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# WEST VIRGINIA

## HOMELAND SECURITY STRATEGY

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# SECTION 1 – EXECUTIVE OVERVIEW

## Introduction

Homeland security is a concerted national effort by federal, state and local governments, by the private sector, and by individuals to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. An essential component within this strategy will be to focus on all hazards which have the potential to threaten West Virginia including terrorism, accidents, and natural disasters.

### Vision

A secure West Virginia which is strong and resilient.

## Purpose

The *West Virginia Homeland Security Strategy* serves to articulate the mission and enhance the operational effectiveness of homeland security programs and activities particularly in delivering services in support of statewide initiatives. This strategy identifies the goals and objectives by which grant funding is solicited and allocated, and by which performance is measured.

In this spirit, it is important to acknowledge that the *West Virginia Homeland Security Strategy* is a living document that will be revised as needed to guide statewide efforts. It provides a common framework by which West Virginia should focus its efforts on the following five goals:

1. Strengthen Policy and Unify Management
2. Enhance Preparedness for All-Hazard Incidents
3. Protect Critical Infrastructure and Key Resources
4. Facilitate Interoperability
5. Prepare West Virginia for a Mass Evacuation

## Scope

Homeland security is an ongoing mission and a shared responsibility across the entire state. That is why this is a *state* strategy and not a strategy for any single agency or any single level of government. There are many public and private sector stakeholders that influence the direction of homeland security; all stakeholders must work to implement the strategy by building and maintaining the necessary capabilities to meet the homeland security challenges facing West Virginia. Although the strategy is intended to help guide state and local homeland security planning, it is understood that many agencies and jurisdictions have unique needs and separate planning initiatives. The *West Virginia Homeland Security Strategy* seeks to complement and support those efforts by providing additional guidance and perspective.

## Mission

This is a unified effort to secure the state. The intent of this strategy is to outline programs designed to prevent and deter terrorist attacks, protect critical infrastructure, and respond and recover from all types of incidents. This is not the strategy of any single governmental agency or group; but is a strategy for the entire state working together. The goals and strategies laid out in this document will guide homeland security activities in West Virginia for the next 12 to 18 months.

## Focus

To obtain these goals and realize this vision, all West Virginians must work collaboratively to:

- **Prevent** terrorist attacks and mitigate against man-made and natural hazards
- **Protect** the people of West Virginia, critical infrastructure and key resources
- **Prepare** to respond to and recover from both man-made and natural disasters



## Core Principles

### Focus on an All-Hazards Approach

West Virginia faces threats from both natural and man-made sources. The *West Virginia Homeland Security Strategy* is built on an all-hazards approach to incident management that permits an effective response to all emergencies, whether caused by acts of nature or by enemies. This strategy principally focuses on homeland security threats, though there are many organizations, personnel, plans and procedures, and resources that are concurrently utilized to prevent, respond to and recover from natural and accidental threats.

### Build and Enhance Collaboration and Partnerships

A sound homeland security strategy requires the involvement of all levels of government, interaction with the private sector, and the support of the public. The *West Virginia Homeland Security Strategy* will be implemented and maintained through a coalition of stakeholders. Through education and outreach, homeland security expertise and capabilities can be built across all disciplines to serve as an indispensable resource for West Virginia. A successful strategy will provide citizens the tools needed to protect and support themselves and their neighbors during and after any type of incident.

Throughout the development of this homeland security strategy, the concept that homeland security is a shared responsibility has remained paramount. This strategy is built on the interaction of government, the private and non-profit sectors, communities, and individual citizens who all play a role in protecting and defending West Virginia.



### Apply Risk Management

Homeland security is a complex enterprise and the availability of resources is constrained. The *West Virginia Homeland Security Strategy* relies on the use of qualitative and quantitative risk assessments to guide resource decisions. These resources will be targeted at the most significant threats, vulnerabilities, and potential consequences.

Local jurisdictions and state agencies should each maintain a Hazard and Vulnerability Assessment. It is understood that homeland security threats will vary across the state and across different disciplines. All parties involved in prevention, protection, response and recovery activities will maintain a current understanding of threats and vulnerabilities.

## National Priorities and Strategic Goals

West Virginia's strategic homeland security goals are based on an all-hazards approach and purposely align with the eight Homeland Security National Priorities to ensure the West Virginia strategy supports national preparedness capabilities. The National Priorities represent broad and thematic goals that the nation should strive to achieve in homeland security.

West Virginia's strategic goals and objectives serve as a road map to build those capabilities needed to reduce the risk of terrorism and natural disasters. Collectively, the goals and objectives should set the stage for meaningful preparedness measures as West Virginia moves forward, with an understanding that they require a collaborative effort and are generally not the sole responsibility of any one agency or level of government.

Each state strategic goal includes additional objectives to further guide efforts and help measure progress. It is important to recognize that homeland security is a continuing and evolutionary process requiring constant focus and improvement. Some objectives of this strategy may carry over from year to year while others could be removed or updated based on progress. The goals and objectives will also continue to be defined by risk and any identified preparedness gaps. The intersection of the National Priorities and the state strategy is provided in Table 1.



