

MINNESOTA DEPARTMENT OF PUBLIC SAFETY



Homeland Security and Emergency Management

Al Bataglia, Director

December 2004

Background

The Minnesota Division of Emergency Management and the state Office of Homeland Security merged in July 2003 to form the Minnesota Division of Homeland Security and Emergency Management (HSEM). The division has three branches: administration and recovery, response, and planning and mitigation.

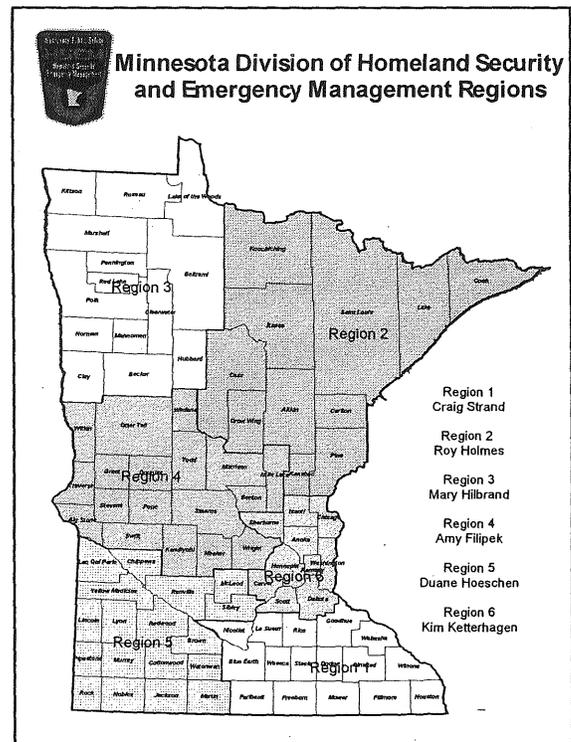
Mission

HSEM's purpose is to reduce or eliminate the effects of natural, manmade or technological disasters by promoting prevention and ensuring emergency preparations, coordinating state agency response and providing resources for recovery. HSEM accomplishes its mission by focusing on the following components:

- Protecting the state's citizens and property from natural and other disasters through prevention, intervention, response, mitigation and recovery.
- Improving Minnesota's ability to mitigate and appropriately manage a terrorist event.
- Maintaining an aggressive anti-terrorism response and prevention plan built upon the cooperation of all levels of government.
- Ensuring the strategic, regional placement of state-owned emergency equipment and supplies.

Funding

HSEM's state fiscal year 2005 general fund operating budget is \$2.84 million. However, the division's budget for fiscal years 2006 and 2007 from all other funding sources, (almost all of which are federal grants), but excluding federal disaster assistance, will total an estimated \$89 million. The overwhelming majority of these monies will be passed through to local governments. HSEM's staff consists of 59.7 fulltime equivalent positions, including six regional program coordinators.



In the current federal fiscal year 2005, HSEM will award grants totaling approximately \$70 million to some 185 local governments and other entities for disaster recovery, hazard mitigation, homeland security, law enforcement terrorism prevention, Citizen Corps, emergency management and hazardous materials planning and training.

Grant funds are awarded by several federal agencies, including the U.S. Department of Homeland Security Office of State and Local Government Coordination and Preparedness and Federal Emergency Management Agency and the Department of Transportation. Much of the funding is being provided through the fiscal year 2005 Homeland Security Appropriations Act and carries very strict timelines imposed by Congress.

Homeland Security and Emergency Management Programs

Minnesota Duty Officer — The purpose of this 24-hour/7-days-a-week program is to serve as the single point of contact for the public and private sector when state and certain other assistance is needed and when a state–agency notification is required. It is the hub within the emergency management cycle of mitigation, preparedness, response and recovery.

Incoming calls include notifications of emergencies and disasters as well as requests for assistance for a wide range of incidents, including:

- Hazardous materials incidents
- Pipeline leaks or breaks
- Radiological incidents
- Requests for National Guard/Civil Air Patrol
- Requests for hazardous materials accident response teams
- Aircraft accidents/incidents
- Search and rescue assistance
- Bomb disposal squads
- Natural disasters (tornado, flood, fire, etc.)
- Homeland security threats
- Any incident for which assistance is needed from one or more of the following state agencies, or when one or more of those agencies must be notified:
 - Department of Health
 - Department of Natural Resources
 - Pollution Control Agency
 - Department of Transportation
 - Department of Agriculture
 - Department of Public Safety

Pre-Disaster Mitigation and Mitigation Planning — Hazard mitigation planning can break the cycle of disaster–damage–repair in communities and prepare them for a more sustainable future. HSEM helps local governments secure Federal Emergency Management Agency (FEMA) funds to prepare hazard mitigation plans, and it provides technical planning assistance to promote their success.

Governor's Emergency Management Conference — This annual conference provides training and learning opportunities for elected officials, emergency management professionals and other public safety stakeholders across the state.

Radiological Emergency Preparedness (REP) — This program ensures that the health and safety of the public is protected in the event of a radiological emergency at the Monticello or Prairie Island nuclear generating plant.

A number of stakeholders, including state and local agencies, the Nuclear Management Company and Xcel Energy take part in regular training, as required by FEMA.

Information Gathering and Dissemination — HSEM collects information for distribution to appropriate law enforcement and public safety personnel, county emergency managers, government officials and other homeland security partners in the private sector. Much of the information is obtained from federal and other state homeland security agencies and law enforcement offices, with which HSEM maintains strong partnerships.

The (U.S.) Emergency Planning and Community Right-to-Know Act (EPCRA): Implementation in Minnesota — HSEM is responsible for monitoring compliance with EPCRA, as well as carrying out several of its requirements.

EPCRA requires that every state:

- Facilitate the Title III emergency planning process at the local government level
- Provide information about particular chemicals (or facilities) necessary for the planning activities of political subdivisions
- Establish procedures for receiving and processing public requests for information collected under Title III.

Volunteer Resource Coordination — This program better meshes the disaster relief efforts of government emergency responders with their counterparts in voluntary agencies, faith groups and the business community.

HSEM oversees the state's Citizen Corps, which is comprised of four programs for volunteers trained to help professional emergency personnel:

- Volunteers in Police Service (VIPS)
- Medical Reserve Corps (MRC)
- Community Emergency Response Teams (CERT)
- Neighborhood Watch

Emergency Management Training — HSEM employs a state training officer who is responsible for the management of training curriculum, selecting courses, hiring instructors, picking training sites, approving course expenses and completing all FEMA–required quarterly reports.

Awareness Campaign — HSEM sponsors awareness campaigns that focus on hazards that pose a significant threat to the health, environment and economic well-being of communities and families. The two primary campaigns are Winter Hazard Awareness, conducted in November, and Severe Weather Awareness, conducted in April. The purpose of these campaigns is to increase public awareness of seasonal hazards and to promote proactive steps designed to reduce or mitigate these hazards.

Grants Management — Minnesota, along with other states and territories, receives significant amounts of federal grant money. A large share of this funding has been the result of the president's "National Strategy for Homeland Security," a roadmap for the national effort to prevent and respond to acts of terrorism in the United States.

Emergency Planning — HSEM has staff and guidance materials available to support the emergency planning efforts of local governments, business and industry and others. This support facilitates the development and maintenance of emergency plans that address both local needs and state and federal planning requirements.

Decontamination Trailers — HSEM has purchased decontamination trailers and strategically housed them in the 15 regional fire districts. These trailers have the capacity to decontaminate 50 to 60 people per hour, and they are designed to respond to a range of situations involving weapons of mass destruction, hazardous materials and agricultural disasters. They can be positioned on the edge of "hot zones."

Collapsed Structure Response Capabilities — HSEM is working with stakeholder groups, such as the Minneapolis Fire Department, to help them obtain the training and equipment needed to develop heavy-level and medium-level collapsed structure response teams that can respond and provide support to other jurisdictions.

Hazardous Materials — This program coordinates state agency activities related to hazardous materials response. The program also assists local units of government with information on hazardous material and emergency response information for preparedness planning. Program staff provides technical information on how to deal with hazardous materials incidents and provides chemical information for incident response.

– *The Minnesota Incident Management System (MIMS)* is maintained through this program, and program staff serves as instructors and course managers. At the request of city or county emergency managers, this training is provided for local first responders and other public officials.

– *The Regional Hazardous Materials Response Teams* are available to assist local units of government in response to hazardous materials incidents. Two types of teams exist:

1. *Hazardous Materials Emergency Response Teams* assist local authorities at the scene of a hazardous materials incident by taking action necessary to protect life, property and the environment from the effects of a release of a hazardous material. Emergency actions include, but are not limited to, preventing a release, mitigating the effects of a release and stabilizing the emergency. Emergency response teams also function as chemical assessment teams for all or a portion of their primary response areas.
2. *Hazardous Materials Chemical Assessment Teams* assist local authorities at the scene of a hazardous materials incident by providing technical advice to local incident commanders and recommending actions necessary to protect life, property and the environment in keeping with locally available levels of hazardous materials training and response capability. These teams also assist emergency response teams by responding in conjunction with them to assess an incident, develop and recommend mitigation strategies and assist with response operations.

The Minneapolis Division Joint Terrorism Task Force (JTTF) is an effort to centralize and maximize federal, state and local investigative efforts regarding both domestic and international terrorism in the Minneapolis Division's tri-state area. The JTTF concept emphasizes the importance and efficacy of the multi-agency approach in protecting national security interests in the United States.

Its primary mission is to detect and neutralize any terrorist activity in the Minneapolis Division and to investigate terrorist acts carried out by groups or organizations that fall within the definition of terrorist groups set forth in the current U.S. Attorney General Guidelines. The secondary mission is to react to terrorist and bombing incidents.

The State Emergency Operations Center (SEOC) is structured and activated for all hazards under a common incident management system, providing a streamlined, coordinated state response to all hazards. It is the coordination point for state and federal agencies to provide response and recovery assistance to local units of government during incidents.

The SEOC is equipped with tables and chairs, telephones, computers, projectors, screens, an information hotline room and an e-mail messaging system. It is always partially activated through the 24-hour Minnesota Duty Officer program. It is typically activated fully for large-scale, multi-jurisdictional events, e.g. Red River or Mississippi River flooding and tornadoes, or in a lean-forward position such as for Y2k, the onset of the Iraq war and election day. It also is utilized for nuclear power plant exercises.

The Minnesota Information Sharing and Analysis Center (ISAC) will coordinate intelligence and information for local, state and federal agencies. It also will coordinate threat analysis and information dissemination to law enforcement, emergency managers, first responders, government officials and the private sector.

The Homeland Security Advisory Council (HSAC) was created and implemented as part of the Minnesota Anti-Terrorism Act of 2002. The goal of the act is to focus Minnesota's efforts to prevent, prepare for, respond to and recover from an act of terrorism.

The HSAC is comprised of 28 first-response representatives of federal, state and local jurisdictions and associations. The purpose of the HSAC is to advise public safety and health commissioners on issues relating to homeland security. The HSAC does this by reviewing and recommending changes to Minnesota anti-terrorism policies, procedures and funding priorities. Overall, the HSAC helps Minnesota provide a more coordinated and accountable homeland security effort.

The U.S. Department of Homeland Security, Office of State and Local Government Coordination and Preparedness allocates grant dollars from the federal Department of Homeland Security to the state of Minnesota to enhance our preparedness for preventing, responding to and recovering from terrorism incidents. Last year, the state received about \$60 million for preparing Minnesota first responders and state agencies to respond to, prevent and recover from an act of terrorism.

Eighty percent of the funding received by the state is passed through to local units of government. The remaining 20 percent is used to implement the grant program and to prepare state agencies.

Division contacts:
(651) 296-2233

Al Bataglia, director, Division of Homeland Security and Emergency Management

Dan Johnson, executive director, Homeland Security Operations, Division of Homeland Security and Emergency Management

(c) For purposes of this section, "personal property" means tools, implements, and machinery of the generating plant. It does not apply to transformers, transmission lines, distribution lines, or any other tools, implements, and machinery that are part of an electric substation, wherever located.

Sec. 13. CORR 02-9 2002 H.F. No. 3618, section 13, subdivision 7, if enacted is amended to read:

Subd. 7. Health, Agriculture, and Human Services Office and Parking Facilities

The commissioner of administration may enter into one or more long-term lease-purchase agreements with the St. Paul port authority or any other governmental entity, for terms of up to 25 years, for the development of office and parking facilities in St. Paul for the departments of health, agriculture, and human services. The commissioner must submit each agreement to the legislative commission on planning and fiscal policy for its recommendation. If the commission does not provide the commissioner with a recommendation within 30 days of receiving the agreement, the recommendation is considered to be positive. A recommendation is advisory only. The lease-purchase agreements are exempt from Minnesota Statutes, sections 15.50, subdivision 2, paragraph (e); and 16B.24, subdivisions 6 and 6a. The lease-purchase agreements must not be terminated except for nonappropriation of money. The lease-purchase agreements must provide the state with a unilateral right to purchase the leased premises at specified times for specified amounts. The office facility for the department of human services must not have more gross square feet of space than the department occupies as of the effective date of this section for offices that will be moved to the new facility.

Sec. 14. EFFECTIVE DATE.

Unless provided otherwise, each section of this act takes effect at the time provision being corrected takes effect.

Presented to the governor May 20, 2002

Signed by the governor May 22, 2002, 1:31 p.m.

CHAPTER 401—H.F.No. 2515

An act relating to terrorism; data practices; enacting the Minnesota Anti-Terrorism Act of 2002; establishing crimes and setting penalties for crimes involving weapons of mass destruction, explosives, and hoaxes; extending the public safety radio communication system and requiring recommendations on its governance; authorizing sale of metropolitan council revenue bonds; establishing a homeland security advisory council; prohibiting trespass on critical public service facilities; prohibiting damage to property of critical public service facilities; prohibiting placing explosive or simulated explosive devices near utilities and transportation centers; prohibiting real and simulated weapons of mass destruction; enhancing penalties and creating new crimes designed to deter and punish terroristic activities; providing for additional collection of biological specimens for DNA testing of certain convicted felons and adjudicated delinquents; increasing the emergency telephone fee; appropriating money; amending Minnesota Statutes 2000, sections 473.891, subdivision 3, by adding a subdivision; 473.898, subdivisions 1, 3; 473.902, subdivisions 1, 3, 5; 609.106, subdivision 2; 609.185; 609.595, subdivision 1; Minnesota Statutes 2001 Supplement, sections 403.11, subdivision 1; 473.901, subdivision 1; proposing coding for new law in Minnesota Statutes, chapters 373; 473; 609:

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:

ARTICLE 1

POLICY

Section 1. HOMELAND SECURITY ADVISORY COUNCIL.

Subdivision 1. CREATION; DUTY. A homeland security advisory council is established to advise the department of public safety on issues relating to homeland security, to review and recommend changes to all terrorism preparedness and antiterrorism policies and procedures, and to ensure coordination of and accountability for all state and federal antiterrorism and terrorism preparedness related funding.

Subd. 2. MEMBERSHIP. The homeland security advisory council shall consist of the following members:

- (1) the commissioner of health;
- (2) the commissioner of public safety;
- (3) the commissioner of transportation or the commissioner's designee;
- (4) the commissioner of agriculture or the commissioner's designee;

(5) the commissioner of the pollution control agency or the commissioner's designee;

(6) the commissioner of military affairs or the commissioner's designee;

(7) the commissioner of natural resources or the commissioner's designee;

(8) a representative of the association of Minnesota counties;

(9) a representative of the association of Minnesota townships;

(10) a representative of the league of Minnesota cities;

(11) a representative of the public safety radio system policy group;

(12) a representative of the Minnesota state sheriffs association;

(13) a representative of the Minnesota chiefs of police association;

(14) a representative of the Minnesota police and peace officer association;

(15) a representative of the Minnesota fire chiefs association;

(16) a representative of the Minnesota professional fire fighters association;

(17) a representative of the association of Minnesota emergency managers;

(18) a representative of the Minnesota hospital and healthcare partnership;

(19) a representative of local public health entities and organizations;

(20) a representative of the Minnesota Medical Association;

(21) a representative of the United States federal emergency management agency;

(22) a representative of the United States attorney's office;

(23) a representative of the Minnesota ambulance association;

(24) a representative of the Minnesota emergency medical services regulatory board;

(25) a representative of the Minnesota nurses association;

(26) a representative of the Indian affairs council; and

(27) a representative of the emergency management division of the department of public safety.

Subd. 3. MEETINGS. The council shall be cochaired by the commissioner of public safety and the commissioner of health. The cochairs shall convene meetings of the council on a regular basis.

Subd. 4. SUBCOMMITTEES. The council shall form and consult with the following subcommittees and task forces to provide advice on specific decisions related to homeland security initiatives:

(a) public safety subcommittee;

(b) terrorism and health task force; and

(c) other subcommittees and task forces as the council deems necessary.

Subd. 5. COMPENSATION. Each member of the council shall serve without compensation or reimbursement.

Subd. 6. PLAN UPDATE; REPORTING. By November 1st of each year, the council must submit an updated statewide terrorism preparedness implementation plan to the legislature. As part of the annual update, the council must summarize and report on the distribution of all funds reviewed by the council for the preceding year and may make recommendations for new funding.

Subd. 7. EXPIRATION. The advisory council expires on June 30, 2005.

EFFECTIVE DATE. This section is effective the day following enactment.

Sec. 2. [373.47] COUNTY DEBT AUTHORITY.

Subdivision 1. AUTHORITY TO INCUR DEBT. (a) Subject to prior approval by the public safety radio system planning committee under section 473.907, the governing body of a county may finance the cost of designing, constructing, and acquiring public safety communication system infrastructure and equipment for use on a statewide, shared public safety radio system by issuing:

(1) capital improvement bonds under section 373.40, as if the infrastructure and equipment qualified as a "capital improvement" within the meaning of section 373.40, subdivision 1, paragraph (b); and

(2) capital notes under the provisions of section 373.01, subdivision 3, as if the equipment qualified as "capital equipment" within the meaning of section 373.01, subdivision 3.

(b) For purposes of this section, "county" means the following counties: Anoka, Benton, Carver, Chisago, Dakota, Dodge, Fillmore, Freeborn, Goodhue, Hennepin, Houston, Isanti, Mower, Olmsted, Ramsey, Rice, Scott, Sherburne, Steele, Wabasha, Washington, Wright, and Winona.

(c) The authority to incur debt under this section is not effective until July 1, 2003, in the following counties: Benton, Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Sherburne, Steele, Wabasha, Wright, and Winona.

Subd. 2. TREATMENT OF LEVY. The county may report the tax attributable to any levy to pay principal and interest on bonds or notes issued under this section as a separate line item on the property tax statement. The levy to pay principal and interest on the notes or bonds is exempt from the limits on the amount or rate of tax imposed under any other provision of law.

Subd. 3. EXPIRATION. The authority to issue debt under this section expires December 31, 2012.

EFFECTIVE DATE. This section is effective the day following final enactment.

NewsBank InfoWeb

America's Newspapers

9/11 A SPECIAL REPORT

An armored car for Edina. More hazmat gear for Hopkins. Special radios for Columbia Heights. All from homeland security money.

Will it prevent terrorism?

Star Tribune: Newspaper of the Twin Cities (Minneapolis, MN)

September 12, 2004

Author: Pat Doyle, Mike KaszubaRon NixonStaff Writers

Estimated printed pages: 13

SPECIAL REPORT

PART TWO: THE PRICE OF PROTECTION

Millions of dollars in **federal** grants sent to **Minnesota** to thwart terrorism have been spent on police and emergency equipment that offers little or no benefit in preventing another Sept. 11-style attack.

Edina is getting a grant to buy an armored car with rotating turrets and gun mounts. Columbia Heights is buying special radios so volunteers could respond to an attack or other disaster. Rock County, a southwestern **Minnesota** county, is receiving a better 911 system that can locate cell phone callers reporting traffic accidents.

At the same time, sheriffs on **Minnesota's** border with Canada, where illegal entry into the United States by potential terrorists is a major concern, have been denied anti-terrorism funds, even though authorities recently stopped a Pakistan-born Canadian at an illegal border crossing.

Elsewhere, Sherburne County received a fraction of the \$1.2 million in terrorism-prevention **money** it sought, despite having a nuclear power plant and a jail that has held terror suspect Zacarias Moussaoui and other high-risk **federal** prisoners.

A Star Tribune review has found that the state has often distributed **federal homeland security money**, including special terrorism prevention funds, to local governments that use it to buy gear they had long sought for conventional law enforcement or for emergencies such as floods or gas leaks.

"There's 840 mayors across the state lining up at the door saying, 'Where's my little piece of **homeland security money**?' " said Dan Johnson, the **homeland security** operations director in the state Public Safety Department, which hands out the **federal money**.

He added: "I wasn't comfortable with the whole process because there's this sense of urgency driving the whole bus here that gets everybody half nuts."

About \$60 million in **homeland security** funds is coming to **Minnesota** in 2004 and is being spent on a variety of efforts.

Nearly \$9 million was designated for the new Law Enforcement Terrorism Prevention Program,

intended to equip and train state, county and local law enforcers for "detecting, deterring, disrupting and preventing acts of terrorism."

State **homeland security** officials say the anti-terrorism program is a work in progress with problems that will be resolved.

After several border counties and cities complained this summer about being denied the grants, state officials recently vowed to pay more attention to border issues.

In addition, state officials said they would commit other **homeland security money** to help border law enforcement.

But **Minnesota homeland security** officials had no explanation for how they determined that some cities and counties deserved **federal anti-terrorism money** while others did not. Other states also lack clear standards for awarding **homeland security** funds, a problem cited by the national 9/11 commission in its July report.

The bipartisan commission decried a "free-for-all over **money**" and recommended that a panel of **security** experts develop ways to identify risks in each state. The commission said states should distribute **money** according to those risks.

The report said, "This issue is too important for politics as usual to prevail," adding that hard choices must be made. "Those who would allocate **money** on a different basis should then defend their view of the national interest," the report said.

Almost any community can argue that it's home to potential terrorist targets for having such things as water supplies or power plants. When Dakota County asked local officials for a list of vulnerable targets within the county, they named nearly 200 sites. In a statewide assessment last year, **Minnesota** officials identified a \$6.3 billion "equipment shortfall" to fight terrorism.

Some of the \$60 million in **homeland security money** went to help protect places that have been considered potential targets, such as the Mall of America, which got \$50,000 for special radio equipment.

Yet about a third of the state's funds went to expanding a new statewide radio system that had been on state planners' wish lists years before 9/11 and was long expected to be funded by state and local governments. Officials in **Minnesota** have nonetheless pushed to use **homeland security money** for the system, pointing out that poor radio communications doomed many firefighters in the World Trade Center. Anoka County, which has received \$3.3 million in **homeland security money** since 2002, used \$2 million this year to keep its radio system upgrade on schedule.

