Wisconsin Homeland Security Strategy

2015-2018

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State of Wisconsin

Homeland Security Council

SCOTT WALKER
Governor

MAJ GEN DONALD P. DUNBAR
Homeland Security Advisor

Department of Military Affairs
2400 Wright Street
Madison, WI 53704

July 10, 2015

Dear Governor Walker:

It is my pleasure to present the quadrennial Wisconsin Homeland Security Strategy, a collaborative effort by the Wisconsin Homeland Security Council and our public and private partners. It is our vision to foster a culture of preparedness and continually improve our state resiliency. Resiliency is the ability of citizens, families, and communities to successfully cope with and recover from an emergency, whether natural or intentional. We develop resiliency by understanding the threat, mitigating risk, and developing necessary capability with sufficient capacity to respond and recover.

Our strategy has four specific priorities. Each priority has a framework of specific goals and objectives. Each objective has a lead state agency, which is responsible to lead our efforts to measure and improve needed capabilities consistent with our priorities. These priorities guide investment of state appropriations and federal grant allocations. This approach allows the Wisconsin Homeland Security Council to vertically and horizontally integrate its homeland security efforts, measure improvement, and prioritize investment justification.

This strategy will guide a robust training and exercise program and align our training over a multi-year period, which will culminate with a Capstone training event. This event will align with US Department of Homeland Security (USDHS) Tier I or II events and will include senior leaders from state government, allowing us to periodically familiarize cabinet level officials with existing state emergency and continuity of government plans.

Donald P. Dunbar
Major General, Wisconsin National Guard
The Adjutant General & Homeland Security Advisor

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Executive Summary

The Wisconsin Homeland Security Strategy provides a framework to guide Wisconsin's continuing efforts to prepare and protect our communities. The strategy's vision and mission reflect a collaborative spirit among state, federal, tribal, local, and private sector partners, and a commitment to leverage partnerships between the public and private sectors. In this austere budget environment, it is incumbent upon all agencies to maximize efficiency by sharing information and resources. It is also important to focus our efforts on key priorities. Wisconsin's strategy focuses on the following four priorities:

1. **Cyber Security:** In order to meet this growing threat, the State will continue its commitment to developing state cyber response capabilities in coordination with local and federal partners, sharing information during an incident, raising awareness of cyber security, and developing public/private partnerships to better protect critical infrastructure from cyber threats. The state will also establish and improve processes to prepare for and respond to cyber events.
2. **Preventing and Protecting against Asymmetric and/or Terrorist Threats:** This priority centers on building and maintaining the capabilities of the two fusion centers in the state to collect, analyze, and share information. The State also works with key partners in the public and private sector to protect critical infrastructure from natural and intentional threats. Asymmetric threats include, but are not limited to, CBRNE (chemical, biological, radiological, nuclear, and explosive), infectious disease, and agriculture events. These types of events differ in that we have limited experience compared to other emergencies – floods, tornadoes, winter storms – where we have well-developed response processes.
3. **Catastrophic Incident Response and Recovery:** In a catastrophic incident, local and state resources may be overwhelmed and there may be significant threats to life, safety, and property. It is important to plan for high-consequence, low-probability events in order to protect our communities and enable a speedy and full recovery following a disaster. Preparation for catastrophic events and exercising of complex processes will also ensure best preparation and response for all emergencies.
4. **Sustainment of Capabilities Built through Long-Term Investments:** The state has made significant investment to build homeland security capabilities. It is vital to sustain these capabilities in sufficient capacity through continued training and exercises, as well as equipment and technology recapitalization, to maintain critical operational capabilities.

For each of the priorities, the strategy outlines a number of goals and objectives for the next four years. Each of the objectives is designed to be S.M.A.R.T. - specific, measurable, achievable, relevant, and time-oriented. Each of the objectives identifies a lead state agency and a target date for completion. Some of the objectives are defined by annual targets. All of the objectives provide metrics that will allow us to annually measure where we are and our progress toward accomplishing our goals.

The strategy is Wisconsin's strategy and is our keystone document. It is informed by issues specific to Wisconsin outlined in the state's Threat and Hazard Identification and Risk Assessment (THIRA). From this document, other plans will be updated such as the Wisconsin Emergency Response Plan and our Continuity of Operations/Continuity of Government (COOP/COG) plans, along with new plans such as the pending Cyber Disruption Plan. It is also informed by key federal documents, such as the National Preparedness Goal, the National Planning Frameworks, the National Infrastructure Protection Plan, the National Incident Management System, and Presidential Policy Directive 8: National Preparedness.

By aligning Wisconsin's homeland security efforts into one keystone document, this strategy will help us to continually assess and improve our capabilities, improve the transparency of our work, and attain greater value from available resources.

Purpose

Wisconsin's Homeland Security Strategy outlines the direction for our prevention, protection, response, mitigation, and recovery efforts. Homeland security is not a destination to be arrived at, but rather a persistent journey of continuous assessment and improvement. We must never be lulled by a false sense of preparedness and must continually refine, train, and exercise our plans and procedures.

The strategy contains Wisconsin's priorities, outlining steps designed to build and sustain those capabilities while tailoring them to Wisconsin's unique needs. The Wisconsin Homeland Security Strategy provides the state with direction, accountability, interoperability, and the coordination of all layers of homeland security efforts. The strategy's priorities encompass goals and objectives that rest primarily with the state, but include collaborative steps that recognize our shared responsibility to prepare, protect, support and assist local governments, tribal governments and the whole community.

Vision

An overall culture of preparedness shared by all Wisconsin citizens, informed and supported by a collaborative, flexible, and integrated homeland security structure.

Mission

Prepare for disasters using an all-hazards approach based on NIMS and ICS standards. Wisconsin provides a support and coordination role to emergency responders and incident commanders in the prevention of threats, as well as the response to and recovery from disasters in order to minimize the impact on lives, property, and the economy. Wisconsin accomplishes this in collaboration with our federal, tribal, and local partners, the private sector, and volunteer organizations. We seek to maximize readiness by fostering preparedness at the individual, family, business, and community level.

Framework

The strategy encompasses the Governor's vision to expect the best but prepare for the worst. It links Wisconsin's Homeland Security Strategy to national and local guidance, including the National Preparedness Goal, the National Infrastructure Protection Plan (NIPP) and the National Incident Management System (NIMS). The national plans and guidance are a direct result of presidential directives aimed at creating a secure nation integrated at all levels in its preparedness. Presidential Policy Directive 8 (PPD-8) outlines a comprehensive process to prepare the states in the event of a significant hazard that would potentially require diverse resources from various levels of government, multiple agencies, jurisdictions, the private sector, and citizens. PPD-8 calls for the development of a National Preparedness System that includes a series of integrated national planning frameworks covering prevention, protection, mitigation, response, and recovery.

The USDHS National Preparedness Goal identifies 31 core capabilities which are aligned into five key mission areas of preparedness:

➢ **Prevention** – Includes those capabilities necessary to avoid, prevent or stop a threatened or actual act of terrorism. These include, but are not limited to, intelligence, law enforcement, homeland defense activities, information sharing, and analysis.

➢ **Protection** – Includes capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. These include, but are not limited to, critical infrastructure protection, cyber security, protection of key leadership and events, maritime security, transportation

security, defense of agriculture and food, defense against Weapons of Mass Destruction (WMD) threats, and health security.

