

NORTH DAKOTA
STATE HOMELAND SECURITY
STRATEGY UPDATE

**ALIGNING STRATEGY WITH THE NATIONAL
PREPAREDNESS GOAL**

SEPTEMBER, 2005

PURPOSE

The purpose of this strategy is to provide North Dakota leadership a collaborative plan for continuing a comprehensive Homeland Security Program through the adoption and implementation of strategic objectives supporting seven national priorities of the National Preparedness Goal. The strategy will drive holistic Homeland Security prevention, protection, response, and recovery, activities within North Dakota. As we tactically implement calculated goals and objectives, the results of those efforts will provide North Dakota's citizenry with strategically placed resources, trained personnel, comprehensive emergency operations plans, exercised leadership, and engaged communities. Informed and prepared communities coupled with enhanced resources will provide North Dakota citizens with a safe and secure environment from threats to Homeland Security.

VISION

We envision a North Dakota which is safe and secure from natural and technological emergencies that destroy life, property, and the environment;

And

In which citizens, governments, and business/industry have the resources and knowledge to reduce risks to mitigate the impacts of disaster.

FOCUS

The State of North Dakota will provide the environment for improved Homeland Security prevention, protection, response, and recovery. Strategic placement of resources in planning, training, exercising, and equipment will broaden the scope of jurisdictional readiness and public awareness previously initiated. Key to this effort will be the proliferation of a public, private, and individual partnership to coordinate all Homeland Security and Emergency Management initiatives.

The following strategy subscribes to the National Preparedness Goal including the Seven National Priorities and encompasses the principles adopted by the President's Homeland Security Advisory Council and outlined in the "Statewide Template Initiative". Those principals are consistent with and support the implementation of the "National Strategy for Homeland Security".

National Priority – Expanded Regional Coordination

North Dakota's realigned and newly initiated goals and objectives provide the groundwork for expanded regional collaboration. In compliance with the National Preparedness Goal of prevention, protection, response, and recovery from major events, North Dakota has initiated an aggressive plan for regional coordination among federal entities, state partners, local and tribal jurisdictions, adjacent states, and Canadian Provinces. North Dakota's recently completed "Anchor Community Study" sets the stage for an in-state comprehensive approach for integrated regional operation systems. The study, coupled with baseline equipment recommendations for first

responders, will enable the state to move forward in a grounded methodology for shared resources and integrated response. These efforts are linked with a Northern Border Security initiative connecting the state, tribes, local jurisdictions, and federal entities. This effort will build a regional model for holistic homeland security coordination of prevention, protection, response, and recovery efforts through a partnership with our Canadian neighbors. These initiatives in conjunction with increased public participation through increased CERT activities and the newly created North Dakota Department of Emergency Services Advisory Committee for increased participation in Homeland Security Strategy development and direction subscribe to a true multi-jurisdictional and multi-disciplinary approach.

North Dakota will continue to collaborate with the University of North Dakota in the Biological Organic Radiological Disaster Educational Response System (BORDERS) program. This initiative is designed to educate and train the state's current and future health care professionals and community leaders to provide appropriate, integrated, and coordinated responses to various types of WMD events. This effort along with the ongoing partnership of North Dakota Highway Patrol, Bureau of Criminal Investigation, Information Technology Department, North Dakota Department of Health, North Dakota Department of Agriculture, community leaders and response entities demonstrates a holistic collaborative approach to Homeland Security.

Finally, North Dakota's new initiative reaching beyond traditional geographical boundaries to our Homeland Security counterparts in adjacent states and Fusion Centers will create a regional response framework for the future.

National Priority – Implement the National Incident Management System and National Response Plan

North Dakota has taken significant steps to institutionalize and implement the National Incident Management System (NIMS) and the National Response Plan (NRP). Our initial focus centers on an assessment of current NIMS compliance. This baseline through NIMSCAST will enable North Dakota to fine tune its current NIMS compliance efforts and assure inclusion of the NRP in disaster related documents. Associated critical tasks for prevention, protection, response, and recovery will be cross-walked with the target capability list to identify steps for improvement. A thorough review of the state and local Emergency Operations Plans (EOP) and Multi-hazard Mitigation Plans will identify critical services including continuity of operations, mass casualty planning, decontamination urban search and rescue, and public health interface. North Dakota will embark on an aggressive exercise program testing state and local jurisdictions which will provide the necessary data to improve and refine state, local and tribal EOPs. State and local Multi-hazard Mitigation Plans will identify priority critical infrastructure for calculated proactive protective measures in facilities and local jurisdictions throughout the state.

Department of Homeland Security guidance dictates the adoption and utilization

of the National Incident Management System (NIMS). Thus, the strategy accommodates the establishment of ICS training and EOC interface through the institutionalization of ICS/EOC interface training capabilities in the North Dakota Department of Emergency Services, the N.D. Fire Fighters Association, N. D. Law Enforcement Training Academy, and other educational and training venues throughout the state. North Dakota will continue its ongoing relationship with the North Dakota League of Cities and the North Dakota Association of Counties to deliver quality training and exercises to assure state and local first responders are NIMS certified and facilitate the testing of both state and local operation plans.

North Dakota also recognizes the need for a comprehensive review of emergency preparedness and response for individuals with disabilities. It is essential people with disabilities have easy access to critical emergency preparedness and planning resources. Therefore a thorough review of prevention, protection, response, and recovery documents will be conducted to assure inclusion of methods and procedures accommodating special needs populations. Upon completion of review, steps will be implemented to adjust appropriate plans and procedures.

Finally, North Dakota clearly recognizes the need for Continuum of Government and Continuity of Operations Program (COG/COOP) plans to assure government leadership and deployment of essential services to its populace. This effort, pivotal for response and essential for recovery, was initiated utilizing FY 2003 funding and 2003 II funding. The current strategy dictates all state agencies complete COG/COOP plans that ensure the timely and successful "Order of Succession" of state leaders as well as continuity of critical services and associated personnel. Effectiveness of this essential planning element will be tested through a series of exercises at the state level.

