Arizona Department of Homeland Security State Homeland Security Strategy 2011 - 2014

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Presented by:
Gilbert M. Orrantia, Director

Message from the Director

Arizona Department of Homeland Security

State Homeland Security Strategy
2011 – 2014

Homeland Security Stakeholders:

As the Director of the Arizona Department of Homeland Security, I am pleased to present the 2011 State Homeland Security Strategy (SHSS).

The Strategy has as its core the sole objective of keeping Arizona safe, well-prepared and resilient. This document contains a three-year State Homeland Security Strategy that will guide Arizona's applications for future federal homeland security grant funding as well as enhance Arizona's capabilities in the core homeland security mission areas: Prevention; Protection; Response and Recovery.

Represented in this document is an ongoing effort by the Arizona Department of Homeland Security to incorporate the expertise and input of our partners across the state serving in such industries as public safety, public health and the private sector. From the active southern border to the four corners region, this Strategy represents the knowledge, skills and abilities of Arizona's partners in homeland security.

Arizona's State Homeland Security Strategy is also based on a solid foundation of knowledge and lessons learned from across the Nation. At the same time, the State Homeland Security Strategy is constantly evolving as our knowledge base of various threats and techniques to address those threats develop. As a result, the State Homeland Security Strategy will be reviewed annually to ensure it encapsulates the latest developments, yet stays true to the core mission of protecting the State of Arizona from the threat of terrorism and all hazards.

The Arizona Department of Homeland Security works hand-in-hand with our valued stakeholders in our joint mission to protect this Great State of Arizona from terrorism and all hazards, natural or man-made, which threaten our livelihood. We stand strong in our partnerships to defend Arizona's homeland.

Sincerely,

Gilbert M. Orrantia
Director

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Purpose

The Arizona Department of Homeland Security (AZDOHS) recognizes the role that strong states play in building a secure nation. In this spirit, AZDOHS remains committed to continually working to enhance the level of preparedness and capabilities in our state, in every county, in every jurisdiction and community, with our local, state, Tribal, private sector and non-governmental partners.

In that spirit of collaboration and building on the lessons that have been learned across the nation from the tragic events of 9/11, as well as a myriad of natural and other man-made disasters, AZDOHS has developed this 2011 State Homeland Security Strategy (SHSS) to guide homeland security efforts in Arizona.

One of the biggest collaborative efforts represented in the SHSS is the Target Capabilities Assessment (TCA). The TCA is an ongoing effort coordinated by AZDOHS, to evaluate the state's homeland security strengths and identify needs for future federal homeland security grants in Arizona. The TCA effort is comprehensive and thorough, involving subject matter experts in a multitude of disciplines across the state who submit valuable information that has shaped this Strategy. Together, the SHSS and the TCA will be used as tools to help Arizona leverage its future federal homeland security grant funding to the most critical needs around the state. These documents also serve as planning and guidance documents for AZDOHS's partner agencies.

This SHSS document draws on the National Preparedness Guidelines (NPG) as its foundation. Integral to the formulation of this Strategy are also numerous guidance documents that are incorporated and referenced in Appendix A. This Strategy could not be accomplished without the dedication, expertise and hard work of each and every stakeholder AZDOHS works with on a daily basis. These stakeholders include local and county jurisdictions, non-governmental organizations, private businesses, state agencies, Tribal nations and our Federal partners. Together we all share the responsibility for, and a stake in a secure Arizona.

Arizona's SHSS contains six goals with accompanying targeted objectives and action items that outline the direction for the homeland security mission in our state for 2011 - 2014. These goals will serve as a roadmap by which Arizona's homeland security stakeholders will work to enhance our state's capabilities to prevent, protect, respond to, and recover from terrorism incidents and other critical hazards. By employing a risk-based approach and addressing the state's most critical needs, AZDOHS, in partnership with Federal, state, local and Tribal governments as well as non-government organizations and the community at large, will leverage our limited homeland security funding to achieve our desired outcome: a more secure Arizona.

Vision

The United States Department of Homeland Security (DHS) outlines a vision for homeland security as: "A Nation prepared with coordinated capabilities to prevent, protect against, respond to and recover from all hazards in a way that balances risk with resources and need." AZDOHS supports this vision and offers the following as its vision for homeland security in the State of Arizona:

> The State of Arizona's strategic vision for homeland security is a seamless collaboration and combined effort of Federal, state, Tribal, local and non-governmental stakeholders to prepare for, prevent, respond to, and recover from terrorism and all critical hazards.

Mission

The mission of the Arizona Department of Homeland Security is to protect Arizona by providing strategic direction and access to resources that will enable all of the state's homeland security stakeholders to achieve our collective goals of:

- Preventing terrorist attacks in Arizona

- Reducing Arizona's vulnerability to all critical hazards

- Enhancing the capacity and expertise to plan for, mitigate, respond to and recover from all critical hazards that affect the safety, well-being and economic security of Arizona

- Building the resiliency of Arizona

Focus

AZDOHS will achieve its vision and pursue the specific actions that support this SHSS by employing a network of partnerships and collaborations across the state with a variety of stakeholders all focused on our collective homeland security mission.

To achieve the mission of protecting Arizona's homeland, AZDOHS coordinates various homeland security initiatives designed around the eight National Priorities and the National Response Framework (NRF). AZDOHS also provides strategic direction and access to resources for Arizona's homeland security stakeholders to achieve our collective homeland security goals.

To protect Arizona, AZDOHS works with stakeholders to enhance information and data sharing. Cultivating a network of communications hardware, robust communications and data sharing policies and a culture of information security is a top priority for AZDOHS.

When providing strategic direction to stakeholders, AZDOHS works in conjunction with the United States Department of Homeland Security (DHS) to ensure that the guidance, direction and goals of DHS are reflected in Arizona's efforts.

To create access to resources for Arizona's homeland security stakeholders, AZDOHS consistently works with the leading figures in homeland security around the state including the Regional Advisory Councils (RACs) and the Senior Advisory Committee (SAC) to deploy a responsible and fair system to administer federal homeland security grant funds in accordance with federal and state laws and guidelines while addressing the overall homeland security landscape in Arizona.

Through these and other efforts, AZDOHS has a constant focus on preventing terrorist attacks in Arizona; reducing Arizona's vulnerability to all critical hazards, enhancing the capacity and expertise to plan for, mitigate, respond to and recover from all critical hazards that affect the safety, well-being and economic security of Arizona; and building the resiliency of Arizona.

Department Overview

Beginning in 2001, the Homeland Security Grant Program (HSGP) and other homeland security initiatives in Arizona were led by the initial iteration of Arizona's homeland security authority: the Office of Homeland Security (OHS). Arizona's OHS was contained within the Governor's Office and was created immediately after the terrorist attacks of 9/11. As the homeland security landscape evolved in America after 9/11, so too did the OHS in Arizona. Initially merged together with the Arizona Division of Emergency Management (ADEM), the recognition early on as to the scope and breadth of what homeland security would become led to the creation of a fully fledged department on September 21, 2006: the Arizona Department of Homeland Security (AZDOHS).

As it is known today, AZDOHS consists of 16 full-time employees and a Director. The AZDOHS is divided among three divisions: Preparedness and Planning; Finance; and Administration. The primary functions of AZDOHS are:
- Formulate homeland security strategy
- Serve as the State Administrative Agency (SAA)
- Collaborate with partner agencies on border security
- Act as Arizona's liaison to the federal Department of Homeland Security
- Administer multiple federal homeland security grant programs for Arizona
- Distribute homeland security grant funds to eligible agencies
- Monitor grant recipients in Arizona for compliance
- Foster collaboration across jurisdictions and disciplines on homeland security initiatives
- Facilitate infrastructure protection initiatives

At the present time, AZDOHS oversees the following federal homeland security grant programs:
- Border Interoperability Demonstration Project (BIDP)
- Buffer Zone Protection Program (BZPP)
- Citizen Corps Program (CCP)
- Emergency Operations Center (EOC) Grant
- Interoperable Emergency Communications Grant Program (IECGP)
- Metropolitan Medical Response System (MMRS)
- Operation Stonegarden Grant Program (OPSG)
- Public Safety Interoperable Communications (PSIC)
- State Homeland Security Grant Program (SHSGP)
- Transit Security Grant Program (TSGP)
- Urban Areas Security Initiative (UASI)
- Urban Areas Security Initiative Nonprofit Security Grant Program (UASI NSGP)

Coordination

In the State of Arizona, AZDOHS is responsible for the development and implementation of the SHSS. AZDOHS is committed to ensure that future SHSS development and assessment activities include relevant stakeholders across the state. To ensure this coordination, AZDOHS has initiated several statewide efforts. These coordination efforts include:

- A Target Capabilities Assessment (TCA)
- Regional Advisory Councils (RAC)
- A Senior Advisory Committee (SAC)

Target Capabilities Assessment (TCA)
In 2009, AZDOHS asked stakeholders from across Arizona to take part in the TCA, which provided an avenue for counties and state agencies to reach out to local jurisdictions and report their progress and areas of opportunity in each of the 37 target capabilities for their respective homeland security region. The initial TCA process yielded valuable information from Arizona's local jurisdictions that has been used in the development of this Strategy.