➢ **Response** – Includes capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. These include, but are not limited to, emphasis on saving and sustaining life, stabilizing the incident, restoring basic services, establishing a safe and secure environment, mass care, evacuation plans, and public health services.

➢ **Recovery** – Includes capabilities necessary to rebuild infrastructure systems, provide adequate interim and long-term care housing for survivors, restore health, social and community services, promote economic development, and restore natural and cultural resources. These include, but are not limited to, consistent public messaging, tiered and integrated leadership, economic revitalization, community health assessment, and community resilience.

➢ **Mitigation** – Includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. These include, but are not limited to, approved hazard mitigation plans, communicating risk identified in the mitigation plan, whole of community partnerships, including private organizations – both business and non-profit organizations.

Wisconsin's Homeland Security Strategy is a threat and capabilities-based strategy, informed by a statewide Threat and Hazard Identification and Risk Assessment (THIRA). The THIRA is designed to help Wisconsin make informed choices about how to manage the risk and reduce the impact posed by potential threats and all-hazard events. The strategy focuses on building capabilities defined by the National Preparedness Goal to mitigate threats to Wisconsin's homeland security. The process rests on a foundation of multi-disciplinary, cross-governmental, and regional collaboration to identify risk, determine measurable capability targets, assess current levels of capabilities, and plan ways to close gaps. Understanding our risks and capabilities and applying our resources effectively to manage those risks is critical to Wisconsin's preparedness.

Wisconsin's Risks

Wisconsin's THIRA identifies and assesses eight threat and hazard scenarios that would cause realistic catastrophic impacts for affected populations, and would put extreme stress on emergency management and response capabilities. These scenarios are:
- A major tornado striking a populated urban area
- Extensive wide-area flooding
- A 100,000 acre wildfire in northern Wisconsin
- A statewide flu pandemic
- A cyber-attack causing a widespread power outage
- A hazardous materials release in a densely populated area, requiring mass evacuation
- A lone-wolf terrorist attacking a crowded festival
- An agro-terrorism scenario

The scenarios are not a ranked list of the highest threats and hazards in Wisconsin. They were developed to represent a cross-section of threats and hazards, addressing at least one natural, human-caused and technological hazard. Their purpose is to provide the basis to assess broad range impacts on all 31 core capabilities, which will help assess capability and capacity.

The current terrorist threat is real. Organizations such as ISIS/L openly advocate for radicalization of

extremists to attack targets in the homeland. Frequently identified targets include law enforcement and military personnel, and large public gathering/celebrations. A key enabler of this focus is social media, which provides robust, unfiltered, and persistent access to large numbers of people at home and around the world who are vulnerable to disinformation and radicalization.

According to the State of Wisconsin's Hazard Mitigation Plan, flooding and tornadoes are the most frequent and damaging natural hazards in the state, followed by severe winter storms and wildfires. Major floods have occurred in eight of the last ten years. With an average of 23 tornadoes per year, Wisconsin ranks 17th nationally in frequency and number of fatalities. Since 2000, Wisconsin has received a total of 10 federal disaster declarations involving flooding, severe storms, and tornadoes. In addition, the state received two emergency declarations for snow removal following major winter storms.

Record flooding in southern Wisconsin in 2007 and 2008 caused hundreds of millions of dollars in damage to homes, businesses, local infrastructure, and agricultural losses. The 2008 flooding event shattered records, with damage exceeding $765 million and more than 40,000 households requesting disaster assistance with the Federal Emergency Management Agency (FEMA). The 2008 flooding became the most expensive disaster in state history.

Among technological hazards, hazardous materials releases are a source of risk for Wisconsin. The state has more than 6,500 facilities that are required to report under the Emergency Planning and Community Right-to-Know Act (EPCRA), one active nuclear plant and one just across our border in Minnesota. Hazardous materials shipment by highway, pipeline, barge, and rail also require planning. The latter risk has grown significantly over the past few years as the volume of crude oil shipments through Wisconsin has increased.

The threat of cyber-attacks has evolved so rapidly in recent years that any attempt to list recent historical occurrences is quickly outdated. Since 2009, there has been an increase in cyber-based attacks directed at power generation and oil companies. The attacks have used a mix of spear-phishing, social engineering, operating system bugs, and remote administration tools (RATs) for access; none of these approaches are very advanced or hard to develop and manage. There are several independent cyber-terrorist groups that are perpetrating crimes against public and private networks, as well as government networks. These groups typically operate with the intent to gain access to sensitive or classified material and disseminate it to the public as a means to discredit or embarrass the target. There is no magic bullet for cyber preparedness—disciplined processes are required that mitigate exposure and provide robust response capabilities when cyber events occur that stop the bleeding, triage the damage, and move quickly to limit damage and assure state operability.

As a geographically and demographically diverse state, there are significant regional differences in the anticipated likelihood and consequences of threats and hazards across the state. An informal survey of the six Wisconsin Emergency Management regions found that tornadoes were considered to be among the most significant hazards in five of the six regions, while cyber incident/power outage and hazardous materials incidents were also consistently ranked high. Flooding received a high ranking in the southwest and west central regions.

Wisconsin's Homeland Security Organization

Homeland Security Council

The Wisconsin Homeland Security Council coordinates Wisconsin's homeland security efforts. The Wisconsin Homeland Security Council was created by executive order and is charged with coordinating outreach and directing state homeland security operations. The Council is led the Adjutant General of Wisconsin, who also serves as the Governor's Homeland Security Advisor and principal assistant for emergency management, as well as the State Administrative Agent for federal homeland security funding. This structure helps to provide a coordinated approach, with the Council providing a strategic voice that is informed by key leaders at the state and local levels.

The Council consists of appointed representatives from the following state agencies and associations:

- American Public Works Association – Wisconsin Chapter
- Badger State Sheriffs Association
- Department of Administration - Division of Capitol Police
- Department of Administration - Division of Enterprise Technology
- Department of Agriculture, Trade and Consumer Protection
- Department of Health Services - Division of Public Health
- Department of Corrections
- Department of Justice – Division of Criminal Investigation
- Department of Natural Resources
- Department of Transportation – Division of State Patrol
- Department of Military Affairs – Division of Emergency Management
- Public Service Commission
- Department of Military Affairs – Wisconsin National Guard
- Wisconsin Chiefs of Police Association
- Wisconsin State Fire Chiefs Association

The Council works with federal, state, tribal and local agencies, nonprofit organizations, and private industry to prepare for, prevent and respond to all hazards and threats; to promote personal preparedness; and to make recommendations to the Governor on additional steps needed to enhance Wisconsin's homeland security.

The Council meets monthly to share information and discuss key issues related to the status of homeland security in Wisconsin. Members of the public are welcome to attend the open session portion of the meetings. Other agencies and organizations send officials to the meetings to gather and share information that will help these groups improve their homeland security efforts. Council members are responsible for working closely with the agencies and organizations involved in homeland security matters in order to ensure that important information is shared with the officials who need it.

The Council has established five enduring working groups to provide a forum for more concentrated collaborative work with stakeholders on specific topical areas. The working groups:

- Wisconsin Cyber-Security Working Group (WI-CWG) led by Wisconsin's Chief Information Officer.