National Priority – Implement the Interim National Infrastructure Protection Plan

North Dakota has laid the foundation for a comprehensive critical infrastructure protection program throughout the state. The program through previous DHS funding cycles has identified critical infrastructure, initiated a select series of buffer zone protection plans, and provided target hardening funding for state and local infrastructure. North Dakota's new initiative will build a critical infrastructure protection program that implements the risk management framework outlined in the interim National Infrastructure Protection Plan by engaging relevant intergovernmental coordination points to ensure a comprehensive approach to critical infrastructure protection across both public and private sectors. The initiative will create the criteria to identify additional "critical infrastructure". Once established a coordinated effort will be implemented to identify private owners/ corporations that own critical facilities and provide them with the services or assistance in developing Buffer Zone Protection Plans, Threat Assessments, and Vulnerability Assessments. The effort will create a notification system for sectors with key contacts for 24/7 notification in the event intelligence is identified or discovered that could pose a threat to those assets.

Upon identification and prioritization of critical infrastructure, steps to create, promote and offer Buffer Zone Protection plans will be initiated. This effort will entail comprehensive strategies for the protection of critical infrastructure at a state and local level. This effort is augmented by additional threat assessments on select infrastructure and the creation of Buffer Zone Protection Plans for those structures. The effort comes full circle through the dedication of funding for the hardening of critical sites throughout North Dakota and the resultant testing of those facilities over a period of time.

The critical infrastructure protection initiative collaborates with the Omaha Regional Protective Security advisor and will accommodate the management of the Automated Trust Information Exchange to authorized local jurisdictions and asset owners.

Finally, the majority of critical infrastructure is owned by private enterprise. This compelling fact drives our expanded involvement and perpetuation of the North Dakota Chapter of InfraGard, a concept developed by the Federal Bureau of Investigation. An effort will be initiated to expand and recruit active membership to act as the state's core group providing increased cooperation and information sharing among and between the private and government sectors in order to develop solutions involving assessed vulnerabilities and potential threats to critical infrastructure.

National Priority – Strengthen Information Sharing and Collaboration Capabilities

North Dakota's ability to gather, evaluate, and disseminate Homeland Security intelligence information is paramount to the prevention of terrorist acts. A major plan to expand efforts of the North Dakota Intelligence Analysis and Fusion Cell within the State Operations Center will be initiated. This major step will further integrate existing representation in the Intelligence Fusion Center. The current staff of intelligence specialists from the State Bureau of Criminal Investigation, North Dakota Highway Patrol and the North Dakota National Guard will be augmented (dependant on funding) by a representative of local law enforcement and a representative of the North Dakota Department of Health.

North Dakota will continue to utilize the Homeland Security Information Network to strengthen the flow of real-time threat information to local and private sector partners and provide a platform for communications through the classified SECRET level to State offices. In conjunction with this effort the Fusion Cell will maintain connectivity with the Homeland Security Operations Center and blend it with up-to-date intelligence collected by Federal entities and integrate key local and regional Federal intelligence entities.

To assure uniformity of Fusion Center Activities the state will assess its current operating procedures and intelligence gathering protocol to conform with the Recommended Minimum Standards for Establishing and Operating the Intelligence Component of Fusion Centers for Local, State, Tribal and Federal Law Enforcement.

This effort will complement the states initiative to convene adjacent Fusion Centers to scope the probability of interstate Fusion Cell mutual aid agreements and common ground operating procedures.

Finally, North Dakota will continue its investment in Criminal Justice Information sharing system (CJIS). This comprehensive information sharing system will improve public safety by providing effective and efficient justice policies, processes, and information systems required to capture and share complete, accurate, and timely information in support of program operations and informed decision making across jurisdictional and organizational boundaries, statewide. This ongoing project establishes a data information hub to provide accurate, concise information for judicial, law enforcement, and emergency personnel.

National Priority – Strengthen Interoperable Communications Capabilities

The state will continue the essential task of attaining radio communication interoperability (APCO 25 Compliant) through radio conversion from analog to digital communications among state, local, and tribal first responders within North Dakota. This effort to date has enabled the state to secure a long term commitment for communication infrastructure and an aggressive acquisition of communication equipment by first responders. To accommodate this effort North Dakota will develop a priority list of state entities for future radio conversion and each jurisdiction will be provided guidance and equipment funding for conversion from analog to digital. Over the next two years, it is anticipated approximately sixty percent of local first response disciplines will be provided funding to aid in the completion of conversion from analog to digital.

In furtherance of communications interoperability North Dakota will begin the task of linking the voice communications strategy to a total communications plan. This year the state will launch an aggressive planning program to assure effective use of communications equipment and facilities, use of radio frequencies, establishment of networks for command, tactical support, and air units, on-site telephone and public address equipment and required off-site communication links. In fulfillment of this task North Dakota will continue to utilize its multi-disciplinary Mobile Communications committee to facilitate and coordinate a plan between State Radio, Local PSAPS, Tribal PSAPS, and the private sector. The plan will outline a seamless interoperable communications statewide system that supports coordination and unity of operations. The state will engage private individuals through the identification of all amateur radio resources within the State. The effort will identify current capabilities and reasonable equipment/training requirements to establish a reserve/augmented communications system. This effort will be further augmented through the identification of all Harris Radio assets within State, tribal, and local jurisdictions for consideration as a supporting communications network.

Finally the State will begin the process of establishing voice and data communications between adjoining jurisdictions to include Canada, Minnesota, Montana, and South Dakota to facilitate communications mutual aid capabilities. These efforts bring a holistic, regional approach for engaging public and private communication systems together for a seamless communications network for federal, state, local, tribal, and border communities.

National Priority – Strengthen CBRNE Detection, Response and Decontamination.

North Dakota will take major steps to develop robust capabilities to detect, neutralize, contain, dismantle and dispose of CBRNE materials and decontaminate exposed personnel and property through an integrated regional system of detection response, and decontamination capabilities.

The state will initiate a strategic allocation of resources to 53 local jurisdictions and 4 tribes. That allocation will recognize current capabilities, vulnerabilities, threats, and jurisdictional prevention initiatives. For the purpose of establishing a focus on resource allocation and sharing, North Dakota will implement the results of its currently completed Anchor Community Study and Baseline equipment study. Anchor communities will be established based on a tier capability level to share significant resources and services. Implementation of anchor communities will enable North Dakota to establish centers of excellence in decontamination, hazardous materials response, and terrorism intervention. The anchor community concept incorporates a significant role for all capability levels of response and recovery. Specialized centers of expertise will be augmented by performance level competencies and sustained through an awareness support level. This significant planning effort will be augmented this year through the establishment of baseline equipment recommendations at awareness, performance and specialized levels. North Dakota recognizes the varying capabilities of communities and responders throughout the state. Therefore, a major effort will be initiated to establish multi-discipline mutual aid agreements among local governments to provide operational and technical assistance to those jurisdictions inadequately equipped or incapable of building a capacity to respond at an elevated level. North Dakota will continue to recognize the pivotal role of border jurisdictions. The state prioritization allocation system will key additional critical law enforcement and first responder equipment to those entities. Finally, the strategic location of response and prevention equipment must correspond with the knowledge of responders and their ability to execute activities at an acceptable performance level. Therefore, a major effort will be pursued to ensure that timely training and exercising correspond to the equipment received by first responders.