Regional Advisory Council (RAC)
There are five homeland security regions in Arizona and each region has its own Regional Advisory Council (RAC). The RACs have as their primary role prioritizing and recommending what projects should receive federal homeland security grant funding. In addition, the RACs develop regional strategies that address homeland security objectives in their respective regions. The RACs also work collaboratively with AZDOHS and each other to implement this Strategy. The members of the RACs, who are appointed by the Governor, come from a variety of disciplines and live or work in their respective regions. RAC members include representatives from: the fire service; a police chief; a county sheriff; a Tribal representative; an emergency manager; city and county elected officials; a representative from the Department of Public Safety (DPS) and a public health representative. The scope of the RACs is codified in law in Arizona Revised Statutes § 41-4258.

Senior Advisory Committee (SAC)
In 2009, a new Homeland Security Senior Advisory Committee (SAC) was established under Arizona Revised Statue 41-4256. The primary goal of the SAC is to enhance integration of disciplines involved in homeland security. Members of the SAC include leaders of government or Tribal entities who are actively involved in homeland security matters.

Target Capabilities

Arizona's SHSS has as its foundation the mission to increase the state's overall strength in each area in the Target Capabilities List (TCL). The TCL is the standard by which Arizona organizes its homeland security grant funding decisions. The current TCL is listed below.

Common Capabilities
- Planning
- Communications
- Risk Management
- Community Preparedness and Participation
- Intelligence and Information Sharing and Dissemination

Prevention
- Information Gathering and Recognition of Indicators and Warning
- Intelligence Analysis and Production
- Counter-Terror Investigation and Law Enforcement
- CBRNE Detection

Protection
- Critical Infrastructure Protection
- Food and Agriculture Safety and Defense
- Epidemiological Surveillance and Investigation
- Laboratory Testing

Response
- On-Site Incident Management
- Emergency Operations Center Management
- Critical Resource Logistics and Distribution
- Volunteer Management and Donations
- Responder Safety and Health
- Emergency Public Safety and Security Response
- Animal Disease Emergency Support
- Environmental Health
- Explosive Device Response Operations
- Fire Incident Response Support
- WMD/Hazardous Materials Response and Decontamination
- Citizen Evacuation and Shelter-In-Place
- Isolation and Quarantine
- Search and Rescue
- Emergency Public Information and Warning
- Emergency Triage and Pre-Hospital Treatment
- Medical Surge
- Medical Supplies Management and Distribution
- Mass Prophylaxis
- Mass Care
- Fatality Management

Recovery
- Structural Damage Assessment
- Restoration of Lifelines
- Economic and Community Recovery

SOURCE: TCL List (Sep 2007), U.S. Department of Homeland Security, http://www.fema.gov/pdf/government/training/tcl.pdf

Regionalization

In an effort to help the state better address common challenges and capitalize on the unique attributes of Arizona, AZDOHS instituted a regional approach to homeland security in 2004. As one of the first states in the nation to deploy a regional system, Arizona was on the leading edge of this trend that is now named a "best practice" by DHS. Through a regional approach to preparedness, Arizona has been able to establish layered detection, prevention, response and recovery capabilities as well as capitalize on the knowledge and experience that essential personnel possess about their respective regions.

Regionalization encourages cooperation and allows for:
- Strategic sharing of resources, reducing unnecessary duplications in equipment;
- Common baseline capacities for first essential responder personnel; and
- Strengthening Arizona's ability to work together at all levels to address common threat and vulnerability issues.

Arizona includes five homeland security regions grouped together by counties.
- **Central Region:** Maricopa County
- **East Region:** Gila, Graham, Greenlee and Pinal Counties
- **North Region:** Apache, Coconino and Navajo Counties
- **South Region:** Cochise, Pima, Santa Cruz and Yuma Counties
- **West Region:** La Paz, Mohave and Yavapai Counties
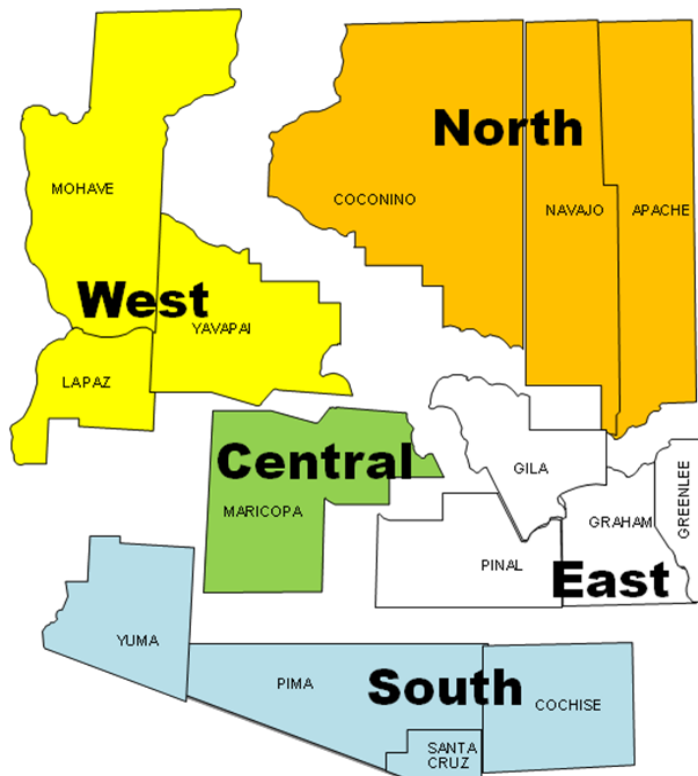
Regionalization – cont'd

- The **Central Region** has a population[1] of 3,987,942 people. This represents approximately 60% of the state's total population. Located within the Central Region are several sovereign nations including the Gila River Indian Community, the Salt River Pima-Maricopa Indian Community, the Fort McDowell Yavapai Nation and the Tohono O'odham Nation.

- The **East Region** has a total population of 455,502 people. Sovereign nations found within the East Region include the Gila River Indian Community, the Ak-Chin Indian Community, the San Carlos Apache Tribe, the White Mountain Apache Tribe, the Tohono O'odham Nation and the Tonto Apache Tribe.

- The **North Region** has a population of 326,549 people. In the North Region, the sovereign nations include the Hualapai Tribe, the Havasupai Tribe, the Hopi Tribe, the Navajo Nation, the Zuni Pueblo, the White Mountain Apache Tribe and the San Juan Southern Paiute Tribe.

- The **South Region** has a population of 1,404,707. Included in the South Region are the Tohono O'odham Nation, the Pascua Yaqui Tribe, the Fort Yuma Quechan Tribe and the Cocopah Tribe.

- The **West Region's** total population is 454,754 people. The sovereign nations included in the West region include the Colorado River Indian Tribe, the Fort Mojave Tribe, the Hualapai Tribe, the Kaibab-Paiute Tribe, the Yavapai-Prescott Indian Tribe, and the Yavapai-Apache Nation.

The State of Arizona includes two UASI cities: Phoenix and Tucson. The Phoenix UASI is located in the Central homeland security region in Maricopa County. The Tucson UASI is located in the South homeland security region in Pima County.