- Joint Services Working Group (JSWG) led by the Deputy Adjutant General for Civil Support.
- Information Sharing Working Group (ISWG) led by the Wisconsin Statewide Information Center (WSIC).
- Comprehensive Response Group (CRG) led by the WEM Administrator.
- Critical Infrastructure and Key Resources Working Group (CIKR-WG) led by the WEM Bureau Director for Planning and Preparedness.

The Council also works closely with other partner state councils and committees, such as the State Interoperability Council and the Homeland Security Funding Advisory Committee. In addition, members of the Council also serve on other committees/task forces, such as the FBI-hosted Joint Terrorism Task Force (JTTF).

Wisconsin's Emergency Management Organization
The emergency management authorities and responsibilities of the Adjutant General, Wisconsin Emergency Management (WEM), and local governments are established by Chapter 323 of the Wisconsin Statutes. This law directs the state to lead and coordinate emergency management programs and coordinate the response and recovery efforts in a disaster.

The State provides these capabilities through the State Emergency Operations Center (SEOC), which is maintained by Wisconsin Emergency Management (WEM). The SEOC is scalable, operating day-to-day through a 24-hour duty officer system and, when necessary, expanding to four higher states of response which include various state agencies tailored to the particular event or crisis.

Each of Wisconsin's seventy-two counties and eleven tribes is served by a local emergency management office. To further regional collaboration, WEM divided the state into six regions. The WEM regional offices are designated as Southeast, Southwest, East Central, West Central, Northeast, and Northwest. The Southeast region contains over one-third of the state's total population. Some state agencies, such as Department of Transportation (DOT) and Department of Natural Resources (DNR), have different regions for their agency operations.

Wisconsin Emergency Management Regions

Wisconsin's Emergency Responder Community

Wisconsin has more than 2,330 emergency response agencies at the state, county, local, and tribal levels, including 650 law enforcement agencies, 850 Emergency Medical Services (EMS) agencies (including emergency medical responders/first responders), and 860 fire departments. The authorities of local units of government, including home rule, are covered under Article XI, § 3 of the Wisconsin Constitution and in §§ 59.03, 59.04, 62.04, 66.0101 of the Wisconsin Statutes. Home Rule is a fundamental principle and an essential element in the relationship between the State of Wisconsin and its political subdivisions.

In Wisconsin, the authority to make decisions regarding disaster response resides at the level of government affected. Local units of government reserve and maintain the right to make response decisions on behalf of their citizens and the local environment. The state recognizes this authority and coordinates its activities to enhance response decisions and to supplement exhausted resources at the local level.

Mutual Aid

Mutual aid is designed to bring resources from outside the affected jurisdiction to assist in responding to a crisis where the affected jurisdiction's resources are overwhelmed. Interstate mutual aid agreements began in the 1950's with the signing of the Interstate Civil Defense Compact. All 50 states were signatories of this compact. Examples of current mutual aid programs that affect Wisconsin include:

- **Emergency Management Assistance Compact**
  The Emergency Management Assistance Compact (EMAC) is a multi-state mutual aid agreement. EMAC establishes a liability and reimbursement structure so that a disaster-impacted state can request and receive assistance from other member states quickly and efficiently. Since being ratified by Congress and signed into law in 1996 (Public Law 104-321), all 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to become members of EMAC.

- **Emergency Police Services**
  Wisconsin's Emergency Police Services (EPS) program provides support to law enforcement in times of crisis. The program is designed to coordinate mutual aid law enforcement for federal, state, and local law enforcement agencies. The mutual aid is intended for planned or unplanned regional, statewide or national responses to natural or man-made disasters, prison disturbances, and emergencies that overwhelm a local community or agency.

- **Mutual Aid Box Alarm System**
  The Mutual Aid Box Alarm System (MABAS) is a mutual aid measure that may be used for deploying fire, rescue, and emergency medical services personnel in a multi-jurisdictional and/or multi-agency response.

- **Hospitals**
  Most hospitals have signed Memoranda of Understanding (MOU) of Mutual Aid. These MOUs are primarily based on the seven health emergency regions and provide a framework for regional sharing of resources.

State Agency Support

Under the coordination of Wisconsin Emergency Management, Wisconsin's state agencies also provide critical support and assistance to local governments. These include:

- **Department of Administration**
  The Department of Administration (DOA) is the lead agency for the state's Continuity of Government (COG) and Continuity of Operations (COOP) initiatives. Within DOA, the Division of Enterprise Technology (DET) manages the state's information technology assets and serves as the lead state agency for cyber-security efforts, coordinating through the Wisconsin Cyber-Security Working Group (WI-CWG). The Division of Wisconsin State Capitol Police is responsible for the safeguarding of state government throughout the State of Wisconsin. Under Wisconsin Statute § 323.10, in the event of a cyber-incident the Governor may designate DOA as the lead state response agency. In this event, the Department of Military Affairs (DMA) and its Division of Emergency Management will provide support to DOA along with all other state agencies. Absent this designation, DMA retains lead responsibility through the Division of Emergency Management.

- **Department of Agriculture, Trade and Consumer Protection**
  As the lead agency for Emergency Support Function 11 - Agriculture and Natural Resources, the Department of Agriculture, Trade and Consumer Protection (DATCP) helps to assure a continued safe food supply by providing assistance to local authorities in food emergencies. It works to ensure that agriculture needs are met during and after an emergency, works cooperatively with local agriculture officials to determine agricultural losses, and identifies programs to support farmers when a disaster occurs.

- **Department of Corrections**
  The Department of Corrections (DOC) works to maintain the safe custody and supervision of offenders using the best, most effective correctional policies and procedures. The DOC is focused on keeping Wisconsin's citizens protected, helping offenders succeed in the community, and making every effort to reduce the cost of corrections to taxpayers. The Department's public safety mission includes providing support and services to crime victims, supporting the state fusion center, and providing response resources to assist local governments in disasters.

- **Department of Health Services**
  The Wisconsin Department of Health Services' (DHS) Division of Public Health (DPH) provides technical assistance to local and tribal public health agencies in emergency situations. DHS has five regional offices located in Green Bay, Rhinelander, Milwaukee, Madison, and Eau Claire. In addition, DPH provides technical expertise, as needed, when the State Emergency Operations Center is activated. DHS has four emergency on-call teams: Chemical and Natural Disasters, Communicable Diseases, Nuclear/Radiological, and Emergency Human Services. Under Wisconsin Statutes § 323.10, in the event of a health incident, the Governor may designate DHS as the lead state agency for health-related events and emergencies. In this event, DMA and its Division of Emergency Management will provide support to DHS along with all other state agencies. Absent this designation, DMA retains lead responsibility through the Division of Emergency Management.

- **Department of Justice**
  The Department of Justice's (DOJ) Division of Criminal Investigation (DCI) operates the Wisconsin Statewide Information Center (WSIC), which is the designated primary intelligence fusion center in the state. The WSIC works collaboratively with the Southeastern Wisconsin Threat Analysis Center (STAC) in Milwaukee to enhance statewide intelligence sharing on criminal and terrorist threats.

- **Department of Natural Resources**
  The Department of Natural Resources is dedicated to protecting, enhancing, and promoting public safety and to the preservation, protection, effective management, and maintenance of Wisconsin's natural resources. The Department's Bureau of Law Enforcement assists local law enforcement efforts and the Bureau of Forest Protection responds to and provides statewide assistance during forest fires. The DNR also operates incident management teams and hazardous materials spills personnel as well as assists on public drinking water security and dam safety issues.

