

State of Ohio
Homeland Security

STRATEGIC PLAN



2011



John R. Kasich, Governor
Thomas P. Charles, Director

- Administration
- Bureau of Motor Vehicles
- Emergency Management Agency
- Emergency Medical Services
- Office of Criminal Justice Services
- Ohio Homeland Security
- Ohio Investigative Unit
- Ohio State Highway Patrol

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Partners in Public Safety:

As Director of the Ohio Department of Public Safety, I am pleased to present the 2011 version of Ohio Homeland Security Strategic Plan. The Strategic Plan is an all-hazards preparedness strategy designed to prevent, protect against, respond to, and recover from acts of terrorism, natural disasters, and other emergencies. The Ohio Department of Public Safety, Division of Homeland Security continues to collaborate with numerous partners in the public and private sectors to update the plan that provides our state with a strategy to address any and all hazards that threaten the lives and well-being of Ohio's citizens and visitors.

Recent history has shown us that homeland security efforts must be designed to meet a broad array of threats, hazards, and catastrophic incidents. It is imperative that we continuously update our plans and strategies so that we are well prepared to confront any and all future problems. In an uncertain and often threatening environment, we must work together to achieve a high level of statewide preparedness so that we can protect the lives and interests of all Ohioans. Over the past year, critical updates were made to this Strategic Plan, to continue to achieve this desired level of preparedness among public and private sectors and across state, county, and local governments.

As a final note, I would like to express my continuing gratitude to the dedicated professionals who developed the updates to the most current version of Strategic Plan. They have served the State of Ohio well and, as a result, we will be better prepared to confront any threats that may emerge in the future. As an overall guide for preparedness for homeland security, the Strategic Plan will continue to evolve in order to enable Ohio to respond to diverse challenges in the coming years.

Sincerely,

Thomas P. Charles, Director
Ohio Department of Public Safety

Mission Statement

"to save lives, reduce injuries and economic loss, to administer Ohio's motor vehicle laws and to preserve the safety and well being of all citizens with the most cost-effective and service-oriented methods available."

An Equal Opportunity Employer

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The Homeland Security Strategic Plan is a living document that requires an annual critical review to remain relevant to and adjust to the changing environment. This version of the Plan serves as the culmination of a strategy originally written in 2007 that has spanned five economically-turbulent years.

This document is an achievement made actionable by the more than 200 agencies that have assisted OHS in developing, revising, and implementing the Homeland Security Strategic Plan. The cross-disciplinary subject matter expertise provided by the committee members offered objective insight into the development of the Strategic Plan. Without their support and partnerships, Ohio would not have been able to develop and implement such an inclusive all-hazards Strategy that addresses preparedness, counter-terrorism and capability building.

It is imperative that we continuously update our plans and strategies so that we are well prepared to confront future threats, risks, and hazards. In an uncertain environment, we must work together for statewide preparedness. To prepare for the development of the next five-year State Homeland Security Strategy, the Division of Homeland Security has committed to an extensive ten-year review of Ohio's homeland security program. This review will include a look back at the progress made in the ten years since September 11th and assessing capabilities needed in a look forward to Ohio's homeland security environment through 2021.



<http://homelandsecurity.ohio.gov>

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The State of Ohio is pleased to present the Ohio Homeland Security Strategic Plan.

The State of Ohio is pleased to present the 2011 version of the Homeland Security Strategic Plan. The Strategic Plan provides a framework for Ohio's continuing progress toward developing and maintaining the capabilities to prevent, protect against, respond to, and recover from threatened or actual domestic terrorist attacks, major disasters, and other emergencies through well-prepared citizens, responders, and community leaders who are coordinated across disciplines and jurisdictional boundaries.

The Ohio Department of Public Safety, Division of Homeland Security coordinates the development and implementation of the Strategic Plan including planning, development, and coordination of statewide policies developed in support of public and private organizations responsible for preventing terrorism, raising awareness, reducing vulnerabilities, responding to, and recovering from terrorist acts.