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[1] All population figures for each region are estimates as of July 1, 2008 taken from the Arizona Department of Commerce County profiles 2009 found online at www.azcommerce.com.

Target Capabilities Assessment

Recognizing that federal homeland security funding resources are limited and that the landscape of terrorism and critical hazard prevention and protection is ever-changing, the AZDOHS commissioned a Target Capabilities Assessment (TCA) in 2009.

The initial 2009 TCA represented a comprehensive evaluation of the status of homeland security in each of Arizona's homeland security regions and at the state level. The TCA, which was updated in 2010, remains a collaborative, multi-jurisdictional, multi-disciplinary assessment process organized at the state level by AZDOHS.

The goal of the initial 2009 TCA was to establish baseline preparedness data and identify areas of opportunity related to organization, planning, equipment, training, or exercises. This was accomplished through a four-phase data collection and analysis process that involved stakeholders from all levels of government and disciplines that reported information related to a jurisdiction's or organization's capabilities. The result of the TCA provides the AZDOHS with a useful snapshot of the state's progress in each of the 37 target capabilities that is used as one tool to assist in planning and supporting homeland security efforts in Arizona. The TCA will continue to be updated through a collaborative process on an annual basis to ensure that the information remains current and accurate.

While the specific results of the TCA are not made public to protect the sensitive information contained within the data, the general sense of Arizona's strengths and needs have been captured and are incorporated into this SHSS. Together, the TCA and SHSS will continue to be used to help determine how federal homeland security grant funding can best be leveraged toward the most critical needs faced by the state of Arizona.

The Eight National Priorities for Homeland Security

NP1. Expand Regional Collaboration
NP2. Implement the National Incident Management System
 and the National Response Plan
NP3. Implement the National Infrastructure Protection Plan
NP4. Strengthen Information Sharing and Collaboration Capabilities
NP5. Strengthen Interoperable and Operable Communications Capabilities
NP6. Strengthen CBRNE Detection, Response, and Decontamination Capabilities
NP7. Strengthen Medical Surge and Mass Prophylaxis Capabilities
NP8. Strengthen Planning and Citizen Preparedness Capabilities

Collaboration

One of the cornerstones of the AZDOHS mission is collaboration. AZDOHS supports the perspective in the NPG that "preparedness is a shared responsibility" and "requires a coordinated national effort involving every level of government, as well as the private sector, non-governmental organizations and individual citizens."

AZDOHS relies upon a network of relationships and partnerships to fulfill the homeland security mission in Arizona because, in accordance with the National Incident Management System (NIMS), local resources will be the first to respond to the immediate needs of the community during any disaster situation. Central to achieving this mission are the local fire, police and other essential personnel. At the county level of government, AZDOHS most frequently calls upon emergency managers, public works and public health professionals to work to enhance capabilities around the state.

One initiative that exemplifies the collaborative culture in Arizona is the statewide fusion center. Known as ACTIC, the Arizona Counter Terrorism Information Center, the state's fusion center is a multi-disciplinary operations hub that has been functioning since October 2004. The ACTIC is operated by DPS and links together the state's homeland security stakeholders in one facility to enhance Arizona's capability to collect, analyze, share and disseminate critical homeland security information and intelligence. In addition to state and local participants, the ACTIC incorporates the Phoenix Federal Bureau of Investigation (FBI) Joint Terrorism Task Force (JTTF). Other federal partners, including DHS, play an important role at ACTIC.

AZDOHS highly values the input and contributions of the many sovereign Tribal nations that are located in Arizona. Ongoing efforts are made by AZDOHS to enhance collaboration with Arizona's Tribes and other homeland security stakeholders with the goal of sharing resources, improving capabilities and communications both on and around Tribal lands. The Tribal Homeland Security Grant Program (THSGP) offers funding exclusively for Tribes to enhance their homeland security capabilities. In Federal Fiscal Year 2010, Arizona Tribes received more than $3.9 million, or about 39% of the total funding available in this nationwide grant program.

Private sector entities are an integral part of the state's collaborative efforts based on their ownership of a significant portion of critical infrastructure. As this Strategy entails, partnerships with private sector entities is a vital factor in the recovery and resiliency after any disaster. The Partners for Arizona's Safety and Security (PASS) program and the Business Emergency Coordination Center (BECC) were established by ADEM as mechanisms to involve businesses and other private sector organizations into emergency response planning and other aspects of Arizona's homeland security mission.

Non-Governmental Organizations (NGOs) and the public also play an important role in Arizona's ability to prevent, protect and recover from any critical hazard that the state may face. Specifically, the Urban Areas Security Initiative Nonprofit Security Grant Program (UASI NSGP) offers opportunities for non-profit organizations to bolster physical security at their facilities. The Citizen Corps Program (CCP) provides opportunities for community groups, faith based organizations and individuals to coordinate with local Citizen Corps Councils to improve family, business and community emergency preparedness – the mission of the Citizen Corps Program.

By approaching homeland security of our state from these various viewpoints, professional disciplines and groups, Arizona benefits from the knowledge, skills and abilities of all stakeholders.

Mission Areas

Arizona's State Homeland Security Strategy (SHSS) is based upon the National Preparedness Guidelines wherein the vision issued by the DHS is to have: "A nation prepared with coordinated capabilities to prevent, protect against, respond to and recover from all hazards in a way that balances risk with resources and need." As such, the foundation for the SHSS rests upon the four core homeland security mission areas.

Prevention
Protection
Response
Recovery

State Homeland Security Strategy

Arizona's SHSS provides the framework by which federal homeland security grant funding applications will be prioritized and awarded in the State of Arizona. The goals, objectives, and action items contained within the SHSS lay a foundation for Arizona's homeland security partners to protect our state from all critical hazards, including reducing our risk for a terrorism related event.

The SHSS contains six interconnected goals that are designed to accomplish the mission of securing Arizona in accordance with the NPG, TCL and other relevant federal guidance documents referenced within this Strategy. Each goal has accompanying targeted and specific objectives and action items that will further guide the efforts of Arizona's homeland security partners. The goals are as follows:

Arizona's State Homeland Security Strategy Goals

Goal 1: Enhance Arizona's Common Capabilities

Goal 2: Prevent and Disrupt Terrorist Attacks

Goal 3: Enhance Border Security

Goal 4: Protect Arizona's Critical Infrastructure and Key Resources

Goal 5: Respond to Incidents

Goal 6: Recover from Incidents

Goal 1: Enhance Arizona's Common Capabilities

Activities in the homeland security mission area of common capabilities include the following areas: communication; cyber security; community preparedness and participation; intelligence and information sharing; planning; and risk management. To advance interoperability and communication systems in Arizona, the AZDOHS and other partner agencies collaborate with the Government Information Technology Agency (GITA) to participate in the Statewide Interoperability Executive Committee (SIEC) and the Public Safety Communications Advisory Commission (PSCC) meetings and working groups. The following specific objectives have been developed to help further guide Arizona in the mission to enhance the state's common capabilities:

Goal 1: Enhance Arizona's Common Capabilities		
Objective		**Action Item**
1.1.0	**Bolster Arizona's Communication Capability in Interoperable Voice Communications / Radios**	**1.1.1** Implement, enhance and promote functional regional systems in support of interoperable communications (See the State Communications Interoperability Plan (SCIP) Section 5.8.3.2).
		1.1.2 Encourage the usage of and education regarding the Arizona Interagency Radio System (AIRS) communications system in support of interoperable communications by state and local agencies (SCIP Initiative 5.8.3.1). Incorporate the Public Safety Communications Advisory Commission (PSCC) approved interoperable channels in all first responder equipment, replacing equipment with insufficient channel capacity to support interoperability.
		1.1.3 Upgrade operable communication systems for state, local and Tribal entities in support of interoperable communications (SCIP Section 5.8.3.5).
		1.1.4 Support the Department of Public Safety (DPS) upgrade the statewide microwave backbone infrastructure to digital technology (SCIP Section 5.8.3.3).
		1.1.5 Support local and regional interoperable communications documentation including Tactical Interoperable Communication Plans (TICP), Regional Interoperable Communications Plan (RICP) and date loaded in Communications Asset Survey Mapping (CASM) tool. (SCIP Initiative 5.8.4.1; TCA Communications Section Measures 1 - 4).
		1.1.6 Establish a Policy, Standards and Procedures (PSP) Framework, and implement PSPs, including Standard Operating Procedures (SOP), for interoperable communication solutions (SCIP Section 5.8.2.1).