- **Department of Transportation**
  The Department of Transportation (DOT) is responsible for maintaining Wisconsin's network of state highways and interstate highway system, and also supports air, rail, and water transportation systems. DOT operates the Statewide Traffic Operations Center (STOC) to provide situational awareness of traffic and transportation issues in emergencies. A division within DOT, the Wisconsin State Patrol (WSP) provides traffic and criminal law enforcement and assistance to local law enforcement during emergencies that exceed normal operations.

- **Public Service Commission**
  The Public Service Commission of Wisconsin (PSC) is an independent regulatory agency dedicated to serving the public interest. The agency is responsible for the regulation of Wisconsin public utilities, including those that are municipally-owned. The PSC mission is to oversee and facilitate the efficient and fair provision of quality utility services in Wisconsin.

- **Wisconsin National Guard**
  The National Guard is constitutionally unique and serves in a dual status in the United States: first, as the primary combat reserve of the United States Army (ARNG) and the United States Air Force (ANG); and second, as Wisconsin's first military responder in support of civil authorities in an emergency. The Wisconsin National Guard is under the Governor's authority unless and until mobilized for active duty and command and control is executed through the Adjutant General.

  The Wisconsin National Guard maintains a Joint Operations Center (WI-JOC) for state response and assured coordination between the Adjutant General and the National Guard Bureau. The WI-JOC operates 24/7/365 and expands during periods of domestic operations. The WI-JOC maintains a common operating picture on domestic events and ensures a foundational level of operational capability for Wisconsin's Adjutant General and the Wisconsin National Guard.

Federal Agency Support
The National Strategy for Homeland Security emphasizes protecting and defending the U.S. Homeland through a national effort, with shared goals and responsibilities built upon a foundation of partnerships between state, local and tribal governments, the private and non-profit sectors, communities, and citizens. Based on the National Preparedness Goal, Wisconsin's planning and response efforts are based on the premise that the vast majority of incidents will be handled at the lowest jurisdictional level possible. However, incidents may occur that overwhelm state and local capacity to respond, necessitating federal assistance when requested by the Governor via a disaster declaration.

When state and local capabilities are insufficient, the federal government is charged with anticipating the needs and assisting state, local, and tribal authorities, upon request. Federal management is expected on federal matters such as border security, intelligence missions, as well as detecting, tracking, and rendering safe Weapons of Mass Destruction (WMD).

At the onset of an incident, a number of federal agencies mobilize assessment teams and planning

groups to validate the readiness of their own response forces. Key among those federal agencies is the Department of Homeland Security (USDHS), the Federal Emergency Management Agency (FEMA), and the Department of Defense's (DoD) Northern Command (NORTHCOM). USDHS, with FEMA as its lead response agency, has primary responsibility for preventing and responding to incidents of national security.

Priorities, Goals, and Objectives

Priority 1: Cyber Security

Wisconsin's State Government has a clear responsibility to protect the state network and respond to cyber incidents. This priority is based on the leverage provided by cyber systems to accomplish essential state requirements and the importance of continuing the essential tasks in the event of a cyber-disruption. Wisconsin will provide support to local, tribal, and private agencies similar to other physical emergencies. State support will take the form of deploying state cyber capabilities in coordination with federal and regional partners, sharing information during an incident, raising awareness of cyber security issues and developing public/private partnerships to better protect critical infrastructure from cyber threats.

Goal 1.1	Develop a Cyber Disruption Plan that leverages public/private response partnerships for planning, mitigation, response, and recovery. The plan will contain the following elements:	Lead Agency	Target Date
Objective 1.1.1	Conduct risk assessments with cooperating critical infrastructure and key resource (CIKR) partners to identify the vulnerabilities to cyber-attack.	DET	Begin by Dec 31, 2015, Complete by Dec 31, 2018
Objective 1.1.2	Create specific plans, as Annexes to the prospective Cyber Disruption Plan, for the prevention and mitigation of, response to, and recovery from cyber disruption events affecting cooperating critical infrastructure owners and operators.	DET	December 31, 2016
Objective 1.1.3	Establish a pilot program to improve situational awareness and a cyber-response governance structure among cooperating critical infrastructure owners and operators through enhanced communications and collaboration regarding cyber threats.	DET	June 30, 2016
Objective 1.1.4	Complete training for key staff and exercise the communication and response plans annually.	DET	June 30, 2017 and annual
Goal 1.2	Develop a state/local/tribal cyber response capability that uses a whole community approach to provide mutual aid to Wisconsin's governmental organizations in a cyber-incident.	Lead Agency	Target Date
Objective 1.2.1	Establish the staffing for three cyber response teams, each consisting of a minimum of 10 volunteer cyber-security personnel trained on Certified Incident Handling Engineer courses, in accordance with NIST SP 800-61, Revision 2, "Computer Security Incident Handling Guide." The teams provide a capability to assist local governments mitigate, respond, and recover from a significant cyber incident.	DET	Dec 31, 2015
Objective 1.2.2	Develop a comprehensive training plan that establishes team training standards and includes completion of individual training courses and section exercises in 2016, and team-based training drills in 2017. Team drills will integrate the Wisconsin National Guard Cyber Network Defense (CND) team.	DET	Dec 31, 2015 for plan, training 2016, drills 2017

Objective 1.2.3	Develop a National Guard capability, additive to the CND team, in collaboration with the National Guard Bureau to leverage the community presence and expandable capacity of Guard units.	WING	Dec 31, 2018
Objective 1.2.4	Conduct a full-scale, inter-team, cyber response exercise that includes public and private participation and tests a disruption of one of Wisconsin's CIKR sectors. The exercise will be conducted jointly with the Wisconsin National Guard CND team. The exercise will validate published procedures for the deployment of National Guard and State of Wisconsin assets in response to a cyber-incident.	DET WEM	Dec 31, 2018
Goal 1.3	**Improve the quality and timeliness of information sharing related to cyber-incidents and response.**	**Lead Agency**	**Target Date**
Objective 1.3.1	Develop a cyber-incident response standard operating procedure (SOP) that defines protocols for incident handling and reporting, sets guidelines for communicating with outside parties regarding incidents, and establishes policies and procedures for the cyber response teams. This will include standard RFI/CCIR for the Adjutant General as the state's senior cyber official.	DET DMA	June 30, 2016
Objective 1.3.2	Speed the notification process by disconnecting analysis from notification, and establish a time frame for mandatory exception reporting that uses specific formats for incident notification and law enforcement activities.	DET	June 30, 2017
Objective 1.3.3	Establish protocols to encourage information sharing among private sector partners and assure that information is protected, consistent with state law.	CWG	Dec 31, 2015
Objective 1.3.4	Create and maintain a Cyber Liaison Officer (CLO) program, similar to the Threat Liaison Officer (TLO) and Fusion Liaison Officer (FLO) programs. This program, once functional, will greatly expand cyber information sharing capabilities and increase situational awareness.	WSIC	June 30, 2016
Goal 1.4	**Improve awareness of cyber threats and response issues statewide through a communication program that leverages information sources from all levels of government and the private sector to provide timely, accurate information to the public.**	**Lead Agency**	**Target Date**
Objective 1.4.1	Make a progressive program of cyber training available to emergency responders appropriate to each discipline and integrate federal and state-sponsored cyber training into the WEM training portal.	DET CWG	June 30, 2016
Objective 1.4.2	Develop a Wisconsin taxonomy of information sources and a process to monitor and maintain current information on a state web portal. This may include employing web scraping and data collection techniques to aggregate fully-attributed cyber-related information through a web state portal.	DET CWG	June 30, 2016
Objective 1.4.3	Provide analytics to assess the effectiveness of the information feeds on the state web portal.	DET WEM	Dec 31, 2017
Objective 1.4.4	Hold a Statewide Cyber Summit to provide a forum for sharing of information and best practices within the cyber-security community.	DET	Annual