<b>Table 1: Homeland Security National Priorities</b>  This table indicates where each strategic goal within the <i>West Virginia Homeland Security Strategy</i> relates to the National Priorities.	Strategic Goal #1	Strategic Goal #2	Strategic Goal #3	Strategic Goal #4	Strategic Goal #5
Expand Regional Collaboration				☒	☒
Implement the National Incident Management System and National Response Framework	☒				
Implement the National Infrastructure Protection Plan			☒		
Strengthen Information Sharing and Collaboration Capabilities	☒				
Strengthen Interoperable and Operable Communications Capabilities				☒	
Strengthen CBRNE Detection, Response and Decontamination Capabilities		☒			
Strengthen Medical Surge and Mass Prophylaxis Capabilities		☒			
Strengthen Planning and Citizen Preparedness	☒	☒		☒	☒

## Target Capabilities and Strategic Goals

Building and sustaining capabilities is a recurring theme throughout this strategy. The U.S. Department of Homeland Security has developed the Target Capabilities List (TCL) to define the specific capabilities that all communities, the private sector, and all levels of government should collectively work towards in order to respond effectively to disasters, including terrorist attacks. There are currently 37 separate capabilities within the Prevent, Protect, Respond and Recover mission areas including some capabilities that are common to all mission areas. A capability is achieved by appropriate combinations of planning, organization, equipment, training, and exercises. The capabilities are achieved collectively and no single jurisdiction or agency is expected to have all capabilities, or to have the same capability level.

Each capability includes a description of the operational activities performed within the capability and the critical tasks and measures associated with the activity. Critical tasks are those tasks that must be performed during a major event in order to minimize the impact on lives, property, and the economy. These tasks may require coordination among federal, state, local, private sector, and/or non-governmental entities during their execution. They are essential to achieving the desired outcome and to the success of a homeland security mission.

Planners at all levels of government use the Target Capabilities List as a reference guide to help them design plans, procedures, training, and exercises that develop capacity and proficiency to perform their assigned missions and tasks in major events. The intersection of the Target Capabilities List and the state strategy is provided in Table 2.

**Table 2: Target Capabilities List**

This table indicates where each strategic goal within the *West Virginia Homeland Security Strategy* relates to the Target Capabilities List.

	Strategic Goal #1	Strategic Goal #2	Strategic Goal #3	Strategic Goal #4	Strategic Goal #5
<b>Common Mission Area</b>					
Planning	<input checked="" type="checkbox"/>				
Communication				<input checked="" type="checkbox"/>	
Risk Management			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Community Preparedness and Participation		<input checked="" type="checkbox"/>			
Intelligence/Information Sharing	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
<b>Prevent Mission Area</b>					
Information Gathering and Recognition of Indicators and Warnings	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Intelligence Analysis and Production	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Counter-Terror Investigation and Law Enforcement	<input checked="" type="checkbox"/>				
CBRNE Detection		<input checked="" type="checkbox"/>			
<b>Protect Mission Area</b>					
Critical Infrastructure Protection			<input checked="" type="checkbox"/>		
Food and Agriculture Safety and Defense					
Epidemiological Surveillance and Investigation		<input checked="" type="checkbox"/>			
Laboratory Testing		<input checked="" type="checkbox"/>			
<b>Respond Mission Area</b>					
Onsite Incident Management	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Emergency Operations Center Management	<input checked="" type="checkbox"/>				
Critical Resource Logistics and Distribution				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Volunteer Management and Donation		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Responder Safety and Health		<input checked="" type="checkbox"/>			
Emergency Public Safety and Security Response	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Animal Disease Emergency Support		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Environmental Health					
Explosive Device Response Operations		<input checked="" type="checkbox"/>			
Fire Incident Response					
WMD and Hazardous Materials Response and Decontamination		<input checked="" type="checkbox"/>			
Citizen Evacuation and Shelter-in-Place		<input checked="" type="checkbox"/>			
Isolation and Quarantine		<input checked="" type="checkbox"/>			
Search and Rescue					
Emergency Public Information and Warning	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Emergency Triage and Pre-Hospital Treatment		<input checked="" type="checkbox"/>			
Medical Surge		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Medical Supply Management and Distribution		<input checked="" type="checkbox"/>			
Mass Prophylaxis		<input checked="" type="checkbox"/>			
Mass Care (sheltering, feeding, and related services)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Fatality Management					<input checked="" type="checkbox"/>
<b>Recover Mission Area</b>					
Structural Damage Assessments					<input checked="" type="checkbox"/>
Restoration of Lifelines					<input checked="" type="checkbox"/>
Economic and Community Recovery					<input checked="" type="checkbox"/>