1.2.0	**Enhance Arizona's Cyber Security efforts statewide to deter attacks on Arizona's cyber and information technology infrastructure.**	**1.2.1** Promote collaborative relationships to mitigate cyber attacks and information security risks.
		1.2.2 Support efforts to develop and enhance Cyber Security.
		1.2.3 Support Cyber Security Awareness Month efforts every October across Arizona to promote safety in virtual environments across the community.
1.3.0	**Continue to enhance and refine Arizona's homeland security, emergency response and community preparedness planning efforts to ensure that the state maintains a robust inventory of plans, and other related information in a continual effort to achieve the homeland security mission.**	**1.3.1** Continue to support the statewide target capabilities assessment and gap analysis administered by AZDOHS.
		1.3.2 Conduct ongoing threat assessments to provide a common operating picture to law enforcement agencies to support planning efforts.
		1.3.3 Support the development and enhancement of plans and procedures to reduce Arizona's vulnerability to terrorist attacks and all other critical hazards while improving regional security and recovery abilities.
		1.3.4 Provide ongoing technical assistance outreach to Arizona's homeland security stakeholders to effectively integrate planning efforts across the homeland security regions.
		1.3.5 Continue to provide outreach and education opportunities in the homeland security regions across the state to ensure that Arizona's federal grant homeland security stakeholders are knowledgeable about and comply with federal and state regulations.
		1.3.6 Educate essential homeland security personnel and partner organizations about available resources and capabilities available locally, regionally and statewide.
1.4.0	**Continually leverage a limited amount of federal funds against an unlimited set of potential terrorist and other critical hazards and threats to prioritize those threats that pose the greatest risk to the State of Arizona.**	**1.4.1** Work collaboratively with the Regional Advisory Councils (RAC), Urban Areas Security Initiative (UASI), Operation Stonegarden (OPSG) Working Group and other authorities to identify, evaluate and prioritize resources to minimize threats and vulnerabilities to regional and statewide assets.
		1.4.2 Encourage the development of scenario based plans for resources and information to address risk for terrorist and other critical hazards.
1.5.0	**Increase Arizona's Capability to Share and Disseminate Intelligence and Information / Interoperable Data**	**1.5.1** Encourage information flow between the Arizona Counter Terrorism Information Center (ACTIC) and first responder and other essential personnel.
		1.5.2 Assist the ACTIC in developing and disseminating an information flow model for non-first responder personnel across the state.
		1.5.3 Facilitate efforts to enhance electronic information systems, such as the Homeland Security Information Network (HSIN), across Arizona that link to ACTIC to integrate and share intelligence.
		1.5.4 Support the information and data sharing linkages (such as AZLINK) between ACTIC and Arizona's Federal, state, county, local and Tribal first responder system.

1.6.0	Promote ways in which Arizona's citizens and communities can play an active role in being prepared for disasters to enhance their level of preparedness and participation.	**1.6.1** Engage government, community leadership and private sector entities in collaboration in all-hazard emergency preparedness planning.
		1.6.2 Integrate the special needs of vulnerable populations (such as the elderly or persons with disabilities) and faith-based communities in emergency preparedness and planning.
		1.6.3 Continue to support the goals of the federally recognized Citizen Corps Program for volunteers, including Community Emergency Response Teams (CERT); Volunteers in Police Service (VIPS); Medical Reserve Corps (MRC); USA on Watch and Fire Corps.
		1.6.4 Support the integration of volunteer organizations into training and exercise plans.
		1.6.5 Support ongoing outreach efforts for citizen preparedness with an emphasis during National Preparedness Month every September promoting better prepared communities, families and businesses.

Goal 2: Prevent Terrorist Attacks

The homeland security mission area of prevention includes actions to avoid an incident or to intervene to stop an incident from occurring. Preventing terrorist attacks involves intelligence and deterrence operations; heightened inspections; improved surveillance and security operations; investigations; education and training; enhanced nuclear and radiological detection capabilities; public health, agricultural surveillance, and testing processes; immunizations, isolation, or quarantine; and certain law enforcement operations. Public announcements, infrastructure improvements, and citizen vigilance are also important, especially when considering an all-hazards approach to terrorism prevention. The following specific objectives have been developed to help further guide Arizona in the prevention mission:

Goal 2: Prevent Terrorist Attacks		
Objective		**Action Item**
2.1.0	**Support operations that will further Arizona's collection, analysis, sharing and dissemination of critical homeland security intelligence and information through the Arizona Counter Terrorism Information Center (ACTIC).**	**2.1.1** Assess and advance information sharing efforts involving non-first responders and the ACTIC.
		2.1.2 Support community outreach efforts to raise awareness of ACTIC's capabilities and encourage leads and tips from the general public into ACTIC.
		2.1.3 Enhance and explore Computer Aided Dispatch (CAD) data options to benefit the intelligence community.
		2.1.4 Integrate non-law enforcement subject matter experts (such as civil engineers and public works professionals) into the threat and vulnerability assessment process.
		2.1.5 Collaborate with the Federal Bureau of Investigation (FBI) Joint Terrorism Task Force (JTTF) through ACTIC in support of counterterrorism investigation and information sharing.
2.2.0	**Enhance regional collaboration by supporting projects that support the acquisition of resources and bolstering of capabilities that span natural, jurisdictional and political borders.**	**2.2.1** Develop a statewide plan to analyze and consolidate resource typing initiatives and information to further the development of a statewide blueprint / gap analysis.
		2.2.2 Support and promote mechanisms for interagency cooperation and collaboration (such as the High Intensity Drug Trafficking Area (HIDTA) Initiative) that share the common mission of securing the homeland through the collection and analysis of intelligence and information.

2.3.0	**Work in conjunction with the Arizona Division of Emergency Management to continually reinforce the implementation of the National Incident Management System (NIMS) in the State of Arizona.**	**2.3.1** Continue the ongoing outreach efforts to inform and implement the National Incident Management System (NIMS) into public and private sector emergency planning, training and exercise. Promote better use of the NIMSCAST tool throughout applicable agencies in Arizona.
		2.3.2 Use Incident Command System (ICS) during disasters, planned events and exercises including the use of appropriate forms, as required by NIMS.
		2.3.3 Assure that the Standard Operating Procedures (SOPs) for communications are NIMS compliant (TCA Communications Section Measure 5).
		2.3.4 Encourage the training and recognition of NIMS Compliant Communications Unit Trained personnel, including the All Hazards Type III Communications Unit Leader (COML) and the Communication Technician (COMT) (SCIP Section 5.8.4.1).
2.4.0	**Strengthen Arizona's ability to detect Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) devices.**	**2.4.1** Enhance Preventative Radiological Nuclear Detection (PRND) capabilities.

Goal 3: Enhance Border Security

Activities in the border security enhancement mission area address the development, coordination, and execution of plans to maintain a secure border; the funding of overtime operations and additional equipment; additional measures for collaboration and cooperation in border initiatives; sharing information and intelligence; improvement of interoperable communications in the border region; and development of initiatives to mitigate the effects of future incidents. The following specific objectives have been developed to help further guide Arizona in the border security mission:

Goal 3: Enhance Border Security		
Objective		**Action Item**
3.1.0	**Support the Governor's Border Security Plan in an effort to secure the international border Arizona shares with Mexico.**	**3.1.1** Advance joint operations that carry out the Governor's border security mission in Arizona.
		3.1.2 Leverage and synergize existing federal grant funding sources available to support border security in Arizona.
		3.1.3 Work with the Arizona National Guard to support a joint mission of securing the international border.
		3.1.4 Work with federal agencies to support a joint mission of securing the international border, while preserving quality of life and promoting legitimate commerce and trade.
		3.1.5 Conduct training exercises to focus on coordination and collaboration of border security efforts in the border region.
3.2.0	**Support the operations of the Arizona Counter Terrorism Information Center (ACTIC) related to border security.**	**3.2.1** Further establish and develop intelligence and information sharing mechanisms and systems between various law enforcement agencies regarding counterterrorism related to border security.
		3.2.2 Collaborate with the Federal Bureau of Investigation (FBI) Joint Terrorism Task Force (JTTF) in support of counterterrorism investigation and information sharing initiatives related to border security.
3.3.0	**Participate in and collaborate with other members of the Operation Stonegarden (OPSG) Working Group in a joint effort to promote a safe and secure international border between Arizona and Mexico.** **Continue to manage the OPSG grant administration process which provides overtime and equipment funding to state, Tribal and local law enforcement agencies involved in border security enforcement in Arizona.**	**3.3.1** Facilitate mechanisms and systems that promote interagency cooperation regarding border security efforts.
		3.3.2 Conduct regular coordination meetings involving the U.S. Border Patrol, Arizona border County Sheriffs and participating border law enforcement agencies in Arizona.
		3.3.3 Participate in the Operation Stonegarden (OPSG) Oversight Committee.
		3.3.4 Participate in or attend the South Regional Advisory Council meetings and/or working groups.
		3.3.5 Continue to use Operation Stonegarden funding to increase the law enforcement presence along Arizona's international border.