North Dakota recognizes the need to involve the public and private organizations. The State Citizen Corps Council provides leadership and support for local Citizen Corp Councils. Local Citizen Corps Councils provide sponsorship of Community Emergency Response Team (CERT) training. CERT members (private citizens, college students, employee groups) are trained in emergency first aid, search and rescue, and light fire

suppression enabling them to help themselves, their families, neighbors, and co-workers, as well as reduce initial dependence upon professional response and recovery personnel. North Dakota will expand the number of CERTS within its communities, universities, and workplaces. Citizen participation in communication efforts during a major terrorism/WMD event or other significant event would greatly enhance our ability to transmit and receive vital information. In an effort to strengthen that partnership the strategy incorporates building a cooperative network of amateur radio communication volunteers.

The overall training objective is to train initial responders as well as local and tribal officials in prevention, response, and recovery needs regarding a terrorism/WMD environment. The majority of first responders in North Dakota are volunteers, which presents special limitations and training challenges. Therefore, most volunteer responders will be trained to the awareness and performance levels. A 25% increase in awareness training and 38% increase in performance level training will be achieved through a number of institutional training venues including the North Dakota League of Cities and the North Dakota Association of Counties. In some instances, volunteer responders will have the capability to be trained to the planning and management level but generally, a lack of equipment capabilities prevents response at the higher levels. As the sophisticated equipment cache increases, additional training will be scheduled to meet the more advanced level response requirements. Jurisdictions with larger populations have some fulltime first responders able to achieve advanced levels of training. Higher levels of training, including the specialized level, will be achieved through various training sources including DHS, as well as formal partnerships among statewide emergency services, public safety, and public health agencies, the N.D. University System, the N.D. League of Cities, and the N.D. Association of Counties.

North Dakota has an emergency management exercise program to address emergencies and disasters caused by the various hazards that impact the state. Our exercise program will primarily test, evaluate, and improve our emergency operations plans, uncover equipment and facility shortfalls, and identify training needs to sustain personnel competency. Recent Homeland Security Exercise and Evaluation Program (HSEEP) data, from North Dakota's DHS funded tabletop and functional exercises and a series of after action meetings, revealed the need for continued operational planning enhancements and testing in all jurisdictions. Therefore, the strategy incorporates dozens of jurisdictional exercise operational planning seminars. Each county and tribal jurisdiction will conduct a minimum of one Homeland Security tabletop exercise per year. Jurisdictions that conduct higher level exercises will be supported in that effort. It is expected higher populated jurisdictions with more advanced response capabilities will conduct functional or full scale exercises. Our statewide exercise system will also include multi-jurisdictional, multi-discipline, and cross-border opportunities. An important part of the exercise program is exercise evaluation and the development and implementation of a corrective action plan.

National Priority – Strengthen Medical Surge and Mass Prophylaxis Capabilities

Integration of Centers for Disease Control (CDC), U.S. Department of Agriculture (USDA), and Department of Homeland Security funding and programs is an essential part of the North Dakota Homeland Security Strategy. Joint efforts in resource allocation, training, exercise, and planning are and will continue to be facilitated through mutual objectives and regularly scheduled as well as ad-hoc coordination meetings. Those efforts include a collective effort to train all response disciplines in the National Incident Command System (NIMS), and to implement integrated training, planning, and exercise activities among federal, state, local, tribal, and private sector resources on a state and local level.

North Dakota's effort to strengthen medical surge and mass prophylaxis capabilities is concentrated in a well planned concerted approach. The North Dakota Department of Health has set in motion the activities necessary to equip hospitals, emergency medical services, and alternative treatment sites for a surge capacity of at least 500 additional adult and pediatric patients. Current activities identify gaps in regional surge capacity and establishment of memorandums of agreements between hospitals private companies, and public response agencies. These activities are coupled with the establishment of a regional system that insures, in the wake of a terrorist-induced outbreak of anthrax or other disease for which such countermeasures are appropriate, a sufficient supply of pharmaceuticals to provide prophylaxis for three days to hospital personnel (medical and ancillary), hospital-based emergency first responders, and their families. This effort is supported through a database of medical and non-medical volunteers to respond to a mass prophylaxis clinic, epidemiological investigation or medical treatment facility.

North Dakota is also pursuing a green status for North Dakota Strategic National Stockpile and provides detail to plans for distribution of ND pharmaceutical cache. This effort entails establishing criteria and protocols for deployment of antibiotic cache, determining priority groups among first responders for receipt of prophylaxis, and identifying locations where first responders will receive prophylaxis.

The above initiatives are augmented through efforts to develop capacity for hazardous materials response and hospital decontamination and establish a secure and redundant communications system that insures connectivity during a terrorist incident or other public health emergency between health care facilities.

Finally, current efforts will develop plans for the long-term tracking of patients following an event which will be integrated with existing public health and medial emergency preparedness and response plans and enhance the networking capacity and training of health care professionals.

State Priority – Grants Management System

North Dakota has made significant progress over the past couple of years in

streamlining grants management. A comprehensive database and forms were developed to assist the state with financial, reporting, and audit requirements. This groundwork will assist the state to further streamline the grant process through the creation of a fully integrated web-based grant management system.

North Dakota recognizes the need for this broader system to track funds, meet DHS reporting requirements, and provide a tool for state, county and tribal entities to implement the State Strategy, assist with record keeping, and provide an audit trail.

Focus Conclusion

North Dakota's Homeland Security Strategic Plan implemented and coordinated by state, regional, and local leadership will drive future prevention, protection, response, and recovery activities to ensure a North Dakota which is safe and secure from Homeland Security threats and disasters that destroy life, property, and the environment.

COORDINATION

The Department of Emergency Services utilized an established statewide emergency management infrastructure as its organizational base for the development of the strategic plan. The final decision making authority is vested with the Governor through the Director of the Department of Emergency Services and the Director of the Division of Homeland Security, who also serves as the Governor's Homeland Security Coordinator. In the development of the strategy, DES utilized a mandated legislative advisory committee composed of representation from local law enforcement, information technologies, public health, emergency medical services, INFRAGARD, North Dakota Association of Counties, North Dakota League of Cities, 911 Association, State law enforcement, local fire service, and local emergency management.