Since the first version of this Strategic Plan was released in 2007, Ohio has improved preparedness, as agencies around the state continue assessing and coordinating homeland security efforts. The Plan serves as a tool for state and local organizations to use when spending federal grant funds, by assisting these agencies in prioritizing the cost effective use of Ohio's capabilities, ensuring that the state is optimally using its resources. Everyone in Ohio has a role to play in homeland security – from individual citizens to our federal partners.

National guidance was used during the development of and subsequent revisions to the Strategic Plan. This guidance was developed as a direct result of presidential directives, aimed at creating a secure nation integrated at all levels in its preparedness. Homeland Security Presidential Directive Eight (HSPD-8) outlines a comprehensive process to prepare states in the event of a significant hazard that would

require the ability to marshal all resources across the country, not just independent providers at the federal, state, and local levels.

In creating the Strategic Plan, the Department of Public Safety, Division of Homeland Security recognized the importance of instituting an inclusive planning process to ensure comprehensive input was received from across the state through the Ohio Homeland Security Strategic Plan Roundtable. The Roundtable is composed of nine advisory committees with representatives from more than 200 agencies statewide, including first responders, government officials, non-governmental organizations, and the private sector. The committees were tasked with making recommendations for revisions and implementing the objectives and steps, in support of the continued development of sustainable, risk-based, and all-hazard preparedness capabilities for the state.

The annual recommendations of the Strategic Plan Roundtable advisory committees were brought before the Homeland Security Advisory Council (HSAC) and unanimously approved on February 24, 2011. The HSAC is a multi-disciplinary council that advises Ohio's Director of Public Safety on matters of homeland security. After HSAC approval, the Plan was reviewed and approved by the Director of Public Safety.

The Strategic Plan was developed to protect all Ohioans. Our citizens are a key to ensuring the security of the state. All Ohioans are responsible for staying informed about the state's homeland security issues and becoming involved in making their communities more secure. Citizens are encouraged to educate themselves about personal preparedness and volunteer their services to help government agencies and non-governmental organizations achieve the homeland security goals and objectives that will make Ohio a more secure and resilient state.

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Mission Areas

Ohio continues to improve its preparedness by updating plans, filling identified gaps, and ensuring that all stakeholders are properly trained and exercised in the four primary preparedness mission areas:

Prevention: Actions to avoid an incident or to intervene or stop an incident from occurring.

Protection: Actions to reduce the vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies.

Response: Activities that address the short-term, direct effects of an incident.

Recovery: Activities that include the development, coordination, and execution of human, economic, and infrastructure restoration plans.

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Goals

Ohio's Strategic Plan encompasses these mission areas through seven goals, divided among the four missions. These goals provide the basic framework to develop and sustain Ohio's homeland security capabilities:

Prevention

Goal 1: Develop a streamlined detection and prevention system by strengthening information gathering, sharing, and analysis to recognize indicators and warnings and enhance intelligence analysis, production, and dissemination.

Goal 2: Reduce the risk of terrorism and increase statewide preparedness by strengthening CBRNE/WMD (Chemical, Biological, Radiological, Nuclear, Explosive/Weapons of Mass Destruction) detection, response, and recovery capabilities and increasing public awareness.

Protection

Goal 3: Reduce risk to statewide infrastructure by implementing the National Infrastructure Protection Plan and each of the supporting Sector Specific Plans where applicable. Risk reduction programs will address cyber, human, and physical security.

Response

Goal 4: Ensure statewide response, preparedness, and regional collaboration through planning, resource acquisition, training, and exercises based on the National Incident Management System, the National Preparedness Guidelines, and the National Response Framework.

Goal 5: Ensure medical and health preparedness for a natural or man-made incident by strengthening mass prophylaxis, medical and laboratory surge, and related capabilities.

Goal 6: Promote citizen preparedness through effective preparedness planning, volunteer opportunities, and awareness programs.

Recovery

Goal 7: Strengthen infrastructure, structural, human, and economic recovery capabilities.