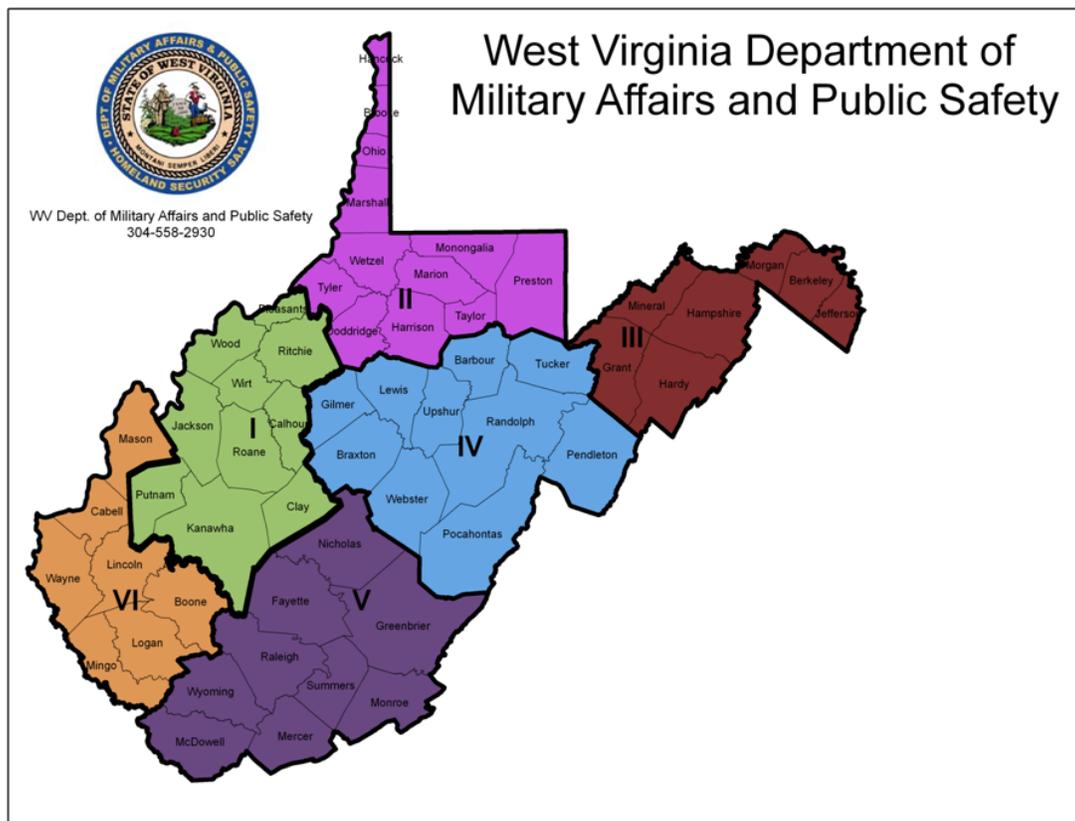
## SECTION II – JURISDICTIONAL PROFILE

### Description of Jurisdiction

The State of West Virginia consists of approximately 233 cities and towns and is divided into 55 counties. West Virginia is approximately 24,231 square miles in size and has a population of 1.8 million. The state is very hilly and rugged, with the highest mean altitude (1,500 ft) of any state east of the Mississippi. West Virginia is the only state in the nation located entirely within the Appalachian Mountain range.

The eastern portion of West Virginia is a ridge and valley system which is characterized by long, even ridges, with long, continuous valleys in between. The western portion of the state is located within the Allegheny Plateau known for its many ridges, hollows, and lowland valleys. Though the term "plateau" is popularly associated with level land, here it refers to a level land that has been weathered into many ridges and valleys. Much of the plateau is drained by the Ohio River and several of its major tributaries, including the Kanawha, and Monongahela rivers.

West Virginia is subdivided numerous ways for public safety purposes. Each subdivision has been established by respective agencies based primarily on geography and specific mission. For purposes of homeland security programs with the regional breakdown follows the West Virginia State Police.



Map of West Virginia Homeland Security Regions

## SECTION III – STRATEGIC GOALS AND OBJECTIVES

### Strategic Goal 1: Strengthen Policy and Unify Management

<b>Objective 1.1 – Improve Governance and Performance</b>	
<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Strengthen Planning and Citizen Preparedness Capabilities</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Planning</li> </ul>

#### **Operational Activities**

- 1.1.1 Maintain a concerted statewide scope of effort through technology, education and collaboration.
- 1.1.2 Ensure organizational vision, mission, and structure are aligned with the *West Virginia Homeland Security Strategy*.
- 1.1.3 Enhance leadership development at all levels of government through training on grant writing and management, administrative oversight, and other skills.
- 1.1.4 Provide support to and through Homeland Security Regional Coordinators to implement homeland security directives and initiatives.
- 1.1.5 Participate in and promote mutual aid agreements.
- 1.1.6 Work with governmental agencies, non-governmental organizations, and the private sector to ensure continuity planning.
- 1.1.7 Work with the legislature to obtain adequate funding for all programs.
- 1.1.8 Revise legislative rule on hazardous materials response, including required training and exercises.
- 1.1.9 Maintain a unified homeland security outreach program including an annual homeland security workshop, periodic local forums, legislative education, and stakeholder meetings.
- 1.1.10 Develop Executive Order to support and enhance the capabilities of the WV Intelligence Fusion Center.
- 1.1.11 Develop Executive Order to establish statewide standards for Continuity of Operations (COOP) planning.

<b>Objective 1.2 – Ensure Compliance with NIMS</b>	
<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Implement the National Incident Management System and the National Response Framework</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Onsite Incident Management</li> <li>▪ Emergency Operations Center Management</li> <li>▪ Emergency Public Safety and Security Response</li> <li>▪ Emergency Public Information and Warning</li> </ul>