Strategy development utilized DHS assessment tools including jurisdictional vulnerability, threat, public health, capabilities, and projections of related inventories. Additionally, strategy for Citizen Corps and community level involvement as well as private enterprise was coordinated with the North Dakota League of Cities, the North Dakota Association of Counties and INFRAGARD members of the advisory group.

EFFORT

DES ensured the coordination of the strategy development and assessment activities through the following collaborative efforts.

DES staff coordinated the assessment process throughout 53 counties and 4 tribes. These entities were assessed by the jurisdiction's local or tribal management infrastructure through networking and dialogue or through special meetings conducted for the express purpose of the assessment. Written and verbal guidance was provided for all jurisdictions to ensure the assessment process included personnel involved with

law enforcement, emergency medical services, emergency management, fire services, hazardous materials, community leadership, public safety, public works, health care, public health, animal health, plant science, and agriculture. In addition to county assessments, DEM staff conducted on site meetings or initiated direct contact with state and private partners including the North Dakota National Guard, the North Dakota Department of Health, the Bureau of Criminal Justice, State Highway Patrol, and the Bureau of Criminal Investigations as well as other Task and Functional Coordinators identified in the SEOP to ascertain each agency's capability and needs. A draft North Dakota State Strategic Plan was circulated to the DES Advisory Committee for comment and review. The North Dakota Executive Branch through the Office of the Governor also reviewed the draft plan. After review of comments and adjustment the strategy was submitted to DHS.

DESCRIPTION OF JURISDICTIONS

All jurisdictions (53 legally defined counties and the political subdivisions within those counties) and 4 tribes were required to input data via the ODP assessment tool. Two one-day workshops and one half-day workshop were conducted and facilitated by DEM to provide jurisdictions with overall direction and guidance for utilizing the assessment tool. In addition to the general assessment, all jurisdictions were required to implement the agricultural assessment segment. Jurisdictions were instructed to convene working groups inclusive of all first responding disciplines representing fire, law, public works, public health, private health, agriculture, hazardous materials as well as community leadership to complete the assessment. Jurisdictions were also instructed to enlist private enterprise in performing the general and agriculture assessment. Finally, to ensure adequate written and verbal guidance at the local level, DEM staff provided one-on-one assistance in completion of the assessments.

REGIONALIZATION AND MUTUAL AID

North Dakota recognizes preventing, protecting against, responding to, and recovering from major events will require that capabilities be drawn from a wide area. The state is also cognizant that any process for regionalization must be vetted through those it will directly affect. Therefore, to begin the regionalization process, North Dakota implemented an Anchor Community study to obtain acceptance levels for a statewide regional approach based upon jurisdictional resource sharing that ensures a tiered capability to effectively plan for, prevent, and respond to a CBRNE event. North Dakota Anchor communities are defined as entities that facilitate statewide sharing of resources, including personnel, equipment, training, exercising and planning. A Baseline Equipment Capability study was conducted in concert with the Anchor Community to produce a document containing lists of specific equipment aligned with the four levels of WMD capability for specific response disciplines including private and public health, hazardous materials (hazmat), fire, law enforcement, emergency medical services (EMS), public works, emergency management, administration, and public

safety communications. Equipment tailored to various jurisdictional capabilities promotes consistency, efficiency and interoperability when planning and developing protocols involved in tiered regional response. Instead of a disorganized approach to form partnerships, the Anchor Community regional concept encompassing equipment needs tied to capability will ensure a tiered resource sharing capability to respond using agreed upon protocols involving various jurisdictional and response disciplines. In contrast to the more independent and isolated process currently in use, the Anchor Community concept provides for necessary coordinated planning, training, and exercising activities and mutual aid between and among disciplines and jurisdictions required to implement a comprehensive approach for sharing resources that is integrated and interoperable. Therefore, region-to-region partnerships will be more easily formalized affording execution of a statewide comprehensive response effort geared for all North Dakota citizens not just a majority.

Local and tribal emergency managers were briefed concerning the proposed study initiatives at the DES Annual Workshop in late January 2005. In early March 2005, a meeting was held with the four city/county emergency managers to describe the studies and receive input. Each entity received an additional \$50,000 in FY 2005 homeland security planning funds to conduct the studies. Cass County opted to implement the study by designating the Fargo emergency manager to conduct an individual county-by-county assessment in the southeastern portion of North Dakota. Grand Forks, Burleigh and Ward Counties collectively agreed, due to time constraints, to pool resources by contracting services through the North Dakota League of Cities and Association of Counties (NDLC) to coordinate completion of the project in all other areas of the state.

During April 2005, DES met with the contractor from NDLC and the Fargo emergency manager on several occasions to discuss coordination of meetings with focus groups comprised of representatives of response disciplines, public officials, and the private sector. Both were asked to develop a single set of questions designed to stimulate discussion concerning implementation of the regional approach and a questionnaire or survey that would gauge levels of acceptance. Guidelines were also formulated for the Baseline Equipment Capability study. Subject matter experts (SMEs) in the areas of private and public health, fire/hazmat, law enforcement, EMS, public works, emergency management/administration, public safety communications and agriculture were selected. Each subject matter expert reviewed the 2005 DHS Authorized Equipment List, DHS Target Capabilities and Universal Task Lists, and then compiled a list of equipment for the specific discipline matched to the four-response capability levels defined in the State Homeland Security Assessment and Strategy Program Jurisdiction Handbook. Fire and hazmat SMEs also used National Fire Protection Association (NFPA) Standards, which included: NFPA 471, Responding to Hazmat Incidents; NFPA 472, Professional Competence of Hazmat Responders; NFPA 1991, Vapor Protective PPE for Hazmat Response; NFPA 1994, PPE for Chem/Bio Terrorist Incidents; NFPA 1999, PPE for Emergency Medical Operations; NFPA 1670,

Operations & Training for Technical Rescue Incidents. Each SME was responsible for vetting the equipment list with the state associations representing each particular discipline.