Goal 1.5	Develop a social media policy for state employees.	Lead Agency	Target Date
Objective 1.5.1	Assure that official state web and social media sites are reviewed annually to assure compliance with policy.	DOA	Dec 31, 2016
Objective 1.5.2	Develop training to assure all state employees understand how to mitigate professional, personal, and family exposure by sharing best practices on how to configure social media sites.	DOA	Dec 31, 2016
Goal 1.6	**Develop chip-enabled state ID cards that allow multi-factor authentication for all state employees.**	**Lead Agency**	**Target Date**
Objective 1.6.1	Establish one state standard for all state employees that utilizes chip-enabled multi-factor authentication for network access.	DOA WEM	Dec 31, 2018
Objective 1.6.2	Assure network access cards are also compliant with credentialing programs for all state employees connected with Emergency Response.	DOA WEM	Dec 31, 2018

Priority 2: Preventing and Protecting Against Asymmetric and/or Terrorist Threats

Wisconsin's strategy for preventing terrorist threats centers on information sharing and maintaining the capabilities of the two fusion centers in the state. The Wisconsin Statewide Information Center (WSIC), operated by the Wisconsin Department of Justice's Division of Criminal Investigation, is designated as Wisconsin's primary fusion center and the Southeastern Wisconsin Threat Analysis Center (STAC), operated by the Milwaukee Police Department, which is a recognized fusion center. The State also works with key partners in the public and private sector to protect critical infrastructure from natural and intentional threats. Asymmetric threats include Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE), infectious disease and agricultural events which could have devastating effects.

Goal 2.1	Maintain a high-quality, statewide intelligence information sharing and analysis capability that continues to expand outreach to non- law enforcement partners while protecting privacy and civil liberties.	Lead Agency	Target Date
Objective 2.1.1	In order to protect privacy, civil rights and civil liberties, all compilation, utilization, and dissemination of personal data by WSIC and STAC will conform to requirements of applicable state and federal laws and regulations and will receive annual privacy training by June 30 of each year.	WSIC STAC	Annual
Objective 2.1.2	Expand the Threat Liaison Officer (TLO) and Fusion Liaison Officer (FLO) programs by adding 125 active members each year.	WSIC STAC	Annual
Objective 2.1.3	Increase the number of Suspicious Activity Reports (SARs) by 10 each year, through T/FLO training, online Nationwide Suspicious Activity Reporting Initiative (NSI) training, and topical briefs and seminars. This training will also improve the quality of SAR information, resulting in a 10% increase each year in the number of SARs accepted into eGuardian.	WSIC STAC	Annual
Objective 2.1.4	Add staffing resources to expand information sharing and analysis within the cyber-security and public health areas, and research new processes on trends such as, but not limited to, human trafficking, financial crimes, heroin, and gangs.	WSIC STAC	June 30, 2016
Objective 2.1.5	Participate in two exercises and six trainings per year, reviewing and implementing identified corrective actions in order to evaluate and improve baseline capabilities.	WSIC STAC	Annual
Objective 2.1.6	Exceed the national average on the annual Baseline Capabilities Assessment, reflecting a high level of capability to collect, analyze, and share information among partners, including but not limited to, RISS, HIDTA, JTTF, and other fusion centers across the national network.	WSIC STAC	Annual

Goal 2.2	Protect critical infrastructure by working with key partners across government and business in key lifeline sectors to enhance business continuity and recovery plans.	Lead Agency	Target Date
Objective 2.2.1	All major state agency continuity plans will be entered into a shared software application in order to de-conflict resource allocation and manage annual updates, training and exercising of the plans. The state will explore the feasibility of sharing the software application to local units of government.	DOA WEM	Dec 31, 2016
Objective 2.2.2	Conduct at least three annual workshops to provide outreach to private sector partners regarding business continuity, disaster preparedness, and supply chain assurance.	WEM	Annual
Objective 2.2.3	Develop an emergency refueling plan for long-term energy outages that identifies approximately 100 generator-ready refueling facilities statewide and a statewide contract to obtain generators in an emergency.	WEM SEO	April 30, 2017
Objective 2.2.4	Assure that each state agency conducts annual COOP/COG exercises and reports compliance to DOA, which has state lead for COOP/COG assurance.	DOA WEM	Annual
Goal 2.3	Building upon previous experience with H1N1 and the Ebola outbreak, develop and standardize a statewide infectious disease response plan.	Lead Agency	Target Date
Objective 2.3.1	Assure lessons learned from the Ebola outbreak are consolidated with previous H1N1 preparation plans.	DHS WEM	Dec 31, 2015
Objective 2.3.2	Develop infectious disease plan that includes lead hospitals, equipment needs/stockpiles, transportation, waste management, and capacity, including the Wisconsin National Guard.	DHS WING WEM	June 30, 2016
Objective 2.3.3	Develop a bi-annual exercise program that includes table-top and practical events on an alternating basis. These should be conducted regionally and state wide to assure mutual understanding and familiarization.	DHS WING WEM	June 30, 2016 and annual

Priority 3: Catastrophic Incident Response and Recovery

Consistent with state law and the Governor's vision, it is the State's role in a disaster, under the leadership of the Adjutant General and Wisconsin Emergency Management, to coordinate assistance in support of local emergency response and recovery. In a catastrophic incident, local, tribal, and state resources may be overwhelmed and there may be significant threats to life, safety and property. It is important to plan for high-consequence, low-probability events in order to protect our communities and enable a deliberate and full recovery following a disaster.