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Goal 1

Develop a streamlined detection and prevention system by strengthening information gathering, sharing, and analysis to recognize indicators and warnings and enhance intelligence analysis, production, and dissemination.

OBJECTIVE 1.1	Support continued development of the information sharing environment in the state of Ohio by linking the Strategic Analysis and Information Center with an integrated system of urban area Terrorism Early Warning Groups and the eight homeland security regions. These groups will share timely, reliable and pertinent information and intelligence with federal, state, and local stakeholders and, within federal guidelines, the private sector through a clearly defined process.
OBJECTIVE 1.2	Continue to develop secure local-, regional-, and state-level intelligence and information sharing systems, with the goal of interconnecting and standardizing these systems, so that they may ultimately join the national information sharing environment.
OBJECTIVE 1.3	Reduce identity theft to protect Ohio’s citizens and deter terrorists from falsifying their identities.

Central to any successful counter-terrorism strategy is the ability to effectively collect, analyze, and disseminate information from many different sources. Developing a streamlined information sharing system allows for the recognition of terrorism early warnings and indicators and the delivery of credible intelligence and information to individuals who make decisions in times of crisis.

Information that is vital to the detection and prevention of terrorism can come from both traditional law enforcement agencies and other sources such as citizens. Ohio incorporates specially-trained first responders into the larger homeland security community and also engages the public and private industry to provide information on potential threats, risks, and hazards. Ohio continues to work toward integrating several systems throughout the state to facilitate effective terrorism-related intelligence and information sharing and early warning investigation capabilities.

“...deliver credible intelligence and information to individuals who make decisions in times of crisis.”

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Goal 2

Reduce the risk of terrorism and increase statewide preparedness by strengthening CBRNE/WMD (Chemical, Biological, Radiological, Nuclear, Explosive/Weapons of Mass Destruction) detection, response, and recovery capabilities and increasing public awareness.

OBJECTIVE 2.1	Build a system (e.g., plans, procedures, training, and equipment) that ensures appropriate risk-based CBRNE/WMD detection and prevention capabilities.
OBJECTIVE 2.2	Assess, evaluate, and improve the effective functioning of current human disease detection systems to include environmental monitoring and surveillance systems.
OBJECTIVE 2.3	Maintain an effective, continuous notification and information sharing system for immediately reportable infectious human diseases.
OBJECTIVE 2.4	Develop plans and procedures, identify, and acquire necessary resources to increase laboratory and investigative capabilities and statewide coordination.
OBJECTIVE 2.5	State agencies will partner with local agriculture extension services, local health departments, other states, federal departments, and other appropriate stakeholders to maintain and improve animal, plant, and food-borne outbreak hazards disease/contamination detection, reporting, and response processes to ensure compliance with National Incident Management System standards.
OBJECTIVE 2.6	Develop consistent CBRNE/WMD response plans, procedures, and training and acquire equipment to fill preparedness gaps.
OBJECTIVE 2.7	Develop consistent CBRNE/WMD decontamination plans, procedures, and training and acquire equipment to fill preparedness gaps.

Objectives 2.8 – 2.10 continued on page 6.

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Goal 2

Reduce the risk of terrorism and increase statewide preparedness by strengthening CBRNE/WMD (Chemical, Biological, Radiological, Nuclear, Explosive/Weapons of Mass Destruction) detection, response, and recovery capabilities and increasing public awareness.

OBJECTIVE 2.8	Coordinate the implementation of the Northern Border Initiative (NBI), a multi-mission project developed as a partnership among local, state, federal, and Canadian agencies, to protect Ohio’s international maritime border and the Lake Erie shoreline.
OBJECTIVE 2.9	Develop new and maintain existing programs to strengthen transportation and inter-state border security to prevent the illicit inter- and intra-state conveyance of CBRNE materials and WMD.
OBJECTIVE 2.10	Establish a public information campaign for the detection and recognition of CBRNE/WMD materials.