Seventeen focus group meetings were conducted throughout the state from June 22 through July 13. Two hundred twenty-eight people attended the focus group meetings. The same presentation, questions, and surveys were used in each focus group. All meetings began with a presentation that explained the purpose of the study, the definition of anchor communities, the correlation between the universal task list and the anchor community concept, an explanation of the WMD response level definitions, and finally, the jurisdictional roles and responsibilities contained within the anchor community. The majority of respondents expressed that an anchor community system would promote resources sharing and could be the vehicle to reduce or eliminate the amount of paperwork required when requesting assistance from other jurisdictions and confusion about the points of contact when assistance is required. Feedback indicated a tiered, regional response system would help create a database of resources in the state; those from rural jurisdictions expressed it would be especially helpful for them to know the type and location of resources available. EMS personnel explained a tiered, regional response system would be the only method by which they could respond to a large incident.

Responders stated anchor communities need to train and exercise with the smaller jurisdictions both individually and in the regional setting to ensure common protocols are agreed upon, understood and practiced by all jurisdictions. Volunteer participants, due to financial and time constraints, believed anchor communities should be required to travel to jurisdictions to conduct training and exercises. Ninety percent of respondents believe the anchor community approach would accommodate human and resource sharing. Eighty-seven percent indicated anchor communities afforded more effective planning opportunities and will benefit local jurisdictions. Eighty-five percent thought anchor communities would accommodate development of a comprehensive statewide homeland security strategic plan. Eighty-one percent believed the approach would benefit respective response disciplines. Seventy-eight percent indicated anchor communities would lead to a more efficient method of equipment distribution.

Based on the above results North Dakota is posed to begin the process of grounded regionalization. The first step will be to vet the concept with the DES Advisory Committee with an appropriate plan of action for consideration. The concept will leverage ongoing mutual aid efforts which include enacted mutual aid legislation and a draft jurisdiction to jurisdiction mutual aid template for response disciplines and communities.

EVALUATION

The Evaluation Plan for the Strategic Plan will be executed through the

examination of the major components as delineated in its specific goals and associated objectives. Each component will be reviewed quarterly utilizing, where applicable, a quantitative comparison and summary of activities related to the specific goal and objective. Evaluation will be conducted by DES staff in conjunction with existing strategy partners including but not limited to the DES Advisory Committee. Progress Reports will be distributed to these strategy partners, SEOP Functional and Task Coordinators, and State Executive officers. Quarterly briefings will be conducted for the State Emergency Response Committee (SERC) and for SEOP Functional and Task Coordinators. Finally, a general review of plan progress will be reported and discussed during the monthly Homeland Security Integration meetings. Agencies represented at those integration meetings include the N.D. Department of Health, the N.D. Department of Agriculture, DES, the University of North Dakota, the N.D. Highway Patrol, and the N.D. Bureau of Criminal Investigation. Current strategy calls for expanding participation to include representatives of private entities as well as additional vested agencies.

Plan adjustments and interim corrections will be implemented based upon scheduled assessments and/or real life events. Adjustments will be communicated to all strategy partners, State Executive Officers, and the Department of Homeland Security.

The success of the plan is based upon:

- Adopting and implementing a regional approach.
- Enhancing the statewide public, private and individual partnerships.
- The ability to accomplish communication interoperability and deployment of resources.
- The refinement and improvement of the State and local Emergency Operations Plans and Multi-hazard mitigation plans.
- The Strategic location of response and prevention equipment to state entities and local jurisdictions.
- The ability of the state to engage private enterprise and individual citizens in Homeland security efforts.
- The ability to ensure Continuum of Government and Continuity of Operations Program services to North Dakota citizens.
- The ability of the State to provide awareness, performance, planning, administration, and specialized training to individuals, state, and community leadership, and first responders.
- The ability to identify plan deficiencies and strengths through progressive exercises.
- The ability to gather, disseminate and properly manage intelligence to appropriate personnel statewide with special regard to prevention.

Specific quantitative measurements include but are not limited to:

- The percentages of equipment purchased for interoperable communication and baseline response equipment in relation to projected purchases.

- The number of state, local, and tribal emergency operations plans exercised within a Homeland Security scenario.
- The proliferation of a statewide exercise system.
- The number of jurisdictional EOPs and Multi-hazard Mitigation Plans revised to address Homeland Security issues.
- The number of jurisdiction critical infrastructure sites identified and hardened.
- The number of exercises conducted
- The number of new CERT organizations formed.
- The number of first responders and community leaders trained in each category.

Finally, current DHS guidance dictates the submission of Biannual Strategy Implementation Reports (BSIR's) annually with direct correlation to the North Dakota Initial Strategy Implementation Spending Plan. The information requested in the prescribed electronic template will serve as an additional evaluation tool and be utilized as an attached addendum to required reports.

GOAL: Expanded Regional Collaboration in North Dakota

Objective: Examine current strategy to ensure alignment with National Response Plan and Target Capabilities List.

Implementation – Planning: Update strategy to critical tasks as identified in Target Capabilities List.

Objective: Develop a regional tiered response capability to ensure statewide CBRNE detection, response and decontamination capability.

Implementation – Planning:

- Conduct an Anchor Community study to determine a strategy for a regional approach.
- Forward the concept of a regional approach to the DES advisory committee
- Establish and convene first responder work groups to aid in the development of a regional approach.
- Assist in the development of interstate, intrastate and regional mutual aid agreements to facilitate resource sharing and anchor community concept.
- Investigate process for integration of shared operational systems.

Implementation – Equipment:

- Develop distribution structure through a baseline equipment study for strategic location of baseline first responder awareness, performance, and specialized equipment.
- Ground distribution structure with local jurisdictions.
- Provide jurisdictional equipment guidance in 2006 allocation.

Implementation – Training:

- Assess current training needs of first responders in North Dakota based on current operational capability as they relate to an anchor community development.
- Provide tier level training appropriate to capability and task as defined by the Target Capability List
- Aid jurisdictions in the development a 1 year training plan with local jurisdictions.

Implementation – Exercises: Facilitate regional exercise testing communication interoperability.

Objective: Organize and integrate a DES Advisory Committee of 11 members from key stakeholders, and key stakeholder groups within the State.

Implementation – Prevention: Provide forum for strategy input, program review and participation in North Dakota Homeland Security Strategy.

Objective: Further the integration of Homeland Security program among major state administrating agencies.

Implementation – Planning: Integrate training and exercise plans for DoH, Department of Agriculture, Highway Patrol and Bureau of Criminal Investigation.

Implementation – Exercise: Plan one multi agency cooperative exercise utilizing an agreed upon scenario meeting the exercise requirements of CDC, DHS, and Department of Agriculture.