Goal 3.1	Improve the state's capability to mobilize resources in support of local emergency response within the first 72 hours of an incident.	Lead Agency	Target Date
Objective 3.1.1	Develop a resource mobilization plan to identify, coordinate and de-conflict resource needs among jurisdictions and between disciplines and update the plan annually.	WEM	Sept 30, 2016
Objective 3.1.2	Establish a single, integrated, 24-hour state emergency hotline – consolidating existing resources – to provide a source for coordinating local requests for assistance and improved state situational awareness.	DMA DNR	June 30, 2017
Objective 3.1.3	Conduct training on state resource capabilities and deployment process in all six WEM regions annually; conduct at least one all-hazards functional exercise per year that tests the state's capability to coordinate local resource needs by multiple jurisdictions through the State Emergency Operations Center.	WEM	Annual
Goal 3.2	Build public health and medical emergency response capacity through development of regional health care coalitions. Support planning and training for public health and medical response to all-hazards emergency events.	Lead Agency	Target Date
Objective 3.2.1	Formally establish seven regional health care coalitions, including development of governance documents and hiring of support staff.	DHS	June 30, 2016
Objective 3.2.2	Develop health care coalition models for regional medical coordination that address mutual support, improve situational awareness, and use an operational framework that allows for a transition, from crisis standards of care, to contingency, and ultimately back to conventional standards of care, during emergencies.	DHS	June 30, 2017
Objective 3.2.3	Conduct at least one annual exercise per health emergency region to test coalition plans.	DHS	Annual
Objective 3.2.4	Conduct at least two emergency-related trainings per health emergency region annually based on coalition needs assessments (e.g., Basic Disaster Life Support, Crisis Emergency Risk Communications, Hospital Incident Command System).	DHS	Annual

Goal 3.3	Improve community resilience and recovery by strengthening public/private partnerships, increasing community preparedness, and implementing a long-term recovery plan.	Lead Agency	Target Date
Objective 3.3.1	Develop a plan for a virtual business emergency operations center that will provide a framework for sharing critical information and resources with key private sector partners in a disaster. Train and test the plan through an exercise.	WEM	April 30, 2016 for Plan Dec 31, 2017 for Exercise
Objective 3.3.2	Establish and maintain the capability to provide preparedness information to non-English speaking and hearing-impaired residents before and during an incident.	WEM	Sept 30, 2016
Objective 3.3.3	The Wisconsin Recovery Task Force will develop a Long-term Recovery Plan, consistent with the National Recovery Framework, to assist individuals, businesses and communities to recover deliberately after a disaster.	WEM	June 30, 2016
Goal 3.4	Coordinate efforts among DATCP, USDA, and the agriculture community in order to maximize the effectiveness of response to an agriculture-related event. Evaluate newly emerging trends relating to natural or human-caused threats.	Lead Agency	Target Date
Objective 3.4.1	Conduct two agriculture emergency preparedness and response training exercises with local agencies, volunteer organizations, and private industry stakeholders.	DATCP	Annual
Objective 3.4.2	Participate in a functional and full-scale regional exercise with the Multi-State Partnership for Security in Agriculture to test unified command and update response plans covering a major food and agriculture emergency.	DATCP	Dec 31, 2018

Priority 4: Sustainment of Capabilities Built Through Long-Term Investments

Homeland Security grants have been invested to build response capabilities in the state and it is vital to maintain them consistent with fiscal constraints. Significant investments have been made to create, train, and exercise a regional fire and law enforcement response system to deal with catastrophic events; to implement NIMS via training and exercising; and to procure and train on technology that allows for coordinated operational response. The projects outlined in this priority are largely focused on sustaining current capabilities, but do include goals for   expanding capabilities and staying current with industry standards as technologies become available.

Goal 4.1	In order to sustain response capabilities for first responders, including ALERT and Wisconsin Task Force 1, conduct Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises and National Incident Management System/ Incident Command System (NIMS/ICS) training classes and procure specialized training and response equipment.	Lead Agency	Target Date
Objective 4.1.1	Procure necessary resources to train and exercise to a level that allows the Wisconsin Task Force 1 to obtain NIMS Type I Urban Search and Rescue team status.	WEM	Dec 31, 2018
Objective 4.1.2	Support equipment and training to maintain the capabilities of existing statewide response capabilities, including teams for Type II-IV incident management, ALERT teams, bomb response, hazardous materials response, and the Wisconsin Emergency Support Team (WEST).	WEM	Annual
Objective 4.1.3	Provide no-cost training in critical emergency management and response topics, including Incident Command System (ICS) and hazardous materials, to a minimum of 3,000 emergency responders each year using certified instructors maintained by WEM.	WEM	Annual
Objective 4.1.4	Support at least 40 exercises annually at the county or tribal level. At least two of these exercises will include statewide or regional participation that test and improve collaboration among state, local, federal, and non-governmental partners.	WEM	Annual
Goal 4.2	In order to sustain incident response / information sharing /resource management capabilities, procure and train on technologies for communications interoperability, credentialing, and Emergency Operations Center (EOC) information management systems.	Lead Agency	Target Date
Objective 4.2.1	Under the direction of the State Interoperability Council, implement the State Communications Interoperability Plan (SCIP), which is focused on four areas: Broadband, Land Mobile Radio, WISCOM and Next Generation 9-1-1.	DOJ	Annual
Objective 4.2.2	Procure, support, and implement a credentialing system for emergency responders. Add 4,000 new users to the credentialing system each year and expand usage across emergency response disciplines and non-governmental organizations. Assure credentialing program is consistent and uniform for all state employees and compliant with network access requirements.	WEM DOA	Annual

Objective 4.2.3	Implement a strategic emergency management technology plan that will upgrade the current system used in state and local emergency operations centers for situational awareness and information sharing. Systems will include enhanced capability for use of GIS, open source media monitoring, and status reporting.	WEM DMA WING	June 30, 2017
Objective 4.2.4	Establish and maintain a library of lessons learned and After Action Reports. DMA is responsible to collaborate with all agencies who participate in state exercises for After Action Reports and lessons learned following real world events.	DMA WEM WING	Sept 30, 2017

Evaluation Plan

The Adjutant General is responsible for this plan and assuring collaboration, through the Wisconsin Homeland Security Council, with all state agencies. The Council will provide oversight of the evaluation plan and assure publication of an Annual Homeland Security Report to the Governor that evaluates and measures progress toward each of the objectives in the strategy. Each of the objectives in the strategy has been assigned a lead agency, which will report on progress against the target. Objectives with annual targets will be evaluated on whether that target was achieved each year of the report.

The Council will review the Wisconsin Homeland Security Strategy following the gubernatorial election in 2018 and update the strategy consistent with the Governor's strategic priorities. The Council will advise the Governor regarding the planning and implementation of tasks and objectives to achieve goals outlined in the strategy. The Wisconsin Homeland Security Strategy will be updated based upon the recommendations of the Wisconsin Homeland Security Council and input from federal, state, regional, tribal, local, volunteer and private sector stakeholders.

Evaluation of progress is also tracked through our exercise program. Through the use of the Homeland Security Exercise and Evaluation Program (HSEEP), exercises are tracked at the state level by Wisconsin Emergency Management (WEM) to ensure that recommendations from After-Action Reports (AARs) are instituted.

Documents for Further Reference

- **National Infrastructure Protection Plan (NIPP)** – Outlines how government and private sector participants in the critical infrastructure community work together to manage risks and achieve security and resilience outcomes. The plan is maintained by the Secretary of U.S. Homeland Security and can be found at: http://www.dhs.gov/national-infrastructure-protection-plan.

- **National Planning Frameworks** – Works to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. These national frameworks are maintained by FEMA and can be found at: http://www.fema.gov/national-planning-frameworks.

- **National Strategy for Homeland Security:** Developed in 2007, the National Strategy guides, organizes and unifies our Nation's homeland security efforts. It provides a common framework by which our entire Nation should focus on achieving homeland security goals. It can be found at: http://www.dhs.gov/xlibrary/assets/nat_strat_homelandsecurity_2007.pdf.

- **State Hazard Mitigation Plan** – Works to minimize the impacts of potentially disastrous events. The State Hazard Mitigation Plan is maintained by WEM and can be found at: http://www.emergencymanagement.wi.gov/planning/WERP/default.asp.