Many communities large and small that received **homeland security money** in the years since 9/11 are unlikely places for terrorists to target or travel through. The Three Rivers Park District in Hennepin County purchased protective clothing and special radios. Roseville got **money** to pay overtime so police could patrol a shopping mall during the nationwide "Orange Alert" during the Christmas season last year.

An Anoka County technical rescue team, formed primarily to respond to collapsed buildings and trench cave-ins, got **homeland security money** for a demolition hammer, reciprocating saw and a \$14,600 "search camera." In its three years of existence, the team has not responded to a building or trench

collapse, said its leader, Guy Johnston, assistant Coon Rapids fire chief.

More than 100 **Minnesota** cities and counties sought some of the nearly \$9 million available this year under the new terrorism-prevention program. About a third of them got **money**, as did some state agencies.

Who decided?

It is unclear who selected the grant winners.

Al Bataglia, state director of **homeland security** and emergency management, said he left the details to Johnson, a top aide and the state **security** operations director.

Former **Minnesota** Public Safety Commissioner Rich Stanek, who oversaw Bataglia's office during the selection process, said he didn't review the applications and relied on Johnson and others to assess terrorism risks. In a subsequent interview, Stanek said that he could not recall whether he made the final decision.

Johnson said he does recall what happened. "He made the final decision," Johnson said, referring to Stanek. Johnson also said Stanek was involved in the selection process. Stanek left the department in April for unrelated reasons before the winning grants were announced.

Michael Campion, who was appointed by Gov. Tim Pawlenty to replace Stanek, said he had a minimal role in the selection process and endorsed the grant decisions made while Stanek was in office.

Johnson, a former Burnsville police captain, said he had little experience evaluating terrorism risks when he took the state job in November 2003. "I didn't know what the hell's out there that threatens **Minnesota**," he said. "I didn't know any more at the time than any other cop on the street would know what's the actual threat to **Minnesota**."

State officials said that while many communities receiving **money** might not themselves be the target of an attack, they would almost certainly respond to one elsewhere in **Minnesota**.

Surprised at awards

Some of the communities awarded the **federal** funds were surprised to get the **money**.

Edina had first asked Hennepin County for other **homeland security** money to buy the armored car, but the city was turned down. "I basically told them there was no way, don't even bother," said Tim Turnbull, the county's emergency preparedness director.

After Sgt. Scott Kuyper learned that **federal** funds awarded by the state would pay for the \$189,000 vehicle, he said, "I went and told the [police] chief, and he chuckled."

Turnbull also expressed surprise at Edina's success. With so many different **homeland security** grant programs, it is difficult to keep track of how much **money** the county is getting and who is getting it, he

said.

Rock County officials were delighted when they learned that the state had approved its \$164,800 request for anti-terrorism aid to improve the county-city emergency communication system. The main purpose of the upgrade is to allow dispatchers to locate cell-phone callers reporting traffic accidents or other emergencies. County officials knew the competition for grants was stiff and said they would have been satisfied to get even a little **money**.

When chief dispatcher Terri Ebert called the county administrator to tell him that state officials had approved the whole thing, "He was driving, and I think he about drove in the ditch. He said, 'You got to be kidding me.' "

Border losers

Four **Minnesota** counties adjacent to Canada were denied terrorism prevention grants for radio equipment they say is important to helping U.S. Border Patrol agents intercept infiltrators.

Border Patrol agents rely on sheriff's deputies. Yet the **Minnesota** border counties lack compatible radio equipment needed for deputies to talk directly with Border Patrol agents and the Royal Canadian Mounted Police. When a deputy needs to reach a **federal** agent, he calls the sheriff's dispatcher, who phones a Border Patrol dispatcher in Grand Forks, N.D., who radios the information to the Border Patrol agent in his car or truck. Time and information can get lost in the process, officials say.

The frustrated sheriffs say they are on the front lines of a fight to prevent terrorists from crossing the northern border. Authorities began to consider Canada a springboard for terrorists after Ahmed Ressam was caught in Washington state in 1999 bringing explosives across the northern border, allegedly to blow up Los Angeles International Airport.

"Our priority mission is to prevent the entry of terrorists into the United States," said Glen Schroeder, chief of Border Patrol for North Dakota, **Minnesota** and Wisconsin. The patrol has beefed up its presence on the border since 9/11 and is considering flying unmanned drones for surveillance. But most agents and customs officers surveyed recently by their union said they still lack the tools and support to stop potential terrorists.

Kittson County has miles of wilderness and a notorious illegal border crossing. That's why Sheriff Kenny Hultgren figured his office was a prime candidate for **federal** anti-terrorism **money**. And he thought he had made a compelling case in his application to state **homeland security** officials.

"We are in dire need of updated radio systems to allow us to communicate with **federal** agencies," Hultgren wrote. "It is crucial to be able to communicate with **federal** agencies and the Royal Canadian Mounted Police in a timely manner to prevent the illegal entry of suspected terrorists."

Hultgren told state officials that his sparsely populated county is so strapped for **money** that deputies use their own ATVs to assist Border Patrol agents in catching illegal immigrants in a wooded territory that has long provided cover for such crossings.

His application described one spot "that is notorious for the entry of illegal aliens into the United States known as the 'Caribou Crossing.'" The crossing is accessible on both sides of the border from an old

gravel road overgrown with grass. Pylons prevent vehicles from using the road to cross the border. One man caught at Caribou Crossing had a handwritten map showing how to get there.

In December, a naturalized Canadian citizen originally from Pakistan was stopped at the crossing, according to Hultgren and Schroeder. The man drove legally into the United States through an entry port, but he then began asking for directions to the illegal crossing point.

When Hultgren and a Border Patrol agent arrived at the crossing, they found the man sitting in a car parked on the U.S. side of the border with food and utensils for several people. He told them he was going to Chicago. "It appeared that he was going to pick up a person or persons unknown after they illegally entered the United States and probably transport them to Chicago or wherever," Schroeder said.

The man did not admit that he intended to help someone cross, Schroeder said. Agents had no reason to arrest him because he had entered legally.

Hultgren said state officials never explained why they rejected his \$402,700 request for radio equipment and related costs, and \$35,000 for a snowmobile and other gear. "Right now, I'm a little disgusted with the lack of concern for the northern border," he said. ". . . It's like they don't know what's going on up here."

Three other border counties - Lake of the Woods, Roseau and Lake - also were denied terrorism prevention **money** for radios to talk with the Border Patrol. Koochiching County was turned down for a \$95,400 airboat and trailer it requested to help patrol remote parts of Rainy River and Rainy Lake on the Canadian border.

Northern **Minnesota** wasn't entirely shut out of the **federal** anti-terrorism **money**. International Falls received \$350,000 for a mobile command center that it plans to use for a wide range of emergencies such as floods, gas leaks from train derailments or terrorist attacks. And St. Louis County received \$91,100 to improve training for tactical response teams.

After the losing counties complained in July, state **homeland security** officials promised to find **money** to fund Koochiching County's airboat and a couple of radios for Kittson County. But complaints persisted at an August meeting in International Falls.

"I'm wondering what we have to do to get some funding?" Baudette Police Chief Bob Utech asked **homeland security** officials. Campion, the public safety commissioner, replied: "Apply the next time around; that's the best advice I can give you." Later, **homeland security** director Bataglia promised Utech "some quick fixes" for communication equipment this year.

Pitching for **money**

Some places in **Minnesota** are getting expensive gear to battle terrorists - or any other threat that comes along.

Edina said it needed the Bearcat armored vehicle, which can withstand assault rifle rounds, to respond to a possible attack involving weapons of mass destruction. The vehicle is mounted on a heavy Ford truck chassis and features roof hatches with rotating turrets, gun mounts and blast-resistant doors. It can keep moving even if its tires are shot out. It also has nuclear and biohazard testing equipment.

In its request for **money**, the city said it and nearby suburbs have five shopping malls and several hospitals.

Kuyper, the Edina sergeant who worked on the city's application, said homegrown terrorists might be a bigger threat than Al-Qaida. "They got the Posse Comitatus in the Dakotas, as well," said Kuyper, referring to the rural paramilitary group that gained headlines in the 1980s.

Burnsville is getting nearly \$368,800 for a new command vehicle, essentially a 911 dispatch center on wheels. In its terrorism prevention grant application, the city stated that "Burnsville is a target-rich environment" with the state's fourth-largest shopping mall. Capt. Brad Leach said that the Dakota County suburb is "the southern gate to the metropolitan community. [Interstate] 35 splits here and goes into the two major cities."

Burnsville Police Chief Bob Hawkins said that while the department had tried to find **money** for a command vehicle, **federal** dollars made it possible. "No way we could have fit that into the [city] budget," he said, "no matter how convincing."

Johnson, the state **homeland security** operations director who played a role in selecting grant winners, served as a police captain in Burnsville until last November. "I did not promote their proposal," he said.

In many cases, terrorism-prevention grants and other **homeland security money** have been used to pay for conventional law enforcement and emergency management that counties and cities can't or won't pay for.

Cass County, in north-central **Minnesota**, got \$32,300 for "cyber **security**" to buy a computer firewall to protect against hackers. Tim Richardson, the county's information systems director, said hackers have probed the computers and once shut down its Web site.

Columbia Heights is getting \$186,600 from the **federal** government to buy 60 specialized radios to be carried by designated citizen volunteers who will help police in the event of a disaster, according to the city's grant application.

The volunteers could, the application says, assist "at decontamination stations, first-aid stations, triage, evidence identification and protection, and perimeter **security**."

The city also is using **homeland security money** to create a "reverse 911" radio system that Police Chief Thomas Johnson said would allow the city to automatically dial all the homes in a neighborhood where there was a water main break or chemical spill and play a recorded message. The reverse 911 system "is something we've been looking at for a long time, trying to find the funding to actually pay for it," he said.

As for the odds of Columbia Heights becoming a terrorist target, Johnson said, "It's as possible here as anywhere." He noted that the city is the site of a Minneapolis water filtration plant.

Rock County's successful application for 911 equipment said good communications are critical in preventing terrorist attacks. Yet Rock County's bid for **federal** funds doesn't explain why it might be at risk. "There's no terrorism targets here, not unless they want to do a cornfield or bean field," said Glen Gust, mayor of Luverne, the county seat.

For years Rock County and the city of Luverne wanted to upgrade their antiquated 911 system to

pinpoint cell phone callers' locations but couldn't agree on how to pay for it. "The grant really helped us at a time of budget crunch," said chief dispatcher Ebert, who wrote the application.

Another southwestern **Minnesota** county received the entire \$304,300 it asked for even though its application made no reference to terrorism. Chippewa County said the terrorism prevention **money** would improve emergency and law enforcement communications in 16 counties. Sheriff Stacy Tufto said a better communications system would help during disasters such as floods. As for the risk of terrorism, he said, "I don't see any real high level out here," but he speculated that someone might try biological attacks on livestock.

Hennepin County this year tapped the terrorism prevention program for an additional \$100,000 to buy a temporary radio tower site - "a cell site on wheels" - for the unlikely event that a police communications tower is knocked out, said Roger Laurence, the Sheriff Office's radio communications manager.

"It's been on the wish list for a while," Laurence said. "With the **federal [homeland security]** dollars flowing in . . . we have an opportunity to do this."

A statewide radio system once funded almost entirely by local and state **money** has gotten a big boost from **homeland security** grants. For more than a decade, some state and local officials had pressed for the upgrade, saying it would better enable police and fire departments in different communities to talk with each other.

The first phase of the system was completed in 2001, but only Minneapolis, Hennepin County, Carver County and a few other agencies joined. Most communities chose not to upgrade, because they didn't want to spend the **money** or didn't immediately see a need, according to Bill Dean, executive director of the Metropolitan Radio Board.

Only \$400,000 in **federal money** was used to build the system's first phase, which cost \$96 million. Nearly \$57 million came from local property taxes. Now **homeland security money** is expected to pay \$23 million of the second phase's \$85 million cost.

Ramsey County is using \$1.4 million of a nearly \$2 million special **homeland security** grant to join the system. "It looked like a real good time to get that job done," said Bill Hughes, Ramsey County's emergency management coordinator. Before the **homeland security money**, he said, the question was, "Where are we going to find the **money** and do we need to do it?"

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FEDERAL HOMELAND SECURITY PROGRAMS IN MINNESOTA

The **Minnesota** Department of Public Safety is receiving about \$60 million# in **federal homeland security** grants this year. Most of the **money** went to cities and counties.

50% State **homeland security**: Grants across **Minnesota** to equip and train police, sheriffs' deputies and

emergency workers.

Urban **security**: Initiatives to strengthen **security** in the metro area.

34% Urban **security**: Initiatives to strengthen **security** in the metro area.

15% Law enforcement anti-terrorism: Grants to police and sheriffs' offices to prevent terrorism.

1% Citizen Corps.L Grants to promote volunteer work that supports **homeland security** and community safety.

Chart does not include port **security** funds.

Source: **Minnesota** Public Safety Department

Star Tribune

DIVIDING THE **HOMELAND SECURITY** DOLLARS

Minnesota handed out \$47 million# in **federal homeland security** funds to local governments this year. Here is how the **money** is being used

- Communications: Includes radios and other equipment using the new 800 MHz frequencies. \$23,396,787
- Law Enforcement: Includes spending on such things as dispatching and overtime. \$7,763,050
- Training and Exercise: Includes training to respond to terrorist attacks or weapons of mass destruction. \$6,064,809
- Physical Infrastructure Protection: Includes spending to protect critical infrastructure such as major buildings. \$5,879,560
- Hazmat: Includes spending on decontamination and hazardous-materials response units. \$2,283,145
- Search/Rescue/Fire: Includes collapsed-structure rescue teams and dispatch equipment for fire departments. \$1,370,000
- Planning: Spending on plans for responding to disasters and terrorism. \$479,251
- Other: Various other spending includes cyber **security** and threat assessment. \$163,808

Out of about \$60 million. Other funds went to state agencies and other efforts.

Source: **Minnesota** Department of Public Safety Division of **Homeland Security** and Emergency Management, Star Tribune analysis.

WHERE MONEY WENT - THE HAVES AND HAVE-NOTS

The Law Enforcement Terrorism Prevention Program awarded \$8.8 million in **federal money** this year mostly to police and sheriffs across **Minnesota**. Now some **Minnesota** officials question whether the **money** is going where it would do the most to prevent terrorism. Here are some

REJECTED

1. Kittson County. The sheriff of this county on the Canadian border didn't get \$402,700 it requested for radio equipment that would allow deputies to communicate directly with the U.S. Border Patrol and Customs Service. An unguarded road in the county is a known illegal entry point, the county's application said.
2. Roseau / Lake of the Woods. The counties and four cities near Canada were denied \$201,100 to buy two SUVs, four ATVs, a pickup truck and a boat to patrol a border that is mostly water or rugged terrain. Border jumpers have been caught by county deputies, its application said. The request, which also sought funds for other equipment, was rejected.
3. Sherburne County. The county was denied \$23,000 to increase surveillance cameras and **security** for the sheriff's office, whose jail once housed Zacarias Moussaoui, the alleged al-Qaida member arrested shortly before Sept. 11, 2001. The county, home to a nuclear power plant, received \$33,700 for radio equipment - a fraction of its \$1.2 million request.

APPROVED

4. Rock County. Awarded \$164,800 to upgrade the 911 system and radio dispatch equipment in this southwest **Minnesota** county that borders South Dakota and Iowa. No terrorist threats were mentioned in the county's application.
5. City of Edina. Awarded \$189,000 to purchase a custom-made, armored vehicle to deal with weapons of mass destruction in five suburbs of Minneapolis. Hennepin County had turned down an earlier request for **money** to buy the vehicle. The city said malls, a defense contractor and other facilities were potential terrorist targets.
6. Cass County. Awarded \$32,300 to protect sheriff's office computers from hackers. The **federal money** would be used to buy a computer router and firewall software, standard **security** features on most computer networks.

Source: **Minnesota** Department of Public Safety

THE SERIES

Saturday: **Federal homeland security money** may not be going to states that need it most. To read the first part of this two-day series, go to <http://www.startribune.com>.

Caption:

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America's Newspapers

ST. PAUL, COUNTIES LOSE SECURITY FUNDS

EAST METRO SHARED \$7 MILLION IN 2004

St. Paul Pioneer Press (MN)

December 4, 2004

Author: RACHEL E. STASSEN-BERGER, Pioneer Press

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St. Paul and Ramsey and Dakota counties were eliminated from **homeland security** funding in next year's round of grants, the **federal** Department of **Homeland Security** announced Friday.

St. Paul was one of seven cities across the country whose funding was zeroed out. For 2004, the city and counties shared about \$7 million in **federal** grants. Now, they'll get nothing.

Statewide and west metro anti-terrorism funding also took a hit.

In 2004, **Minnesota** got about \$40 million. Next year, it will get about \$26 million for statewide **homeland security**.

In the current funding cycle, Minneapolis and Hennepin County shared about \$10 million from the program. In 2005, west metro officials expect to split about \$5 million.

Ramsey, Dakota and Hennepin county officials said the funding cuts came as a shock.

"We see this as an abandonment of prior commitments made by the president and the **Homeland Security** Department. It's a bait and switch," said Ramsey County Board Chairwoman Victoria Reinhardt.

County officials said they had been led to believe their areas would get at least as much, if not more, **money** for terrorism-related programs in 2005 as in 2004. And they said they had planned accordingly.

Elected officials also said they were disappointed with the size of the grants.

"The U.S. Department of **Homeland Security**'s recent decision to reduce funding for **homeland security** initiatives in **Minnesota** is surprising and disappointing," Gov. Tim Pawlenty and Republican U.S. Sen. Norm Coleman said in a joint statement. They said the cut in funding would not "directly affect the safety of our state."

Separately, Pawlenty said it appeared the **federal** government was trying to reallocate **money** to areas of higher priority.

"It's particularly going to impact a community like St. Paul who I'm told was delisted, basically, as a priority city by the **federal** government and that just doesn't make a lot of sense to me," the governor said.

A Department of **Homeland Security** spokeswoman said the agency used a formula to decide the

distribution of the 2005 grants that included new factors including population density, mutual aid agreements and law enforcement investigations and enforcement activity.

But Ramsey County officials said they felt stung that Department of **Homeland Security** officials apparently believe Minneapolis needs protection from terrorists but St. Paul needs none.

"If there is a terrorist threat in Minneapolis, there is also a terrorist threat across the river," said Josh Straka, spokesman for Democratic U.S. Rep. Betty McCollum, who represents the St. Paul area in Congress.

Both Ramsey and Dakota counties invested most of the **money** they had received in building their new 800-megahertz radio systems. The new systems allow law enforcement officials from different departments to communicate with each other better.

"This **money** was the difference between finishing things in a year and finishing things in five years or six years or seven years," said Judson Freed, director of the Ramsey County division of emergency management of **homeland security**.

"If they had told us, 'Here it is, it is a one-time gift,' we would have looked at that **money** differently," said Freed. He had to call a new hire Friday to tell the person the county could no longer afford to bring him on board.

City officials said they were disappointed by the funding loss. But they weren't sure yet what the **money** would have been spent on.

The cut came from the Bush administration despite Mayor Randy Kelly's cross-party endorsement of the president's re-election in August and Coleman's objections.

Deputy Mayor Dennis Flaherty, speaking for Kelly, said he didn't think President Bush was even aware of the funding.

"I think, though, by next week, the president and certainly our entire (congressional) delegation will be aware of this," Flaherty said.

He called the funding change "a very silly bureaucratic decision made by some people that obviously don't know anything about our Twin Cities metro area. To deny any funding to the entire east metro area makes no sense whatsoever."

St. Paul wasn't the only capital city that lost out in the next round of **homeland security** funding. Albany, N.Y., and Richmond, Va., were also unfunded.

Tim Nelson and Tom Webb contributed to this report. Rachel E. Stassen-Berger can be reached at rstassen-berger@pioneerpress.com.