Objective: Further the Integration of North Dakota's HS Strategy into local, tribal, state government, private enterprise and individual action.

Implementation – Planning: Expand the ND Citizen Corps Program on state and local levels.

Implementation – Organizational:

- Utilize U.S. DOJ FBI InfraGard structure as core group for private infrastructure protection and information exchange.
- Increase the number of Citizen Corps Councils.
- Increase the number of CERTs.
- Establish the Neighborhood Watch Program in ND.
- Establish a Medial Reserve Corps Program in ND.

Implementation – Exercises: Facilitate the participation of CERT in local exercises.

Objective: Facilitate development of a regional Northern Border Security protection plan.

Implementation – Planning:

- Convene jurisdictional representatives and federal border entities to scope a comprehensive approach to Northern Border protection.
- Gather information necessary to develop a Concept of Operations Plan.
- Create the Concept of Operations Plan.
- Assess feasibility of funding through DHS.

Implementation – Organizational:

- Fund Northern Border Security facilitation.
- Coordinate formation of a steering committee.
- Implement the Concept of Operations Plan.

Objective: Develop and implement interstate alliance for Homeland Security response and recovery.

Implementation – Planning: Host a multi-state meeting of SAA's to scope a multi-state alliance for Homeland Security Response and Recovery.

Objective: Facilitate partnerships with adjacent State Homeland Security Fusion Cells.

Implementation – Organizational: Host a meeting to scope the development of state FC mutual aid agreements and common ground operating procedures.

GOAL: Implement the National Incident Management System and National Response Plan

Objective: Examine current strategy to ensure alignment with National Response Plan and Target Capabilities List.

Implementation – Planning: Update strategy to critical tasks as identified in Target Capabilities List.

Objective: Improve the ability of the State to prevent, respond and recover from acts of terrorism/WMD and other events through refinement of the SEOP, State Multi-Hazard Mitigation Plan, Jurisdictional EOPs and Jurisdictional Multi-Hazard Mitigation Plans.

Implementation – Planning:

- Complete NIMCAST
- Continue incorporating key components of NIMS into the SEOP and LEOPs.
- Ensure the SEOP is modified to reflect implementation of the NRP.
- Conduct an assessment of existing terrorism components included in the SEOP.
- Develop a strategy for implementation of Target Capabilities – HSPD 8 – into LEOPs, TEOPs, and the SEOP.

Implementation – Training: Continue to incorporate NIMS and NRP in ongoing state and jurisdictional training programs.

Implementation – Exercises: Incorporate NIMS and NRP elements in exercise design.

Objective: Train county, city, and tribal first responders and community leaders in the basic principles of emergency management systems and procedures.

Implementation – Training:

- Assess current training requirements
- Develop comprehensive training program for basic EM principles.

Objective: Institutionalize NIMS training in North Dakota.

Implementation – Organizational: Ensure familiarity of state Functional Coordinators (FCs) and Task Coordinators (TCs) with NIMS including ICS.

Implementation – Training: Provide the means for first responder personnel and community leaders to complete NIMS and ICS training.

Objective: Evaluate the competency of plans, training, and equipment and personnel resources through a progressive exercise program.

Implementation – Planning:

- Facilitate county, tribal and participating city three-year HS Exercise Plans outlining a progressive exercise program based on jurisdictional vulnerabilities.
- Facilitate a state three-year HS Exercise Plan outlining a progressive exercise program based on jurisdictional vulnerabilities.

Implementation – Exercises:

- Investigate a multidiscipline, intrastate, and cross-border exercise over a three-year period.
- Facilitate a HS exercise each year at the county, tribal, and participating city Organizational level utilizing HSEEP guidelines.
- Through a series of tabletop exercises, validate the SEOP hazard specific checklists and guides that have been updated to include “Downed Aircraft”, “Hazardous Materials”, and “Suspicious Package”.
- The State of ND emergency management Organizational will conduct a minimum of one homeland security exercise each year complying with HSEEP guidelines.
- Through a homeland security exercise, test the implementation of hardening improvements to two primary state structures.

Objective: Train first responders and community leaders to recognize, prevent, and respond to a terrorism/WMD incident.

Implementation – Training:

- Train first responders and community leaders in NIMS through classroom and independent study courses.
- Train first responders and community leaders in the NRP.

Objective: Assure continuation of essential government functions and program in North Dakota.

Implementation – Planning: Develop a continuum of government/continuity of operations (COG/COOP) program master plan for state agencies in North Dakota.

Implementation – Organizational: Retain adequate staff for implementation of COG/COOP plans at a state and local level.

Implementation – Training: Train all state agencies in the application COOP/COG software.

Implementation – Exercises: Validate the state agency COOP/COG Plans through implementation of a series of tabletop exercises.

Objective: Include special needs population elements in prevention, protection, recovery, and response emergency documents at a state and local level.

Implementation – Planning: Review all relevant documents for special needs requirements.

Implementation – Organizational:

- Convene special needs population committee to review identified deficiencies and offer solutionaries.
- Implement recommended changes at state and local level.

GOAL: Implement the Interim National Infrastructure Protection Plan

Objective: Examine current strategy to ensure alignment with National Response Plan and Target Capabilities List.

Implementation – Planning: Update strategy to critical tasks as identified in Target Capabilities List.

Objective: Create a notification system with the state agencies that interact with those critical assets and resources in the event intelligence or information is identified or discovered that could pose an actual or potential threat to those assets or resources.

Implementation – Planning:

- Create a notification system for each of the 11 sectors and 4 key asset categories.
- List all “Key Contacts” for those respective state agencies with 24 hour contact capability (when possible) to include office, home and cell phone numbers. List will include primary and alternate contacts.

Objective: Create the criteria that make an asset or resource “critical” for our state with the state agency that has regulatory, compliance or ownership of that sector and the assets within it.

Implementation – Organizational:

- Identify state agencies with regulatory, compliance or oversight responsibilities for each of the 11 infrastructure sectors within the state.
- Dialogue and meet with each of the identified state agencies on the critical infrastructure program and assist them in creating the criteria for their respective sector.
- Complete all criteria development from state agencies.

Objective: Identify the asset or resource that meets the established criteria for inclusion into a state database.

Implementation – Planning:

- Identify all key assets, facilities, structures that are considered “critical” from each of the 11 sectors and 4 key asset categories based on the criteria established by their respective state agencies.
- Provide a final copy of the state’s critical asset database to the Protective Security Division (PSD/DHS) for inclusion into the National Asset Database.