As new mass-casualty terrorist tactics emerge, early detection is vital to adapting to the technological advances and malicious intent of those who wish to do our country harm. A WMD strike to Ohio would be an attack on “the heart of it all,” disrupting commerce and the way of life for more than 11.4 million citizens in the eighth largest state economy in the country. The Buckeye State also shares its borders with five states and has an international maritime border with Canada. We must be prepared to effectively and accurately detect illicit chemical, biological, radiological, nuclear, and explosive materials that enter our state and mitigate those threats. Additionally, more than 14 million acres of land in Ohio are used for agricultural purposes. The state’s economy and many Ohioans’ livelihoods are supported by this \$79 billion industry. Getting food from farms to dinner tables involves a complex chain of events that could be interrupted at many different stages. Because food and agriculture are such vital industries to our state, Ohio must vigilantly protect animal, plant, and food supply chains.

“...early detection is vital to adapting to the technological advances and malicious intent of those who wish to do our country harm.”

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Goal 3

Reduce risk to statewide infrastructure by implementing the National Infrastructure Protection Plan and each of the supporting Sector Specific Plans where applicable. Risk reduction programs will address cyber, human, and physical security.

OBJECTIVE 3.1	Partner with private industry to identify security goals for each federally identified critical infrastructure sector in the state of Ohio to build an integrated system of resilient sectors.
OBJECTIVE 3.2	Document information (e.g. global positioning system location, owner and contact information, and federal sector specifics) on current significant assets, systems, networks, and functions.
OBJECTIVE 3.3	Assess risks through consequence, vulnerability, and threat analyses.
OBJECTIVE 3.4	Develop and implement protective/resiliency programs.
OBJECTIVE 3.5	Evaluate the effectiveness of protective/resiliency programs.

Ohio’s government works closely with private sector representatives throughout the state to coordinate programs that maintain the safety and security of our critical infrastructure. The National Infrastructure Protection Program sets national priorities, goals, and requirements for the effective distribution of resources to ensure that our economy and public services continue in the event of a terrorist attack or other disaster. Critical infrastructure resiliency is essential in a state with the nation’s greatest number of miles of interstate highway and significant rail intersections. Ohio also has two maritime borders - a 158-mile international maritime border with Canada to the north and the Ohio River, which is the largest tributary to the Mississippi River, to the south. Cyber attacks often occur unnoticed, disrupting commerce and costing an estimated total of \$46–70 billion in losses across the U.S. This adverse economic impact requires coordination and collaboration across Ohio. Through risk analysis and protective programs, we are able to effectively detect, deter, and mitigate threats to Ohio’s largely privately owned and operated critical infrastructure and key resources.

“Critical infrastructure resiliency is essential...”

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Goal 4

Ensure statewide response, preparedness, and regional collaboration through planning, resource acquisition, training, and exercises based on the National Incident Management System, the National Preparedness Guidelines, and the National Response Framework.

OBJECTIVE 4.1	The state will complete annual NIMS requirements.
OBJECTIVE 4.2	The state will update State Emergency Operations Center procedures and provide for its continuity of operations.
OBJECTIVE 4.3	All state agencies, boards and commissions will have Continuity of Operations Plans (COOPs).
OBJECTIVE 4.4	Coordinate and oversee the development and maintenance of a viable continuity of government and state government branch COOP capability.
OBJECTIVE 4.5	All jurisdictions (state and local) will be covered by a comprehensive Emergency Operations Plan.
OBJECTIVE 4.6	Provide state support to jurisdictions in preparation for an all-hazards response.
OBJECTIVE 4.7	Support the collaborative efforts of local jurisdictions seeking to systematically enhance regional response capabilities.
OBJECTIVE 4.8	Develop and implement a strategy for the effective building and use of capabilities developed by the Ohio Response System.
OBJECTIVE 4.9	Implement measures to promote the safety and preparedness of all responders during an all-hazards event.