- **State Multi-Year Training and Exercise Plan** – A roadmap for achieving the state's training and exercise objectives in support of the Wisconsin Homeland Security Strategy. The state multi-year training and exercise plan is maintained by WEM and can be found at: http://emergencymanagement.wi.gov/training/exercises.asp.

- **State of Wisconsin Strategic Information Technology (IT) Plan** – This plan is the State of Wisconsin's systematic approach to optimize IT support and services for customers and citizens. It focuses on many important objectives, including stronger partnerships and alignment with state agencies, strengthening the security of information, continually improving operations, and enhancing the overall focus of the enterprise. The plan can be found at: http://www.doa.state.wi.us/Divisions/Enterprise-Technology/2014-Strategic-IT-Plan.

- **Statewide Communications Interoperability Plan (SCIP)** – A state plan to strengthen governance and prioritize resources to improve the communications capabilities of emergency responders. The SCIP is a state plan maintained by the Department of Justice. It can be found at: http://www.interop.wi.gov/docview.asp?docid=26538&locid=166.

- **Threat Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report (SPR)** – This report combines a comprehensive assessment of risks with a self-assessment of the state's progress in achieving each of the 31 core capabilities. The report is maintained by WEM and available to emergency responders on the Wisconsin E-Sponder site at http://www.wiesponder.com/. Access to the site is password protected.

- **Wisconsin Emergency Response Plan (WERP)** – Coordinates State disaster response and recovery efforts in support of local governments. The WERP is maintained by Wisconsin Emergency Management (WEM). The WERP document can be found at: http://www.emergencymanagement.wi.gov/planning/WERP/default.asp.

Acronyms/Abbreviations

A

AAR – After Action Report

ACAMS – Automated Critical Asset Management System

AH-IMT – All-Hazard Incident Management Team

ALERT-Aligned Law Enforcement Response Team

ANG- Air National Guard

APHIS – Animal and Plant Health Inspection Service

APWA-WI - American Public Works Association Wisconsin

ARC – American Red Cross

ARNG – Army National Guard

B

BSSA – Badger State Sheriff's Association

BZP – Buffer Zone Protection

C

CBRNE – Chemical, Biological, Radiological, Nuclear, & High Yield Explosive

CCIR - Commanders Critical Information Requirements

CDC – Centers for Disease Control and Prevention

CERFP – CBRNE Enhanced Response Force Package

CERT – Community Emergency Response Team

CI/KR – Critical Infrastructure and Key Resources

CLO – Cyber Liaison Officer

COG – Continuity of Government

COOP – Continuity of Operations

COP – Common Operational Picture

CPG 101 – Comprehensive Preparedness Guide 101 (FEMA)

CST – Civil Support Team

CWG – Cyber Working Group

D

DATCP – Department of Agriculture, Trade and Consumer Protection

DCF – Department of Children and Families

DCI –Division of Criminal Investigation

DET – Division of Enterprise Technology

DHS – Department of Health Services

DMA – Department of Military Affairs

DNR – Department of Natural Resources

DOA – Department of Administration

DOC – Department of Corrections

DoD – Department of Defense

DOE – Department of Energy

DOMOPS – Domestic Operations

DOT – Department of Transportation

DPH – Division of Public Health

E

EAS – Emergency Alert System

EMAC – Emergency Management Assistance Compact

EMI – Emergency Management Institute

EMPG - Emergency Management Performance Grants

EMS – Emergency Medical Services

EOC – Emergency Operations Center

EPS – Emergency Police Services

ESAR-VHP – Emergency System for Advance Registration of Healthcare Professionals

ESF – Emergency Support Function

F

FE – Functional Exercise

FEMA – Federal Emergency Management Agency

FLO – Fusion Liaison Officer

FSE – Full Scale Exercise

FSIS – Food Safety and Inspection Service (USDA)

G

GIO – Geographical Information Officer

GIS – Geographical Information System

H

H1N1 - Hemagglutinin Type 1 and Neuraminidase Type 1 virus

HIDTA – High Intensity Drug Trafficking Area

HMEP – Hazardous Materials Emergency Preparedness

HPP – Hospital Preparedness Program

HSEEP—Homeland Security Exercise and Evaluation Program

HSC – Homeland Security Council

HSGP – Homeland Security Grant Program

I

ICS – Incident Command Structure

IFERN – Interagency Fire Emergency Radio Network

IMTs – Incident Management Teams

ISIS/L – Islamic State of Iraq and Syria/Levant

IT – Information Technology

J

JOC – Joint Operations Center

JTTF – Joint Terrorism Task Force

L

LTE – Limited Term Employee

M

MABAS – Mutual Aid Box Alarm System

MOU – Memoranda of Understanding

MSU – Mobile Support Unit

N

NCSC – National Cyber Security Center NIMS—National Incident Management System NIST—National Institute of Standards and Technology

NOC – National Operations Center

NPG – National Preparedness Guidelines

NRCC – National Response Coordination Center

NRF – National Response Framework

NSI – Nationwide SAR Initiative

O
OPA – Office of Public Affairs
P
PPE – Personal Protective Equipment
PSC – Public Service Commission
R
RFI – Request for Information
RISS – Regional Information Sharing System
S
SAR – Suspicious Activity Report
SCIP – Statewide Communications Interoperability Plan
SEO—State Energy Office
SEOC – State Emergency Operations Center
STAC – Southeastern Wisconsin Terrorism Alert Center
T
TCL – Target Capabilities List
TERT – Telecommunicator Emergency Response Team
THIRA – Threat and Hazard Identification and Risk Assessment
TLO—Threat Liaison Officer
TTX – Table-top Exercise
U
USCG – United States Coast Guard
USDA – United States Department of Agriculture

USDHS – United States Department of Homeland Security
W
WCAN – Wisconsin Crime Alert Network
WCPA – Wisconsin Chiefs' of Police Association
WEM – Wisconsin Emergency Management
WERP – Wisconsin Emergency Response Plan
WEST—Wisconsin Emergency Support Team
WI-CWG—Wisconsin Cyber Working Group
WING – Wisconsin National Guard
WISCOM – Wisconsin Interoperable System for Communications
WMD – Weapons of Mass Destruction
WSFCA – Wisconsin State Fire Chiefs' Association
WSLH – Wisconsin State Laboratory of Hygiene
WSP – Wisconsin State Patrol

Definitions

Aligned Law Enforcement Response Teams (ALERT): Eight regional SWAT and five regional bomb teams made up of local law enforcement departments who can assist local law enforcement when circumstances require advanced tactical response. These capabilities are deployed regularly throughout the state to assist local law enforcement.

All-Hazards Preparedness: Preparedness for domestic terrorist attacks, major disasters, and other emergencies.

Asymmetric Threats: Asymmetric threats include, but are not limited to, CBRNE (chemical, biological, radiological, nuclear, and explosive), infectious disease, and agriculture events. These types of events differ in that we have limited experience compared to other emergencies – floods, tornadoes, winter storms – where we have well-developed response processes.

Capability: The means to accomplish one or more tasks under specific conditions and to specific performance standards. A capability may be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieves the intended outcome.

Command and Control: The exercise of authority and direction by a properly designated authority over assigned or attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, computers, facilities, and procedures employed in planning, directly coordinating, and controlling operations in the accomplishment of the mission.