3.4.0	**Improve interoperable public safety communications in the Arizona / Mexico international border region.**	**3.4.1** Address the interoperable communications challenges with federal authorities at the border through active participation in the Southwest Border Communications Working Group.
		3.4.2 Support the efforts of the Public Safety Communications Advisory Commission (PSCC) in relation to interoperability in the border region.
		3.4.3 Develop Southern Border specific local and Regional Interoperable Communications Plans (RICP) with the support of the Public Safety Interoperable Communications (PSIC) Office.
3.5.0	**Engage Emergency Management stakeholders to develop and enhance emergency response and management capabilities in the border region.**	**3.5.1** Develop and enhance emergency management collaboration efforts in the border region, including supporting the federal Border 2012 initiative.
		3.5.2 Maintain efforts to provide emergency preparedness, emergency response and prevention training and exercise activities in the border region.
		3.5.3 Perform periodic vulnerability and risk assessments in the border region.

Goal 4: Protect Arizona's Critical Infrastructure & Key Resources

The homeland security mission area of protection includes actions to reduce the vulnerability of Critical Infrastructure and Key Resources (CIKR) in order to deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies. Protection also includes: continuity of government and operations planning; evacuation planning; awareness elevation and understanding of threats and vulnerabilities to related critical facilities, systems, and functions; promotion of effective sector-specific protection practices and methodologies; and expansion of voluntary security-related information sharing between government and private entities.

The ACTIC has been involved in the identification, prioritization, categorizing, and recording of Arizona's CIKR. The Threat Mitigation Infrastructure Protection Unit consists of local, State, and Federal agencies that network to complete Threat and Vulnerability Assessments (TVAs). TVAs are completed by Terrorism Liaison Officers (TLOs) from local law enforcement and fire agencies. The following specific objectives have been developed to help further guide Arizona in the protection mission:

Goal 4: Protect Arizona's Communities, CIKR

	Objective	Action Item
4.1.0	**Reduce the vulnerability of Arizona's CIKR through the implementation of protection plans and procedures that incorporate the National Infrastructure Protection Plan (NIPP).**	**4.1.1** Support the continued integration of CIKR information through ACTIC's information systems of pre-identified public and private assets to ensure accurate information and to remain in compliance with the National Infrastructure Protection Plan (NIPP), Buffer Zone Protection Program (BZPP) and Arizona Revised Statute 41.1801-1805.
		4.1.2 Strengthen interstate and international connectivity to ACTIC in compliance with applicable federal and state laws.
		4.1.3 Continue to coordinate infrastructure protection efforts by working with the regional DHS Protective Security Advisor (PSA).
		4.1.4 Update and implement the Arizona State Infrastructure Protection Plan (ASIPP).
		4.1.5 Develop a statewide Critical Infrastructure/Key Resources (CIKR) Coordinating Council.

4.2.0	Expand the relationships with CIKR stakeholders across the state including promoting public and private partnerships in Arizona that work to secure the state's CIKR sites and resources.	**4.2.1** Incorporate and integrate private sector entities and non-traditional intelligence agencies (i.e., transportation, public health, fire, education, etc.) into ACTIC activities.
		4.2.2 Continue to develop and enhance plans and procedures to address acquiring, retaining, sharing and protecting proprietary private sector CIKR related information.
		4.2.3 Participate in and promote the benefits of membership of InfraGard and the Partners for Arizona's Safety and Security (PASS) organizations.
		4.2.4 Utilize existing groups, initiatives and activities to integrate and enhance relationships among CIKR stakeholders.
4.3.0	Continue to support ACTIC programs to better secure Arizona's CIKR.	**4.3.1** Facilitate efforts to enhance electronic CIKR information systems (such as the Homeland Security Information Network (HSIN) system) across Arizona that link to ACTIC to integrate and share CIKR information.
		4.3.2 Support the Threat Mitigation Unit (TMU) and Terrorism Liaison Officer (TLO) and other ACTIC programs statewide to continue the mission to identify, prioritize, secure and protect Arizona's CIKR.
		4.3.3 Continue to use the Knowledge Display and Aggregation System (KDAS) Geographic Information System (GIS) tool in the acquisition, display, analysis and dissemination of resource information in Arizona.
		4.3.4 Refine and expand the state's credentialing program that establishes standards for CIKR personnel.
4.4.0	Support the efforts of AZDOHS's partners in the areas of: food and agricultural safety and defense; public health laboratory testing and epidemiological surveillance and investigation.	**4.4.1** Support plans, procedures, resources, capacities and other mechanisms that bolster Arizona's ability to protect food and agricultural CIKR.
		4.4.2 Support initiatives that promote collaboration between Arizona's public health authorities and the U.S. Department of Homeland Security's BioWatch Program in Arizona.
		4.4.3 Support plans, procedures, resources, capacities and other mechanisms that bolster Arizona's ability to achieve the public health laboratory testing, and epidemiological surveillance and investigation target capabilities.

Goal 5: Respond to Incidents

Activities in the homeland security mission area of response address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response activities include: applying intelligence and other information to lessen the effects or consequences of an incident; increasing security and law enforcement operations; continuing investigations into the nature and source of the threat; continuing public health and agricultural surveillance and testing processes; providing immunizations; enforcing isolation or quarantine; and allowing appropriate citizen response. A prepared community will also possess sufficient capability for emergency feeding and sheltering of displaced people. The following specific objectives have been developed to help further guide Arizona in the response mission:

Goal 5: Respond to Incidents

	Objective	Action Item
5.1.0	**Increase the ability for Arizona's essential personnel to respond to locations as needed during incidents of critical homeland security significance. Expand readiness with all homeland security stakeholders including local and state government, Tribal Nations and non-governmental organizations.**	**5.1.1** Continue to utilize and support resources to ensure appropriate systems are in place to address hazard mitigation, search and rescue, crime scene management and other critical hazards.
		5.1.2 Continue with efforts to provide training opportunities to Arizona's homeland security stakeholders in accordance with National Priorities.
		5.1.3 Continue to provide technical assistance to Arizona's homeland security stakeholders in accordance with National Priorities.
		5.1.4 Encourage and support the participation of counties, local jurisdictions and Tribal nations in Arizona's Mutual Aid Compacts (AZMAC).
5.2.0	**Strengthen Arizona's essential responder personnel capabilities to address Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) incidents.**	**5.2.1** Strengthen Arizona's CBRNE capabilities through continued acquisition of the necessary equipment, training, exercise and other resources needed by Arizona's first responders and other essential personnel to effectively detect and respond to acts of terrorism or incidents involving CBRNE materials or agents.
5.3.0	**Work in conjunction with the Arizona Division of Emergency Management (ADEM) to offer training and exercise that advance the State Homeland Security Strategy in Arizona as well as addressing the target capabilities and supporting national strategies.**	**5.3.1** Support the efforts of ADEM in addressing the training, exercise and awareness needs of all critical and first responder personnel in Arizona.
		5.3.2 Support efforts to develop and maintain a more robust centralized training management system.
		5.3.3 Track and distribute lessons learned from key incidents, training and exercise programs to enhance future planning, response and training efforts.