**Operational Activities**

- 1.2.1 Establish and maintain state standards for National Incident Management System (NIMS) objectives.
- 1.2.2 Conduct training and education on the implementation and utilization of NIMS.
- 1.2.3 Utilize NIMS Compliance Assistance Support Tool (NIMSCAST) to track compliance.
- 1.2.4 Provide NIMSCAST training for all levels of government.
- 1.2.5 Ensure compliance with annual NIMS requirements by offering state-specific guidance, technical assistance and by promoting the use of NIMSCAST reporting software.
- 1.2.6 Conduct training needs assessment to identify and fill training gaps.
- 1.2.7 Implement Incident Command System (ICS) during response to all incidents.
- 1.2.8 Develop regional incident management teams (IMT).
- 1.2.9 Develop a field operations guide detailing procedures to support IMTs.
- 1.2.10 Conduct Homeland Security Exercise Evaluation Program (HSEEP) compliant exercises that involve first-responders and trained volunteers from multiple disciplines.
- 1.2.11 Implement resource typing for all jurisdictions and disciplines.
- 1.2.12 Utilize a central repository to maintain inventory of resources throughout the state.
- 1.2.13 Update emergency management plans to incorporate NIMS, reflect the National Response Framework (NRF) and the associated Emergency Support Functions (ESF).
- 1.2.14 Conduct a post incident review for each incident including the development of After Action Reports (AARs) and Corrective Action/Improvement Plans to determine strengths and deficiencies in policy, planning, training and equipment.
- 1.2.15 Ensure that AARs are used in the development of education and training programs.
- 1.2.16 Develop a credentialing program for all levels of government and all disciplines.
- 1.2.17 Strengthen public information/risk communication capabilities including identifying personnel and developing notification protocols.
- 1.2.18 Conduct education and outreach related to the Target Capabilities List.

## Objective 1.3 – Advance Intelligence and Information Sharing

<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Strengthen Information Sharing and Collaboration Capabilities</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Intelligence/Information Sharing and Dissemination</li> <li>▪ Intelligence Analysis and Production</li> <li>▪ Information Gathering and Recognition of Indicators</li> <li>▪ Counter-terrorism Investigation and Law Enforcement</li> </ul>

### Operational Activities

- 1.3.1 Receive, process, and disseminate homeland security information to stakeholders in a timely manner.
- 1.3.2 Develop a standardized methodology for assessing threats, vulnerabilities, and risk.
- 1.3.3 Continue to enhance the intelligence gathering and information sharing capabilities of the WV Intelligence Fusion Center.
- 1.3.4 Enhance the analytical capabilities of the WV Intelligence Fusion Center.
- 1.3.5 Expand outreach and information sharing efforts beyond the law enforcement community to include agriculture, fire, public health, EMS, emergency management, transportation, the private sector, and other stakeholders.
- 1.3.6 Enhance statewide, regional, and local planning efforts to ensure ongoing information sharing.
- 1.3.7 Conduct training and HSEEP-compliant exercises to build and test information sharing and to identify information sharing gaps through needs assessments.
- 1.3.8 Improve law enforcement coordination across all levels of government and with the private sector.
- 1.3.9 Develop appropriate training programs for intelligence methodology, technological tools, and threat and vulnerability analysis and response protocols.
- 1.3.10 Identify and utilize systems, tools, and processes to create a common operating picture.
- 1.3.11 Increase public awareness and suspicious activity reporting (SAR) through ongoing outreach and education on security issues, to include community organizations, private security partners, and the general public.
- 1.3.12 Develop, implement, and maintain an interagency or multi-jurisdictional training plan that ensures commonality in terrorism investigation subject matter being presented to law enforcement and non-law enforcement personnel.

## Strategic Goal 2: Enhance Preparedness for All-Hazard Incidents

Objective 2.1 – Strengthen Citizen Preparedness and Participation	
National Priority	<ul style="list-style-type: none"> <li>▪ Strengthen Planning and Citizen Preparedness</li> </ul>
Primary Target Capability Areas	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Community Preparedness and Participation</li> <li>▪ Citizen Evacuation and Shelter-in-Place</li> <li>▪ Mass Care</li> <li>▪ Volunteer Management and Donations</li> <li>▪ Animal Disease Emergency Support</li> </ul>

### Operational Activities

- 2.1.1 Provide information resources and training/education to citizens on individual and community preparedness including safety, self-protection, emergency supplies, and participation in response/recovery activities.
- 2.1.2 Identify, recruit, and train disaster response volunteers by partnering with the private sector, non-governmental, community-based and faith-based organizations.
- 2.1.3 Enhance medical and community preparedness against public health threats.
- 2.1.4 Increase disaster training and volunteer opportunities for public and private sector employees.
- 2.1.5 Conduct outreach to educational institutions (all levels of schools) to enhance preparedness.
- 2.1.6 Utilize schools, colleges, and universities to reach their specific communities and citizens across the state to enhance the effectiveness of preparedness activities.
- 2.1.7 Enhance mass care capabilities by identifying shelter locations, obtaining mass care supplies, and developing staff to support general population, functional/medical needs, and pet shelters.
- 2.1.8 Develop and maintain capacity to provide for animal care during and after incidents consistent with the provisions of the PETS Act.
- 2.1.9 Develop and maintain capacity to provide necessary and appropriate services for special needs populations.
- 2.1.10 Conduct HSEEP-compliant exercises to test plans related to citizen preparedness and identify opportunities for improvement.
- 2.1.11 Build and maintain human services capabilities including sheltering, feeding, and case management.
- 2.1.12 Enhance donation management systems and capabilities.