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MINNESOTA DEPARTMENT OF PUBLIC SAFETY



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December 16, 2004

2005 Federal Homeland Security Funding Allocations

State Homeland Security Grant Program Allocation \$18,895,426

- Alcohol and Gambling Enforcement
- Bureau of Criminal Apprehension
- Capitol Security
- Driver and Vehicle Services
- Homeland Security and Emergency Management
- Office of Justice Programs
- State Fire Marshal/Pipeline Safety
- State Patrol
- Traffic Safety

80% Funding for Local Governments \$15,116,341		Allocation
Regional Response Capacity Development based on the HSEM regions: \$500,000 allocated to each HSEM region. Each region will have until January 14, 2005 to allocate the funding for regional projects. Regions that are unable to obtain signed concurrence for their region's allocation from each County Emergency Manager by the deadline will forfeit their allocation back to the state for reallocation.		\$3,000,000
Target Hazard Funding to Seven International Border County Sheriffs: \$1,000,000 The international border county sheriffs will have until January 14, 2005 to allocate the funding for regional projects. If the county sheriffs are unable to obtain signed concurrence for their region's allocation by the deadline they will forfeit their allocation back to the state for reallocation.		\$1,000,000
Target Hazard Funding to St. Louis, Lake, Cook County Sheriffs, the City of Duluth and Two Harbors for Port Security Enhancements: \$1,000,000 The County Sheriffs, the city of Duluth and Two Harbors Police Chief will have until January 14, 2005 to allocate the funding for regional projects. If the County Sheriffs and the Police Chiefs are unable to obtain signed concurrence for their region's allocation by the deadline they will forfeit their allocation back to the state for reallocation.		\$1,000,000
ARMER Statewide Interoperable Radio Communications System		\$6,300,000
Regional Hazardous Materials Response Teams: \$50K to each team for equipment, equipment maintenance, training and exercising.		\$550,000
Target Hazard Funding for MAC: Funding for equipment, equipment maintenance, security enhancements, training and exercise will be allocated to MAC.		\$466,341
UASI supplemental funding for the five defined urban area jurisdictions. UASI jurisdictions will have until January 14, 2005 to concur on the allocation distribution or the state will make the allocations.		\$2,800,000
Total Local Government Funding Allocations		\$15,116,341
20% Funding for Statewide Assets \$3,779,085		Allocation
State agency funding		\$1,661,279
ARMER statewide interoperable communications plan review and update		\$ 400,000
DPS-HSEM ODP program planning, management and implementation		\$1,717,806
Statewide Assets Total		\$3,779,085

OVER



2005 Law Enforcement Terrorism Prevention Grants \$6,871,064	
80% Funding for Local Governments \$5,496,851	Allocation
Regional Bomb Response Teams: \$74,212 to each team for equipment, equipment maintenance, training and exercising.	\$296,851
AFIS Hardware and Software to local units of government	\$5,200,000
Total Local Jurisdiction Law Enforcement Prevention Funding	\$5,496,851
20% Funding for Statewide Assets \$1,374,213	
DPS-HSEM ISAC Staffing and implementation	\$1,000,000
Statewide assets	\$374,213
Total Statewide Asset Law Enforcement Prevention Funding	\$1,374,213

2005 Urban Area Security Initiative Grant Grants \$5,763,411	
80% Funding for Local Governments \$4,610,729	Allocation
City of Minneapolis	(TBD)
Hennepin County	(TBD)
Total Local Jurisdiction Urban Area Security Initiative Funding	\$4,610,729
20% Funding for Statewide Assets \$1,152,682	
Overtime costs associated with increased threat levels (metro only)	\$1,152,682
Total Statewide asset Urban Area Security Initiative Funding	\$1,152,682

Table 1. FY05 HSGP Funding Allocations

State/Territory	State Homeland Security Program	Urban Areas Security Initiative	Law Enforcement Terrorism Prevention Program	Citizen Corps Program	Emergency Management Performance Grant Program	Metropolitan Medical Response System Program	Total
	97.073	97.008	97.074	97.053	97.042	97.071	
Alabama	\$ 17,688,796	\$ -	\$ 6,432,290	\$ 224,559	\$ 2,896,618	\$ 910,368	\$ 28,152,631
Alaska	\$ 9,368,591	\$ -	\$ 3,406,760	\$ 118,934	\$ 1,529,911	\$ 455,184	\$ 14,879,381
Arizona	\$ 20,021,731	\$ 9,996,463	\$ 7,280,630	\$ 254,176	\$ 3,241,450	\$ 910,368	\$ 41,704,818
Arkansas	\$ 13,854,701	\$ -	\$ 5,038,073	\$ 175,885	\$ 2,264,789	\$ 227,592	\$ 21,561,040
California	\$ 84,613,815	\$ 148,278,663	\$ 30,768,660	\$ 1,074,172	\$ 13,790,111	\$ 4,096,656	\$ 282,622,077
Colorado	\$ 17,796,658	\$ 8,718,395	\$ 6,471,512	\$ 225,929	\$ 2,903,630	\$ 682,776	\$ 36,796,900
Connecticut	\$ 15,491,248	\$ -	\$ 5,633,181	\$ 196,661	\$ 2,631,746	\$ 227,592	\$ 24,080,428
Delaware	\$ 9,732,926	\$ -	\$ 3,539,246	\$ 123,559	\$ 1,588,053	\$ -	\$ 14,983,784
District of Columbia	\$ 9,184,053	\$ 82,000,000	\$ 3,339,656	\$ 116,592	\$ 1,503,841	\$ -	\$ 96,144,140
Florida	\$ 44,728,450	\$ 30,885,716	\$ 16,264,891	\$ 567,828	\$ 7,244,714	\$ 1,593,144	\$ 101,284,742
Georgia	\$ 26,726,187	\$ 13,393,567	\$ 9,718,613	\$ 399,289	\$ 4,345,323	\$ 455,184	\$ 54,918,163
Hawaii	\$ 10,683,582	\$ 6,454,763	\$ 3,884,939	\$ 135,628	\$ 1,743,745	\$ 227,592	\$ 23,130,249
Idaho	\$ 10,918,426	\$ -	\$ 3,970,337	\$ 136,609	\$ 1,777,897	\$ -	\$ 16,805,270
Illinois	\$ 35,298,886	\$ 48,000,000	\$ 12,835,959	\$ 448,119	\$ 5,782,161	\$ 227,592	\$ 102,592,707
Indiana	\$ 21,349,773	\$ 5,664,822	\$ 7,763,554	\$ 271,035	\$ 3,491,346	\$ 455,184	\$ 38,995,714
Iowa	\$ 14,326,334	\$ -	\$ 5,209,576	\$ 181,873	\$ 2,345,389	\$ 227,592	\$ 22,290,764
Kansas	\$ 13,849,934	\$ -	\$ 5,036,340	\$ 175,825	\$ 2,266,809	\$ 455,184	\$ 21,784,091
Kentucky	\$ 16,861,675	\$ 5,000,000	\$ 6,131,518	\$ 214,059	\$ 2,756,510	\$ 455,184	\$ 31,418,947
Louisiana	\$ 17,679,253	\$ 14,591,675	\$ 6,428,819	\$ 224,438	\$ 2,895,235	\$ 910,368	\$ 42,669,788
Maine	\$ 10,787,521	\$ -	\$ 3,922,735	\$ 136,948	\$ 1,761,346	\$ -	\$ 16,608,549
Maryland	\$ 19,866,423	\$ 11,437,517	\$ 7,224,154	\$ 252,204	\$ 3,242,045	\$ 227,592	\$ 42,249,934
Massachusetts	\$ 21,863,377	\$ 26,075,000	\$ 7,950,319	\$ 277,556	\$ 3,587,028	\$ 682,776	\$ 62,436,056
Michigan	\$ 29,739,980	\$ 17,584,608	\$ 10,814,538	\$ 377,549	\$ 4,875,422	\$ 682,776	\$ 64,074,873
Minnesota	\$ 18,895,426	\$ 5,763,411	\$ 6,671,064	\$ 239,877	\$ 3,086,137	\$ 455,184	\$ 35,311,099
Mississippi	\$ 14,190,727	\$ -	\$ 5,160,264	\$ 180,151	\$ 2,322,271	\$ 227,592	\$ 22,081,006
Missouri	\$ 20,288,866	\$ 15,253,865	\$ 7,377,769	\$ 257,567	\$ 3,318,388	\$ 455,184	\$ 46,951,640
Montana	\$ 9,949,207	\$ -	\$ 3,617,894	\$ 126,305	\$ 1,624,359	\$ -	\$ 15,317,765
Nebraska	\$ 11,724,020	\$ 5,148,300	\$ 4,263,280	\$ 148,836	\$ 1,915,921	\$ 455,184	\$ 23,655,542
Nevada	\$ 12,608,048	\$ 8,458,728	\$ 4,657,472	\$ 162,598	\$ 2,073,887	\$ 227,592	\$ 28,386,325
New Hampshire	\$ 10,748,552	\$ -	\$ 3,908,565	\$ 136,453	\$ 1,754,428	\$ 227,592	\$ 16,775,590
New Jersey	\$ 26,626,137	\$ 19,353,418	\$ 9,682,232	\$ 338,019	\$ 4,356,164	\$ 455,184	\$ 60,811,154
New Mexico	\$ 12,016,319	\$ -	\$ 4,369,571	\$ 152,547	\$ 1,960,687	\$ 227,592	\$ 18,726,716
New York	\$ 49,417,927	\$ 221,082,907	\$ 17,970,155	\$ 627,360	\$ 8,114,323	\$ 1,137,960	\$ 298,350,633
North Carolina	\$ 26,126,856	\$ 5,479,243	\$ 9,500,675	\$ 331,680	\$ 4,260,009	\$ 682,776	\$ 46,381,239
North Dakota	\$ 9,336,232	\$ -	\$ 3,394,993	\$ 118,523	\$ 1,526,451	\$ -	\$ 14,376,200
Ohio	\$ 32,668,546	\$ 26,131,917	\$ 11,679,471	\$ 414,727	\$ 5,363,019	\$ 1,365,552	\$ 77,823,233
Oklahoma	\$ 15,552,074	\$ 5,570,181	\$ 5,655,300	\$ 197,434	\$ 2,543,443	\$ 455,184	\$ 29,973,615
Oregon	\$ 15,655,892	\$ 10,491,037	\$ 5,693,052	\$ 198,752	\$ 2,553,324	\$ 227,592	\$ 34,819,649
Pennsylvania	\$ 34,676,612	\$ 33,801,680	\$ 12,609,677	\$ 440,219	\$ 5,687,940	\$ 455,184	\$ 87,671,312
Rhode Island	\$ 10,291,661	\$ -	\$ 3,742,422	\$ 130,653	\$ 1,681,441	\$ 227,592	\$ 16,073,769
South Carolina	\$ 16,925,018	\$ -	\$ 6,154,552	\$ 214,863	\$ 2,761,710	\$ 227,592	\$ 26,283,735
South Dakota	\$ 9,618,052	\$ -	\$ 3,497,474	\$ 122,101	\$ 1,571,539	\$ -	\$ 14,809,166
Tennessee	\$ 20,585,357	\$ -	\$ 7,485,584	\$ 261,331	\$ 3,362,684	\$ 910,368	\$ 32,605,325
Texas	\$ 55,743,279	\$ 49,842,990	\$ 20,270,263	\$ 707,661	\$ 9,046,712	\$ 2,958,696	\$ 138,569,621
Utah	\$ 13,046,325	\$ -	\$ 4,744,118	\$ 165,623	\$ 2,124,715	\$ 227,592	\$ 20,308,373
Vermont	\$ 9,304,415	\$ -	\$ 3,383,424	\$ 118,120	\$ 1,520,181	\$ -	\$ 14,326,139
Virginia	\$ 23,921,666	\$ -	\$ 8,698,787	\$ 303,685	\$ 3,894,890	\$ 1,365,552	\$ 36,184,581
Washington	\$ 21,211,105	\$ 11,994,012	\$ 7,713,129	\$ 268,275	\$ 3,459,280	\$ 682,776	\$ 45,329,577
West Virginia	\$ 11,677,517	\$ -	\$ 4,319,097	\$ 150,783	\$ 1,941,687	\$ -	\$ 18,289,086
Wisconsin	\$ 19,787,345	\$ 6,325,672	\$ 7,195,398	\$ 251,200	\$ 3,236,049	\$ 455,184	\$ 37,251,048
Wyoming	\$ 9,049,826	\$ -	\$ 3,290,646	\$ 114,888	\$ 1,478,311	\$ -	\$ 13,933,869
Puerto Rico	\$ 16,344,796	\$ -	\$ 5,943,562	\$ 207,497	\$ 2,673,229	\$ -	\$ 25,169,085
Virgin Islands	\$ 2,890,316	\$ -	\$ 1,051,024	\$ 36,693	\$ 633,753	\$ -	\$ 4,611,786
American Samoa	\$ 2,779,462	\$ -	\$ 1,010,713	\$ 35,285	\$ 454,033	\$ -	\$ 4,279,493
Guam	\$ 2,990,093	\$ -	\$ 1,087,307	\$ 37,959	\$ 590,228	\$ -	\$ 4,705,587
Northern Mariana Islands	\$ 2,805,231	\$ -	\$ 1,020,084	\$ 35,612	\$ 472,042	\$ -	\$ 4,332,970
Republic of the Marshall Islands	\$ -	\$ -	\$ -	\$ -	\$ 50,075	\$ -	\$ 50,075
Federated States of Micronesia	\$ -	\$ -	\$ -	\$ -	\$ 50,075	\$ -	\$ 50,075
Total	\$ 1,062,285,226	\$ 654,656,750	\$ 386,285,537	\$ 13,485,708	\$ 173,828,492	\$ 28,221,408	\$ 2,518,763,121

*Pursuant to the Compact of Free Association, \$50,000 each may be available for the Federated States of Micronesia and the Republic of the Marshall Islands under EMPG.

ELIGIBLE APPLICANTS AND FUNDING AVAILABILITY

2004 Federal Homeland Security Funding Proposed Allocations



2004 Federal Homeland Security Funding Proposed Allocations \$29,804,000

80% Funding for Local Governments	Allocation
Regional Hazardous Materials Response Teams additional equipment for the eleven teams.	\$1,200,000
Target Hazard decontamination capacity development (Duluth, Rochester, Bloomington, and MAC airport)	\$400,000
Collapse Structure Rescue Team Capacity Development	\$500,000
Statewide Interoperable Radio Communications System (ARMER)	\$16,573,200
Target Hazard Training and Exercise Funding (Duluth, Rochester, Bloomington and MAC Airport)	\$400,000
Six Regional Multi-agency Exercises (\$20,000 each)	\$120,000
Local planning, training, equipment, exercise funding \$50,000 per county and the cities of Bloomington, Duluth, Minneapolis, Rochester, St. Paul and the MAC airport. Funding allocations left to the discretion of the jurisdiction provided the following conditions are met: (1) the jurisdiction's emergency operations plan is updated to adequately address response to chemical, biological, radiological, nuclear, and explosive incidents. (2) The jurisdiction provides a detailed inventory of their response equipment by completing and inputting data into a on-line resource tracking system provided by the state.	\$4,650,000
Total Local Funding Allocations	\$22,843,200

20% Funding for Statewide Assets	Allocation
MN Department of Agriculture animal disease preparedness and planning	\$200,000
DPS-HSEM Interoperable communications equipment	\$144,000
MN State Patrol aerial surveillance assets	\$2,500,000
DPS-State Fire Marshal Division and The Office of Pipeline Safety detection and communications equipment	\$100,000
MN Department of Transportation mass evacuation planning and preparedness	\$300,000
MN Pollution Control Agency contaminated debris management preparedness	\$200,000
MN Department of Administration cyber security preparedness	\$200,000
DPS-HSEM CBRNE response equipment database resource and tracking system	\$504,660
DPS-HSEM terrorism program planning, management, and implementation	\$1,262,140
Fusion Center establishment, equipment, and staffing	\$200,000
DPS-Office Technical Support Services cyber security	\$100,000
DPS-HSEM update of the MN Incident Management System to be consistent with the National Incident Management System	\$250,000
Total Statewide Assets Funding Allocations	\$5,960,800.00

2004 Federal Homeland Security Funding

Law Enforcement Terrorism Prevention



2004 Law Enforcement Terrorism Prevention Grants \$8,844,000

80% Funding for Local Governments	Allocation
Interoperable communications bridge equipment for areas outside the existing statewide system	\$1,000,000
Statewide Bomb Squad Funding \$100,000 per team	\$400,000
Joint Terrorism Task Force local jurisdiction overtime funding	\$100,000
Target hazard jurisdiction prevention enhancement \$750,000 each for Duluth, Rochester, Bloomington, and the MAC airport.	\$3,000,000
Special project/best practices competitive Law Enforcement Prevention grant funding	\$2,575,200
Total Local Jurisdiction Law Enforcement Prevention Funding	\$7,075,200

20% Funding for Statewide Assets	Allocation
MN State Patrol equipment and training	\$671,000
MN Bureau of Criminal Apprehension equipment and training	\$400,000
MN Department of Natural Resources Conservation Officers communications and equipment	\$200,000
MN State Patrol Capital Security Division for Capitol Complex security improvements	\$150,000
CriMNet prevention equipment enhancements	\$347,800
Total State Agency Law Enforcement Prevention Funding	\$1,768,800

2004 Federal Homeland Security Funding Urban Area Funding



Urban Area Funding Proposed Allocations \$19,989,609

State 20% Funding for Support of the Urban Area	Allocation
Collapse Structure Rescue equipment and training	\$450,000
Harden State EOC and fusion center security systems and cameras	\$100,000
Haz-Mat Team Vehicle St Paul replacement CAT truck	\$325,000
Regional Equipment Stockpile	\$407,921
Metro bomb squads robot, quick response vehicle, RF jammer, 800 MHZ radios	\$450,000
Capitol Complex Hardening	\$200,000
U of M planning, training, exercise and equipment	\$150,000
Mall of America Interior radio repeater	\$250,000
HSEM Urban Area Planner/Coordinator	\$160,000
MNDOT urban area mass evacuation planning and equipment	\$500,000
MN Dept of Administration cyber security preparedness	\$250,000
State Patrol equipment, training and exercise	\$250,000
Hopkins and North Metro CAT response trailer	\$80,000
Metro area training, conferences and exercises	\$125,000
Fusion Center equipment and staffing	\$300,000
Total State Urban Area Funding Allocations	\$3,997,921

80% Minneapolis & Hennepin County for the Urban Area	Allocation
To Be Determined by the Urban Area Working Group	
Total Funding Allocation	\$9,766,269

80% Saint Paul, Ramsey and Dakota County for the Urban Area	Allocation
To Be Determined by the Urban Area Working Group	
Total Funding Allocation	\$6,225,381

Minnesota



**Homeland Security
and
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**Homeland Security and
Emergency Management**

Statewide Terrorism Prevention

November 2004

Accomplishments and Priorities

Accomplishments and Priorities

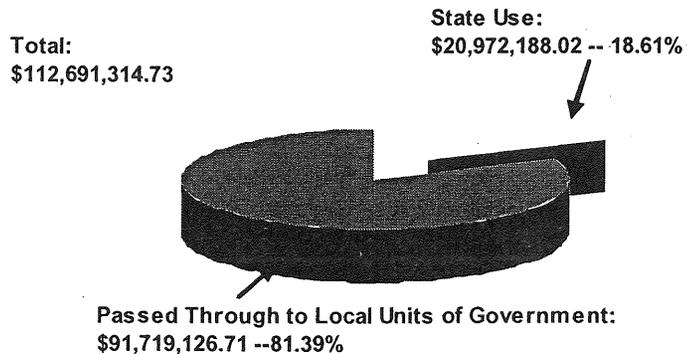
Funding Summary

To improve Minnesota's ability to mitigate and appropriately manage a terrorist event, it is important that our state have an aggressive anti-terrorism response and prevention plan, built upon the cooperation of all levels of government. In Minnesota, the Minnesota Department of Public Safety, Division of Homeland Security and Emergency Management coordinates this effort. This document provides an overview of funding distributed and the on-going needs throughout the state of Minnesota to prevent, prepare for and respond to a terrorism event.

Minnesota Homeland Security Vision Statement:

The vision and mission of Homeland Security in Minnesota is to protect the state's citizens and property from the impact of the threat or act of terrorism through prevention, intervention, response, mitigation and recovery.

Minnesota Department of Public Safety Homeland Security Emergency Management Homeland Security Funding 1999-2004



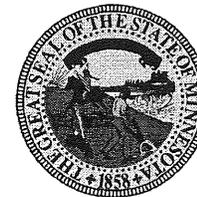
Accomplishments and Priorities

Federal Level Funding Sources:



- The Office of Domestic Preparedness (ODP)
- The Federal Emergency Management Agency (FEMA)
- The Department of Justice (DOJ)

Anti-Terrorism Funding 1999—2004



See page 14 for a complete list of jurisdictional funding

Funding Allocated To:

- 87 Minnesota Counties
- Cities of the first class: Duluth, Minneapolis and Saint Paul
- "Special Projects" to area communities
- Professional Emergency Management and First Responder Associations

Minnesota Homeland Security Strategy

In the fall of 2003, the state of Minnesota conducted a statewide threat and vulnerability assessment developed and required by the Office of Domestic Preparedness (ODP). The state identified 90 jurisdictions comprised of 87 counties and three cities of the first class. Each jurisdiction completed an individual assessment that identified threats and vulnerabilities and delineated their capabilities and needs at the jurisdictional level.



Minnesota Critical Mission Area Priorities

1. **Implement a statewide system of interoperable communications for local and state resources to be more effective and efficient in ensuring the safety of the citizens and emergency responders in Minnesota.**
Allied Radio Matrix for Emergency Response (ARMER) has been established as the initial building block for a statewide interoperable communications systems that is being phased in (Strategy p. 33, Goal Seven, Obj. A) throughout Minnesota. Funding is being provided to expand ARMER (Strategy p. 33, Goal Seven, Obj. A) as well as to preposition interoperable communications equipment in areas outside of the current ARMER coverage footprint (Strategy p. 33, Goal Seven, Obj. A).
2. **The state of Minnesota will develop a regional capacity to prevent, prepare for, respond to, recover from and mitigate a chemical, biological, radiological, nuclear and explosive (CBRNE) event.**
Funding is being provided to local jurisdictions to enhance the statewide capacity of the regional hazardous materials response teams and regional bomb squads (Strategy p.25, Goal 5, Obj. C), to develop regional collapse structure rescue teams (Strategy p. 29, Goal Five, Obj. M), as well as to enhance regional capability in and around the cities of Duluth, Rochester and Bloomington (Strategy p. 29, Goal Five, Obj. M).
3. **The state of Minnesota, in cooperation with law enforcement agencies throughout the state, will develop and maintain an efficient and expeditious sharing of information and intelligence.**
The state of Minnesota will be developing and implementing a state level "fusion" center that will provide for centralized collection, evaluation and dissemination of threat and vulnerability information for private partnerships and local governments throughout Minnesota (Strategy p. 31, Goal Six, Obj. B).
4. **Enhance the immediate response capability of local and state response agencies.**
Funding will be provided directly to state and local agencies to enhance their preparedness level (Strategy p. 41, Goal Eleven, Obj. A). Jurisdictions will have the flexibility to allocate the resources locally to best fit their jurisdiction's needs.
5. **To develop and enhance the planning capabilities at all levels of government within the state of Minnesota to prevent, respond to and recover from CBRNE threats or acts of terrorism.**
Funding will be provided to every Minnesota county and the five largest cities to update their emergency response plan to include terrorism incidents (Strategy p. 18, Goal Two, Obj. E)
6. **The state of Minnesota will enhance first responder training by utilizing classroom, field and internet training opportunities to ensure that local, state and private entities are trained to the appropriate levels to prepare for, prevent, respond, and mitigate a CBRNE event.**
The state will be updating and enhancing the terrorism awareness training curriculum and will be providing the new curriculum, as well as train the trainer classes, regionally throughout Minnesota (Strategy p. 13, Goal One, Obj. J). The state will also be adopting the National Incident Management System (NIMS) and will be providing new curriculum

Minnesota Critical Mission Area Priorities

- and train the trainer classes regionally (Strategy p. 13, Goal One, Obj. I). Once these new curriculums are developed, the state will incorporate them into the training institutions throughout Minnesota.*
7. **Ensure that there is an adequate amount of equipment available to respond to a CBRNE event within the state of Minnesota.**
Minnesota will be providing funding to local jurisdictions for the purchase of CBRNE equipment (Strategy p. 24, Goal Four, Obj. F). The state will be developing a plan and purchasing equipment for regional and statewide reserve equipment caches (Strategy p. 22, Goal Four, Obj. A).
 8. **The state of Minnesota will demonstrate its capacity and ability to respond to CBRNE events through tabletop, functional and full-scale exercises.**
Funding for exercises is being provided at the city, county and regional levels (Strategy p. 19, Goal Three).
 9. **Implement a strategy for homeland cyber-security directed toward the safeguarding and protections of sensitive and private information and the continuity of the state of Minnesota's extended critical infrastructure and operations.**
Funding is being provided to the Minnesota Department of Administration to develop assessment procedures and cyber protection models to be used at all levels of government to protect critical and sensitive electronic data (Strategy p. 35, Goal Eight, Obj. A)
 10. **Enhance the capacity of state agencies ability to respond to and support a CBRNE incident in Minnesota.**
Funding is being provided to various state agencies to increase their capacity to respond to and support local government agencies.
 - *The Department of Agriculture will be enhancing its foreign animal disease response capacity (Strategy p. 60, Annex G).*
 - *The State Patrol, Bureau of Criminal Apprehension, State Fire Marshal and the Division of Homeland Security and Emergency Management will be enhancing their communications, response and planning capacity.*
 - *The Minnesota Pollution Control Agency will be enhancing its ability to manage contaminated debris (Strategy p. 38, Goal Nine, Obj. C).*
 - *The Minnesota Department of Transportation will be developing a plan for mass evacuation of the metro area through reversing the traffic flow on the metro freeway system (Strategy p. 38, Goal Nine, Obj. C).*
 11. **Harden critical public and private sector infrastructure.**
The development of the "fusion" center will allow coordination and consolidation of critical infrastructure lists and develop a coordinated approach to protecting the most critical infrastructure (Strategy p. 40, Goal Ten, Obj. A).
 12. **Enhance the ability of state and local government and the private sector to recover quickly in the event of a terrorist incident.**
An assessment of the state and local capacity to quickly recover from a terrorism incident will be evaluated (Strategy p. 42, Goal Twelve, Obj. A, C).