5.4.0	**Enhance Arizona's ability to safeguard public health by working with public health stakeholders.**	**5.4.1** Strengthen Arizona's medical surge and mass prophylaxis capabilities.
		5.4.2 Support plans, procedures, resources, capacities and other mechanisms that bolster Arizona's ability to prevent, detect and treat human disease to limit or eliminate risk and disease.
		5.4.3 Support efforts to incorporate public health professionals and essential personnel into planning, training and exercise across Arizona.
5.5.0	**Partner with the State and local Emergency Operations Centers (EOC) to ensure that these entities have access to federal homeland security funding sources aimed specifically at EOC management, training and improvement.**	**5.5.1** Enhance operational capabilities of EOCs statewide.
		5.5.2 Encourage the use of a common operating platform (such as WebEOC) at state, county, local and Tribal Emergency Operation Centers (EOC) to bolster interface and inventory capabilities.
		5.5.3 Implement and support the efforts of all State agencies related to incident response as outlined in the State Emergency Response and Recovery Plan (SERRP).
		5.5.4 Support updates to the State Emergency Response and Recovery Plan (SERRP).
5.6.0	**Enhance the state's ability to safeguard animals, agriculture and the food supply.**	**5.6.1** Support plans and procedures to detect and treat animal disease as early as possible to limit the exposure, risk, disease and possible loss of livestock.
		5.6.2 Support plans and procedures to enhance the resiliency of agricultural and food supply operations statewide.
5.7.0	**Bolster Arizona's capability to address the needs of the public during terrorism events and other critical hazards.**	**5.7.1** Continue to support efforts around Arizona for interagency cooperation to address emergency public information and warning.
		5.7.2 Promote mechanisms to address citizen evacuation and shelter-in-pace considerations within emergency plans, training and exercise.
		5.7.3 Incorporate environmental health aspects into response plans and recovery considerations.
		5.7.4 Ensure that jurisdictions and organizations across Arizona incorporate mechanisms to address volunteer management and donations into emergency plans.

Goal 6: Recover from Incidents

The focus of this goal is on activities related to helping Arizona recover from incidents of homeland significance as well as other critical hazards. Activities in the homeland security mission area of recovery address the development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental, and public assistance programs to provide housing, reunify affected populations and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. The following specific objectives have been developed to help further guide Arizona in the recovery mission:

Goal 6: Recover from Incidents		
Objective		**Action Item**
6.1.0	**Increase Arizona's ability to recover from incidents of critical homeland security significance by boosting the community resiliency among local and state governments, Tribal Nations and critical non-governmental organizations.**	**6.1.1** Promote the Continuity of Government (COG) plans with all homeland security partners statewide to ensure the continuity of leadership and to provide for citizen safety, reduce the disruption to essential services and minimize loss and damages.
		6.1.2 Encourage businesses across the state to create Continuity of Operations (COOP) plans through ongoing public outreach efforts, with a special emphasis during National Preparedness Month.
		6.1.3 Support and enhance the capability to perform public information, education and outreach functions during the response and recovery period of incidents that are of critical homeland security significance.
6.2.0	**Support the efforts of the Arizona Division of Emergency Management, the State Emergency Operations Center, county and local agencies as well as other partner agencies to sustain long-term economic and community recovery efforts as needed for incidents of critical homeland security significance.**	**6.2.1** Support the development and enhancement of plans to address the continuity of critical private sector functions in the event of a disaster or a state of emergency.
		6.2.2 Support the enhancement of capabilities of emergency operation centers within Arizona.

6.3.0	Identify and assist with the restoration of lifelines across the state during the recovery period of incidents that are of critical homeland security significance.	**6.3.1** Support and enhance the capability to perform emergency procurement functions during the response and recovery period of incidents.
		6.3.2 Support and enhance the capability to perform damage assessment functions during the response and recovery period of incidents.
		6.3.3 Support and enhance the capability to restore the state's normal agriculture functions during the response and recovery period of incidents.
		6.3.4 Support and enhance the capability to restore the state's normal food production function during the response and recovery period of incidents.
		6.3.5 Support and enhance the capability to restore the state's normal utilities functions during the response and recovery period of incidents.
		6.3.6 Support and enhance the capability to restore the state's normal trade and commerce functions during the response and recovery period of incidents.

Implementation & Evaluation Plan

Arizona's SHSS goals can only be accomplished through a network of cooperative relationships, collaboration and community involvement across the state. The Arizona Department of Homeland Security will:

- Disseminate the SHSS to the Senior Advisory Committee, the Regional Advisory Councils, as well as all relevant homeland security stakeholders and organizations;

- Make the SHSS available to the public via the AZDOHS web site at http://www.azdohs.gov;

- Work to facilitate an understanding and adoption of the SHSS by homeland security stakeholders across Arizona through a series of regional meetings;

- Incorporate the revised SHSS into upcoming grant funding cycles;

- Modify and refine the SHSS, as appropriate, to reflect the mission based on accomplishments, changes in the homeland security industry and stakeholder input.

The AZDOHS recognizes that achieving the homeland security mission for terrorism prevention and all critical hazards is an ongoing process. As the threats and homeland security environment evolves, so too will Arizona's Strategy. As a result of the ever-changing nature of the threats our state and Nation faces, AZDOHS will review the goals and objectives encased within this document on an annual basis.

While there are specific goals and objectives that will purposefully remain embedded within the SHSS, there are those targets that will change over time. As AZDOHS and our partners achieve the benchmarks laid out in this document, progress will be noted and new initiatives may arise based on risk and vulnerability assessments across the state.

Glossary of Acronyms and Terms

ACAMS – Automated Critical Asset Management System

ACTIC – Arizona Counter Terrorism Information Center

ACTT – Alliance to Combat Transnational Threats

ADEM – Arizona Division of Emergency Management

AHIMT – All Hazards Incident Management Team

AIRS – Arizona Interagency Radio System

ARRA – Arizona Radiation Regulatory Agency

ASIPP – Arizona State Infrastructure Protection Plan

AZDOHS – Arizona Department of Homeland Security

AZLINK – Arizona LINK: A law enforcement information sharing initiative that
interconnects federal, state, county, local, and Tribal entities.

AZMAC – Arizona Mutual Aid Compact

BIDP – Border Interoperability Demonstration Project

BECC – Business Emergency Coordination Center

BZPP – Buffer Zone Protection Program

CAD – Computer Aided Dispatch

CASM – Communications Asset Survey Mapping

CBRNE – Chemical, Biological, Radiological, Nuclear and Explosive Agents

CCP – Citizen Corps Program

CERT – Community Emergency Response Team

CIKR – Critical Infrastructure/Key Resources

COG – Continuity of Government

COML – All Hazards Type III Communications Unit Leader

COMT – Communication Unit Technician

COOP – Continuity of Operations Plan

DHS – United States Department of Homeland Security

DPS – Department of Public Safety

EMPG – Emergency Management Performance Grant

Essential Personnel – See page 34.

EOC – Emergency Operations Center

FBI – Federal Bureau of Investigation

First Responder – See page 34.