## Objective 2.2 – Strengthen CBRNE Capabilities

<b>National Priority</b>	<ul style="list-style-type: none"><li>▪ Strengthen CBRNE Detection, Response, and Decontamination Capabilities</li></ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"><li>▪ CBRNE Detection</li><li>▪ WMD/HazMat Response and Decontamination</li><li>▪ Explosive Device Response Operations</li><li>▪ Responder Safety and Health</li></ul>

### Operational Activities

- 2.2.1 Prepare emergency personnel to respond to man-made and accidental incidents.
- 2.2.2 Ensure ability of responders to conduct initial assessments and response actions.
- 2.2.3 Ensure responders have the appropriate knowledge, skills, ability, and equipment to recognize a weapon of mass destruction (WMD) situation.
- 2.2.4 Ensure appropriate equipment is available and assigned for an effective chemical, biological, radiological, nuclear, or explosive (CBRNE) response.
- 2.2.5 Ensure responders have appropriate Personal Protective Equipment (PPE) for safety within a CBRNE environment.
- 2.2.6 Ensure that CBRNE plans, including county hazardous materials plans, are updated on a regular basis and reflect current operating procedures.
- 2.2.7 Enhance capacity for decontamination both on-scene and at secondary locations, such as hospitals.
- 2.2.8 Coordinate CBRNE response planning to address events that overwhelm jurisdictional capabilities and call for higher-level state or federal resources.
- 2.2.9 Identify and purchase CBRNE equipment to close identified gaps.
- 2.2.10 Identify CBRNE training shortfalls and conduct training to close identified gaps.
- 2.2.11 Conduct multi-disciplinary, multi-jurisdictional HSEEP-compliant exercises to test CBRNE plans, protocols, and response procedures.
- 2.2.12 Enhance bomb squad readiness, including Improvised Explosive Device (IED) awareness, through targeted planning, training, exercise, and equipment acquisition activities.
- 2.2.13 Develop a statewide capability to monitor and assess environmental health impacts of a CBRNE event.
- 2.2.14 Enhance laboratory capability and capacity for the detection of CBRNE threat agents.

## Objective 2.3 – Strengthen Public Health Capabilities

<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Strengthen Medical Surge and Mass Prophylaxis Capabilities</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Epidemiological Surveillance and Investigation</li> <li>▪ Laboratory Testing</li> <li>▪ Medical Surge</li> <li>▪ Medical Supplies Management and Distribution</li> <li>▪ Mass Prophylaxis</li> <li>▪ Emergency Triage and Pre-Hospital Treatment</li> <li>▪ Isolation and Quarantine</li> <li>▪ Animal Disease Emergency Support</li> </ul>

### Operational Activities

- 2.3.1 Enhance medical and community preparedness to address public health threats.
- 2.3.2 Ensure reliable public health information, sufficient medical surge capabilities, and isolation and quarantine procedures.
- 2.3.3 Identify and when necessary procure, maintain, and distribute a broad spectrum of vaccines and antidotes for mass prophylaxis.
- 2.3.4 Enhance community, regional and national cross-disciplinary planning efforts to prepare for and respond to a health emergency.
- 2.3.5 Support health emergency preparedness training and exercises to align community, regional, state and national preparedness and response activities.
- 2.3.6 Enhance epidemiological surveillance and investigation capabilities; ensuring the abilities to collect, transport, identify and analyze information or substances that will indicate a public health crisis.
- 2.3.7 Enhance medical emergency response capabilities, including medical triage, decontamination, pre-hospital treatment, medical surge and mass casualty management.
- 2.3.8 Ensure medical facility resilience and continuity of operations; including COOP planning, surge capacity, credentialing, and physical security.
- 2.3.9 Develop plans to identify staff, equipment, and resources to operate alternate care facilities if existing capabilities are overwhelmed due to a disaster.
- 2.3.10 Develop plans related to the distribution of prophylaxis for animal health.
- 2.3.11 Develop and maintain an accurate and current database of contact information and capability for all laboratories, e.g., environmental, agriculture, veterinary, and university, as well as the National Guard Civil Support Team (CST) and other first responders.

## Strategic Goal 3: Protect Critical Infrastructure and Key Resources

<b>Objective 3.1 – Enhance Resilience</b>	
<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Implement the National Infrastructure Protection Plan</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Critical Infrastructure Protection</li> <li>▪ Risk Management</li> <li>▪ Information Sharing and Dissemination</li> <li>▪ Information Gathering and Recognition of Indicators and Warnings</li> <li>▪ Emergency Public Safety and Security Response</li> </ul>

### Operational Activities

- 3.1.1 Identify and maintain information related to Critical Infrastructure/Key Resources (CI/KR) using technological solutions, such as the Automated Critical Asset Management System (ACAMS).
- 3.1.2 Develop and support regional solutions to conduct CI/KR site security visits by leveraging federal, state and local trained personnel.
- 3.1.3 Work with local, state and federal agencies and private entities to identify and assess vulnerable assets and develop plans to protect and mitigate loss by encouraging investment in infrastructure resiliency and by including the private-sector in emergency planning and operation activities.
- 3.1.4 Ensure personnel have necessary certifications (such as PCII, CVI, and CFATS).
- 3.1.5 Inform first responders of identity and location of critical area assets prior to an incident.
- 3.1.6 Establish sector coordinating council (SCC) as part of CI/KR program implementation including two state identified sectors (schools and COOP facilities).
- 3.1.7 Establish governance structures to guide public and private efforts to protect critical infrastructure and soft targets in West Virginia.
- 3.1.8 Develop an information/intelligence fusion process for critical infrastructure protection.
- 3.1.9 Establish or enhance CI/KR information sharing mechanisms.
- 3.1.10 Conduct training and HSEEP-compliant exercises to support and test infrastructure protection efforts.
- 3.1.11 Support target hardening through physical security measures, the creation of buffer zones, investment in cyber security, and the deployment of personnel at CI/KR sites.
- 3.1.12 Develop and support the activities of the Critical Infrastructure Protection Task Force (CIPTF).