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OBJECTIVE 4.10	Update and continue to implement the State Interoperable Communications Plan.
OBJECTIVE 4.11	Update and maintain plans and procedures to quickly and effectively gather, confirm, utilize, and release crucial safety and health information to affected and interested populations during a natural, accidental, or intentional incident.
OBJECTIVE 4.12	Develop and implement a comprehensive homeland security training program for appropriate stakeholders statewide including non-traditional response groups, non-governmental organizations, and the private sector.
OBJECTIVE 4.13	Continue to develop the current process that coordinates homeland security exercise programs involving all appropriate stakeholders.
OBJECTIVE 4.14	Ensure statewide NIMS training compliance consistent with guidance/requirements published by the National Integration Center.

As recent events have shown us, the effects of any terrorist incident or catastrophic occurrence can be felt worldwide, and the response may involve the entire nation, including Ohio. With policy guidance in the form of the Homeland Security Presidential Directives, Ohio recognizes the need to have a consistent response system in place to prepare for and manage incidents, regardless of where or how they occur. The National Incident Management System and the Nation Response Framework provide an outline for developing consistent plans for responding to critical incidents. It is imperative that all programs are fiscally responsible, and necessary preparedness equipment is allocated through extensive planning and prioritization based on risk and need. The effective use of plans and equipment requires that those who will be using them train and exercise regularly to ensure a rapid, efficient response effort and provide for the safety of first responders and the public.

“...train and exercise regularly to ensure a rapid, efficient response...”

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Goal 5

Ensure medical and health preparedness for a natural or man-made incident by strengthening mass prophylaxis, medical and laboratory surge, and related capabilities.

OBJECTIVE 5.1	Develop a system for the effective planning, activation, implementation, and management of mass prophylaxis/vaccination sites.
OBJECTIVE 5.2	A strategy will be developed to ensure that critical prescription pharmaceuticals (that are not made available through mass prophylaxis plans or the Strategic National Stockpile) will be made available to people in need without access to a pharmacy or their prescriptions.
OBJECTIVE 5.3	Establish a coordinated process by which patients and responders will receive care during a high consequence healthcare event.
OBJECTIVE 5.4	All jurisdictions will be covered by plans and procedures to effectively manage mass fatality incidents.

Ohio has robust systems in place for medical practitioners, hospitals, and health departments to use for disease surveillance, detection, monitoring, and reporting of disease outbreaks. Should a large-scale natural or man-made biological incident take place, it could easily overwhelm traditional health care systems. Planning for such an event involves coordinating the mass distribution of pharmaceuticals and medical surge capabilities among citizens, government agencies, non-governmental organizations, private sector industries, and both traditional and non-traditional health care systems. This coordination of efforts is critical for Ohio’s medical and health preparedness which is accomplished through proactive planning and outreach.

“...coordination of efforts is critical for Ohio’s medical and health preparedness....”

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Goal 6

Promote citizen preparedness through effective preparedness planning, volunteer opportunities, and awareness programs.

OBJECTIVE 6.1	All jurisdictions in the state of Ohio will be covered by plans and procedures for evacuation and sheltering-in-place that are coordinated with any potentially affected jurisdictions.
OBJECTIVE 6.2	All jurisdictions will be covered by plans to care for and shelter populations that are displaced or in need during an emergency.
OBJECTIVE 6.3	Assess the status of citizen notification systems throughout the state of Ohio and identify gaps in the capability to alert 100% of the population.
OBJECTIVE 6.4	All jurisdictions will have plans and procedures in place to manage volunteers and donations during an emergency.
OBJECTIVE 6.5	The state will work with diverse communities to engage them with homeland security goals and missions and to facilitate the development of partnerships among the communities and first responders.
OBJECTIVE 6.6	Ohio will continue to develop and maintain preparedness and participation initiatives.

Every Ohioan serves an essential role in ensuring that our communities are prepared for a terrorist attack or catastrophic incident. State and local government, non-profit, and private sector organizations are collaborating for comprehensive evacuation, sheltering, and mass care planning across the Buckeye state. Citizens must ready themselves through personal preparedness planning, supporting readiness in their communities, and educating themselves about their role in Ohio’s preparedness efforts. By planning ahead for emergencies, we can significantly minimize the consequences to individuals and families who can help the most severely affected populations.