GITA – Government Information Technology Agency

GIS – Geographic Information System

GPD – Grant Programs Directorate

HIDTA – High Intensity Drug Trafficking Area

HSGP – Homeland Security Grant Program

HSIN – Homeland Security Information Network

HSPD – Homeland Security Presidential Directive

IECGP – Interoperable Emergency Communications Grant Program

ICS – Incident Command System

JTTF – Joint Terrorism Task Force

KDAS – Knowledge Display and Aggregation System

LETPP – Law Enforcement Terrorism Prevention Program

MMRS – Metropolitan Medical Response System

MRC – Medical Reserve Corps

NIMS – National Incident Management System

NIPP – National Infrastructure Protection Plan

NGO – Non-Governmental Organization

NPG – National Preparedness Guidelines

NRF – National Response Framework

NRP – National Response Plan

OHS – Office of Homeland Security

OPSG – Operation Stonegarden Grant Program

PASS – Partners for Arizona's Safety and Security

PRND – Preventative Radiological Nuclear Detection

PSA – Protective Security Advisor

PSCC – Public Safety Communications Advisory Commission

PSIC – Public Safety Interoperable Communications

PSP – Policy, Standards and Procedures

PVNGS – Palo Verde Nuclear Generating Station

RAC – Regional Advisory Council

RICP – Regional Interoperability Communications Plan

RRT – Rapid Response Team

SAA – State Administrative Agency

SAC – Senior Advisory Committee

SCIP – Statewide Communications Interoperability Plan

SERRP – State Emergency Response and Recovery Plan

SHSGP – State Homeland Security Grant Program

SHSS – State Homeland Security Strategy

SIEC – Statewide Interoperability Executive Committee

SOP – Standard Operating Procedure

TCA – Target Capabilities Assessment

TCL – Target Capabilities List

THSGP – Tribal Homeland Security Grant Program

TICP – Tactical Interoperable Communications Plans

TLO – Terrorism Liaison Officer

TMU – Threat Mitigation Unit

TSGP – Transit Security Grant Program

TVA – Threat and Vulnerability Assessment

UASI – Urban Areas Security Initiative

UASI NSGP – Urban Areas Security Initiative Nonprofit Security Grant Program

VIPS – Volunteers in Police Service

WMD – Weapons of Mass Destruction

Definition for Essential Personnel / First Responder

Drawing on definitions and material from section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), and Homeland Security Presidential Directive (HSPD) 5, as contained within this document, the term "first responder" refers to those individuals in Federal, state, county, and local governments; Tribal and Sovereign Nations; Non-Governmental Organizations (NGOs) such as hospitals and the Red Cross, who in the early stages of an incident are responsible for and/or act in the protection and preservation of life, property, evidence, and the environment, including, but not limited to:

- Public safety providers (such as police and fire)
- Emergency response providers (such as ground and air ambulance)
- Emergency management professionals
- Emergency medical providers (such as hospitals and clinics)
- Public health professionals
- Healthcare providers
- Clinical care personnel
- Public works personnel
- Public information personnel
- Government officials (such as elected officials with emergency management decision-making authority)
- Other skilled support personnel (such as equipment operators), agencies and authorities that can provide immediate support services during prevention, response, and recovery operations.

Appendix A: Reference Documents

1. National Preparedness Guidelines:
   http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf
   http://www.dhs.gov/files/publications/gc_1189788256647.shtm

   Issued By: U.S. Department of Homeland Security
   Issued: September 2007

2. TCL List (Sep 2007)
   http://www.fema.gov/pdf/government/training/tcl.pdf
   https://www.rkb.us/hspd8.cfm

   Issued by: U.S. Department of Homeland Security
   Issued: September 2007

3. National Response Framework (Jan 2008)
   http://www.fema.gov/emergency/nrf/
   http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf

   Issued by: U.S. Department of Homeland Security
   Issued: January 2008

4. Arizona Target Capabilities Assessment

   Issued by: Arizona Department of Homeland Security
   Issued: October 23, 2009

5. Homeland Security Presidential Directives
   http://www.dhs.gov/xabout/laws/editorial_0607.shtm

   Issued by: The President of the United States
   Issued: Various

6. State and Urban Areas Homeland Security Strategy Guidance on Aligning
   Strategies with the National Preparedness Goal
   http://www.fema.gov/good_guidance/download/10144
   http://www.fema.gov/good_guidance

   Issued by: U.S. Department of Homeland Security
   Issued: July 22, 2005

Appendix A – Continued

7. National Security Strategy
   http://www.whitehouse.gov/sites/default/files/rss_viewer/national_security_strategy.pdf

   Issued by: The Administration of President Barack Obama
   Issued: May 2010

8. State Emergency Response and Recovery Plan (SERRP)
   http://www.dem.azdema.gov/preparedness/planning/serrp.html

   Issued by: The Arizona Division of Emergency Management (ADEM)
   Issued: November 2008

9. Governor Brewer's Border Security Plan
   http://azgovernor.gov/dms/upload/04-22-10%20Governor%20Brewer%20Announces%20Border%20Security%20Plan.pdf

   Issued by: Jan Brewer, Governor for the State of Arizona
   Issued: April 22, 2010

Appendix B: Action Item Cross Reference

The chart below should be used in conjunction with Appendices C and D by any entity when applying for federal homeland security grant funds through AZDOHS. For more information on this process, please visit www.azdohs.gov/grants.

Goal	Mission Area	Objective	Action Item	National Priority	Target Capability
1. Enhance Arizona's Common Capabilities	Communication	**1.1.0**	1.1.1	NP1, NP4, NP5	2
			1.1.2	NP1, NP4, NP5	2
			1.1.3	NP1, NP4, NP5	2
			1.1.4	NP1, NP4, NP5	2
			1.1.5	NP1, NP4, NP5	2
			1.1.6	NP1, NP4, NP5	1, 2
	Cyber Security	**1.2.0**	1.2.1	NP1, NP4, NP5, NP8	1, 2, 3, 4
			1.2.2	NP1, NP4, NP5, NP8	1, 2, 3, 4
			1.2.3	NP 4, NP8	1, 2, 3, 4
	Planning	**1.3.0**	1.3.1	NP1, NP4	1, 3, 5
			1.3.2	NP1, NP4	1, 3, 6, 7, 8, 9, 10
			1.3.3	NP1, NP4	1, 3, 10, 37
			1.3.4	NP1, NP4	1, 3
			1.3.5	NP1	1, 4
			1.3.6	NP1, NP4	1, 4
	Risk Management	**1.4.0**	1.4.1	NP1, NP4	1, 3, 8, 10
			1.4.2	NP1, NP4	1, 3, 10
	Share / Disseminate Intelligence and Information	**1.5.0**	1.5.1	NP4	5, 6, 7
			1.5.2	NP4	5, 6, 7
			1.5.3	NP4, NP5	5, 6, 7
			1.5.4	NP4, NP5	5, 6, 7
	Community Preparedness and Participation	**1.6.0**	1.6.1	NP1, NP8	1, 4
			1.6.2	NP1, NP8	1, 4
			1.6.3	NP8	4, 17, 37
			1.6.4	NP1, NP8	4, 17, 37
			1.6.5	NP8	4, 37
2. Prevent Terror Attacks	Prevention	**2.1.0**	2.1.1	NP3, NP4	5, 6, 7, 10
			2.1.2	NP1, NP3, NP4	4, 5, 6, 7, 8, 10
			2.1.3	NP3, NP4, NP5	1, 2, 5, 6, 7, 8, 10
			2.1.4	NP3, NP4, NP8	1, 4, 5, 6, 7, 8, 9, 10
			2.1.5	NP1, NP3, NP4	1, 5, 10
		2.2.0	2.2.1	NP1, NP4	1, 3, 4, 14, 15
			2.2.2	NP1, NP3, NP4	1, 5, 6, 7, 8, 10
		2.3.0	2.3.1	NP2	1, 4, 15
			2.3.2	NP2	1, 5, 14 15
			2.3.3	NP1, NP2	1, 2
			2.3.4	NP2, NP5	1, 2
		2.4.0	2.4.1	NP6	1, 3, 5, 8, 9