## Objective 3.2 – Ensure Continuity of Operations

<b>National Priority</b>	▪ Implement the National Infrastructure Protection Plan
<b>Primary Target Capability Areas</b>	▪ Planning

### **Operational Activities**

- 3.2.1 Develop statewide standards for COOP and Business Continuity Planning.
- 3.2.2 Conduct training and education on statewide COOP standards.
- 3.2.3 Require all governmental agencies to develop COOP plans in accordance with established standards.
- 3.2.4 Establish a process for reviewing and approving governmental COOP plans.
- 3.2.5 Create a central repository of best practices related to the development and implementation of COOP plans.
- 3.2.6 Support private sector entities to develop Business Continuity plans.
- 3.2.7 Support intergovernmental coordination to minimize redundancies in homeland security actions and ensure integration of efforts.
- 3.2.8 Coordinate COOP planning with federal agencies.
- 3.2.9 Promote Continuity of Operations (COOP) and Continuity of Government (COG) planning for CI/KR through education and outreach.

## Objective 3.3 – Enhance Cyber Security

<b>National Priority</b>	<ul style="list-style-type: none"><li>▪ Implement the National Infrastructure Protection Plan</li></ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"><li>▪ Critical Infrastructure Protection</li><li>▪ Risk Management</li><li>▪ Planning</li><li>▪ Information Gathering and Recognition of Indicators and Warnings</li><li>▪ Intelligence/Information Sharing and Dissemination</li><li>▪ Intelligence Analysis and Production</li></ul>

### Operational Activities

- 3.3.1 Enhance cybersecurity awareness for government, business and home computer users through education and outreach activities.
- 3.3.2 Establish a cybersecurity working group.
- 3.3.3 Provide training and education programs on cybersecurity issues.
- 3.3.4 Encourage governmental agencies and the private sector to develop and implement appropriate security measures and procedures.
- 3.3.5 Conduct threat and vulnerability assessments related to cybersecurity.
- 3.3.6 Develop a strategic analysis and warning capability for identifying potential cyber attacks.
- 3.3.7 Facilitate recovery and redundancy planning associated with data, systems, and connectivity.
- 3.3.8 Ensure situational awareness among government and private sector security partners through information sharing programs.
- 3.3.9 Develop and implement a comprehensive Supervisory Control and Data Acquisition (SCADA) cyber security awareness, education, and training program for the owners/operators of SCADA-controlled CI/KR within West Virginia.

## Strategic Goal 4: Facilitate Interoperability

Objective 4.1 – Ensure Interoperability for Communications	
<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Strengthen Interoperable and Operable Communications Capabilities</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ Emergency Public Information and Warning</li> <li>▪ On-Site Incident Management</li> </ul>

### Operational Activities

- 4.1.1 Develop governance structures for interoperability that are consistent with the *Statewide Communications Interoperability Plan (SCIP)*.
- 4.1.2 Develop communications Standard Operating Procedures (SOPs).
- 4.1.3 Ensure the availability of communications equipment and systems for incident management.
- 4.1.4 Conduct regional and statewide communications education, training, and exercises.
- 4.1.5 Develop long-term funding and maintenance plan for Interoperable Radio Project (IRP) system.
- 4.1.6 Conduct an annual statewide interoperability and other communications initiatives conference.
- 4.1.7 Strengthen alert and warning capabilities through participation in Amber Alert and other emergency notification systems.
- 4.1.8 Continue to implement E-911 technology.
- 4.1.9 Conduct communications asset surveys and needs assessments to improve interoperable communications planning and implement identified solutions.
- 4.1.10 Acquire and deploy P-25 compliant technology that enable seamless communications across all public safety frequency bands, while ensuring that existing legacy systems remain viable and operable.
- 4.1.11 Ensure that first responders can quickly establish communications during a disaster through the use of mobile command systems and equipment caches.
- 4.1.12 Conduct multi-jurisdictional, multi-disciplinary HSEEP-compliant exercises to test the vitality of communications plans, SOPs, and systems in West Virginia.

## Objective 4.2 – Enhance Regional Capabilities

<b>National Priority</b>	<ul style="list-style-type: none"><li>▪ Enhance Regional Collaboration</li><li>▪ Strengthen Planning and Citizen Preparedness Capabilities</li></ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"><li>▪ Planning</li><li>▪ Risk Management</li><li>▪ Critical Resource Logistics and Distribution</li></ul>

### Operational Activities

- 4.2.1 Promote a regional approach to homeland security across West Virginia to enhance prevention, protection, response and recovery capabilities.
- 4.2.2 Obtain local and regional input for state homeland security program and planning initiatives by establishing or collaborating with regional advisory teams or working groups.
- 4.2.3 Develop formal regional and county mutual aid agreements for emergency response.
- 4.2.4 Establish a statewide mutual aid agreement to enhance preparedness and facilitate the sharing of resources across the West Virginia during major disasters.
- 4.2.5 Conduct regional multi-jurisdictional, multi-agency HSEEP-compliant exercises.
- 4.2.6 Support regional equipment caches to expedite the deployment of critical resources within each West Virginia Homeland Security Region.
- 4.2.7 Enhance regional catastrophic preparedness and mass evacuation planning based on specific hazards.
- 4.2.8 Provide opportunities for responders to participate in cross-training among all disciplines.