Minnesota State Agency Summary



Homeland Security and Emergency Management

- **Collapse Structure Rescue:** Five teams established, each team currently being equipped with vehicles, response gear and training.
- **Hazardous Materials and Bomb Response:** All teams have been updated with new equipment and response vehicles. Continued training and exercise opportunities for terrorism response.
- **Statewide Interoperable Communications:** Allied Radio Matrix for Emergency Response (ARMER) has been developed and phase one of the actual build out is complete.
- **Regional Decontamination Teams:** Teams selected and equipped in each of the 15 fire regions with decontamination trailers and response equipment.
- **Statewide Planning, Training and Exercise:** Terrorism awareness training made available to all key responders for CBRNE incidents, including specialized training in live agent, incident command, bombs and radioactive materials.
- **CERT Teams:** New citizen emergency response teams developed and existing teams supported to continue promoting local communities in neighborhood response.
- **Intelligence Operations:** The creation and dissemination of terrorist threats and warnings provided to law enforcement and key stakeholders on a routine basis over secure sites.
- **Weapons of Mass Destruction Training:** Advanced courses are available in incident command, live agent, bombs and radiological training. Classes are offered to groups, senior officials and specialized law enforcement personnel.

Minnesota State Agency Summary



Department of Agriculture

- Conducted the statewide agricultural vulnerability assessment for the Office of Domestic Preparedness.
- Federal funds received for animal disease preparedness and planning.
- In cooperation with state agency partners on-going development of a comprehensive foot and mouth disease response plan, training curriculum and exercise opportunities.
- Compiled a list of vulnerable contamination sites.
- Procedures created and implemented to inspect and enforce agriculture security measures throughout Minnesota.
- Farm bio-security procedures developed to prevent agricultural transfer of biological agents.

State Patrol

- Federal funds received to purchase aerial equipment to support increased surveillance and quick response to CBRNE events.
- Equipped and trained the SRT team to respond to CBRNE incidents.
- Trained and equipped selected personnel to carry CBRNE samples to state laboratories.



State Fire Marshal Division and The Office of Pipeline Safety

- Federal funds received to update network and cyber security infrastructures.

Accomplishments and Priorities

Minnesota State Agency Summary

Department of Transportation

- Conducted security visits to over 1000 hazmat shippers
- On going security preparedness and coordination with the Federal Highway Administration for critical bridges and tunnels.
- Provided hazmat security training to shippers and carriers throughout the state.
- Developed a metro area transportation evacuation plan.



Minnesota Pollution Control Agency

- Created a carcass disposal plan for infected animals in the event of biological disease related incidents.
- Developed an agricultural clean up plan for bio-terrorism events.
- Developed a plan for the treatment and disposal of debris during a CBRNE incident.

Department of Administration



- Completed phase one of the state cyber security strategy and plan.
- Completed prototype of the state continuity of operations plan for state and local jurisdictions.

Minnesota Board of Animal Health

- Developed an emergency response plan for Foot and Mouth Disease.
- Entered into a memorandum of understanding with the Minnesota Department of Agriculture (MDA).
- In coordination with MDA developed an all hazards response plan, including the development of the Agricultural Emergency Management Team.



Accomplishments and Priorities

Minnesota State Agency Summary

Minnesota Department of Health



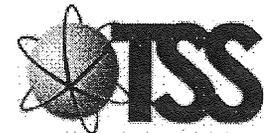
- Passage of the Emergency Health Powers Act
- Mass vaccinations and prophylaxis dispensing sites determined, plans to vaccinate the entire state's population against smallpox within 7 days, if necessary.
- Creation of 8 hospital regions.
- Enhancement of disease reporting systems.
- Ongoing development of state, regional and local health emergency response plans.
- Development of secure, internet-based system to communicate time critical information to local public health and hospitals.
- Limited amounts of antibiotic pharmaceutical caches are currently being placed in strategic regional locations in the event of biological or chemical event.

Department of Military Affairs

- Establishment and implementation of the 55th Civil Support Team.
- Critical infrastructure assessment planning throughout Minnesota.
- Homeland security operations at Camp Ripley enhanced.
- Federal funds received to purchase security equipment to support civilian authorities.

Office of Technical Support

- Federal funds received to harden network infrastructure for Department of Public Safety agencies.



Current Minnesota Shortfalls

Statewide Strategy Funding:

Upon the completion of the 2003 Statewide Homeland Security Strategy and Assessment, an equipment shortfall of 4.8 billion dollars was identified in efforts for the state to respond or prepare for a terrorism incident. HSEM is committed to working harder to fund smarter through the concept of regionalization and asset sharing to ensure that homeland security is affordable to Minnesota.

Health Security:

- Funding for public health and health care emergency preparedness in Minnesota is only provided by the federal government through Centers for Disease Control (CDC) and Health Resources Services Administration (HRSA).
No state funds are received and federal funds are insufficient to meet the emergency preparedness needs of state and local public health departments, as well

as hospitals, primary care clinics, and emergency medical services.

- An incident management plan that integrates medical health, public health and emergency management in a tiered response must be operationalized and tested.

Interoperable Communications:

Additional Funding is needed to accelerate the statewide interoperable radio system and build out.

Transportation Security:

- Additional staff is needed to keep up with training demands and continue compliance efforts.
Guidance is needed to create internal plans for sharing critical information regarding hazardous materials and threats without jeopardizing public safety concerns.

Current Minnesota Shortfalls

Cyber Security:

To date, the reliability and security of our computer and network systems within the state of Minnesota have gone largely unaddressed by emergency plans. Accordingly, these systems must be upgraded and secured to enable the level of coordination and cooperation needed in our state. To prevent and limit the effects of cyber terrorism, the departments of Administration and Public Safety must:

- Upgrade core network and security infrastructures.
Provide redundancy to ensure operation in times of crisis.
Frequently assess vulnerabilities and mitigate these risks.
Follow and promote secure guidelines.
Maintain a central communication information system.
Provide and coordinate a framework for secure operations.

- Increase skill level of personnel through training.

Emergency Operations Centers:

- Funding is needed to establish a secure state and regional emergency operation centers.
The current St. Paul emergency operations center is a highly vulnerable and non-defendable space therefore, it is not a resource facilitating continuance of government contingencies.

Equipment Cache:

Minnesota lacks a centralized equipment cache that would be available to local governments to sustain our communities through the critical 12-24 hours before the federal cache arrives.

Current Minnesota Shortfalls

Agriculture Security:

- Lack of a comprehensive risk assessment of agricultural commodities and retail food facilities in Minnesota.
- Comprehensive animal health emergency management system needs to be developed and subscribed to by all agencies.

Critical Infrastructure Hardening and Assessment:

- The Minnesota Army National Guard office plans to continue providing assessment services of critical infrastructure, as long as adequate funding is available.
- HSEM is forming partnerships with local military and law enforcement to augment this capacity.

- It is critical to identify a credible threat assessment from a statewide perspective. HSEM will continue to partner with the Joint Terrorism Taskforce and intelligence community to enhance

Training and Exercise:

Basic CBRNE training is not provided to all entry level disciplines. First responders must be equipped to prevent, respond and mitigate terrorism incidents in Minnesota.

CriMNet:

Greater flexibility is needed with current funding to integrate law enforcement databases, thus providing accurate and comprehensive data to the criminal justice community, preempting a terrorist act.

Equipment Funding Summary and Shortfalls: Data compiled from the Minnesota Homeland Security Assessment and Strategy (Revised Oct 2004)

Equipment Category	Total Equipment Required	Total Equipment On-Hand	Total Equipment Shortfall	Total Required Value	Total On-Hand Value	Total Shortfall Value
Personal Protective Equipment (PPE)	252,148	65,427	190,281	\$139,309,888	\$44,285,641	\$95,883,571
Operational Equipment	349,543	100,365	252,263	\$214,533,898	\$53,266,693	\$162,756,850
Explosive Device Mitigation & Remediation	39,608	18,636	26,293	\$101,165,341	\$19,970,380	\$83,018,216
WMD Technical Rescue Equipment	6,675	2,222	4,507	\$70,830,767	\$25,594,484	\$46,174,086
Interoperable Communications Equipment	95,643	41,182	56,700	\$940,533,943	\$556,396,468	\$389,023,505
Detection Equipment	43,436	4,824	38,724	\$62,820,801	\$3,793,581	\$59,113,950
Decontamination Equipment	251,906	42,733	209,326	\$97,637,408	\$16,390,223	\$81,259,095
Physical Security Enhancement Equipment	20,500	7,683	12,931	\$6,353,039,627	\$2,667,010,130	\$3,705,562,597
General Support Equipment	12,891	2,129	10,926	\$29,169,126	\$6,191,842	\$23,234,445
Medical Supplies	7,291,889	1,013,894	6,332,116	\$192,710,705	\$60,405,332	\$137,837,177
Pharmaceuticals						
Terrorism Incident Prevention	1,596	431	1,177	\$20,209,405	\$4,532,763	\$15,676,654
CBRNE Incident Response	1,224	234	1,001	\$83,900,855	\$27,177,003	\$57,253,854
Total	8,367,059	1,299,700	7,136,245	\$8,305,861,764	\$3,503,016,540	\$4,860,794,000

Accomplishments and Priorities

1999 - 2004 Homeland Security Funding Summary

County Grant Awards:

Aitkin County	\$122,346.00	Douglas County	\$156,141.00
Anoka County	\$3,369,079.00	Faribault County	\$123,528.00
Becker County	\$140,210.00	Fillmore County	\$110,434.00
Beltrami County	\$166,592.00	Freeborn County	\$131,022.00
Benton County	\$155,432.00	Goodhue County	\$347,324.00
Big Stone County	\$108,068.00	Grant County	\$101,533.00
Blue Earth County	\$255,329.00	Hennepin County	\$14,970,519.00
Brown County	\$127,331.00	Houston County	\$119,033.00
Carlton County	\$147,541.00	Hubbard County	\$134,198.00
Carver County	\$391,342.00	Isanti County	\$493,017.00
Cass County	\$230,418.00	Itasca County	\$196,866.00
Chippewa County	\$447,382.00	Jackson County	\$114,753.00
Chisago County	\$473,015.00	Kanabec County	\$112,488.00
Clay County	\$361,527.00	Kandiyohi County	\$229,337.00
Clearwater County	\$104,747.00	Kittson County	\$103,144.00
Cook County	\$112,208.00	Koochiching County	\$255,516.00
Cottonwood County	\$115,164.00	Lac Qui Parle County	\$102,205.00
Crow Wing County	\$794,947.00	Lake County	\$11,399.00
Dakota County	\$3,417,745.00	Lake of the Woods County	\$94,557.00
Dodge County	\$107,258.00	Le Sueur County	\$125,855.00

State of Minnesota

1999 - 2004 Homeland Security Funding Summary

Lincoln County	\$102,666.00	Pope County	\$118,104.00
Lyon County	\$137,218.00	Ramsey County	\$10,723,019.00
Mahnomen County	\$95,771.00	Red Lake County	\$90,476.00
Marshall County	\$112,916.00	Redwood County	\$121,497.00
Martin County	\$131,901.00	Renville County	\$152,952.00
McLeod County	\$161,377.00	Rice County	\$200,649.00
Meeker County	\$276,010.00	Rock County	\$289,892.00
Mille Lacs County	\$104,513.00	Roseau County	\$157,963.00
Morrison County	\$104,348.00	Scott County	\$339,965.00
Mower County	\$131,377.00	Sherburne County	\$332,081.00
Murray County	\$110,517.00	Sibley County	\$116,908.00
Nicollet County	\$87,164.00	Stearns County	\$3,288,586.00
Nobles County	\$223,386.00	Steele County	\$169,836.00
Norman County	\$97,405.00	Stevens County	\$181,933.00
Olmsted County	\$5,410,398.00	St. Louis County	\$3,319,674.00
Otter Tail County	\$206,524.00	Swift County	\$120,647.00
Pennington County	\$104,516.00	Todd County	\$119,560.00
Pine County	\$176,390.00	Traverse County	\$109,582.00
Pipestone County	\$107,171.00	Wabasha County	\$131,833.00
Polk County	\$240,416.00	Wadena County	\$101,620.00

Accomplishments and Priorities

1999 - 2004 Homeland Security Funding Summary

Waseca County	\$116,599.00	Metropolitan Council	\$88,750.00
Washington County	\$1,268,574.00	Military Affairs	\$28,000.00
Watsonwan County	\$115,663.00	Dept. of Natural Resources	\$255,173.00
Wilkin County	\$102,997.00	DPS Office of Technical Support	\$100,000.00
Winona County	\$179,524.00	Pollution Control Agency	\$219,966.00
Wright County	\$305,549.00	State Patrol	\$4,415,117.00
Yellow Medicine County	\$222,965.00	Dept. of Transportation	\$584,918.00
ARMER, Collapse Structure Grants	\$8,536,600.00	Strategic Reserve Stockpile	\$407,800.00
Regional Multi-Agency Exercises	\$242,123.00	Collapse Rescue Team Development	\$1,900,000.00
State Agency Grants:		City Grants	
Dept of Administration	\$515,000.00	Ada	\$24,649.00
Dept of Agriculture	\$2,199,998.00	Annandale	\$6,500.00
Bureau of Criminal Apprehension	\$797,658.00	Bemidji PD	\$83,864.00
Capitol Security	\$280,000.00	Bloomington	\$1,883,263.00
CrimNet	\$1,780,070.00	Blue Earth	\$5,098.00
EMSRB	\$12,000.00	Burnsville	\$368,875.00
Fire Marshal	\$209,915.00	Columbia Heights	\$200,254.00
Dept. of Health	\$152,269.00	Community Health Info Collaborative	\$5,000.00
Homeland Security-Emergency Management	\$4,992,173.00	Cottage Grove	\$16,870.00
Dept. Human Services	\$6,800.00	Crookston	\$21,031.00

State of Minnesota

1999 - 2004 Homeland Security Funding Summary

Duluth	\$1,612,173.00	Marshall	\$87,200.00
Edina	\$663,829.00	Minneapolis	\$8,172,863.00
Elk River	\$56,725.00	Minnnetonka	\$97,600.00
Fairmont	\$7,613.00	Minnetrissa	\$30,400.00
Farmington	\$14,696.00	Moorhead	\$246,700.00
Fayal Township	\$679.00	Morris	\$5,000.00
Forest Lake	\$21,979.00	Morse Township	\$1,233.00
Fredenberg Township	\$306.00	Oakdale	\$25,150.00
Gnesen Township	\$728.00	Osakis	\$10,775.00
Grand Rapids	\$55,000.00	Regional Fire Mutual Aid Districts	\$1,375,440.00
Hallock	\$2,500.00	Regional Hazmat Teams	\$4,330,000.00
Halstad	\$4,980.00	Richfield	\$3,430.00
Hanover	\$23,000.00	Rochester	\$1,110,713.00
Hibbing	\$26,741.00	Rogers	\$24,750.00
Hopkins	\$95,720.00	Roseau	\$4,985.00
Hutchinson	\$24,380.00	Rosemount	\$60,000.00
International Falls	\$510,000.00	Roseville	\$29,304.00
Janesville	\$26,651.00	Savage	\$42,457.00
Lancaster	\$2,500.00	South Central MN EMS Assoc	\$20,500.00
Lino Lakes	\$54,000.00	South St. Paul	\$9,506.00
Mankato	\$72,044.00	Spring Lake Park Fire Department	\$172,260.00

Accomplishments and Priorities

1999 - 2004 Homeland Security Funding Summary

St. Anthony	\$8,275.00
St. Cloud	\$55,000.00
St. Paul	\$4,611,443.00
St. Peter	\$15,255.00
Waseca	\$4,625.00
West Central Environmental	\$55,000.00
Willmar	\$23,743.00
Winona	\$28,162.00
ARMER, Collapse Structure Grants	\$8,536,600.00

Other Government Grants:

Metropolitan Airports Commission	\$1,542,099.00
Metropolitan Council	\$10,145.00
Metropolitan Transit Authority	\$12,207.00
University of Minnesota	\$604,085.00

Non-Government Grants:

Assn of Minnesota Emergency Managers	\$25,000.00
Civil Air Patrol	\$55,500.00
Community Health Info Collaborative	\$5,000.00
Greater NW EMS, INC.	\$5,400.00
MN Assoc of Crime Intel Analyst	\$20,600.00
MN Ambulance Association	\$30,000.00
MN Chief's of Police Assoc	\$55,200.00
MN State Fire Chiefs' Assoc	\$40,000.00
MN State Sheriffs' Assoc	\$30,000.00
South Central MN EMS Assoc	\$20,500.00
Tri-County EMS District	\$1,283.00

State of Minnesota

Funding Summary: Federal Grants Administered through Minnesota's Homeland Security and Emergency Management 1999-2004

Grant Year	STATE LEVEL		LOCAL LEVEL		TOTAL
	Sub grants to State Agencies	Direct Purchases for State Use	Sub grants to Local Units of Government	Direct Purchases for Local Units of Government	
1999 Equipment	\$ 112,940.00	\$ 25,907.62	\$ 660,839.11		\$ 799,686.73
1999 Planning		\$ 143,050.00			\$ 143,050.00
2000/01 Equipment	\$ 492,436.13	\$ 176,527.27	\$ 1,659,072.60	\$ 240,964.00	\$ 2,569,000.00
2002 Equipment	\$ 801,200.00	\$ 245,000.00	\$ 3,169,800.00	\$1,015,000.00	\$ 5,231,000.00
2002 Exercise		\$ 96,415.00	\$ 153,585.00		\$ 250,000.00
2002 Admin		\$ 150,000.00			\$ 150,000.00
2002 State Equipment		\$ 56,345.00	\$ 2,061,454.00		\$ 2,117,799.00
2002 State Training		\$ 177,000.00	\$ 4,778,201.00		\$ 4,955,201.00
FY2002 Suppl. Appropriations	\$ 138,748.00	\$ 379,363.00	\$ 1,615,050.00		\$ 2,133,161.00
FY2003 Part I Equipment	\$ 1,414,200.00		\$ 5,406,800.00	\$ 250,000.00	\$ 7,071,000.00
2003 Part I Exercise		\$ 555,065.00	\$ 1,212,935.00		\$ 1,768,000.00
2003 Part I Training		\$ 380,000.00	\$ 150,000.00		\$ 530,000.00
2003 Part I Planning		\$ 707,000.00			\$ 707,000.00
2003 Part II Equipment	\$ 1,432,270.00	\$ 1,101,730.00	\$ 18,697,000.00	\$1,900,000.00	\$ 23,131,000.00
2003 Part II Infrastructure	\$ 434,491.00	\$ 30,851.00	\$ 248,728.00		\$ 714,070.00
2004 First Responder		\$ 5,996,200.00	\$ 23,984,800.00		\$ 29,981,000.00
2004 Law Enforcement		\$ 1,779,200.00	\$ 7,116,800.00		\$ 8,896,000.00
2004 Citizen Corps		\$ 124,600.00	\$ 498,400.00		\$ 623,000.00
2004 Urban Area		\$ 4,021,649.00	\$ 16,086,598.00		\$ 20,108,247.00
2004 Port Security			\$ 813,100.00		\$ 813,100.00
TOTALS	\$ 4,826,285.13	\$16,145,902.89	\$ 88,313,162.71	\$3,405,964.00	\$112,691,314.73

The State of Minnesota

Homeland Security

Strategy and Assessment

January 2004



This report contains confidential and privileged material.

Information contained in this document is intended for official use only. No portion of this strategy should be released to the media or the general public. Release of law enforcement sensitive material could adversely affect or jeopardize homeland security activities.

DUE TO SENSITIVE AND CONFIDENTIAL NATURE OF CONTENT
PORTIONS OF THIS STRATEGY HAVE BEEN OMITTED

Minnesota State Strategy Foreword



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Internet: www.hsem.state.mn.us

March 8, 2004

Dear Minnesota Constituents:

On February 18, 2004 the Office for Domestic Preparedness approved the 2004 Homeland Security Strategy (HSS) for Minnesota. The Minnesota strategy and risk assessment was compiled from data submitted by eighty-seven counties, three cities of the first class (Duluth, Minneapolis and Saint Paul) and Minnesota state agencies. Data contained in this document is a complementation of current risk assessments, vulnerabilities, training, equipment and planning needs within our state. **Due to the sensitive nature of this strategy and assessment findings, no portion of this document may be duplicated or distributed.** The Division of Homeland Security and Emergency Management has granted specific individuals full access to the strategy and risk assessment. This document contains law enforcement sensitive material, the release of this information could adversely affect or jeopardize homeland security activities.

In the next three years, this document will serve as a planning and reference guide for future federal and state grant requests and allocations. The Office for Domestic Preparedness requires that all future grant requests or allocations be clearly tied and referenced to specific goals and objectives contained within the approved Minnesota strategy. During the month of April 2004, HSEM staff will be providing workshops in each region providing an overview of the strategy and grant procedures. Please contact your local HSEM Regional Program Coordinator for specific locations. If you have any questions regarding this strategy or you seek assistance connecting your jurisdictional needs to future ODP and state grant requests please contact Kari Goelz at 651.282-5391 or myself at 651.282-5393. We look forward to working with you.