Objective: Implement or enhance security procedures that help to protect those critical assets and resources.

Implementation – Planning:

- Create, promote, and offer Buffer Zone Protection Plans for critical facilities identified in the ND Critical Infrastructure Database.
- Conduct or assist in Threat Assessments for critical facilities as needed or when requested.
- Conduct or assist in Vulnerability Assessments for critical facilities as need or when requested.

Implementation – Organizational:

- Interact and liaison with the Omaha Region Protective Security Advisor in promoting DHS physical protective measures and programs for ND's CI facilities.
- Administer and manage Automated Trusted Information Exchange (ATIX) program to authorize jurisdictions and asset owners/operators (public and private).
- Enroll in FBI InfraGard program. Attend quarterly and single event meetings as required.
- Participate in all ND Fusion Center activities as required.

Implementation – Equipment:

- Implement steps to harden a primary state structure.
- Implement steps to harden local jurisdiction sites.

Implementation – Exercises:

- Test implemented hardening improvements to a primary state structure.
- Test hardening procedures to a jurisdictional structure.

GOAL: Strengthen Information Sharing and Collaboration Capabilities

Objective: Examine current strategy to ensure alignment with National Response Plan and Target Capabilities List.

Implementation – Planning: Update strategy to critical tasks as identified in Target Capabilities List.

Objective: Foster the sharing of law enforcement sensitive information.

Implementation – Equipment: Continue DES involvement in the further development of an intelligence/information sharing system as it relates to Homeland Security through CJIS.

Objective: Improve the collection, analysis and fusion, and dissemination of federal, state, and local Homeland Security intelligence information.

Implementation – Planning:

- Ensure through established protocol and procedures the ongoing information flow of relevant HS intelligence information from Federal, State, local, and Tribal agencies, private sector entities, and HS agencies to the Fusion Cell.
- Review Fusion Cell activities to assure alignment with “Recommended Minimum Standards for Establishing and Operating the Intelligence Component of Fusion Centers for Local State, Tribal and Federal Law Enforcement”.

Implementation – Organizational:

- Expand Fusion Cell representation to include local law and a health department representative.
- Continue to integrate HS intelligence and expertise into the ND HS Information and Analysis and Fusion Cell.
- Continue a HS Fusion Center for analyzing, linking, and disseminating timely and actionable intelligence with emphasis on the larger threat picture and consolidation of analytical products among the various intelligence analysis units at the Federal, State, local, and tribal levels for tactical, operational, and strategic use.
- Continue utilizing the Homeland Security Network to strengthen the flow of real-time-threat information and provide a platform for communications through the classified SECRET level to the Fusion Cell
- Maintain connectivity with the Homeland Security and blend it with up-to-date intelligence collected by Federal entities.
- Coordinate with key local or regional Federal intelligence groups including the FBI, US Immigration and Customs Enforcement Field Intelligence Units, the Drug Enforcement Administrations High Intensity Drug Trafficking area centers, Tribal Law Enforcement, and the US Attorney Intelligence Officer.

Implementation – Equipment: Provide additional hardware and software to support the Fusion Center mission.

Implementation – Training: Provide training to law enforcement personnel, intelligence operations personnel for performance and analysis, linkage, and fusion of data.

Implementation – Exercises: Exercise the information flow process of the Fusion Cell.

Objective: Facilitate partnerships with adjacent State Homeland Security Fusion Cells.

Implementation – Organizational: Host a meeting to scope the development of state FC mutual aid agreements and common ground operating procedures.

GOAL: Strengthen Interoperable Communications Capabilities

Objective: Examine current strategy to ensure alignment with National Response Plan and Target Capabilities List.

Implementation – Planning: Update strategy to critical tasks as identified in Target Capabilities List.

Objective: Attain radio communication interoperability (APCO 25 Compliant) among federal, state, local, and tribal first responders within North Dakota.

Implementation – Planning:

- Develop a priority list of state agencies for analog to digital conversion.
- Continue Mobile Communication Committee

Implementation – Equipment: Provide conversion equipment based on priority listing.

Implementation – Exercises: Test analog to digital conversion through a tabletop exercise.

Objective: Assure effective use of communications equipment and facilities, use of radio frequencies, establishment of networks for command, tactical, support, and air units, on-site telephone and public address equipment and required off-site communication links.

Implementation – Planning:

- Facilitate and coordinate a plan between State, Radio, Local PSAPS, Tribal PSAPS, and the private sector for seamless interoperable communications statewide that supports coordination and unity of operations.
- Identify all amateur radio resources within the State. Identify current capabilities and reasonable equipment/training requirements to establish a reserve/augmentee communications system.
- Identify all Harris Radio assets within State, tribal, and local jurisdictions for consideration as a redundant supplemental communications network.
- Establish voice and data interoperability between Federal, State, Tribal, Local, and Private sector.
- Establish voice and data communications between adjoining jurisdictions to include Canada, Minnesota, Montana, and South Dakota to facilitate communications mutual aid capabilities on a regional basis.

Implementation – Equipment: Identify and arrange purchase or lease reservation for a supplemental on-site communications system to mitigate surge requirements related to a catastrophic event.

Implementation – Training: Coordinate and train all Federal, State, Tribal, local, and private stakeholders in interoperability requirements for seamless interoperable communications with redundancy.

Implementation – Exercise: Accomplish planning and execution of exercise activities to rehearse interoperability operations for effective mission accomplishment.

GOAL: Strengthen CBRNE Detection, Response, and Decontamination Capabilities

Objective: Examine current strategy to ensure alignment with National Response Plan and Target Capabilities List.

Implementation – Planning: Update strategy to critical tasks as identified in Target Capabilities List.

Objective: Develop a tiered response capability to ensure statewide terrorism/WMD incident response.

Implementation – Planning:

- Conduct Anchor Community Study.
- Compare the response equipment identified and compare to fulfillment of the Target Capabilities List.
- Provide response equipment to awareness, performance, and specialized first responders in jurisdictions to a baseline level.
- Develop intra-jurisdictional mutual aid agreement to accommodate statewide uniform response coverage for a terrorist/WMD event.

Implementation – Organizational: Promote and adopt intra-jurisdictional mutual aid agreements to accommodate statewide uniform response coverage for a terrorist/WMD event.

Implementation – Equipment: Provide funding for response equipment to 30% of awareness, performance and specialized first responders in jurisdictions to a baseline level.