<b>Objective 4.3 – Develop Credentialing Program</b>	
<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Strengthen Planning and Citizen Preparedness Capabilities</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Emergency Public Safety and Security Response</li> </ul>

**Operational Activities**

- 4.3.1 Develop credentialing standards and program requirements.
- 4.3.2 Provide a common format for agencies to utilize for responder credential identification cards.
- 4.3.3 Develop standards for entry of qualification data. This validation would automatically be repeated periodically to maintain the current licensure data within the credentialing system.
- 4.3.4 Provide information to state and local governments, community organizations, and the private sector on accessing information on identification cards.
- 4.3.5 Ensure that credentialing is in line with HSPD-12 and established Federal standards.

## Strategic Goal 5: Prepare West Virginia for a Mass Evacuation

Objective 5.1 – Conduct Threat and Capability Assessment	
<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Enhance Regional Collaboration</li> <li>▪ Strengthen Planning and Citizen Preparedness Capabilities</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Risk Management</li> <li>▪ Planning</li> <li>▪ Critical Resource Logistics and Distribution</li> <li>▪ Mass Care</li> <li>▪ Emergency Public Safety and Security Response</li> </ul>

### Operational Activities

- 5.1.1 Develop actionable risk management strategy with short, medium, and long-term objectives.
- 5.1.2 Develop risk analysis and risk management plans, procedures, and standards to guide risk assessment activities
- 5.1.3 Develop and implement risk analysis training programs for state, local, and private entities related to modeling and the use of analytical risk assessment tools.
- 5.1.4 Conduct risk management training for security, response, and recovery managers.
- 5.1.5 Develop and implement programs to assess changes in risk and effectiveness of risk management.
- 5.1.6 Complete a risk assessment associated with the impact of an evacuation of the National Capital Region, the failure of the Bluestone Dam, a major chemical incident in the Kanawha Valley, or other incidents occurring in another state on West Virginia.
- 5.1.7 Continue participation in FEMA Gap Analysis Program (GAP) and develop strategies to address identified gaps.
- 5.1.8 Conduct assessments related to food and agriculture, mass care, health, special needs, volunteer management, and supply management related to mass evacuation planning and response.
- 5.1.9 Revise behavior analysis information to better understand and anticipate public conduct during an emergency.
- 5.1.10 Continue to support modeling and simulation activities.
- 5.1.11 Evaluate evacuation routes and identify transportation infrastructure gaps and vulnerabilities.

## Objective 5.2 – Develop Mass Evacuation Plans and Procedures

<b>National Priority</b>	<ul style="list-style-type: none"> <li>▪ Enhance Regional Collaboration</li> <li>▪ Strengthen Planning and Citizen Preparedness Capabilities</li> </ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Critical Resource Logistics and Distribution</li> <li>▪ Mass Care</li> <li>▪ Medical Surge</li> <li>▪ Fatality Management</li> <li>▪ Volunteer Management and Donations</li> </ul>

### Operational Activities

- 5.2.1 Develop written operational procedures for the Regional Response Team (RRT) to support evacuation planning and response capabilities.
- 5.2.2 Continue to provide standardized training for all functions of the RRT.
- 5.2.3 Ensure county threat assessments and emergency operations plans include incidents outside the jurisdiction which could have internal impacts.
- 5.2.4 Develop and maintain external partnerships with other states and the private sector.
- 5.2.5 Enhance state and local annexes and standard operating procedures to facilitate response and recovery across all disciplines.
- 5.2.6 Establish a training and capabilities baseline across all disciplines.
- 5.2.7 Ensure effective skills training is provided in the use of response equipment.
- 5.2.8 Ensure first responders, key personnel and decision makers are provided education related to strategy, functions, and roles and responsibilities.
- 5.2.9 Enhance exercise programs through the use of realistic exercises that test the abilities of first responders through the top levels of government/decision makers.
- 5.2.10 Develop and maintain comprehensive fatality management mission critical plans and resource lists (i.e., facilities, personnel and agencies).
- 5.2.11 Develop plans, procedures, protocols, and systems for fatality management.

## Objective 5.3 – Enhance Mass Evacuation Recovery Capabilities

<b>National Priority</b>	<ul style="list-style-type: none"><li>▪ Enhance Regional Collaboration</li><li>▪ Strengthen Planning and Citizen Preparedness Capabilities</li></ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"><li>▪ Planning</li><li>▪ Structural Damage Assessments</li><li>▪ Restoration of Lifelines</li><li>▪ Economic and Community Recovery</li></ul>

### Operational Activities

- 5.3.1 Establish training and capabilities baseline across all disciplines related to recovery.
- 5.3.2 Develop and maintain damage assessment procedures.
- 5.3.3 Conduct training on damage assessment procedures.
- 5.3.4 Develop debris management plans and procedures.
- 5.3.5 Identify mitigation measures and emergency restoration procedures.
- 5.3.6 Develop qualification and certification standards for paid and volunteer staff.
- 5.3.7 Develop standards and procedures to identify qualified contractors offering recovery/restoration services.
- 5.3.8 Integrate appropriate private-sector entities into incident response activities.
- 5.3.9 Coordinate with state and local emergency management officials to credential restoration personnel who will need to enter potentially restricted areas to fulfill their responsibilities.
- 5.3.10 Incorporate corrective actions and lessons learned into restoration plans.
- 5.3.11 Provide training regarding the restoration of lifelines processes.
- 5.3.12 Provide economic stabilization, community recovery, and mitigation support and/or financial restitution to key service sectors (e.g., medical, financial, public health and safety).