Sincerely,

Marita Nelson

Marita Nelson

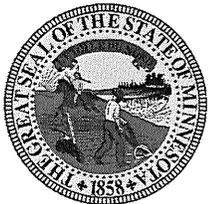
Senior Planner, Terrorism Response

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Federal Level Submission Letter



STATE OF MINNESOTA
OFFICE OF GOVERNOR Tim Pawlenty
130 State Capitol • 75 Rev. Dr. Martin Luther King Jr. Boulevard • Saint Paul, MN 55155

January 29, 2004

Frank Disimino
Program Manager
Office of Domestic Preparedness
810 7th Street, N.W.
Room 2105
Washington, DC 20531

Dear Mr. Disimino:

I would like to present the state of Minnesota three-year strategy to prevent, respond, mitigate and recover from any terrorism event that may impact our great state or nation. Our efforts will develop and enhance our regional ability and capacity to meet the challenges facing us today and in the future.

Our strategy is based on the current assessment of our threats, vulnerabilities, and needs of our state resources and first responder community, to protect our citizens and critical infrastructures. We understand assessing our readiness will be an ongoing process as we continue to defend our country from domestic and international threats.

The development of our strategy included valuable information provided by all levels of government and our private sector partners within the state. Our Homeland Security Advisory Council established by the state legislature provided review and over-site in our planning and funding strategy. The council is comprised of state agencies, professional associations representing first responders, emergency managers, and volunteer organizations. In addition my Homeland Security Sub-Cabinet has reviewed and provided guidance for the strategy.

I look forward to your continued cooperation and support as we prepare our state and nation in securing our freedom and our homeland. Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Pawlenty".

Tim Pawlenty
Governor

Voice: (651) 296-3391 or (800) 657-3717 Fax: (651) 296-0056 TDD: (651) 296-0075 or (800) 657-3598 Web site: <http://www.governor.state.mn.us>





Minnesota Department of Public Safety

January 23, 2004

Tim Pawlenty
Governor of the State of Minnesota
130 State Capitol
75 Rev. Dr. Martin Luther King Jr. Blvd.
St. Paul, MN 55155

Dear Governor Pawlenty:

I would like to present the State of Minnesota three-year strategy to prevent, respond, mitigate and recover from any terrorism event that may impact our great state or nation. Our efforts will develop and enhance our regional ability and capacity to meet the challenges facing us today and in the future.

Our strategy is based on the current assessment of our threats, vulnerabilities, and needs of our state resources and first responder community, to protect our citizens and critical infrastructures. We understand assessing our readiness will be an ongoing process as we continue to defend our country from domestic and international threats.

The development of our strategy included valuable information provided by all levels of government and our private sector partners within the state. Our Homeland Security Advisory Council established by the state legislature provided review and over-site in our planning and funding strategy. The council is comprised of state agencies, professional associations representing first responders, emergency managers, and volunteer organizations.

Upon the completion of your review, this strategy will be submitted to the Office of Domestic Preparedness in concordance with the requirements set forth by ODP 2003 grant guidelines. ODP has requested that Minnesota submit our strategy by January 31 to be eligible for further federal terrorism funding.

Respectfully,

A handwritten signature in black ink that reads "Rich Stanek".

Rich Stanek
Director of Homeland Security

An Equal Opportunity Employer



The State of Minnesota

Homeland Security

Strategy and Assessment

January 2004



This report contains confidential and privileged material.

Information contained in this document is intended for official use only. No portion of this strategy should be released to the media or the general public. Release of law enforcement sensitive material could adversely affect or jeopardize homeland security activities.

DUE TO SENSITIVE AND CONFIDENTIAL NATURE OF CONTENT
PORTIONS OF THIS STRATEGY HAVE BEEN OMITTED



The *State Homeland Security Assessment and Strategy* will enhance Minnesota’s ability to develop a detailed plan to improve the states capability to respond to a Weapons of Mass Destruction terrorism incident. The information contained in this document is intended for official use only. No portion of this strategy should be released to the media, the general public or over non-secure Internet servers. Release of law enforcement sensitive material could adversely affect or jeopardize homeland security activities.

Inquiries about this plan or its dissemination should be directed to:

Michael Campion
Commissioner of Public Safety
Director of Homeland Security
444 Cedar Street, Suite 223
Saint Paul, MN 55101-6223

Phone (651) 296-6642
Fax (651) 297-5728
Email dps.hsem@state.mn.us
Internet http://www.hsem.state.mn.us

Strategy Design

The Office of Domestic Preparedness (ODP) developed a web-based Online Data Collection Tool to collect data from all jurisdictions. Data included in this report was compiled from eighty-seven counties, three cites of the first class and Minnesota state agencies via the web-based tool.

**DUE TO SENSITIVE AND CONFIDENTIAL NATURE OF CONTENT
PORTIONS OF THIS STRATEGY HAVE BEEN OMITTED**



Executive Summary

This document is the statewide strategy for protecting Minnesota against an act of terrorism. The purpose of this strategy is to organize and mobilize the federal, state, and local units of government operating within Minnesota to secure our state from attacks of terrorism. This complex mission requires not only the participation of our government partners, but a coordinated and focused effort of our entire society, including the business community and citizens of Minnesota.

The September 11, 2001 terrorist attacks against the World Trade Center and the Pentagon quickly propelled terrorism to the top of the nation's agenda. The magnitude and nature of the September 11th terrorist attacks, the 2001 anthrax crisis, and on-going terrorist threats to our nation have led us to initiate unprecedented efforts to implement a comprehensive state-based strategy to prepare for, prevent, respond to, and recover from terrorist attacks within our borders.

Citizen and organizations across Minnesota have taken significant steps to improve our security in prevention, intervention, mitigation, response and recovery the past years, but a great deal of work remains. This strategy will help prepare our state for the work yet to be completed in several ways. It will provide direction to the state agencies that have a role in homeland security. It provides steps that state agencies, local units of government, private sectors, and individual Minnesotans can take to improve Minnesota's response capacity.

This document serves as the foundation for our future efforts and provides the initial guidance to prioritize the work ahead. This strategy must be amended over time, and we must be prepared to adapt as threats change.

Homeland Security Vision Statement

The vision and mission of Homeland Security in Minnesota is to protect the state's citizens and property from the impact of the threat or act or terrorism through prevention, intervention, response, mitigation and recovery.

Threat and Vulnerability

Unless we act to prevent it, additional acts of terrorism are likely to occur. The State of Minnesota must be prepared to not just respond to an incident once it has occurred, but to actively work to prevent an attack.

One fact dominates all homeland security threat assessments: terrorists are strategic actors. They choose their targets deliberately based on the weaknesses they observe in our defenses and our preparedness. We must defend ourselves against a wide range of means and methods of attack. Terrorists continue to employ conventional means of attack; while at the same time, gaining expertise in less traditional means, such as cyber, biological, radiological, and chemical attacks.

Critical Mission Areas

Compiling the twelve critical mission areas was accomplished using two basic requirements. The first, meeting the criteria set forth by the Office of Domestic Preparedness. ODP requested the key areas of planning, training, exercising, equipment, organization, prevention, response, and recovery to be addressed in each state strategy. The second, to clearly identify and track Minnesota specific issues, the state of Minnesota added the state agency, cyber security, infrastructure protection sections separately instead of combining these areas with the required ODP requirements.

This statewide strategy divides and focuses homeland security functions into twelve critical areas:

1. *The state of Minnesota will enhance first responder training by utilizing classroom, field and internet training opportunities to ensure that local, state and private entities are trained to the appropriate levels to prepare for, prevent, respond to and mitigate a CBRNE event.*
2. *To develop and enhance the planning capabilities at all levels of government within the state of Minnesota, prevent, respond to and recover from CBRNE threats or acts of terror.*
3. *The state of Minnesota will demonstrate its capacity and ability to respond to CBRNE events through tabletop and functional exercises.*
4. *Ensure that there is an adequate amount of equipment available to respond to a CBRNE event within the state of Minnesota.*
5. *The state of Minnesota will develop a regional capacity to prevent, prepare for, respond to, recover from and mitigate a CBRNE event.*
6. *The state of Minnesota, in cooperation with law enforcement agencies throughout the state, will develop and maintain an efficient and expeditious sharing of information and intelligence that could preempt possible terrorist attacks.*
7. *Implement a statewide system of interoperable communications for local and state resources to be more effective and efficient in ensuring the safety of the citizens and emergency responders in Minnesota.*
8. *Implement a strategy for homeland cyber-security directed toward the safeguard and protections of sensitive and private information and the continuity of the state of Minnesota's extended critical infrastructure and operations.*
9. *Enhance the capacity of state agencies ability to respond to and support a CBRNE incident in Minnesota.*
10. *Harden critical public and private sector infrastructure.*
11. *Enhance the immediate response capability of local and state response agencies.*
12. *Enhance the ability of state government, local government and the private sector to recover quickly in the event of a terrorist incident.*

Organizing for a Secure Homeland

State and local levels of government have primary responsibility for organizing, preparing, and operating the emergency services that would respond in the event of a terrorist attack. Local units of government are the first to respond, and the last to leave the scene. All incidents are ultimately local events.

The private sector is a key homeland security partner. It has a wealth of information that is important to the task of protecting Minnesota from terrorism. An informed and proactive citizenry is also an invaluable asset for our country in times of war and peace. Volunteers enhance community coordination and action, whether at the state or local level. This coordination will prove critical as we work to build the communication and delivery systems to detect, prevent, and, if need be, respond to a terrorist attack.

Conclusion

This strategy sets a broad and complex agenda for homeland security in Minnesota. Contained in this report are defined goals that need to be met, programs that need to be implemented, and responsibilities that need to be fulfilled; however, creating a strategy is, in many respects, about setting priorities and about recognizing that some actions are more critical or more urgent than others.

The highest priority items outlined in this report are:

- Enhanced support of Minnesota's first responders
- Prepare for and defend against acts of bio-terrorism and weapons of mass destruction
- Secure Minnesota's borders and encourage "smart border" initiatives with our neighbors
- Integrate intelligence gathering and information sharing across federal, state, and local jurisdictional boundaries
- Enhance the existing critical infrastructure protection partnership
- Support the investigative and analytic capabilities
- Develop the ability to communicate on a statewide basis
- Protect critical infrastructure
- Train our responders

In the intervening months, the Division of Homeland Security and Emergency Management will prepare and prioritize a detailed implementation plan for these and many other initiatives contained within this state strategy.

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 4. *Ensure that there is an adequate amount of equipment available to respond to a CBRNE event within the state of Minnesota. 22*

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7. *Implement a statewide system of interoperable communications for local and state resources to be more effective and efficient in ensuring the safety of the citizens and emergency responders in Minnesota.*33

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Section I: Introduction

Purpose

The State Homeland Security Strategy (SHSS) for Minnesota undertakes several initiatives to identify and enhance the state's capacity to respond to the consequences of domestic terrorism threats and incidents involving weapons of mass destruction (WMD). This document identifies Minnesota strategic planning directives for developing a statewide regional response capability to reduce the state's vulnerability from such threats, and effectively respond to an actual WMD event. This mission requires a complex and highly organized, cooperative and focused effort. To be successful, this effort must include participation of local, state, tribal and federal governments, while also providing for private and non-profit sector partnerships during planning processes.

This strategy has been developed from the results of a comprehensive risk, capabilities and needs assessment completed by designated Minnesota state jurisdictions. The assessment was completed in October 2003. The results of the assessment helped identify gaps between the current and desired level of equipment, training, and exercise needs at both the local and state levels. Minnesota will apply the resources available from the Office for Domestic Preparedness (ODP) to address the identified needs in equipment, planning, organization, training, and exercising. The ODP resources will assist Minnesota in building an enhanced and sustainable capacity to prevent, respond to and recover from threats or acts of terrorism.

Vision

The vision and mission of homeland security in Minnesota is to protect the state's citizens and property from the impact of the threat or act of terrorism through prevention, intervention, response, mitigation and recovery.

Focus

Homeland security in the state of Minnesota has evolved into a regional focus as opposed to an individual county by county jurisdictional focus. The regions are defined and prioritized upon the threats and vulnerabilities within a region, and its overall preparedness needs. This regional approach is designed to enhance prevention, intervention, response, mitigation and recovery through planning, organization, equipment, training and exercising. state, county and local governments, joined by business and industry partners all have a pivotal role in protecting Minnesota and its citizens. Organization of these key stakeholders at a regional level will help pre-empt the affects of direct or indirect threats and acts of terrorism.

The priorities for homeland security in Minnesota are the prevention of a terrorist event, the protection of citizens and responders, incident stabilization (containment), protection of property (critical infrastructure, public and private), and recovery (expedient restoration of normal business).

Minnesota has identified a desire to enhance prevention, intervention, response, mitigation, and recovery efforts at the following key points throughout the state:

- Government Centers



- Airports
- International borders
- Ports and terminals
- Critical Infrastructures
- Critical industry
- Hospitals
- High threat facilities
- Special events
- Tribal Governments
- Agricultural terrorism
- Biological terrorism
- Places of public assembly
- First responders

Coordination

Upon initiation of the Minnesota SHSS, the Governor designated the Commissioner of Public Safety and Homeland Security Director as the State Administrative Agency (SAA) point of contact for the program. The SAA utilized the standing Homeland Security Advisory Council (HSAC) for making recommendations regarding the strategy preparation phase for program goals, objectives, and implementation plans based upon the data analysis from the jurisdictional assessments. Recommendations from the Council that were approved for inclusion by the SAA were incorporated into the document before submission to the Governor's Office for approval.

Effort

The Minnesota Homeland Security Advisory Council (HSAC) is a multidisciplinary committee tasked with providing guidance in the strategy development process for equipment allocation and distribution among emergency responders throughout the state. When the workgroup was established, the focus of each discipline represented would clearly focus on statewide needs to strengthen current capabilities. This group included representatives from Law Enforcement (LE), Emergency Medical Services (EMS), Emergency Management Agency (EMA), Fire Service (FS), HazMat (HZ), Public Works (PW), Government Administrative (GA), Public Safety Communications (PSC), Health Care (HC), and Public Health (PH). Each discipline serves as a subject matter expert in their area of expertise and provides ideas about what specific equipment needs should exist based upon Minnesota planning factors for chemical, biological, radiological, nuclear and explosive (CBRNE) scenarios.

Description of Jurisdictions



The state of Minnesota identified ninety state jurisdictions comprised of eighty-seven counties and three cities of the first class. Each jurisdiction completed an individual assessment that identified threats and vulnerabilities and delineated their capabilities and needs at the jurisdictional level. State and local government entities, the emergency response community and tribal officials were given the opportunity to participate in the assessment process. Both the state of Minnesota Homeland Security Advisory Council (HSAC) and SAA, who is the Commissioner of Public Safety and Homeland Security Director, approved these jurisdictional boundaries.

Jurisdictions Assessment Process

The state of Minnesota planning staff attended an Office of Domestic Preparedness (ODP) sponsored training session in Chicago where an overview of the SHSS program was given. Based upon the information received in that training, five regional meetings were held throughout Minnesota to instruct local Jurisdictional and State Agency Administrators in the completion of the assessments using the DHS/ODP Jurisdictional and Reference Handbooks as resource guides. Workgroup members from each jurisdiction and state agency participated in a minimum of one session to ensure standardization of all assessments. Many jurisdictions completed their own assessments online. Subsequent meetings were held for those jurisdictions that required additional assistance. Staff were provided to help answer questions about completing the assessments and for those jurisdictions that experienced difficulty entering their assessments online. Thirty-six jurisdictions submitted their paperwork to the Homeland Security Emergency Management (HSEM) office in St. Paul for assistance in processing their assessment online due to varying amounts of access difficulties encountered with the online tool. All jurisdictions submitted their assessments online or to the state administrator for the online tool by the October 31st deadline. The verification of each jurisdiction's assessment data, eighty-seven counties and three cities of the first class will be completed by HSEM staff per ODP guidelines.

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Section 4: Goals, Objectives, and Implementation Steps

Goal: 1. The state of Minnesota will enhance first responder training by utilizing classroom, field and internet training opportunities to ensure that local, state and private entities are trained to the appropriate levels to prepare for, prevent, respond to and mitigate a CBRNE event.

Objective Trained

A. HSEM will continue to support all ODP specialized training and continue to send as many Minnesota responders to ODP advanced classes as allowed.

Implementation Steps

- 1. HSEM will identify ODP classes annually needed in the state of Minnesota.
- 2. HSEM will determine eligible personnel and training dollars available to allow local responders to participate in training.
- 3. HSEM will promote ODP classes to local jurisdictions.

Objective Trained

B. NIMS (National Incident Management System) training will be offered to state agency employees.

Implementation Steps

- 1. HSEM will identify and list key state agencies with a critical need for employee training and deliver that training by June 2006.
- 2. HSEM will determine the type, format and length of training to be provided to state employees by June 2005.

Objective Trained

C. One Exercise Design training class will be conducted in each HSEM region annually.

Implementation Steps

- 1. The current number of Exercise Design instructors will be identified and the instructor base will be increased by four.
- 2. The cost of the Exercise Design course, needed equipment, supplies and time required to conduct the training will be determined by HSEM staff.



3. The training of four additional instructors will be completed by June 2006.

Objective Trained

- D. The Minnesota Citizen Corps Council will ensure that all the state Citizen Emergency Response Team (CERT) programs are properly trained.**

Implementation Steps

1. The HSEM Volunteer Coordinator, in cooperation with the Minnesota Citizen Corps Council, will ensure that the most current version of CERT instructor and student training manuals will be available for download by local CERT program managers from the HSEM website by June 2005.
2. The HSEM Volunteer Coordinator will ensure that a supply of CD's containing training materials will also be maintained at HSEM for program managers that cannot download the materials from the internet by June 2005.

Objective: Trained

- E. The Minnesota Citizen Corps Council will ensure training opportunities for Corps program members.**

Implementation Steps

1. The Minnesota Citizen Corps Council will research and identify new training and guidance materials that become available and relay this information to local program leaders.
2. The Minnesota Citizen Corps Council will develop a Training and Development group to monitor training issues and assist local Citizen Corps communities to overcome difficulties in training Corps members by June 2005.

Objective: Trained

- F. The state of Minnesota will develop and maintain a specialized CBRNE training center where advanced level, hands on training and be conducted and managed.**

Implementation Steps

1. HSEM, in cooperation with public and private agency partners, will determine the location of the training center by June 2006.
2. HSEM will coordinate the development of goals and objectives for the training center and review them annually.



3. HSEM will determine the required resources for the training center (personnel, funding, resources and time.)
4. HSEM will recruit private and public sector individuals who are willing to make the time commitment required to develop a site.
5. HSEM will survey the available assets to determine current capabilities and desire to participate in further training.
6. HSEM will seek legislative action to establish funding for a training center by 2006.

Objective: Trained

G. The state of Minnesota will develop and provide training to law enforcement personnel focused on threat development recognition.

Implementation Steps

1. HSEM and the Joint Terrorism Task Force (JTTF) will be identified as providing the curriculum for this training.
2. HSEM will review the training goals and objectives annually with our law enforcement partners to meet the needs of our state and regional jurisdictions.
3. The Department of Public Safety (DPS) will assess the current training level of Minnesota's law enforcement personnel.
4. HSEM will implement the training program at a local and regional level with law enforcement partners such as the Minnesota Chiefs of Police Association (MCPA) and the Minnesota Sheriffs Association (MSA). One third of the training will be completed by June 2005. The remaining two thirds will be completed by December 2006.

Objective: Trained

H. The state of Minnesota will develop and provide training to public and private partners using CBRNE scenarios.

Implementation Steps

1. HSEM will construct conceptual, structural and strategic exercises and scenarios to reinforce collaboration.
2. HSEM staff will use after action reports to identify ways to strengthen and perpetuation collaboration.



Objective: Trained

- I. **The state of Minnesota will ensure that NIMS curriculum is recognized and implemented for Minnesota responders and institutionalized throughout all training agencies.**

Implementation Steps

1. HSEM will update and make any necessary changes in the current Minnesota Incident Management System (MIMS) program to ensure it is in full compliance with the NIMS training curriculum by June 2005.
2. HSEM will revise the MIMS curriculum and associated training materials (instructor and student manuals, presentation) used in training classes throughout Minnesota by June 2005.
3. The state will develop modular instructional classes for the updated MIMS curriculum by developing 1,2,4,8,12 and 16 hour classes designed to fit the needs of Minnesota responders.
4. The state will institutional MIMS training throughout the state by December 2006.
5. HSEM will work with the various state response organization to ensure they endorse and adopt the MIMS curriculum.

Objective: Trained

- J. **The state of Minnesota will institutional CBRNE awareness level training for emergency responders throughout the state.**

Implementation Steps

1. HSEM, in cooperation with public and private sector partners will determine how to best promote and encourage all other groups that work at CBRNE incidents to participate in the MMS training curriculum.
2. HSEM, in cooperation with law enforcement and training institution approved by the Emergency Medical Services Regulatory Board (EMSRB), will ensure that instructors are trained and equipped to provide MIMS training
3. HSEM will offer Train-the-Trainer (TTT) opportunities to instructors from a variety of backgrounds to promote the use of the MIMS curriculum.
4. The state will develop and distribute a multi-disciplinary awareness level training package that is specific to the threats and concerns in Minnesota. TTT classes will be held in all of the HSEM regions to distribute and implement the awareness level class.



Objective: Trained

- K. The state of Minnesota will provide equipment to training sites to facilitate all CBRNE training.**

Implementation Steps

1. HSEM staff will inventory current training equipment availability by December 2005.
2. HSEM staff will identify gaps in training equipment by December 2005.
3. HSEM will determine the equipment required to meet specific CBRNE training requirements by December 2005.

Objective: Trained

- L. The state of Minnesota will provide training based upon Minnesota specific CBRNE threat and vulnerability scenarios to local jurisdictions and state agencies.**

Implementation Steps

1. HSEM will verify that all local jurisdictions and appropriate state agencies have completed an assessment and vulnerability study using the recognized ODP guidelines by October 2003.
2. HSEM will determine the resources necessary to meet the training requirements by June 2005.
3. HSEM will implement a training calendar based upon the ODP needs assessment by June 2005.
4. HSEM will review and analyze the training outcomes achieved by state agencies by June 2006.

Objective: Trained

- M. The state of Minnesota will use the results of the Threat and Risk Assessment to drive local and state agency training needs.**

Implementation Steps

1. HSEM will identify courses that are currently available to assist local and state jurisdictions in meeting their training needs by December 2005.
2. HSEM will review and analyze the threat and risk assessment at the local level and state level by June 2005.



Objective: Trained

N. The state will provide the opportunity for local jurisdictions and state agencies to learn the ODP exercise design, development and evaluation doctrine.