Continuity of Government (COG): The maintenance of essential government functions that provide for succession to office and emergency delegation of authority in accordance with applicable law; safekeeping of essential resources, facilities, and records; and establishment of emergency operating capabilities; coordinated readiness of each agency to ensure that the most time-sensitive services continue to be provided by during a catastrophic emergency.

Continuity of Operations (COOP): Efforts taken within an entity (i.e., agency, company, association, organization, business) to assure continuance of minimum essential functions across a wide range of potential emergencies, including localized acts of nature, accidents, technological and/or attack-related emergencies.
For Wisconsin state agencies: Individual state agency readiness to perform time-sensitive business services, likely from a different location, across a wide range of potential emergencies including acts of nature, accidents and technological or attack-related emergencies.

Critical Infrastructure and Key Resources (CIKR): Systems and resources—whether physical or virtual—so vital to the United States that the incapacity or destruction of such systems and resources would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Disaster: A severe or prolonged natural or human-caused occurrence that threatens or negatively impacts life, health, property, infrastructure, the environment, the security of this state or a portion of this state, or critical systems, including computer, telecommunications, or agricultural systems.

eGuardian: This system allows law enforcement agencies to combine new suspicious activity reports (SARs) with existing (legacy) SAR reporting systems to form a single information repository accessible to thousands of law enforcement personnel and analysts directly supporting law enforcement. The information captured in eGuardian is also migrated to the FBI's internal Guardian system, where it is assigned to the appropriate Joint Terrorism Task Force (JTTF) for any further investigative action.

Emergency: An unplanned incident that can cause deaths or significant injuries; disrupt operations; or result in physical, economic, or environmental damage.

Emergency Management Assistance Compact (EMAC): A legally binding mutual aid agreement and partnership between all 50 states, the District of Columbia, Puerto Rico, Guam, and the US Virgin Islands that allows signatories to assist one another during emergencies and disasters.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): A planning document that 1) assigns responsibility to organizations and individuals for implementing specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency; 2) sets forth lines of authority and organizational relationships, and shows how all actions will be coordinated; 3) identifies personnel, equipment, facilities, supplies, and other resources available for use during response and recovery operations.

Emergency Support Function (ESF): A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents.

E-Sponder: A software solution used by WEM that enables multiple first response entities to share critical information when collaborating in the preparation, response, resolution, and review processes associated with daily activities, events, and incidents. It is highly customizable, and can be easily expanded to fulfill specific event/incident management needs that may exceed the capacity of an organization's daily tools.

Full-scale Exercise: A multi-agency, multi-jurisdictional, multi-organizational activity that tests many facets of preparedness through a reality-based scenario. It allows participants to implement and analyzing the plans, policies, procedures, and cooperative agreements developed through discussion-based tabletop exercises and honed through training.

Fusion Center: Fusion centers serve as the focal points within the state and local environment for the receipt, analysis, gathering, and sharing of threat-related information and have additional responsibilities related to the coordination of critical operational capabilities across the statewide fusion process with other recognized fusion centers.

Fusion Center Capabilities Assessment: An annual assessment required of each fusion center by USDHS to identify, assess, and monitor capability and performance development. The assessment also defines opportunities to improve the quality and effectiveness of federal government support to fusion centers.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazardous Material: Hazardous substances, pollutants, and contaminants as defined by the National Contingency Plan (NCP).

Homeland Security: (1) A concerted national effort to prevent terrorist attacks within the United States, to reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. (2) The preparation for, prevention of, deterrence of, preemption of, defense against, and response to threats and aggressions directed towards US territory, sovereignty, domestic populations, and infrastructure; as well as crisis management, consequence management, and other domestic civil support.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident. **Incident Command Post (ICP):** The field location at which the primary tactical-level on-scene command functions are performed. The ICP may be co-located with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Incident Management Team: these teams are made up of highly-trained and experienced personnel who can assist the incident command structure in managing a complex or large-scale incident. Teams can support operations, logistics, planning, communications, volunteer management, and other areas of need. Teams are categorized from Type I for the most complex incidents, to Type IV for local/regional incidents. In Wisconsin there are six Type IV teams, three Type III teams, and one Type II team that can respond statewide.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions that they agree to assist one another upon request, by furnishing personnel, equipment, and/or expertise in a specified manner.

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

National Preparedness Goal: The National Preparedness Goal, released by FEMA in September 2011, defines what it means for the whole community to be prepared for all types of disasters and emergencies. The goal itself states: "A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk." The goal organizations preparedness activities into five mission areas and 31 core capabilities. More information on the goal can be found at: http://www.fema.gov/national-preparedness-goal.

National Response Framework (NRF): A guide to how the nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government, nongovernmental organizations, and the private sector. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. This core document, along with the Emergency Support Function Annexes and Support Annexes (available at the NRF Resource Center, http://www.fema.gov/NRF) supersedes the corresponding sections of the *National Response Plan*.

Presidential Policy Directive 8 (PPD-8): This Presidential Directive, which defined the National Preparedness Goal, was signed by the President on March 30, 2011.

Resources: Personal and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Risk: Risk is the product of threat, vulnerability, consequence, and likelihood of occurrence.

State Administrative Agent (SAA): The agency designated by the Governor to administer federal homeland security funds. The SAA for Wisconsin is the Department of Military Affairs, Wisconsin Emergency Management.

Strategic Goal: Broad statement that describes what we must be able to do to successfully accomplish our mission. Goals elaborate on the organization's vision statement, articulating an organization's desired future direction or desired state.

Surge Capacity: The ability of institutions such as clinics, hospitals, or public health laboratories to respond to sharply increased demand for their services during a public health emergency.

Terrorism: Any activity that (1) involves an act that (a) is dangerous to human life, environment, or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population; (b) to influence the policy of a government by intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination or kidnapping.

Threat Liaison Officer/Fusion Liaison Officer (TLO/FLO): These programs provide for one or more points of contact within partner agencies to act as conduits for information sharing with the WSIC. TLOs and FLOs function as the "eyes and ears" of the fusion center in the field. The effective and timely analysis of credible threat information depends heavily on the capabilities of each TLO or FLO and the support from their parent agencies. Each TLO and FLO is trained to recognize and evaluate potential terrorist activity and the proper actions to take.

Tribe: Federally-recognized American Indian tribe or band.

Weapons of Mass Destruction: As defined in Title 18, USC § 2332a: (1) any explosive, incendiary or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, or a missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or device similar to the above; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving disease organism, or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

WEM Training Portal: A statewide web site hosted by WEM where emergency responders can browse available training, register for classes, and manage their transcripts. The web site is https://www.trainingwisconsin.org/.

Wisconsin Recovery Task Force: Consists of 21 state, federal and non-profit agencies whose collective mission is to build, sustain, align, and leverage relationships developed during recovery efforts to effectively coordinate the identification and prioritization of long-term needs of communities and to recommend actions.

Wisconsin Task Force 1 (WI-TF1): Wisconsin Task Force 1 (WI-TF1) is an Urban Search and Rescue response task force designed to provide a coordinated response to disasters in urban environments. Emphasizing the location and extrication of victims trapped in collapsed structures, confined spaces, or trenches in largely populated areas, the task force will be capable of responding to state and national disasters. WI-TF1 is a response asset managed by WEM.