## Objective 5.4 – Provide Necessary Equipment to Prepare Agencies

<b>National Priority</b>	<ul style="list-style-type: none"><li>▪ Enhance Regional Collaboration</li><li>▪ Strengthen Planning and Citizen Preparedness Capabilities</li></ul>
<b>Primary Target Capability Areas</b>	<ul style="list-style-type: none"><li>▪ Risk Management</li><li>▪ Planning</li><li>▪ Critical Resource Logistics and Distribution</li><li>▪ Mass Care</li><li>▪ Medical Surge</li><li>▪ Emergency Public Safety and Security Response</li></ul>

### Operational Activities

- 5.4.1 Develop a standardized inventory (using standard typing definitions) needed to support response and recovery operations.
- 5.4.2 Prioritize response equipment in concert with federal guidelines and state goals for each discipline.
- 5.4.3 Acquire equipment in sufficient quantities to effectively respond to and recover from mass evacuation events.
- 5.4.4 Ensure appropriate equipment is available for effective training and exercises.
- 5.4.5 Identify equipment resources necessary to respond to a CBRNE/WMD event.
- 5.4.6 Facilitate the purchase of equipment for response teams identified in the completed needs assessment, encouraging purchase of interoperable equipment.
- 5.4.7 Support equipment upgrades to satisfy changing requirements.
- 5.4.8 Procure information technology hardware to support command and control communications.

## SECTION IV – INTEGRATION AND IMPLEMENTATION

*The West Virginia Homeland Security Strategy* directly builds on the *National Strategy for Homeland Security* (first issued in July 2002 and revised in October 2007). This strategy also builds upon the initial strategy goals and objectives for the State of West Virginia (approved by the U.S. Department of Homeland Security in April 2006).

*The West Virginia Homeland Security Strategy* will be implemented through programs, policies, and projects that will advance the collective goals and objectives in support of the capabilities needed to be prepared for both man-made and natural hazards. In addition to DHS grants, other funding sources can and should be used to implement the *West Virginia Homeland Security Strategy*.

The key to the effective implementation of the *West Virginia Homeland Security Strategy* will be coordinated planning, investment and support from the many agencies and stakeholders involved in the process. This includes the state and local elected and appointed officials who are ultimately responsible for the safety of their constituents. The *West Virginia Homeland Security Strategy* reflects the increased understanding of all threats facing West Virginia.



The West Virginia Homeland Security State Administrative Agency works to coordinate homeland security efforts, but many other state agencies (e.g. agriculture, education, emergency management, emergency medical services, fire service, law enforcement, transportation, and public health) play a vital role in homeland security as well.

It is equally important to coordinate and collaborate with local government as all disasters start and end locally; accordingly, over 80 percent of the federal homeland security grants are awarded to local government. Local elected officials, emergency managers, law enforcement and other first responder agencies have the ultimate responsibility for protecting and preparing their communities, and the vast majority of response resources rest with local government, not with state agencies. In addition to the traditional preparedness and response functions, homeland security has broadened the role of local government to help protect critical infrastructure and prevent the next act of terrorism by sharing information on threats and suspicious activities and other relevant law enforcement information.

State and local governments must work together and understand each others' capabilities and challenges. It is essential that local stakeholders have a role in helping to develop and implement the *West Virginia Homeland Security Strategy*.

In addition to the various levels of government, the private sector must be a full partner in homeland security. As the Nation's principal providers of goods and services, and the owners or operators of a significant amount of the Nation's critical infrastructure, the private sector has an interest in ensuring their own security and the security of their customers.

The public also has an important role to play. Public awareness and preparedness are critical elements in preventing terrorist attacks and responding to disasters. West Virginia will work to empower citizens with the information they need to be both aware and prepared, and will find ways to partner with non-profit and other community groups to help promote the preparedness message. However, it is the responsibility of every individual to ensure they and their families have taken necessary preparedness actions.



## SECTION V – PERFORMANCE MEASURES

Measuring progress is a key component of homeland security. The effective and efficient use of public dollars is a critical part of the *West Virginia Homeland Security Strategy* and requires the use of metrics to measure progress towards increasing preparedness capabilities and achieving goals. To report on how the state is meeting its homeland security goals, West Virginia will utilize the federally mandated State Preparedness Report. This strategy provides an assessment of the progress in meeting the Homeland Security National Priorities. Other federal preparedness measures are likely to emerge and West Virginia is prepared to help test and implement these programs when they become available.

In addition to the federal performance measures, the West Virginia Homeland Security State Administrative Agency will also work with state and local partners to ensure West Virginia is meeting the specific objectives outlined in the State Strategy. The *West Virginia Homeland Security Strategy* will also be tested through exercises and actual events, as they too represent opportunities to identify gaps and shape priorities moving forward.

The *West Virginia Homeland Security Strategy* must remain current and updated. The West Virginia Homeland Security State Administrative Agency will coordinate the process of updating the Strategy annually to include any changes to National Priorities, federal homeland security guidance and legislative mandates. State and local stakeholders will be asked to provide feedback and insight related to the *West Virginia Homeland Security Strategy*.

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