Implementation Steps

1. HSEM will review and distribute the goals and objectives of ODP's exercise design, development and evaluation doctrine to key stakeholders by December 2004.
2. HSEM will provide opportunities for local and state agencies to attend workshops where they will learn the required ODP exercise design formatting.
3. HSEM will determine how many ODP workshops to schedule per year.
4. HSEM will notify local jurisdictions and state agencies of the workshops and monitor parties that do not attend.

O. The state of Minnesota will institutionalize NIMS training program throughout the state.

Implementation Steps

1. HSEM will provide NIMS training to all recognized Minnesota instructors.
2. HSEM will identify and update the current list of Minnesota MIMS instructors.
3. HSEM will roll out the NIMS training to all certified MIMS instructors by June 2006.

Goal 2. To develop and enhance the planning and analysis capabilities at all levels of government within the state of Minnesota, to prevent, respond to and recover from CBRNE threats or acts of terror.

Objective: Plans/Procedures

A. Communities participating in the Minnesota Citizen Corps program will be able to continue and expand their local programs beyond the three year planning period.

Implementation Steps

1. Strategies for maintaining and enhancing local Citizen Corps Councils and each of the four Citizen Corps programs will be developed by the Minnesota Citizen Corps Council and participation communities by June 2006.
2. Guidance materials germane to maintaining and expanding existing Citizen Corps programs will be developed by the Minnesota Citizen Corps Council by December 2006.

Objective: Plans/Procedures

B. Prepare Memorandums of Understanding (MOUs) and formal coordination agreements between appropriate agencies (public and private) describing mechanisms to exchange information regarding vulnerabilities and risks, response coordination, and processes to facilitate information sharing and multi-jurisdictional pre-emption of terrorist acts or events.

Implementation Steps

1. Identify in the planning process and germane agreements the appropriate public and private agencies that need to participate (i.e. supply information and or receive information and intelligence) in collaborative information sharing activities.
2. Identify in the agreements the type and parameters of information exchanged, including standard methods of defining data, information, risks and vulnerabilities.
3. Establish formal agreements or MOUs that identify the appropriate agencies, their points of contact and the parameters of information exchange.
4. Ensure that the process of exchanging information achieves consensus among agencies and organizations.
5. Include in the exchange of the information: blueprints, schematics and other



supporting documentation concerning infrastructure on a need-to-know basis.

6. Examine all plans and processes to ensure that they reflect clear partnerships between public and private sectors and stakeholders.
7. Examine planning documents to ensure that fluid coordination is represented in the MOUs and other formal agreements.
8. Expand the Homeland Security Advisory Council to include key private sector representatives.
9. Establish a relationship of trust, which will lead to social capital with the private sector as a partner in the information sharing relationships. Include private sector organizations that are representative groups i.e., the Chamber of Commerce, in formal or informal relationships.
10. Establish multi-disciplinary cooperation, within both the private and public sectors, to incorporate target hardening activities inclusive of threat analysis and risk management, matched with protocol and treatment.
11. Ensure that planning documents and processes establish facility sharing of resources as well as information. Structure the information sharing with appropriate legal limitations so that the private sector receives accurate, timely and critical information on a need-to-know basis.

Objective: Plans/Procedures

C. The state of Minnesota will develop a regional radiological incident response plan.

Implementation Step

1. HSEM will coordinate with state and local partners to develop the steps necessary to identify the needed response capacity by June 2006.
2. HSEM will coordinate with state and local partners to develop a review process for response capacity development, i.e. goals and objectives.
3. HSEM will coordinate with state and local partners to develop an assessment strategy for determining response resource requirements (personnel, funding, equipment, training).
4. HSEM will coordinate with state and local partners to develop radiological response plan implementation protocols for each HSEM region.
5. HSEM will coordinate with state and local partners to develop a long range plan for response capacity development and implementation by June 2006.

Objective: Plans/Procedures

- D. The state of Minnesota will develop a statewide plan that identifies the strategy of how federal assets will interface with agencies in Minnesota during a CBRNE event.**

Implementation Steps

1. HSEM will identify and compile the list of state agencies by June 2005.
2. HSEM will secure the list of possible federal assets that the state of Minnesota may utilize during a CBRNE event.
3. The completed plan will be incorporated into the State Emergency Operations Plan by December 2006.

Objective: Plans/Procedures

- E. The state of Minnesota will develop a statewide response plan to prevent, prepare for and respond to CBRNE events.**

Implementation Steps

1. HSEM will coordinate development of the plan by utilizing training, equipment and personnel resources in cooperation with other state agencies.
2. The state will provide direct assistance to counties and jurisdictions with target hazards to ensure that each jurisdiction has updated its emergency operations plan to include CBRNE events by September 2006.
3. The state will coordinate regional planning by assisting local jurisdictions with the development of regional response strategies for each of the HSEM regions as well as the east and west metro areas by September 2006.
4. The state will assist in the development of Urban Area strategies for the east and west metro areas.

Objective: Plans/Procedures

- F. The state of Minnesota will enhance the Minnesota Emergency Operations Plan to better reflect the current threats posed by individuals and groups both inside and outside the state.**

Implementation Steps

1. HSEM will review the state Emergency Operations Plan annually, and make revisions as necessary.

Goal 3: The state of Minnesota will demonstrate its capacity and ability to respond to CBRNE events through tabletop and functional exercises.

Objective: Exercised

A. Develop and conduct tabletop and full-scale exercises to test operational equipment and procedures.

Implementation Steps

1. Develop and conduct six large scale multi-agency exercises annually.
2. Ninety percent of all exercises conducted will include testing a component of CBRNE equipment.
3. NIMS procedures will be used in all exercises by December 2005.

Objective: Exercised

B. Each HSEM region will put together a committee to discuss and plan a minimum of one CBRNE exercise annually.

Implementation Steps

1. Each jurisdiction within the designated region will select 1-2 people from multiple agencies to serve on the planning committee for the CBRNE exercise by June 2005.
2. Evaluation committees will be established to review and analyze each exercise annually.
3. ODP after action reports and corrective action plans will be completed within 60 days of each exercise.

Objective: Exercised

C. HSEM will assist local and county governments with the planning of multi-jurisdictional, multi-agency exercises involving a CBRNE event.

Implementation Steps

1. The Minnesota Citizen Corps Council will ensure that state Corps members participate in at least three Community Emergency Response Team (CERT) final training exercises during each year of the 2004-2006 reporting period.
2. The Minnesota Citizen Corps Council will ensure that corps members participate in at least two local/state level exercises with volunteers from any of the four Citizen Corps programs participating each year of the 2004-2006



reporting period.

3. HSEM will plan a minimum of six regional exercises annually.

Objective: Exercised

D. Plan one exercise with Minnesota and the Canadian province of Ontario along the international border involving a CBRNE event.
Implementation Steps

1. Planning meetings will be scheduled with Minnesota HSEM Regions II, III and Ontario to plan an annual exercise involving a CBRNE event by June 2005.
2. Minnesota and Ontario will determine target hazards in each jurisdiction that have the potential to cross borders and impact each other.
3. Participating jurisdictions will determine the required resources needed to participate in the exercise.

Objective: Exercised

E. The Minnesota Citizen Corps Council will increase the effectiveness of the Citizen Corps Programs by strengthening the relationships between the program
Implementation Steps

1. The Minnesota Citizen Corps Council will ensure that state Corps members participate in at least three Community Emergency Response Team (CERT) final training exercises during each year of the 2004-2006 reporting period.
2. The Minnesota Citizen Corps Council will ensure that Corps members participate in at least two local/state level exercises with volunteers from any of the four Citizen Corps programs participating each year of the 2004-2006 reporting period.

Objective: Exercised

F. The state of Minnesota and the Canadian provinces of Manitoba and Ontario will establish a CBRNE exercise committee.
Implementation Steps

1. HSEM will coordinate the Minnesota counties bordering Canada and the Canadian provinces of Manitoba and Ontario to create a work group representing multiple agencies and jurisdictions, who will develop a training scenario around a mutual target hazard involving a CBRNE event.
2. Minnesota and the Canadian border provinces will form a committee to



evaluate the exercise and address any deficiencies.

Objective: Exercised

G. To ensure that after every exercise an After Action Report (AAR) and Corrective Action Plan (CAP) is prepared.

Implementation Steps

1. The After Action Report (AAR) template will be created by HSEM and attached to all Minnesota required exercise materials.
2. HSEM will review and analyze the AAR within 45 days of the exercise and determine the course of action needed.
3. Within 60 days of return, corrective action plans will be developed by the local agency and implemented to address findings and recommendations identified in the AAR.

Objective: Exercised

H. To ensure that after every exercise an After Action Report (AAR) is prepared and submitted.

Implementation Steps

1. HSEM will develop a measuring system to determine CBRNE exercise levels.
2. HSEM will review goals and objectives to meet each CBRNE exercise.
3. HSEM will provide a uniform approach for exercise design, development, conduct and evaluation of CBRNE exercises by December 2006.

Goal 4: Ensure that there is an adequate amount of equipment available to respond to a CBRNE event within the state of Minnesota.

Objective: Equipped

A. Develop and maintain a statewide equipment cache capable of supporting the second operations period of a CBRNE incident.

Implementation Steps

1. HSEM will be the lead agency for development and maintenance of the statewide equipment cache.
2. HSEM will develop goals and objectives to review the use, storage and delivery of state equipment during a CBRNE event by December 2005.
3. HSEM will conduct two planning workshops to determine the type and quantity of equipment needed by April 2005.
4. HSEM will develop an organization proposal for a statewide CBRNE cache by September 2004.
5. HSEM will identify a location where the equipment will be stored, maintained and deployed from by June 2005.
6. HSEM will begin purchasing equipment for the cache by December 2005.
7. HSEM will coordinate a full scale exercise using cache equipment by April 2007.
8. HSEM will coordinate the state equipment cache with the Federal Pre-positioned Equipment Program (PEP) by June 2007.

Objective: Equipped

B. Provide equipment or software at the regional level for hands on experience during an exercise.

Implementation Steps

1. A work group will be formed by HSEM that is representative of all regions, jurisdictions and agencies to investigate new software or equipment that would enhance an exercise by June 2007.



Objective: Equipped

- C. The Minnesota Citizen Corps Council will ensure that all state CERT programs are adequately equipped.**

Implementation Steps

1. The Minnesota Citizen Corps Council will coordinate the development of a list of recommended CERT equipment and vendors for use by instructors and team members by December 2004.

Objective: Equipped

- D. The Minnesota Citizen Corps Council, in cooperation with local Citizen Corps organizations and programs, will continue to receive funding and equipment to maintain and expand their programs.**

Implementation Steps

1. The Minnesota Citizen Corps Council will work with local business communities to identify additional source of funding for Corps programs beyond the traditional federal funding, and identify a minimum of one alternative funding source for each of the four programs by June 2006.
2. The Minnesota Citizen Corps Council will work with local business communities to identify additional sources for materials and equipment to support Citizen Corps efforts at the state and local level. A minimum of three business partners that will donate or otherwise reduce the cost of necessary equipment to participating programs by June 2006.

Objective: Equipped

- E. The state of Minnesota will develop equipment standards for a CBRNE response based upon a regional response capability.**

Implementation Steps

1. HSEM will coordinate with state and local partners to identify regional equipment needs.
2. HSEM will coordinate with state and local partners to develop and implement regional equipment standards.
3. HSEM will coordinate with state and local partners to develop an assessment strategy addressing personnel and funding of regional resource requirements.
4. HSEM will coordinate with state and local partners to develop an approved vendor list and resource procurement protocols.

Objective: Equipped**F. The state of Minnesota will increase the amount and type of CBRNE response equipment available to Minnesota responders.****Implementation Steps**

1. The state will distribute funding for equipment to counties, cities of the first class and target hazard jurisdictions based upon threat, vulnerability, and the need with each grant cycle.
2. State agencies will be properly equipped to be able to support local emergency response capability throughout Minnesota by June 2008.
3. The state of Minnesota will prioritize the distribution of grant funds annually based upon regional needs.
4. The state of Minnesota will acquire aviation assets necessary to support increased surveillance and quick response to CBRNE incidents by March 2006.
5. DPS will provide 24/7 aerial surveillance over target hazard areas and/or international borders during federally declared alert level orange or above.
6. Statewide and regional mobile command/operation centers will be deployed through Minnesota by December 2007.
7. HSEM will prioritize and equip statewide regional response teams for CBRNE incidents by December 2007.
8. HSEM will provide decontamination trailers and related equipment to jurisdictions with identified target hazards.

Goal 5: The state of Minnesota will enhance a regional capacity to prevent, prepare for, respond to, recover from and mitigate a CBRNE event.

Objective: Organization

A. Develop and maintain a CBRNE response equipment resource database.

Implementation Steps

1. Acquire a web based data management system by June 2005.
2. Provide training to local agencies on data input by June 2005.
3. Input data into system by December 2005.
4. Provide information to local responders about use of information system by April 2006.

Objective: Organization

B. Develop and maintain a statewide Level A capable law enforcement tactical capacity.

Implementation Steps

1. HSEM will identify the number of regional teams to be trained and equipped to Level A standards by June 2005.
2. HSEM will develop a plan for Level A law enforcement response availability statewide by December 2006.
3. HSEM will make funding available in 2006 to implement the plan.

Objective: Organization

C. Develop and maintain statewide regional response capacity for CBRNE incidents.

Implementation Steps

1. Provide funding directly to organizations that provide statewide bomb disposal services with each grant cycle for maintenance of previously acquired equipment, new equipment and training.
2. Provide funding directly to organizations that provide statewide hazardous materials response services with each grant cycle for maintenance of previously acquired equipment, new equipment and training.
3. Provide regional funding on a bi-annual basis for establishment of additional bomb and hazardous material response capacity based upon the identified regional needs.
4. Provide funding directly to organizations that provide statewide decontamination response services with each grant cycle for maintenance of previously acquired equipment, new equipment and training.

5. HSEM will update the type and quantity of equipment needed for each regional response team by June 2005.

Objective: Organization

D. The Minnesota Citizen Corps Council will assist with the development of local Citizen Corps Councils.

Implementation Steps

1. The HSEM Volunteer Coordinator will ensure the National Citizen Corps publication "Citizen Corps - A Guide for Local Officials" will be available on the HSEM website by December 2004.
2. The HSEM Volunteer Coordinator will ensure a small supply of the printed guides will also be maintained at HSEM for distribution to communities that cannot download the document electronically.
3. The Minnesota Citizen Corps Council will develop a guide containing "Minnesota specific" information for communities that are establishing new local Citizen Corps Councils by June 2006. The guide will contain information concerning volunteer liability, and legal and management/supervision issues.
4. The Minnesota Citizen Corps Council will recruit a core-group of mentors from pre-existing Citizen Corps programs throughout the state to assist local leaders with the development of their own Citizen Corps programs by December 2005.

Objective: Organization

E. The Minnesota Citizen Corps Council and the four component programs will promote the organization to community leaders and potential program managers.

Implementation Steps

1. The Minnesota Citizen Corps Council will design a Minnesota specific brochure outlining all the Corps programs and how to start and maintain a program by December 2004.
2. The Minnesota Citizen Corps Council will conduct educational presentations about the programs to community leaders and potential program managers at leadership conferences (AMEM, MEMA, Fire Chiefs) in 2004, 2005 and 2006, making a minimum of two presentations annually.
3. The Minnesota Citizen Corps Council will develop a strategy for identifying and recruiting community leaders to join the Minnesota 4. Citizen Corps Council by December 2004.
4. The Minnesota Citizens Corps Council will approach five community officials (mayors, council members) to join the Council by June 2006.
5. The Minnesota Citizen Corps Council will recruit five community leaders to serve as speakers for the Minnesota Citizen Corps Speaker's Bureau by June 2006.

Objective: Organization

- F. The Minnesota Citizen Corps Council will assist with the development and implementation of local Community Response Team (CERT) programs.**

Implementation Steps

1. The Minnesota Citizen Corps Council will coordinate the recruitment of a group of experienced leaders from existing CERT programs who will assist local officials with the development of their new CERT programs by December 2005.
2. The Minnesota Citizen Corps Council will oversee the development of a minimum of ten new CERT programs across Minnesota by April 2007.

Objective: Organization

- G. The Minnesota Citizen Corps Council will assist with the development and implementation of local Medical Reserve Corps (MRC) programs.**

Implementation Steps

1. The HSEM Volunteer Coordinator in cooperation with the Minnesota Citizen Corps Council will ensure that the Medical Reserve Corps publication "A Guide for Local Officials" will be available on the HSEM website by December 2004.
2. The HSEM Volunteer Coordinator will ensure that a supply of printed guides will be maintained at HSEM for distribution in communities that cannot download the document electronically.
3. The Minnesota Citizen Corps Council, in coordination with their medical community representative and emergent MRC communities will develop a strategy for assisting local communities with standing up new MRC units by April 2005.
4. The Minnesota Citizen Corps Council will develop and implement a minimum of five new Medical Reserve Corp units in the state of Minnesota by April 2007.

Objective: Organization

- H. The Minnesota Citizen Corps Council will assist with the development and implementation of local Neighborhood Watch programs.**

Implementation Steps

1. The Minnesota Citizen Corps Council will poll Minnesota communities to determine the number of existing Neighborhood Watch programs, or programs similar in nature, by December 2004.
2. The Minnesota Citizen Corps Council working in cooperation with the law enforcement community will develop a strategy for



Identifying and assisting communities wanting to start Neighborhood Watch programs by June 2005.

3. The Minnesota Citizen Corps Council will assist in the development of a minimum of five new Neighborhood Watch communities by June 2007.

Objective: Organization

- I. **The Minnesota Citizen Corps Council will assist with the implementation of local Volunteers in Police Service (VIPS) program.**

Implementation Steps

1. The Minnesota Citizen Corps Council will poll Minnesota communities to determine the number of existing VIPS programs, or programs that are similar to VIPS by June 2004.
2. The Minnesota Citizen Corps Council will work with the law enforcement community to develop a state strategy for identifying and assisting communities that would like to start VIPS programs by June 2005.
3. The Minnesota Citizen Corps Council will strive to add a minimum of five new communities to the VIPS roster by December 2006.

Objective: Organization

- J. **The Minnesota Citizen Corps Council will promote the Corps and its four component programs to the public.**

Implementation Steps

1. The Minnesota Citizen Corps Council will develop and distribute a Minnesota specific Citizen Corps brochure for the public for distribution at the Minnesota State Fair HSEM booth, county and health fairs and other events by December 2004.
2. The Minnesota Citizen Corps Council, in cooperation with the Department of Public Safety Communications Division will develop and air a minimum of three Citizen Corps public service announcements on Minnesota television, radio, billboard and print markets. A minimum of one set of PSA's will be aired in 2004, 2005 and 2006.
3. The Minnesota Citizen Corps Council in cooperation with the Department of Public Safety Information Office and cable/broadcast TV producers will develop a minimum of one video presentation about the Citizen Corps and its efforts to be used in future replay on local cable/public access networks by July 2005.
4. The Minnesota Citizen Corps Council will recruit and train a Citizens Corps Speakers Bureau to introduce the Minnesota Citizen Corps to the communities and citizen groups by March 2005.



Objective: Organization

- K. The Minnesota Citizen Corps Council, in cooperation with established local Citizen Corps programs will provide guidance and assistance to local program leaders to maintain and expand their programs.**

Implementation Steps

1. The mission for the Minnesota Citizen Corps Council and participating groups currently charged with assisting local jurisdictions with standing up new Citizen Corps groups within communities will be expanded to include how to maintain and expand them by June 2006.

Objective: Organization

- L. The state of Minnesota Division of Homeland Security and Emergency Management agency will develop a defensible and secure State Emergency Operations Center.**

Implementation Steps

1. HSEM will identify the lead agency to assess the current facility.
2. HSEM will assess the current SEOC status and compile a findings report to be submitted to the Commissioner of Public Safety for course of action by December 2004.
3. A plan and strategy will be developed to relocate the SEOC and establish an alternate SEOC by July 2005.
4. Authority and funding for the SEOC will be requested as needed by July 2005.

Objective: Organization

- M. The state of Minnesota will develop and maintain a collapsed structure rescue capability.**

Implementation Steps

1. HSEM, working in collaboration with the collapsed structure working group, comprised of technical and content experts from across the state, will identify jurisdictions/teams for the statewide collapsed structure rescue initiative by December 2004.
2. HSEM, working in cooperation with the collapsed structure working group, will establish one heavy and three medium capacity collapsed structure rescue teams in Minnesota by December 2005.
3. HSEM, working in cooperation with the collapsed structure working groups, will determine the equipment required to implement statewide collapsed structure rescue teams by April 2006.



4. HSEM, working in cooperation with the collapsed structure working group, will determine the required resources of each team (personnel, funding, equipment and time) by December 2004.
5. HSEM, working in cooperation with the collapsed structure working group will procure resources and identify the funding and level of training for each team by December 2006.

Objective: Organization

N. The state of Minnesota will develop and maintain a regional decontamination capability.

Implementation Steps

1. HSEM will coordinate with state and local partners to develop the steps necessary to identify the level of regional decontamination capacity needed.
2. HSEM will coordinate with state and local partners to develop a standardized regional decontamination equipment package by March 2005.
3. HSEM will coordinate with state and local partners to deploy decontamination equipment packages to target hazard locations throughout Minnesota on a bi-annual basis.
4. HSEM will coordinate with state and local partners to develop a long range plan for maintaining a regional decontamination capacity by October 2006.

Objective: Organization

O. The state of Minnesota will develop and maintain a regional radiological response capability.

Implementation Steps

1. HSEM will coordinate with state and local partners to develop the steps necessary to identify the needed level of regional radiological capacity.
2. HSEM will coordinate with state and local partners to develop a standardized regional radiological response equipment package by March 2006.
3. HSEM will coordinate with state and local partners to deploy radiological response equipment packages to target hazard locations throughout Minnesota on a bi-annual basis.
4. HSEM will coordinate with state and local partners to develop a long range plan for maintaining a regional radiological capacity by November 2006.



Goal 6: The state of Minnesota, in cooperation with law enforcement agencies throughout the state, will develop and maintain an efficient and expeditious sharing of information and intelligence that could preempt possible terrorist attacks.

Objective: Organization

A. Create and maintain CrimNet, a statewide framework of people, processes, data standards, and technology focused on providing accurate and comprehensive data to the criminal justice community to preempt a terrorist attack.

Implementation Steps

1. Create a design for statewide integration that encompasses state and local planning efforts. This design would be used by agencies to plan and support their integrations efforts. Full implementation by April 2005.
2. Ensure compliance with data privacy laws and court rules of access.
3. Assist in making available consolidated, complete, and accurate records of an individual's interaction with criminal justice. (Roll out 50% complete to end users by July 2005).
4. Enhance and update the state automated fingerprint identification system at both the state and local government levels by 2007.