Implementation – Training: Train response entities in current operational capability.

Implementation – Exercises: Test ability of disciplines and jurisdiction to respond at established baseline level.

Objective: Train first responders and community leaders to recognize, prevent, and respond to a terrorism/WMD incident.

Implementation – Training:

- Train 50% of first responders and community leaders to the awareness level.
- Train 25% of the first responders and community leaders to the performance level.
- Train 10% of the first responders and community leaders to the planning and management level.
- Train 5% of the first responders and community leaders to the specialized level.

Objective: Develop uniform jurisdictional response SOP's based on capability for a CBRNE event.

Implementation – Planning: Develop and distribute SOP's for jurisdictional consideration.

Implementation – Organizational: Establish a jurisdictional working group to review and identify opportunities to SOP's.

Implementation – Exercise: Test SOP's through a multi-jurisdictional tabletop exercise.

GOAL: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Objective: Examine current strategy to ensure alignment with National Response Plan and Target Capabilities List.

Implementation – Planning: Update strategy to critical tasks as identified in Target Capabilities List.

Objective: Establish a patient tracking system.

Implementation – Planning: Develop plans for the long-term tracking of patients following an event which will be integrated with existing public health and medial emergency preparedness and response plans.

Implementation – Organizational:

- Ensure that all participating hospitals have the capacity to maintain, in negative pressure isolation, at least one suspected case of highly infectious disease or febrile patient with a suspect rash or other symptoms of concern that might be developing a highly communicable disease.
- Establish reporting systems/mechanisms that include hospitals reporting the number of patients in isolation, patients discharged against medical advice with communicable disease, and patients discharged to home that still require isolation.

Objective: Conduct a study of radio communications needs in the hospitals to provide direct communication with emergency operations centers and with each other.

Implementation – Equipment: Establish a secure and redundant communications system that insures connectivity during a terrorist incident or other public health emergency between health care facilities and state and local health departments, emergency medical services, emergency management agencies, public safety agencies, neighboring jurisdictions and federal public health official.

Objective: Provide regional conference on disaster mental health.

Implementation – Training: Enhance the networking capacity and training of health care professionals to be able to recognize, treat, and coordinate care related to the behavioral health consequences of bioterrorism or other public health emergencies.

Objective: Continue to develop capacity for hazardous materials response and hospital decontamination.

Implementation – Planning: Review existing smallpox plans and revise as needed.

Implementation – Equipment:

- Ensure adequate personal protective (PPE) per defined region, to protect current and additional health care personnel, during an incident
- Insure that adequate portable or fixed decontamination systems exist for managing adult and pediatric patients as well as health care personnel, who have been exposed during a chemical, biological, radiological, or explosive incident.

Implementation – Training: Continue to recruit additional public health volunteers to assist in smallpox vaccination clinics.

Objective: Equip hospitals, emergency medical services, and alternative treatment sites for a surge capacity of at least 500 additional adult and pediatric patients.

Implementation – Planning:

- Identify gaps in regional surge capacity plans through on-going planning processes and exercises
- Develop protocols and procedures to address any unresolved issues or incomplete plans.
- Establish memorandums of agreement between hospitals, public response agencies and private companies as needs are identified.
- Continue to support tribal governments in their planning efforts and integrate their response capacity and needs with the regional/state plans.

Implementation – Organizational: Establish systems that, at a minimum, can provide triage treatment and initial stabilization, above the current daily staffed bed capacity, for patients requiring hospitalization within three hours in the wake of a terrorism incident or other public health emergency.

Implementation – Training: Provide education to staff epidemiologists regarding hospital preparedness.

Objective: Establish a database of medical and non-medical volunteers to respond to a mass prophylaxis clinic, epidemiological investigation or medical treatment facility.

Implementation – Planning: Obtain certain portions of the license record for the ND Health Alert Network (HAN) system through the appropriate boards of licensure in order to solicit volunteers and verify credentials when events actually occur.

Implementation – Organizational: Recruit additional public health volunteers through local public health agencies and regional public health recruitment processes as well as recruitment solicitation through appropriate boards of licensure as part of license renewal activity.

Implementation – Equipment: Develop a system that allows for the advance registration and credentialing of clinicians needed to augment a hospital or other medical facility to meet patient/victim care and increase surge capacity needs.

Objective: Implement a centralized information management system for emergency operations.

Implementation – Organizational: Establish a regional system that insures a sufficient supply of pharmaceuticals to provide prophylaxis for 3 days to hospital personnel (medical and ancillary staff), hospital based emergency first responders and their families – in the wake of a terrorist-induced emergency first responders and their families – in the wake of a terrorist-induced outbreak of anthrax or other disease for which such countermeasures are appropriate.

Implementation – Equipment: Utilize Web EOC to track deficiencies in personnel, training, equipment, and Organizational structure.

Objective: Establish a green status for North Dakota Strategic National Stockpile and provide detail to plans for distribution of ND pharmaceutical cache.

Implementation – Planning:

- Establish criteria and protocol for deployment of antibiotic cache and determine prophylaxis priorities.

- Determine priority groups among first responders for receipt of prophylaxis and identify locations where first responders will receive prophylaxis.

Implementation – Training:

- Complete training of the receiving site, regional distribution node sites and point of dispensing sites personnel.
- Educate providers and pharmacists on the treatment regimens included in the Strategic National Stockpile and North Dakota State Vendor Managed Inventories.
- Develop a public information campaign to communicate the prophylaxis plans and priorities to the public prior to an event.

Implementation – Exercises: Conduct state, regional, and local exercises.

Objective: Expand Critical Incident Stress Management (CISM) teams.

Implementation – Training: Enhance the networking capacity and training of health care professionals to be able to recognize, treat, and coordinate care related to the behavioral health consequences of bioterrorism or other public health emergencies.

GOAL: Provide a fully integrated web-based grants management system

Objectives:

- Streamline the grant process
- Track where and how specific funds are used within jurisdictions, counties, or statewide
- Meet ODP's BSIR and ISP requirements
- Create real-time reports through a robust report tool

Implementation – Organizational:

- Create on-line grant program
- Integrate web-based program with current access database to track what, where, and how funds are being utilized.
- Create on-line project matrix progress report for BSIR.
- Create robust reporting tool.

Implementation – Equipment: Identify technology need to create web-based program.

Implementation – Training: Train staff and jurisdictional users to utilize web-based grant system.