3. Enhance Border Security	Protection	**3.1.0**	3.1.1	NP1, NP2, NP3, NP4, NP5, NP6	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
			3.1.2	ALL	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
			3.1.3	NP1, NP2, NP3, NP4, NP5, NP6	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
			3.1.4	NP1, NP2, NP3, NP4, NP5, NP6	1, 2, 3, 4, 5
			3.1.5	ALL	ALL
		3.2.0	3.2.1	NP1, NP4, NP5	1, 2, 3, 5, 6, 7, 8, 9, 10
			3.2.2	NP1, NP3, NP4, NP6	1, 2, 5, 7, 8, 9
		3.3.0	3.3.1	NP1, NP2, NP4, NP5, NP6	1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12
			3.3.2	NP1, NP2, NP4, NP5, NP6	1, 2, 3, 5
			3.3.3	NP1, NP2, NP4, NP5, NP6	1, 2, 3, 5
			3.3.4	NP1, NP2, NP4, NP5	ALL
			3.3.5	NP1, NP2, NP4, NP5, NP6	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
		3.4.0	3.4.1	NP 1, NP2, NP4, NP5	1, 2, 4, 5, 14
			3.4.2	NP 1, NP2, NP4, NP5	1, 2, 4, 5, 19, 23
			3.4.3	NP 1, NP2, NP4, NP5	1, 2, 4, 5, 19, 23
		3.5.0	3.5.1	NP 1, NP2, NP3, NP4, NP5, NP6, NP8	1, 2, 4, 5, 14, 19, 23
			3.5.2	ALL	ALL
			3.5.3	ALL	ALL
4. Protect Arizona's CIKR	Protect ion	**4.1.0**	4.1.1	NP1, NP3, NP4	1, 2, 3, 5, 10
			4.1.2	NP1, NP3, NP4, NP5	1, 2, 5, 6, 7, 8, 10
			4.1.3	NP1, NP2, NP3, NP4	1, 2, 3, 5, 10
			4.1.4	NP1, NP3	1, 2, 3, 5, 7, 10
			4.1.5	NP1, NP2, NP3, NP4	1, 2, 3, 4, 5, 6, 7, 8, 9,10, 11, 12, 13
		4.2.0	4.2.1	NP1, NP2, NP4	1, 2, 3, 4, 5, 6, 7, 8, 9,10, 11, 12, 13
			4.2.2	NP1, NP3, NP4, NP5, NP8	1, 2, 3, 4, 5, 6, 7, 8, 10
			4.2.3	NP1, NP3, NP4, NP5, NP8	1, 2, 3, 4, 5, 6, 7, 8, 10
			4.2.4	NP1, NP3, NP4, NP5, NP8	1, 2, 3, 4, 5, 6, 7, 8, 9,10, 11, 12, 13
		4.3.0	4.3.1	NP1, NP4, NP5	1, 2, 5, 6, 7, 8, 10, 35
			4.3.2	NP1, NP3, NP4	1, 3, 4, 5, 6, 7, 8, 9,10, 35
			4.3.3	NP1, NP3, NP4, NP5	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 35, 36, 37
			4.3.4	NP1, NP2, NP3	1, 2, 3, 5, 10
		4.4.0	4.4.1	NP1, NP2, NP3, NP4, NP6, NP8	1, 2, 3, 4, 5, 6, 7, 8, 9,10, 11, 12, 13, 20, 21, 36, 37

			4.4.2	NP1, NP2, NP3, NP4, NP7, NP8	1, 2, 3, 4, 5, 6, 7, 8, 9,10, 11, 12, 13, 18, 20, 21, 26, 29, 30, 31, 32, 33, 34
			4.4.3	NP1, NP2, NP3, NP4, NP6, NP7, NP8	1, 2, 3, 4, 5, 6, 7, 8, 9,10, 11, 12, 13, 18, 21, 26, 30, 31, 32, 33, 34
5. Respond to Incidents	Response	**5.1.0**	5.1.1	ALL	1, 3, 9, 10, 14, 15, 16, 18, 19, 22, 23, 24, 27
			5.1.2	ALL	ALL
			5.1.3	ALL	ALL
			5.1.4	ALL	ALL
		5.2.0	5.2.1	NP2, NP3, NP6, NP7	1, 3, 9, 10, 11, 12, 13, 19, 20, 21, 22, 23, 24, 30, 31, 32, 34
		5.3.0	5.3.1	ALL	ALL
			5.3.2	NP2	1, 5
			5.3.3	NP2, NP4	1, 2, 5
		5.4.0	5.4.1	NP1, NP2, NP5, NP6, NP7	1, 3, 4, 6, 8, 9, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 25, 26, 28, 29, 30, 31, 32, 33, 34
			5.4.2	NP1, NP2, NP6, NP7, NP8	1, 3, 4, 6, 8, 9, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 25, 26, 28, 29, 30, 31, 32, 33, 34
			5.4.3	ALL	1, 3, 4, 6, 8, 9, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 25, 26, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37
		5.5.0	5.5.1	NP1, NP2, NP3, NP4, NP5	1, 2, 5, 14, 15, 16, 17, 23, 28, 31, 33, 36, 37
			5.5.2	NP1, NP2, NP3, NP4, NP5, NP6, NP7	1, 2, 3, 5, 14, 15
			5.5.3	ALL	ALL
			5.5.4	ALL	1, 3
		5.6.0	5.6.1	NP1, NP2, NP4, NP6, NP7, NP8	1, 2, 3, 5, 6, 7, 9, 11, 12, 13, 20, 26, 28, 30, 32, 33, 34, 36, 37
			5.6.2	NP1, NP2, NP4, NP6, NP7, NP8	1, 2, 3, 5, 6, 7, 9, 11, 12, 13, 20, 26, 28, 30, 32, 33, 34, 36, 37
		5.7.0	5.7.1	NP1, NP4, NP5, NP8	1, 2, 3, 4, 5, 6, 14, 15, 25, 26, 28
			5.7.2	NP2, NP6, NP8	1, 2, 3, 4, 5, 6, 9, 15, 21, 25, 26, 28
			5.7.3	NP1, NP2, NP4, NP6, NP7, NP8	1, 2, 3, 5, 6, 9, 10, 11, 12, 13, 18, 19, 20, 21, 24, 25, 26, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37

			5.7.4	NP1, NP2, NP4, NP8	1, 4, 14, 15, 16, 17, 28
6. Recover from Incidents	Recovery	**6.1.0**	6.1.1	NP2	1, 35, 36, 37
			6.1.2	NP8	1, 34, 37
			6.1.3	NP4, NP8	1, 2, 4, 5, 28, 35, 36, 37
		6.2.0	6.2.1	NP2, NP3	1, 3, 4, 10, 11, 16, 36, 37
			6.2.2	NP1, NP2, NP4	1, 14, 15, 16, 23, 28, 35, 36, 37
		6.3.0	6.3.1	NP2	14, 15, 16, 17, 30, 31, 32, 35, 36, 37
			6.3.2	NP2, NP3	1, 3, 10, 14, 23, 27, 35, 36, 37
			6.3.3	NP2	1, 3, 4, 11, 12, 13, 15, 16, 20, 21, 26, 37
			6.3.4	NP2	1, 3, 4, 11, 16, 21
			6.3.5	NP2, NP3	1, 3, 4, 21, 35, 36, 37
			6.3.6	NP1, NP2	1, 4, 21, 35, 36, 37

Appendix C: National Priorities

The Eight National Priorities for Homeland Security

NP1. Expand Regional Collaboration

NP2. Implement the National Incident Management System and the National Response Plan

NP3. Implement the National Infrastructure Protection Plan

NP4. Strengthen Information Sharing and Collaboration Capabilities

NP5. Strengthen Interoperable and Operable Communications Capabilities

NP6. Strengthen CBRNE Detection, Response, and Decontamination Capabilities

NP7. Strengthen Medical Surge and Mass Prophylaxis Capabilities

NP8. Strengthen Planning and Citizen Preparedness Capabilities

Appendix D: Numbered TCL

Common Capabilities

1. Planning
2. Communications
3. Risk Management
4. Community Preparedness and Participation
5. Intelligence and Information Sharing and Dissemination

Prevention

6. Information Gathering and Recognition of Indicators and Warning
7. Intelligence Analysis and Production
8. Counter Terror Investigation and Law Enforcement
9. CBRNE Detection

Protection

10. Critical Infrastructure Protection
11. Food and Agriculture Safety and Defense
12. Epidemiological Surveillance and Investigation
13. Laboratory Testing

Response

14. On-Site Incident Management
15. Emergency Operations Center Management
16. Critical Resource Logistics and Distribution
17. Volunteer Management and Donations
18. Responder Safety and Health
19. Emergency Public Safety and Security Response
20. Animal Disease Emergency Support
21. Environmental Health
22. Explosive Device Response Operations
23. Fire Incident Response Support
24. WMD/Hazardous Materials Response and Decontamination
25. Citizen Evacuation and Shelter-In-Place
26. Isolation and Quarantine
27. Search and Rescue
28. Emergency Public Information and Warning
29. Emergency Triage and Pre-Hospital Treatment
30. Medical Surge
31. Medical Supplies Management and Distribution
32. Mass Prophylaxis
33. Mass Care
34. Fatality Management

Recovery

35. Structural Damage Assessment
36. Restoration of Lifelines
37. Economic and Community Recovery

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