Objective: Organization

B. Enhance Minnesota's ability to prevent and detect terrorism events.

Implementation Steps

1. Develop a plan for the development, implementation, and enhancement of a system and or center to serve as a clearing house for all potentially relevant domestically generated terrorism data and information to ensure interpretation and assessment of the data and information by January 2006.
2. Establish a framework for sharing information/intelligence and prevention strategies between law enforcement and critical infrastructure. June 2005
3. Coordinate Federal, State, and Local information, plans, and actions for assessments, prevention procedures, infrastructure protection, and priorities to address terrorism prevention. January 2007.
4. Upgrade the state automated fingerprint identification system to allow for live scan technology and interconnection to federal terrorism watch list information.
5. Enhance and automate software and hardware in the state automated fingerprint identification system to allow for non-criminal background checks for airport workers, security guards, hazardous materials transporters, etc.

Objective: Organization

- C. Establish and maintain an alert notification system for the sharing of intelligence and important homeland security information to law enforcement, first responders, government contacts, emergency managers and private partners.**

Implementation Steps

1. A secure online alert notification system was implemented in May 2003.
2. County sheriffs, law enforcement, and county emergency managers were added to the system in August 2003.
3. Continue to add law enforcement, first responders and private partners. (On-going)
4. Continue to collect, filter and disseminate classified, non-classified, open-source and public information via the alert system.
5. Add all public and private airports to the system by September 2004.
6. Rebuild and enhance the system to make it more user friendly by August 2004.
7. Begin adding cyber security contacts and sending cyber security intelligence by September 2004.
8. Create a system component that will pass information through to first responders in the field by using cell phones and PDAs.
9. Add homeland security documents and online training tools to the alert system by July 2005.

Objective: Organization

- D. Promote private/public collaboration to increase threat recognition and target hardening by developing a task force of key stakeholders to create technical expertise and an asset inventory.**

Implementation Steps

1. HSEM will identify strategic public and private agencies/businesses to serve in this role.
2. HSEM will develop and review goals and objectives for this group.
3. HSEM will assess current capabilities of stake holders.
4. HSEM will determine a course of action for collaboration members.
5. HSEM will determine required resources needed for increased threat recognition and target hardening.

Goal 7: Implement a statewide system of interoperable communications for local and state resources to be more effective and efficient in ensuring the safety of the citizens and emergency responders in Minnesota.

Objective: Organization

A. Build the infrastructure to support Phase One of the statewide communications system.

Implementation Steps

1. Provide funding to jurisdictions in vulnerable areas to purchase interoperability communications equipment.
2. Pre-deploy interoperable communications equipment to ensure interoperability between the Allied Radio Matrix for Emergency Response (ARMER) system and the conventional public safety radio system until all phases of the ARMER plan are implemented.
3. Provide funding for jurisdictions in accordance with the phases of the statewide ARMER implementation plan. This plan is a separate document and is available in Annex F.

Objective: Organization

B. Manage the implementation of a statewide public safety radio system.

Implementation Steps

1. Develop public and private partnerships to oversee the implementation of the infrastructure for ARMER. A Memorandum of Understanding will be completed for the metropolitan area by the end of 2004. MOU's will be completed as each of the regions in the state become operational with the entire state being completed by 2007.
2. Hire a project manager and planner to evaluate, update and execute the Implementation plan of ARMER by April 2005.

Objective: Plans/Procedures

C. Provide secure communication channels with reduced interference and maximized frequency availability.

Implementation Steps

1. The state of Minnesota will develop a plan to provide an 800 MHZ radio system with statewide coverage by 2007.
2. The state of Minnesota will complete Phase Two of the ARMER implementation plan by July 2006.
3. An additional 23 counties in the central and south east portion (Phase 3) of the state have completed engineering and implementation plans, including cost estimates. Funding will be identified and implementation will begin in 2004.
4. The remaining 55 counties in the state (Phases 4, 5, 6) will have 800 MHZ



capability by the end of 2007.

Objective: Trained

- D. The communications technicians responsible for the installation, implementation and the maintenance of this radio system must be trained.**

Implementation Steps

1. Training will be conducted for the metro users with 75% completion by 2004.
2. Training will be conducted for Phase 3 technicians and users with 50% completion by 2004.
3. Training will be conducted for Phase 4 technicians and users with 50% completion by 2005.

Objective: Organization

- E. Update old analog communications systems to digital systems that will provide increased coverage among communities and disciplines.**

Implementation Steps

1. Equipment will be purchased by the end of 2006 to fill 100% of the Phase 2 implementation requirement for the metropolitan area.
2. Equipment will be purchased during 2005 to fill 20% of the implementation requirement for Phase 3 of the plan.



GOAL 8: Implement a strategy for homeland cyber-security directed toward the safeguard and protection of sensitive and private information and the continuity of the state of Minnesota's extended critical infrastructure and operations.

Objective: Organization

A. Critical infrastructure Security Maintenance and Management Phases – To maintain the level of security across the critical infrastructure over time. Activities will shift from design, build, and statewide project coordination to ongoing support and program facilitation.

Implementation Steps

1. Measure security levels on an annual basis.
2. Provide central support as appropriate.
3. Coordinate enhancement initiatives and projects.

Objective: Organization

B. Critical infrastructure Security Program Design Phase – Involves understanding the security related risks facing identified organizations and designing the appropriate security program to manage the risks. This will include measurement of security risks, the current level of information security, and the associated security gaps.

Implementation Steps

1. Identify and quantify security risks by infrastructure.
2. Document required level of security by infrastructure.
3. Document current security level based on standards.
4. Measure security level by infrastructure.
5. Document priorities and plan to close the security gaps.
6. Develop project plans to close the gaps by infrastructure.
7. Review plans and determine areas where centralized or shared resources would benefit various organizations.
8. Identify common projects.
9. Determine funding needed for implementation phase.
10. Secure funding for implementation phase.

Objective: Organization

- C. Organizes the resources and team needed to lead the statewide initiative, including identification of infrastructures, agreement on common measurements and standards, and gaining financial support for the plan.**

Implementation Steps

1. Identify and secure funding for the Planning and Design Phase.
2. Identify infrastructures.
3. Define the levels of security and measurements.
4. Communicate Strategy and Process.
5. Scope implementation.
6. Establish the Office of Homeland Computer Security for the state of Minnesota.
7. Organize a cross-functional security leadership group.
8. Document the Vision, Strategy, and Plan.
9. Define security matrixes and standards.
10. Identify and inventory critical computer infrastructure.

Objective: Organization

- D. Critical infrastructure Security Program Implementation Phase – Implementation of the designs and plans developed by the critical infrastructure team. The implementation phase will close the identified security gaps bringing the state of Minnesota’s critical infrastructure up to standard.**

Implementation Steps

1. Implement plans created in the design phase.
2. Share processes and ideas with stakeholders.
3. Leverage state contracting capability.
4. Research and acquire information security technologies.
5. Deploy and implement security technologies.
6. Assign shared implementation teams.
7. Document finding required for ongoing maintenance and management of systems.
8. Gain funding for final phase implementation.

Goal 9: Enhance the capacity of the various state agencies ability to respond to and support a CBRNE incident in Minnesota. (Detailed description found in Annex G)

Objective Equipped

A. Minnesota state agencies will determine the requirements and obtain CBRNE equipment needed to respond to their planning factors, target WMD response levels, and specific tasks required of each agency to respond to CBRNE incidents.

Implementation Steps

1. The Department of Agriculture will develop a list of equipment needed to respond to agricultural emergencies including laboratory equipment by June 2005.
2. The Department of Agriculture will determine the equipment needs for the first seven days of an agricultural emergency by June 2005.
3. Contracts will be developed and maintained with vendors to supply needed equipment in the event of an agricultural emergency by June 2007.
4. HSEM and the Department of Agriculture will purchase equipment that would be needed in the first seven days of an agricultural emergency that would not be immediately obtainable through the above contracts.
5. Strategic locations throughout Minnesota will be secured to store the emergency agricultural response equipment by June 2007.
6. A strategy will be developed to maintain agricultural equipment in good working order, rotating stock, assuring products/supplies are not outdated.
7. Strategic placement of emergency MnDOT equipment will be explored on a statewide basis of availability and geographic location to provide local, state federal assistance in the emergency situations and daily operations by June 2006.
8. The Emergency Medical Services Regulatory Board (EMSRB) and the Minnesota Department of Health (MDH) will conduct an assessment of current EMS equipment availability by June 2005.
9. The EMSRB will develop a model cache, including storage and categorization of equipment needed in the event of a large scale disaster by June 2005. Duplicates of this cache will be developed and stored at strategic locations throughout Minnesota by December 2005.
10. The EMSRB will identify additional essential equipment that is to be required in ambulances during a mass casualty incident by December 2005.
11. The Minnesota State Patrol will be equipped with interoperable communications equipment by December 2005.
12. Upgrade and enhance the state automated fingerprint identification system to allow Live Scan technology and interconnection to federal terrorism watch list information. The upgrade and enhancement to include deployment of new technologies and equipment at the state agency and local government levels.

Objective: Organization

- B. Minnesota state agencies will conduct CBRNE organizational efforts to address the construction of their emergency response teams and written mutual aid agreements with the Federal, state and local jurisdictions to provide coverage to those areas lacking WMD response capabilities.**

Implementation Steps

1. The Department of Agriculture will identify and map pertinent food and agricultural facilities and develop standards and coordination of this information by April 2005.
2. The Department of Agriculture will determine how agricultural emergency response should be structured in Minnesota based upon the type of emergency and the agricultural industry vulnerability assessment by December 2005. This would include the development of an Agricultural Emergency Response Advisory Council made up of agricultural industry representatives which would guide the planning process also by December 2004.
3. The MNDOT will develop procedural guidelines for detection, prevention and response to issues related to homeland security that affect all areas of the transportation systems in Minnesota by June 2005.
4. Each state agency included in the Executive Order 99-20 will update their designated member of their staff as their emergency preparedness response contact/coordinator (EPRC/Coordinator) by December 2004.

Objective: Plans/Procedures

- C. Minnesota state agencies will conduct CBRNE planning to develop and update, as necessary, emergency protocols, including a continuity of operations plan. These plans and procedures will provide for the protection of the agency's personnel, equipment, supplies, vital records, public records and facilities from the direct or indirect effects of a CBRNE incident.**

Implementation Steps

1. The Minnesota Department of Agriculture will develop and conduct a comprehensive agriculture risk assessment by December 2005.
2. The Minnesota Department of Agriculture will develop a comprehensive agricultural emergency response plan by December 2005.
3. The Minnesota Department of Agriculture will develop an Agricultural Emergency Advisory Council to assist state agency's in their development of a comprehensive agricultural emergency response plan by December 2005.
4. The MPCA will develop plans for responding to pollution threats resulting from a terrorism act by December 2005.
5. The MPCA will develop a plan for assisting and regulating parties treating, disposing or otherwise managing contaminated debris by December 2005.
6. MnDOT will develop a plan to evaluate current efforts to date and assist in developing a comprehensive plan for transportation infrastructure



- protection by December 2004.
7. The MDH will develop a system of surveillance and laboratory analysis that allows for the ability to quickly detect the presence of a health threat by December 2005.
 8. The MDH will enhance its capacity to quickly contain a health threat to prevent additional cases of disease, toxic exposure or further injury to Minnesotans by December 2005.
 9. The MDH will develop a system for communication and information sharing between MDH and its partners in public health, the private health care system, and emergency management by December 2004.
 10. EMSRB will provide disaster response of appropriately equipped EMS personnel throughout the state by December 2005.
 11. EMSRB will have 2-4 standardized, immediately available EMS equipment caches strategically located in each of Minnesota's eight Emergency Medical Services Regulatory Board regions by December 2005.
 12. The EMSRB will have one EMS response team in each region able to respond in less than one hour, consisting of six staffed ambulances and appropriate EMS disaster materials by December 2005.

Objective: Trained

- D. Minnesota state agencies will determine and obtain homeland security training needed to respond to their planning factors, target WMD response levels, and specific tasks required of them to respond to WMD terrorism incidents.**

Implementation Steps

1. The Department of Agriculture will train an exercise their agency response plan by December 2005.
2. The Department of Agriculture will conduct agricultural emergency awareness level training for first responders and emergency management personnel by December 2005.
3. MN/DOT will enhance their agency response plan by December 2005.

Goal 10: Harden critical public and private sector infrastructure.**Objective: Plans/Procedures**

- A. Assist and collaborate with the public and private sector to identify the most serious vulnerabilities and risks, implement risk management (target hardening) and inform the private sector of threats and efforts that could be taken to prevent incidents or minimize damage, in concert with the actions taken by public sector agencies.**

Implementation Steps

1. Facilitate meetings between private and public sector representatives, to enable them to report back to the larger private sector groups, on a need-to-know quarterly basis.
2. Establish mutual goals and objectives by geographic regions and industry sectors by July 2005.
3. Analyze and document protective measures for key assets/critical infrastructure as a result of the assistance provided, and maintain accountability by July 2007.
4. Review the legal status of mass gathering ordinances requiring specified levels of participation by the private sector and incorporate preventive measures in the requirements by December 2004.

Objective: Plans/Procedures

- B. Harden critical private sector infrastructure.**

Implementation Steps

1. Recruit content experts to advise public and private organizations at target hazard sites.
2. Balance treatment with threat, using a risk management model though mitigation.
3. HSEM will provide educational assistance to the private sector concerning the use of prevention and liability asset protection protocols, facilitation planning and infrastructure protection.

Objective: Plans/Procedures

- C. Harden critical public infrastructure**

Implementation Steps

1. Develop a list of critical public sector infrastructure by September 2004.
2. Assess security for the Capitol Complex and develop a plan for increasing security by January 2005.
3. Provide funding to state and local governments to harden critical infrastructure with each grant cycle.

Goal 11: Enhance the direct and immediate response capability of both local and state response agencies.

Objective: Organization

A. Develop regional response strategies to ensure the best use of available resources.

Implementation Steps

1. Develop a regional planning group for the urban areas in Minnesota by December 2004.
2. Urban Areas will develop a model suburban area response plan for the urban areas by November 2005.
3. The state of Minnesota will define additional urban epicenters for suburban area planning by December 2005.
4. Specialized equipment will be pre-positioned strategically throughout Minnesota to reduce initial response time by December 2005.

Objective Organization

B. Enhance mutual aid capacity in Minnesota.

Implementation Steps

1. Promote expanding the existing mutual aid agreements in Minnesota to a regional level by June 2005.
2. Review and update the state statute as needed to increase the availability of mutual aid in Minnesota by September 2005.



Goal 12: To enhance the ability of state government, local government and the private sector to recover quickly in the event of a terrorist incident.

Objective Organization

A. Insure the continuity of operations plans are maintained and exercised.

Implementation Steps

1. Review and update the state continuity of government plan by December 2004.
2. Conduct a table top exercise demonstrating the functionality of the continuity of operations plan by April 2005.
3. Provide statewide training to local emergency managers on continuity of operations planning.

Objective Organization

B. Properly manage and dispose of contaminated debris following a CBRNE incident.

Implementation Steps

1. Evaluate and identify the types of debris contamination likely to be present after a CBRNE incident by September 2004.
2. Develop a waste management plan for contaminated debris at CBRNE incident by December 2005.

Objective Plans/Procedures

C. Develop a recovery strategy for implementation after a terrorist incident.

Implementation Steps

1. Review current recovery plans and identify gaps that are present as a result of the incident being a terrorism event by April 2005.
2. Convene a meeting of the Minnesota Recovery Taskforce to revise recovery gaps identified in the review by December 2005.
3. Develop a strategy for filling the identified gaps by April 2006.

Evaluation Plan

The state of Minnesota's Homeland Security and Emergency Management staff will conduct quarterly meetings to review the strategic goals, objectives, and implementation steps of Minnesota's state strategy. This committee will evaluate achievements and identify pending objectives that remain incomplete. Additionally, they will have the responsibility for revisions of these objectives to meet the designated goals supported by the Minnesota Homeland Security Advisory Council. This work group will document the revised goals and objectives through the standardized reporting format designated by the Office for Domestic Preparedness. This report will identify the goals and objectives which have been revised and provide new supporting information regarding their measurements and assigned deadlines for completion.

A. Evaluation Plan

The Minnesota Homeland Security Strategy has identified a number of objectives concerning planning, organizing, equipping, training and exercises. This strategy serves as an ongoing plan for the state of Minnesota. The state seeks to achieve these objectives during the thirty-six month project period and beyond. In coordination with other state agencies, eighty-seven counties and the three cities of the first class a comprehensive evaluation plan that will serve to assess the following on an ongoing basis: (1) testing policies, plans, and procedures; (2) clarification of multiple discipline personnel roles and training needs; (3) identifying gaps in resources; (4) identifying opportunities for improving the state's and local jurisdictions, capacity to respond to a CBRNE incident; and (5) improving individual agency's and respective personnel's performance. The evaluation plan will formally define each exercise goal, establish a timeline for training and exercises, and set priorities for each goal as it relates to realistic and threat based scenarios. The state will move forward in designing and conducting exercises related to the objectives of the state strategy. Future tabletop, functional and full-scale training and exercises will conform to the Office of Domestic Preparedness Homeland Security Exercise and Evaluation Program. Utilizing existing procedures, seminars and workshops conducted by the state will be evaluated using feedback from the group/discipline representative in attendance. Similarly, group discussions and comments will serve as the means to evaluate tabletop exercises after the fact, which focus on the specific implementation of the exercise, issues concerning plans and procedures, and the degree of cross-discipline/jurisdictional coordination (if applicable). Summary reports will be made available to the applicable subcommittee (work group) leader, and forwarded to the state administrator for administrative tracking purposes.

Drills and functional/full-scale exercises will be evaluated focusing on three main focus areas of performance, as outlined by the ODP: (1) individual level response; (2) team, discipline and/or department level response; and (3) community/mission level response. After action reports (AAR) and corrective action reports (CAR) will be completed following each of the state's exercises (including tabletop, drill, functional and full-scale). A representative from each discipline will be tasked to complete these products following each discipline specific exercise, and the state administrator will be tasked to complete these projects for cross-disciplinary exercises. The AAR's and CAR's will be provided to the HSAC for review and comment.



B. Research and Analysis (R&A)

Since August 2003, the Minnesota Homeland Security Advisory Council (HSAC) has coordinated the completion of the SHSAS to include the completion of the assessment and the development of the strategy. The HSAC will continue to oversee the strategy's implementation, ultimately achieving the overall goals and objectives to ensure proper preparedness and effective response and recovery from a CBRNE WMD incident. The state administrator will review the data submitted by jurisdictions in the assessment to determine if the data is still valid.

Annex A**List of all Minnesota jurisdictions****Jurisdiction Name**

Aitkin County
 Anoka County
 Becker County
 Beltrami County
 Benton County
 Big Stone County
 Blue Earth County
 Brown County
 Carlton County
 Carver County
 Cass County
 Chippewa County
 Chisago County
 Clay County
 Clearwater County
 Cook County
 Cottonwood County
 Crow Wing County
 Dakota County
 Dodge County
 Douglas County
 Duluth
 Faribault County
 Fillmore County
 Freeborn County
 Goodhue County
 Grant County
 Hennepin County
 Houston County
 Hubbard County
 Isanti County
 Itasca County
 Jackson County
 Kanabec County
 Kandiyohi County
 Kittson County
 Koochiching County
 Lac Qui Parle County
 Lake County
 Lake of the Woods County
 Le Sueur County
 Lincoln County
 Lyon County
 Mahanomen County
 Marshall County

Martin County
 McLeod County
 Meeker County
 Mille Lacs County
 Minneapolis
 Morrison County
 Mower County
 Murray County
 Nicollet County
 Nobles County
 Norman County
 Olmsted County
 Otter Tail County
 Pennington County
 Pine County
 Pipestone County
 Polk County
 Pope County
 Ramsey County
 Red Lake County
 Redwood County
 Renville County
 Rice County
 Rock County
 Roseau County
 Scott County
 Sherburne County
 Sibley County
 St. Louis County
 St. Paul
 Stearns County
 Steele County
 Stevens County
 Swift County
 Todd County
 Traverse County
 Wabasha County
 Wadena County
 Waseca County
 Washington County
 Watonwan County
 Wilkin County
 Winona County
 Wright County
 Yellow Medicine County

Ninety jurisdictions representing eighty-seven counties and three cities of the first class.

**DUE TO SENSITIVE AND CONFIDENTIAL NATURE OF CONTENT
ANNEX B
HAVE BEEN OMITTED**



**DUE TO SENSITIVE AND CONFIDENTIAL NATURE OF CONTENT
ANNEX B
HAS BEEN OMITTED**

Annex C: State Implementation Plan for Development of the SHSS

The state of Minnesota had 90 jurisdictions (87 counties and 3 cities of the first class) that completed the State Homeland Security Strategy (SHSS). The Department of Agriculture and the Board of Animal Health coordinated to complete the agricultural threat assessment for the entire state.

Four three day WMD Threat and Risk Assessment training sessions were conducted in Minnesota by Texas Engineering Extension Service (TEEX) during July and August. Five one day SHSS Program Jurisdiction Direct Delivery training sessions were held in September. Participants were also given the SHSS Jurisdictional Handbook, SHSS Reference Handbook and the Version 1.157 compact disk. Some of the jurisdictions did not have attendees at these sessions but arrangements were made for them to get the handbooks and disk.

When a jurisdictional user registered and was approved with the online Data Collection Tool (DCT), the state administrator emailed a welcome message. Contained in the welcome message were three attachments: "Training Levels", "MN Guide Info" and "Info Bulletin 79". These three messages had also been distributed during the 1 day training sessions in September.

As more users accessed the DCT, more problems were encountered. The jurisdictional users were encouraged to provide a detailed description of these problems to the state administrator. The SAA subsequently was in contact with the TEEX Help Desk and the Office of Domestic Preparedness (ODP) for resolution of these problems. Descriptions of the problems were forwarded via email to Frank Disimino and Meredith McFarland at ODP for resolution.

The state sent emails to the users describing solutions to these problems. "Tip of the Day" was the title given to emails that were distributed further detailing ways to handle problems that were being encountered. Documents titled "Status Update for Program Managers" and "Quick Guide for Accessing" were emails sent to the state administrator by ODP detailing methods and instructions for solutions to problems with the DCT. These email notifications were forwarded to the users in the field in a timely manner.

Two additional people at the state were assigned to assist with questions from the users and given access to the DCT to provide better service. An email was sent to the users providing the names and email addresses of these two staff members.

