 1996
DISASTER 1125	Spring Storms & Flooding PA & IA – Declared July 3, 1996 27 Counties; $7,486,770	April 28 – May 25, 1996
DISASTER 1165	Ohio River Flood PA & IA – Declared Mar 6, 1997 13 Counties; $4,412,066	Feb 28 – Mar 31, 1997

DISASTER 1217	Winter Storm PA – Declared May 8, 1998 8 Counties; $5,585,824	Mar 9 – 12, 1998
DISASTER 1234	Severe Storms, Tornadoes & Flooding PA – Declared July 22, 1998 23 Counties; $12,908,434.99	Jun 11 – July 7, 1998
EM-3135	Winter Storms PA – Declared Jan 15, 1999 59 Counties; $12,297,219.61	Jan 1 -15, 1999
EM-3162	Winter Storms PA – Declared Jan 24, 2001 19 Counties; $4,797,468.31	Dec 11 – 31, 2000
DISASTER 1418	Severe Storms, Tornadoes & Flooding PA & IA – Declared Jun 13, 2002 28 Counties; $8,415,581.61	April 28 – June 7, 2002
DISASTER 1433	Severe Storms & Tornadoes IA - Declared Sept. 25, 2002 PA – Declared Sept, 30, 2002 32 Counties; $6,808,932.89	Sept 20, 2002
DISASTER 1476	Severe Storms, Tornadoes & Flooding IA – Declared July 11, 2003 PA – Declared July 28, 2003 42 Counties; $22,905,780.40	July 4 – Aug 6, 2003
DISASTER 1487	Severe Storms, Tornadoes & Flooding IA – Declared Sept 5, 2003 21 Counties; $8,228,038.84	Aug 26 – Sept 15, 2003
DISASTER 1520	Severe Storms, Tornadoes & Flooding IA – Declared, June 3, 2004 PA – Declared, June 18, 2004 68 Counties; $6,342,000; ongoing	May 25 – June 25, 2004
DISASTER 1542	Severe Storms & Winds PA – Declared, Sept. 1, 2004 20 Counties; $2,619,000; ongoing	July 3 -18, 2004

EM-3197	Winter Storm PA – Declared, January 11, 2005 $5,400,000; ongoing	Dec 22 – 27, 2004
DISASTER 1573	Ice Storm & Flooding IA – Declared Jan 21, 2005 PA – Declared Jan 27, 2005 62 Counties; $37,760,000; ongoing	Jan 1 – Feb 11, 2005
EM-3238	Hurricanes Katrina & Rita PA – September 18, 2005 Mississippi; $3,259,800.36; ongoing	Aug 29, 2005 and Continuing
DISASTER 1612	Severe Storms and Tornadoes IA and PA declared Nov 8, 2005 Ongoing	Nov 6, 2005

Indiana Strategy for Homeland Security