“Every Ohioan serves an essential role in ensuring that our state is prepared...”

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Goal 7

Strengthen infrastructure, structural, human, and economic recovery capabilities.

OBJECTIVE 7.1	The state will take steps to provide timely access to health care and appropriate behavioral health interventions, such as crisis counseling and social services, for Ohio’s citizens after a high consequence event.
OBJECTIVE 7.2	Provide educational institutions with the necessary planning tools to prepare for and recover from a catastrophic event.
OBJECTIVE 7.3	Establish partnerships with government and private sector stakeholders to facilitate the rapid recovery of financial institutions and payroll processes after a major incident.
OBJECTIVE 7.4	Investigate a system to grant “essential worker” status to critical private sector employees, who are vital to the public safety and continuity of critical operations for Ohio, during travel restrictions or other emergencies and provide appropriate access to disaster sites.
OBJECTIVE 7.5	Utilize planning and communications outreach efforts to facilitate effective recovery and mitigation activities.

Strengthening recovery capabilities will mitigate damage resulting from a terrorist act or catastrophe by saving lives, reducing property losses, and restoring systems that are vital to the health and safety of Ohio’s citizens. Lessons learned from nearly every terrorist incident or catastrophe remind us that Ohio must have recovery capabilities in place before an event occurs in order to reduce its long-term impact. Our economic security is dependent on our homeland security – we need both to secure our future.

“...economic security is dependent on our homeland security.”

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This document was prepared under a grant from the U.S. Department of Homeland Security (USDHS). Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of the USDHS.

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Appendix A. Roundtable Advisory Committee Membership

Prevention

**INTELLIGENCE AND INFORMATION SHARING
AND TERRORISM EARLY WARNING
INVESTIGATION ADVISORY COMMITTEE:**

American Society for Industrial Security
Buckeye State Sheriffs Association
Columbus Division of Police Terrorism Early Warning Group
Federal Bureau of Investigation
Hamilton County Emergency Management Agency
Hamilton County Terrorism Early Warning Group
International Security Associates, Inc.
Lorain County Sheriff's Office Drug Task Force
Northeast Ohio Regional Fusion Center
Ohio Association of Chiefs of Police
Ohio Attorney General's Office
Ohio Crime Prevention Officers Association
Ohio Criminal Justice Services
Ohio Homeland Security
Ohio State Highway Patrol

**BORDER/TRANSPORTATION SECURITY AND
CBRNE DETECTION ADVISORY COMMITTEE:**

Bomb Technical Advisory Committee
Buckeye State Sheriffs Association
Cincinnati Division of Fire
Columbus Division of Fire
Columbus Public Health
Hazardous Materials Technical Advisory Committee
Ohio Association of Chiefs of Police
Ohio Emergency Management Agency
Ohio Department of Health
Ohio Department of Natural Resources
Ohio Department of Transportation
Ohio Homeland Security
Ohio National Guard
Public Transportation Association
Public Utilities Commission of Ohio
U.S. Border Patrol
U.S. Coast Guard
U.S. Transportation Security Administration

Protection

**CRITICAL INFRASTRUCTURE PROTECTION AND
RISK ASSESSMENT:**

American Electric Power
Ashland Chemical
Buckeye State Sheriffs Association
Columbus Division of Fire
Eaton Corporation
Energy Industries of Ohio
Ohio Association of Chiefs of Police
Ohio Board of Regents
Ohio Department of Administrative Services
Ohio Department of Public Safety
Ohio Emergency Management Agency
Ohio Homeland Security
Ohio State University Police Department
Ottawa County Sheriff's Office