Due to the multiple problems with the online DCT, only 49 jurisdictions were able to complete their assessments online. The remaining 41 were able to input their information to the DCT in varying degrees. These ranged from absolutely no data being submitted to only equipment lists needing submission. ODP authorized a Technical Assistance team to be brought in to HSEM the first week of November to assist with the data entry.

Copies of all email messages, training rosters and written correspondence to jurisdictional users are on file with HSEM.



Annex D: Data Integrity**Section 2: State Risk Profile: Population and Jurisdictions**

In this section the tool has calculated the total number of jurisdictions used at 91. This is inaccurate. The criteria used for the Minnesota assessment strategy was 87 counties and 3 cities of the first class (Minneapolis, St. Paul and Duluth).

Potential Threat Elements

This section of the Threat Assessment required each working group to identify PTE's in their jurisdiction. The Office of Domestic Preparedness defines A PTE as:

"Any group or individual in which there are allegations or information indicating a possibility of the unlawful use of force or violence, specifically the utilization of WMD, against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of a specific motivation or goal, possibly political or social in nature."

Each jurisdiction then completed a worksheet identifying the applicable threat factor for each PTE. The threat factor was broken into five categories: Existence (point value of 1), Violent History (point value of 1), Intentions (point value of 2), WMD capability (point value of 2) and Targeting (point value of 4). The point values for each PTE were tallied and the highest value was designated the Jurisdiction Threat Rating in the assessment. It should be noted that the online tool required a minimum Threat Rating of one (1) to be assessed in each jurisdiction.

The following table illustrates the number of jurisdictions in the Threat Rating categories as reflected by the tool. Those ranking in the 'high' category are listed as the first 19 jurisdictions on the list. The 'medium' risk counties are the following 38, and finally the 'low' ranked counties are the final 33. Many of the jurisdictions chose to complete this section of the Threat Assessment offline using the worksheets and reference materials provided to them in the Jurisdictional Handbooks, consequently the data their working groups utilized to reach the scores provided is not known.

Jurisdiction Prioritization Scenario Report

DUE TO SENSITIVE AND CONFIDENTIAL NATURE OF CONTENT

This Portion of Annex D HAS BEEN OMITTED

DUE TO SENSITIVE AND CONFIDENTIAL NATURE OF CONTENT

This Portion of Annex D HAS BEEN OMITTED

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This Portion of Annex D HAS BEEN OMITTED

Annex E: Statewide Agricultural Assessment

In September 2003, The Minnesota Department of Agriculture (MDA) and the Minnesota Board of Animal Health volunteered to complete the SHSAS Agricultural Assessment portion for the state. During the first ODP training session, it quickly became apparent that the SHSAS Agricultural Assessment tool did not make sense when viewed from the county perspective. For example, if Foot and Mouth Disease (FMD) were diagnosed in Freeborn County, it would be devastating for the entire state, not just the livestock industry of Freeborn County. All livestock and livestock product movement both in and out of the state would be halted. Therefore, it seemed to make more sense to tackle this from an agricultural commodity standpoint. Instead of listing a particular feedlot, the state ranked the risks by commodity group (beef cattle, dairy cattle, grain, swine, turkeys, chickens, etc.). While individual county information was not systematically collected, their input was requested.

SUMMARY OF AGRICULTURE ASSESMENT FINDINGS:

Agriculture is the cornerstone of Minnesota's economy and an attack of our food and agricultural infrastructure would have devastating effects far beyond the agricultural sector. While the Agricultural Vulnerability Assessment was a key initial step in identifying gaps between the current and desired level of agricultural equipment, training, and exercise needs at both the local and state levels it was a very crude measurement. Clearly, a more comprehensive tool needs to be developed and a more in depth assessment conducted.

CURRENT ISSUES JEOPARDIZING THE EFFECTIVENESS OF MDA IN RESPONDING TO A CBRNE EVENT IN MINNESOTA:

1. Agricultural Industry Security Comprehensive Risk Assessment

There are thousands of locations where animals, food, grain, plants and water could be naturally or intentionally infected or contaminated by a multitude of microbiological and chemical agents, and/or foreign matter. Without a comprehensive assessment of risks and possible control points, the ability to prioritize potential risks and interventions and to allocate resources appropriately is hampered.

2. Coordinated Agricultural Emergency Response Plan

An all hazards agricultural response plan does not exist and consequently has not been trained for or exercised. Agricultural-related emergency technical expertise is needed in order to lead, develop and coordinate MDA's emergency response activities including the development of a plan for: agroterrorism and other terrorist attacks (nuclear, biological, chemical), floods, fires and other natural disasters; food recall management; foreign animal diseases; major investigations such as food borne illness, food/feed contamination,; and nuclear power plant emergencies.

3. Web Based Site Information - GIS information coordination and field surveys of agriculture and food facility locations

Geographical information for such agricultural facilities as dairy farms, and dairy, food and meat processing facilities is critical for response to an agro-terrorism event. This information is currently incomplete and lacks centralized coordination.

4. Coordinated, Secure Agricultural Information System

A coordinated regulation, inspection, licensing, and laboratory test information system is critical to respond to an agro-terrorism event. The MDA's current information system lacks this capacity. Additionally, there is a need to provide this information in a secure manner.

6. Equipment

A supply of specialized field and laboratory equipment to respond to the first three to seven days of an agro-terrorism event does not exist.

EFFECTIVE SYSTEMS

MDA has a 24 hour on call team which provides technical expertise for agricultural chemical incidents. This structure could serve as the framework for building an all hazards agricultural emergency response structure.

PARTNERSHIPS

MDA works closely with other state agencies. For example, MDA works closely with the Minnesota Department of Health with food borne illness outbreaks. Emergency planning and response is a natural extension of those activities.

SUMMARY

In three to five years, MDA would like to have developed, trained and exercised an all hazards agricultural emergency response plan and response structure. Additionally, a strategy will be developed to address gaps and control points identified in the comprehensive agricultural industry risk assessment.

Annex F: Statewide Interoperable Communications

State and local government's public safety and services workers use two-way radio communication on a daily basis to conduct business and serve the public. This includes routine day-to-day activities such as traffic stops, investigations, road repair, and other general administrative duties. During times of emergency such as floods, tornados, fires, chemical, biological, radiological, explosive or nuclear incidents, radio systems become a critical component in the communication and coordination of resources.

Issues exist today that jeopardize the effectiveness of many public radio systems:

- Lack of frequency spectrum for radio users causes interference and the inability to expand or develop new systems.
- Interoperability problems with communications systems currently exist between local jurisdictions and units of governments and services, and in the future this problem will grow. As the benefits of digital technology are understood and federal regulatory changes push users across the state to upgrade their systems unilaterally, the technology choices and spectrum issues will further divide public services and hamper their ability to communicate.
- The events of September 11, 2001 have exposed and reinforced the urgent need for modern interoperable public safety communication systems.

The purpose of this project is to provide a reliable communications system to meet the needs of state agencies and their local government partners, and to improve the safety, security, and mobility of the public. By creating partnerships with other units of government and public service organizations we will improve interoperability between all levels of government and share resources to build a statewide communication infrastructure upon which we will move into the future in an integrated, practical and strategic way.

Over the past several years the state, in partnership with local governments and the Metropolitan Radio Board, have begun the system installation and upgrades within the metro area, setting up the opportunity for interoperability throughout the state. Many local jurisdictions and several state agencies statewide are using antiquated communications systems, some that are 30 and 40 years old. And with new public safety concerns, federal pressure, and normal wear and tear on equipment, many communities within the state are pursuing changes in their systems. It is an appropriate and prudent action within state government's responsibilities to research and establish the standards and infrastructure for public and private public safety entities to utilize throughout the state, leveraging and integrating state and local efforts and investments in public safety communications technology.

Annex G: State Agency Detail

Several objectives requiring long range planning initiatives were submitted by state agencies during the compilation of the Homeland Security Advisory Council (HSAC) Report. All of these objectives are incorporated in the SHSS in the overall state strategy effort. However, the objectives are included here with all of their detail for reference purposes.

OBJECTIVE: STATE AGENCY PARTNERS WILL DEVELOP AND CONDUCT A FULLSCALE EXERCISE ENCOMPASSING THE ACTIVATION AND DEPLOYMENT OF THE STRATEGIC NATIONAL STOCKPILE (SNS).

1. Local public health, hospitals and public safety agencies will assume the lead roles in planning, establishing and managing mass clinic and treatment operations in response to a terrorist event involving biological agents.
2. The Minnesota Department of Health (MDH) will assume the lead role in requesting the SNS from the U.S. Office of Homeland Security/Center for Disease Control and Prevention, and activating state distribution plans to the local hospital and public health sites.
3. The division of Homeland Security and Emergency Management (HSEM) will have the lead role in the planning and development of the full-scale SNS exercise.
4. The U.S. Department of Homeland Security, Office for Domestic Preparedness (DHS-ODP), the Department of Health and Human Services, Centers for Disease Control and Prevention will all provide technical assistance in the development and execution of the Minnesota SNS full-scale exercise.

OBJECTIVE: STATE AGENCY PARTNERS WILL ORGANIZE MASS VACCINATION AND PROPHYLAXIS DISPENSING SITES.

1. The operation of mass dispensing sites for the administration of vaccine or distribution of prophylaxis antibiotics is the primary responsibility of local public health organizations with support of local public safety partners. These responsibilities include: site selection, design, staffing, and receipt of assets, tracking the SNS supplies, communication with the public, and dealing with special populations.
2. MDH will be responsible for supporting regional and local public health and other health organizations by supplying the necessary resources to conduct a mass vaccination or prophylaxis dispensing site. These resources may include planning guidance, training and exercise support, communication support and personnel support.
3. The Minnesota National Guard (DMA/MNNG) will be responsible for providing medical support during a terrorist event. They will also develop addition medical response team capabilities that can be requested by local public health organizations needing assistance.
4. The Minnesota Department of Transportation (MnDOT) will be responsible for coordinating any transportation issues.
5. HSEM will be responsible for local public safety support during a terrorist event.



They will develop guidance for providing security and logistical support to local public health and public safety agencies.

6. Various federal agency partners will support and advise state agencies in the management of mass vaccinations and prophylaxis dispensing sites. SNS will provide the assets, planning guidance and advisory assistance in developing state, regional and local plans, training for state and local participants, and actual physical guidance in the event of deployment of the SNS.
7. MDH will finalize procedures that will help standardize the local public health agency's planning and development of mass dispensing site plans. MDH will develop training and exercise support packages that can be requested by local public health agencies needing assistance.

OBJECTIVE:

STATE AGENCY PARTNERS WILL COLLABORATE IN THE DEVELOPMENT OF GUIDELINES AND PROTOCOLS DESIGNED TO ENHANCE FOOD SAFETY.

1. Municipal and county environmental health staff have responsibility for food inspection; including assistance with managing food recalls, outbreak investigations, and embargoes and the condemnation and destruction of contaminated foods.
2. Municipal and county emergency services personnel will coordinate the response to any agricultural related emergencies.
3. MDA and MDH have the regulatory responsibility to ensure a safe food supply. This includes the investigation of food-borne illness outbreaks, tracing contaminated food products and recalls, embargoes, condemnations and laboratory analyses.
4. The U.S. Department of Agriculture (USDA) and the Federal Drug Administration (FDA) will assist in managing recalls, investigations, embargoes and condemnation and destruction of foodstuffs. The USDA also will participate in the response effort to animal health threats.
5. MDA will conduct a comprehensive risk assessment of the agricultural commodities and retail food facilities in Minnesota.
6. MDA and MDH will develop a coordinated and comprehensive all hazards response plan ensure food security in Minnesota.
7. HSEM will coordinate with MDA and MDH in the development of training materials, exercises and evaluation processes surrounding food security in the state.
8. MDA and MDH will research and develop a single licensing and inspection application specifically designed for supporting the daily activities of regulatory and inspection staff of those agencies.
9. MDA and MDH will research, develop and maintain a central database for retail food facilities in Minnesota.

OBJECTIVE: STATE AGENCY PARTNERS WILL COLLABORATE IN THE DEVELOPMENT OF GUIDELINES AND PROTOCOLS DESIGNED TO MANAGE CONTAMINATED DEBRIS FROM A CBRNE SCENARIO.

1. Local public works and utilities departments will have primary responsibility for contaminated debris resulting from a terrorist event.
2. MDH, the National Guard Civil Support Team (CST), and the state Chemical Assessment and Emergency Response Teams (CAT/ERT) will have primary responsibility for assessment of the radiological, biological, or chemical agent hazards of contaminated debris.
3. MPCA and MDH will develop plans for debris decontamination, disinfection and disposal of contaminated debris.
4. MPCA will develop MOU's with a comprehensive list of certified contractors trained and prepared to disinfect and decontaminate debris from a CBRNE event.
5. DPS will provide investigative assistance to local and federal agencies involved in the collection of evidence after a terrorist event.
6. State agencies will solicit guidance and training materials concerning debris, building disinfection, decontamination and management from federal agency partners.
7. MDH, in partnership with the EPA will develop protocols for disinfecting or decontaminating biological or radiologically contaminated debris, structures, land or other areas.

OBJECTIVE: STATE AGENCY PARTNERS WILL COLLABORATE IN THE DEVELOPMENT OF GUIDELINES AND PROTOCOLS DESIGNED TO PROVIDE SUPPORT FOR THE STATE LABORATORY SUPPORT AUTHORITY.

1. Clinical microbiology labs are the first line of defense in a biological event. In Minnesota, these laboratories have formed a voluntary network known as the Minnesota Laboratory System (MLS). The members serve as the sentinel component of the nationwide Laboratory Response Network (LRN). The MLS-LRN facilities are primarily hospital based microbiology labs responsible for eliminating or referring potential agents of bioterrorism to the MDH Public Health Laboratory.
2. MDH has proposed an amendment to the disease reporting rule language that will require clinical labs to submit suspect and confirmed bacterial isolates of bioterrorism agents to the MDH Public Health Laboratory.
3. Local public health and public safety agencies are responsible for proper packaging and delivery of suspicious clinical specimens or environmental samples to the MDH Public Health Laboratory for analysis. MDH will coordinate the development and delivery of training protocols encompassing the packaging and delivery of suspicious specimens to local response personnel.
4. The MDH Public Health Laboratory will develop protocols to conduct



rapid diagnostic and reference testing to identify chemical agents likely to be used in a terrorist event.

5. The MDH Public Health Laboratory will work in partnership with the MDA laboratory in the detection of biological, chemical, or radiological agents in the food supply.
6. The MDH Public Health Laboratory will develop and implement a comprehensive, all-hazards, integrated response plan that will safely, quickly and accurately identify suspicious terrorist agents.

OBJECTIVE: STATE AGENCY PARTNERS WILL COLLABORATE IN THE DEVELOPMENT OF GUIDELINES AND PROTOCOLS DESIGNED TO SUPPORT MINNESOTA'S HOSPITAL RESPONSE DURING A WMD EVENT.

1. Local and regional hospital staff will:
 - implement and utilize the most current MIMS standards to manage a mass casualty incident.
 - increase isolation capacity to a minimum of one isolation room per hospital.
 - ensure adequate PPE to protect a minimum of 250 health care personnel per one million population in urban areas, and 125 health care personnel per one million population in rural areas during a WMD event.
 - ensure that adequate portable or fixed decontamination systems exist for managing 500 adult and pediatric patients and health care workers per 1 million population.
 - establish secure and redundant communications systems that will ensure connectivity between health care facilities and the state and local health departments during a WMD event.
 - develop and implement mutual aid plans for upgrading and deploying EMS units in jurisdictions not normally covered providing that coverage for a minimum of 500 adult and pediatric patients per 1 million population per day.
2. MDH will coordinate with hospital regions to develop and exercise regional hospital surge capacity.
3. MDH will coordinate the development and implementation of:
 - a web-based resource tracking system that integrates with the current EMS system to track hospital capacity and facility resource communication.
 - a response system that allows the immediate deployment of 250 hospital care workers (HCW) per 1 million population in urban areas and 125 HCW per 1 million population in rural areas.
 - a system for credentialing and supervision of clinicians now working in facilities responding to a WMD event.
 - a regionally based system for pharmacies who participate in the local or regional health care response plan to have the surge capacity to



provide critical pharmaceuticals in response to a WMD or other public health emergency.

- a system providing for a graded ranged of acute psychosocial interventions and long term mental health services to 5,000 adult and pediatric patients and health care workers per 1 million population exposed to a WMD event.
 - a statewide system to provide trauma care to a minimum of 50 severely injured adult and pediatric patients per 1 million population per day.
 - education and training programs for hospital, outpatient and pre-hospital health care professionals responding to a WMD event.
4. MDH will coordinate with local and regional hospitals to assure connectivity, increase capacity, and enhance syndromic surveillance capacity of hospitals, clinics, EMS systems and poison control centers on a 24/7 basis.

OBJECTIVE: STATE AGENCY PARTNERS WILL COLLABORATE IN THE DEVELOPMENT OF GUIDELINES AND PROTOCOLS DESIGNED TO PROVIDE SUPPORT TO COMBAT THE HEALTH EMERGENCIES CAUSED BY AN ANIMAL DISEASE OUTBREAK.

1. Municipal and county emergency response personnel will have a support role for agricultural related emergencies.
2. BAH will be the lead state agency for animal health emergencies.
3. MDA will be responsible for humane euthanasia and for cleaning and disinfecting contaminated premises.
4. The Minnesota Veterinary Diagnostic Laboratory (MVDL) will assist with diagnostics and laboratory analysis.
5. MPCA will oversee carcass disposal and may be assigned to oversee carcass disposal for a catastrophic outbreak.
6. The Department of Natural Resources (DNR) will assess the impact on wildlife.
7. MDH will assess the zoonotic health risks of the disease outbreak.
8. HSEM will coordinate federal, state and local law enforcement resources to protect the safety of the public relating to agricultural emergencies.

OBJECTIVE: STATE AGENCY PARTNERS WILL COLLABORATE IN THE DEVELOPMENT OF GUIDELINES AND PROTOCOLS DESIGNED TO SUPPORT MINNESOTA'S TRANSPORTATION SECURITY AND INFRASTRUCTURE PROTECTION.

1. Local jurisdictions will construct, operate and maintain their respective roadway systems, general aviation facilities and transit systems.
2. MN/DOT, in coordination with DPS and MA will develop and institute a statewide infrastructure protection plan in three phases:
 - Phase I: Perform a broad based study to evaluate MN/DOT's organization, procedures, training, equipment and infrastructure protection needs and guide procedural development. Purchase communication, detection and traffic control equipment. Implement security awareness training for all staff.
 - Phase II: Perform implementation of interoperability for the metro Regional Traffic Management Center (RTMC) and the St. Cloud Transportation Operations and Communications Center (TOCC). Implement lower cost bridge and tunnel protection strategies. Conduct response awareness training specific to critical infrastructure.
 - Phase III: Evaluate higher cost bridge and tunnel protective measures and MN/DOT facility security measures to ensure the security and availability of MN/DOT response equipment and personnel.

Annex H: Minnesota HSEM Response Team Definitions

In addition to obtaining ODP data regarding organizational teams throughout Minnesota, an additional survey was conducted of each jurisdiction to determine the specific capabilities of response teams. Reporting data varies between both reports; variance may be due to separate parties submitting data.

SWAT: (91 Teams) Special Weapons and Tactics unit that will search for any potential suspects, provide protection for ongoing operations, and conduct high threat searches or execute no-knock warrants.

Bomb Squad: (4 Teams) a special unit that conducts an immediate search, recognizes suspect packages or secondary devices, and conducts procedures to render the scene safe.

Canine: (241 Teams) Public safety personnel that have trained as part of a canine team for tracking, narcotics searches, bomb searches, cadaver searches, lost person searches, and suspect apprehension.

Hazardous Materials Response Teams: (28 Teams) Individuals, (full or part time), or on a voluntary basis; identify, characterize, provide risk assessment, and mitigate/control the release of a hazardous substance or potentially hazardous substance.

Decontamination Teams: (36 Teams) Decontamination teams consist of individuals with responsibility for initiating and conducting decontamination operations necessary to maintain the health of contaminated individuals and the safety of non-contaminated individuals and physical facilities.

Radiological Teams: (7 Teams) Specialized emergency response personnel who are trained to apply special knowledge, skills and equipment to safely resolve incidents involving radiological material (dirty bombs, loss of source, transportation accidents and nuclear power plant emergencies).

High Angle Technical Rescue Teams: (21 Teams) Specialized emergency response personnel who are trained to apply special knowledge, skills and equipment to safely resolve unique and/or complex rescue situations involving rope rescue.

Collapsed Structure Heavy Rescue: (16 Teams) Specialized emergency response personnel who are trained to use strategy, tactics and operations for locating, extricating and treating victims of structural collapse.

Dive Teams: (54 Teams) Specialized emergency response personnel who are trained to perform warm and cold water search and rescue, body recovery, evidence gathering, and underwater photography.

Ground Search Rescue Teams: (78 Teams) Specialized emergency response individuals, full or part time or on a voluntary basis, that are trained to respond to a situation involving search and rescue within a natural terrain.

Mass Casualty Response Teams: (24 Teams) Specialized emergency response personnel who have advanced emergency medical training, and have supplies and equipment for 10 or more patients.



The Minnesota Homeland Security and Emergency Management office divides our state into six regions arranged geographically. The jurisdictions were established based on existing regional program coordinators assigned to counties based on geographic location and threat.

METRO REGION

Anoka
Carver
Chisago
Dakota
Isanti
Hennepin
Ramsey
Sherburne
Washington
Scott

REGION I

Nicollet
LeSuer
Rice
Goodhue
Wabasha
Blue Earth
Waseca
Steele
Dodge
Olmsted
Winona
Faribault
Freeborn
Mower
Fillmore
Houston

REGION II

Koochiching
Itasca
St Louis
Lake
Cook
Cass
Crow Wing
Aitkin
Carlton
Kanabec
Pine

REGION III

Kittson
Roseau
Lake of the Woods
Marshall
Polk
Pennington
Beltrami
Red Lake
Norman
Mahnommen
Clearwater
Clay
Becker
Hubbard

REGION IV

Wilkin
Otter Tail
Wadena
Traverse
Grant
Douglas
Todd
Morrison
Mille Lacs
Big Stone
Stevens
Pope
Stearns
Benton
Swift
Kandiyohi
Meeker
Wright

REGION V

Lac Qui Parle
Chippewa
Yellow Medicine
Renville
McLeod
Sibley
Lincoln
Lyon
Redwood
Brown
Pipestone
Murray
Cottonwood
Watonwan
Rock
Nobles
Jackson
Martin