**PUBLIC HEALTH AND
AGRICULTURE PROTECTION:**

Animal Health Emergency Technical Advisory Committee
Henry County Emergency Management Agency
Medical Technical Advisory Committee
Ohio Association of Health Commissioners
Ohio Department of Agriculture
Ohio Department of Health
Ohio Emergency Management Agency
Ohio Environmental Protection Agency
Ohio Farm Bureau
Ohio Homeland Security
Ohio National Guard
Scotts Global Security
U.S. Department of Agriculture
Wright State University

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Appendix A. Roundtable Advisory Committee Membership

Response

EMERGENCY MANAGEMENT:

- American Red Cross
- Cuyahoga County Emergency Management Agency
- Emergency Management Association of Ohio
- Franklin County Emergency Management Agency
- Licking County Emergency Management Agency
- Lucas County Emergency Management Agency
- Madison County Emergency Management Agency
- Mid-Ohio Regional Planning Commission
- Ohio Bureau of Motor Vehicles
- Ohio Citizen Corps
- Ohio Community Service Council
- Ohio Department of Administrative Services
- Ohio Department of Agriculture
- Ohio Department of Health
- Ohio Department of Natural Resources
- Ohio Department of Transportation
- Ohio Emergency Management Agency
- Ohio Homeland Security
- Ohio Multi-Agency Radio Communications System
- Ohio State Highway Patrol
- Ohio Voluntary Organizations Active in Disaster

INTEROPERABLE COMMUNICATIONS SUBCOMMITTEE:

- Multi-Agency Radio Communications System
- Ohio Emergency Management Agency

PUBIC INFORMATION SUBCOMMITTEE:

- Ohio Department of Public Safety
- Ohio Emergency Management Agency

PLANNING SUBCOMMITTEE:

- Ohio Emergency Management Agency
- Ohio Emergency Management Association
- Ohio Homeland Security

ON-SITE INCIDENT RESPONSE:

- Bomb Technical Advisory Committee
- Cincinnati Division of Police
- Cleveland Division of Police
- Emergency Medical Services Board
- Franklin County Sheriff's Office
- Hazardous Materials Technical Advisory Committee
- Incident Management Team Technical Advisory Committee
- Ohio Department of Commerce, State Fire Marshal's Office
- Ohio Emergency Management Agency
- Ohio Environmental Protection Agency
- Ohio Fire Chiefs Association
- Ohio Homeland Security
- Ohio National Guard
- Ohio State Highway Patrol
- Ohio Task Force One
- Search and Rescue Technical Advisory Committee
- Tactical Technical Advisory Committee

CASUALTY AND MEDICAL MANAGEMENT:

- Association of Ohio Health Commissioners
- Central Ohio Regional Hospital Emergency Preparedness Committee
- Central Ohio Trauma System
- Columbus Public Health & Metropolitan Medical Response System
- Cuyahoga County Board of Health
- Dayton Fire Department & Metropolitan Medical Response System
- Emergency Management Association of Ohio
- Emergency Medical Services Board
- Ohio Center for Public Health Preparedness
- Ohio Citizen Corps
- Ohio Community Service Council
- Ohio Department of Health
- Ohio Emergency Management Agency
- Ohio Funeral Directors Association
- Ohio Hospitals Association
- Ohio State Coroners Association
- Ohio State Highway Patrol
- Ohio State University
- Lorraine County Emergency Management Agency
- Toledo Fire Department

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Appendix A. Roundtable Advisory Committee Membership

Recovery

HUMAN AND ECONOMIC RECOVERY:	TRAINING AND EXERCISE:
American Red Cross	Columbus Division of Police
Emergency Management Association of Ohio	Columbus State Community College
First Energy Ohio Edison	Emergency Management Association of Ohio
Life Line of Ohio	Ohio Association of Community Colleges
Madison County Emergency Management Association	Ohio Board of Regents
Ohio Attorney General's Office	Ohio Citizen Corps
Ohio Bankers League	Ohio Community Service Council
Ohio Board of Regents	Ohio Department of Commerce, State Fire Marshal's Office, Fire Academy
Ohio Building Officials Association	Ohio Department of Health
Ohio Citizen Corps	Ohio Department of Natural Resources
Ohio Community Service Council	Ohio Emergency Management Agency
Ohio Department of Administrative Services	Ohio Emergency Medical Services
Ohio Department of Agriculture	Ohio Homeland Security
Ohio Department of Commerce	Ohio National Guard
Ohio Department of Development	Ohio Peace Officer Training Academy
Ohio Department of Education	Ohio State Highway Patrol Training Academy
Ohio Department of Health	University of Findlay, Rural Domestic Responder Consortium
Ohio Department of Insurance	Wright State University, The National Center for Medical Readiness
Ohio Department of Jobs and Family Services	
Ohio Department of Mental Health	
Ohio Department of Natural Resources	
Ohio Department of Transportation	
Ohio Emergency Management Agency	
Ohio Environmental Protection Agency	
Ohio Homeland Security	
Ohio Hospital Association	
Ohio National Guard	
Ohio Public Works Commission	
Ohio School Board Association	
Ohio School Resource Officers Association	
Public Utilities Commission of Ohio	
Structural Engineers Association of Ohio	
Travel Solutions, Inc.	
URS Corporation	

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Appendix B. Homeland Security Advisory Council Membership

American College of Emergency Physicians	Ohio Department of Commerce, State Fire Marshal's Office
Association of Ohio Health Commissioners	Ohio Department of Health
Buckeye State Sheriffs' Association	Ohio Department of Natural Resources
Cincinnati Urban Area Security Initiative	Ohio Department of Public Safety
Cleveland Urban Area Security Initiative	Ohio Emergency Management Agency
Columbus Public Health/Metropolitan Medical Response System	Ohio Emergency Medical Services
Columbus Urban Area Security Initiative	Ohio Fire Chiefs' Association
County Commissioners' Association of Ohio	Ohio Homeland Security
Cuyahoga County Urban Area Security Initiative	Ohio Hospitals Association
Dayton Fire Department/Metropolitan Medical Response System	Ohio House of Representatives
Emergency Management Association of Ohio	Ohio Peace Officer Training Commission
Franklin County Urban Area Security Initiative	Ohio Senate
Hamilton County Urban Area Security Initiative	Ohio State Highway Patrol
Lucas County Urban Area Security Initiative	Ohio Townships Association
Mid-Ohio Regional Planning Commission	Toledo Urban Area Security Initiative
Ohio Army National Guard	
Ohio Association of Chiefs of Police	
Ohio Attorney General's Office, Bureau of Criminal Identification and Intelligence	
Ohio Board of Regents	
Ohio Department of Agriculture	

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Appendix C. Documents in Support of the Homeland Security Strategic Plan

United States Constitution

Ohio Constitution

Code of Federal Regulations

Homeland Security Presidential Directive (HSPD)-6: Directive on Integration and Use of Screening Information to Protect against Terrorism

HSPD-7: Critical Infrastructure Identification, Prioritization and Protection

HSPD-8: National Preparedness

HSPD-8 Annex 1: National Planning

HSPD-9: Defense of United States Agriculture and Food

HSPD-10: Biodefense for the 21st Century

HSPD-11: Comprehensive Terrorist-Related Screening Procedures

HSPD-13: Maritime Security Policy

HSPD-18: Medical Countermeasures against Weapons of Mass Destruction

HSPD-19: Combating Terrorist Use of Explosives in the United States

HSPD-20 Annex A: Continuity Planning

HSPD-21: Public Health and Medical Preparedness

HSPD-24: Biometrics for Identification and Screening to Enhance National Security

National Incident Management System

National Preparedness Guidelines

National Response Framework

Ohio Emergency Operations Plan

Ohio Revised Code

REAL ID Act

State and Urban Area Homeland Security Strategy: Guidance on Aligning Strategies with the National Preparedness Goal

Statewide Communications Interoperability Plan

Target Capabilities List: A Companion to the National Preparedness Guidelines

OHIO HOMELAND SECURITY

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