Homeland Security in Ohio

Look Back to Move Forward

2011

A Review of Ohio’s First Decade of Homeland Security and Priorities to Secure the Future

Developed by the Ohio Department of Public Safety, Division of Homeland Security, with the State of Ohio Homeland Security Advisory Council
NOTE:

This report was written with the input of state and local agencies and is intended to serve as a representation of homeland security activities in the mission areas of prevention, protection, response, and recovery across the state since 9/11.

In state government, two divisions of the Ohio Department of Public Safety are responsible for these mission areas. Ohio Homeland Security coordinates prevention and protection initiatives, while response and recovery programs are coordinated by the Ohio Emergency Management Agency.

Teamwork and partnerships are essential for effectiveness across the national homeland security enterprise. In Ohio, homeland security is impacted by federal agencies who work in concert with state and local governments making the state more secure – significantly the Federal Bureau of Investigation and the component agencies of the U.S. Department of Homeland Security.
Governor Kasich and Citizens of Ohio:

Homeland security has become part of our way of life and will continue to be for the foreseeable future as new threats emerge, vulnerabilities develop, and the world becomes more complex.

A decade ago, our nation was thrust into confronting the specter of terrorism on a daily basis. Since that bright September morning was clouded by evil, Ohioans in and out of uniform have continued to work to ensure Ohio is prepared for all-hazards through efforts to improve prevention, protection, response, and recovery capabilities.

As a result, Ohio is safer and more secure than it was ten years ago through a focused collaborative effort to build regional response capability, protect critical infrastructure, develop information sharing protocols, and create mechanisms to coordinate this new practice of homeland security among federal, state, and local partners. Broader than any single agency, discipline, or jurisdiction, homeland security requires an intensity to coordinate, measure outcomes, assess risks, and continue vigilance without complacency.

The tenth anniversary of al-Qaida’s attacks on America provides an inflection point before moving forward. This report attempts to capture accomplishments and account for Ohio’s first decade of homeland security while estimating future challenges and identifying priorities under common homeland security principles that unite us statewide. This report was prepared with the input of members of the Homeland Security Advisory Council, which is comprised of first responder disciplines, state agency representatives, urban areas, and counties from throughout the state.

This daily work to make communities across Ohio more resilient has built a foundation of not only capabilities, but more importantly, relationships that will enable innovations, creating opportunities by addressing emerging threats and challenges more nimbly by including the private sector and other partners to provide stability through security.

We are proud to jointly present this special report that will serve as a starting point for homeland security in Ohio for the years to come and continue a dialogue on how to make communities across Ohio more secure efficiently, effectively, and meaningfully, so that Ohio is an ideal location to raise a family, build a business, and have a vibrant future. This kind of statewide collaboration took years to develop and will need to be nurtured to maintain its effectiveness. Please continue to keep Ohio safe into the future.

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# Table of Contents

Executive Summary ........................................................................................................ 4

Guiding Principles for Ohio's Homeland Security ................................................................. 4

Overarching Findings .............................................................................................................. 5

Looking Back: Post 9/11 Achievements ......................................................................... 6

Key Accomplishments ........................................................................................................... 12

Assessing the Future of Homeland Security ........................................................................ 14

Importance of Infrastructure Protection ............................................................................. 15

Securing Ohio Collaboratively as We Move Forward .................................................... 16

Priorities to be Addressed ................................................................................................. 16

Next Steps .................................................................................................................... ...... 16

Appendices ................................................................................................................... 18

Appendix A. Ohio’s Regional Response Teams ................................................................. 19

Appendix B. Ohio's Homeland Security Accomplishments 2001-2011 ............................ 20

Appendix C. State Homeland Security Governance ............................................................ 22

Appendix D. Homeland Security Strategic Plan Roundtable Advisory Committees ............ 23

Appendix E. Terrorism Connections to Ohio since 9/11 ..................................................... 24

Appendix F. Endnotes .......................................................................................................... 25
Executive Summary

The attacks of September 11, 2001, forced the nation and Ohio to recognize the fragility of our existing national security structure and confront the uncertainty that followed. Ultimately, homeland security is about effectively managing risks to the nation’s security starting at the local level, and while much work has been completed to date, more must be done. Threats to the homeland are evolving, technology is advancing, and society requires even more resilient and inter-connected systems than in any previous era.

Identifying Ohio’s progress toward managing risks is necessary as homeland security partnerships mature. This document will assess how Ohio responded to the challenge of homeland security over the past ten years to ensure that, as a state, we are able to adapt to uncertainty in the next decade. By conducting a comprehensive review of Ohio’s homeland security efforts since 9/11, and estimating the challenges and opportunities that face the state through 2021, we can more precisely identify priorities to collaboratively prepare and secure our communities, recognizing Ohio’s national significance.

While Ohio is safer and more secure through the efforts addressed here, there is much more to be accomplished considering the threats, hazards, vulnerabilities, and potential consequences that affect Ohio. Technological change, persistent terrorist threats, societal evolution, economic concerns, varied seasonal weather patterns, and continued human innovation create challenges. This also provides an opportunity to continue securing Ohio so that the state is an ideal location to live, work, and build business. Indeed, homeland security helps shape conditions and contributes to economic security by reducing risk statewide.

Coordinating prevention, protection, response, and recovery mission areas across the homeland security enterprise ensures mission effectiveness, because homeland security responsibilities apply across the public and private sectors, from federal, state and local governments to volunteers. Homeland security arose out of the ashes of 9/11 due to a fragmented approach to security, and the partnerships in Ohio that have grown strong during a decade of homeland security – now taken as custom – must continue. Given this overlap of responsibility, it is essential that the relationships forged over the last decade continue to be strengthened and nurtured through continued collaboration. By working together we, as a state, ensure that Ohio will be better prepared for the future.

Guiding Principles for Ohio’s Homeland Security

As Ohio determined what capabilities to build over the past decade, the focus shifted from building core capabilities in every jurisdiction to building shared capabilities that benefit broader areas of the state. In the beginning, agencies built homeland security assets individually, but as time progressed, the importance of collaboratively pursuing a unified purpose across Ohio became evident.

Homeland security is a practice with common responsibilities at the local, state, and federal levels of government and a need to integrate communities and the private sector. This is not about the missions of individual agencies, but rather a shared mutual interest in homeland security. Although there is an element of homeland security in most missions, homeland security does not supplant other core missions. Even without homeland security in their titles and mission statements, agencies are working toward a more secure Ohio every day. We must
all continue to pursue multi-jurisdictional, multi-disciplinary planning, information sharing, and resource sharing. Wisely investing in homeland security as we move forward, includes addressing existing capability sustainment as well as emerging risks.

**Overarching Findings**

Several themes surfaced while assessing Ohio's progress since 9/11, compared to the future conditions that homeland security may face.

**Ohio is safer and more secure.** The clearest finding is that, with the many statewide and regional capabilities that have been built, Ohio is safer, more secure, and better prepared to respond. Another important theme is that the collaboration among state and local agencies, associations, and private sector partners enhances the homeland security enterprise. Statewide intelligence and information sharing is more effective and involves not only law enforcement, but many other local, state, and federal partners. Progress has been made in strengthening and protecting critical infrastructure in many areas. Volunteers are more engaged in preparedness activities; many even work alongside first responders during disasters and exercises. Finally, $770 million in federal homeland security grants have been essential in helping Ohio build capabilities that have helped build capacity at the local and state level over the last decade.

**Opportunities exist for innovation and efficiency across the homeland security enterprise.** The foundation of capabilities laid during the last decade enables homeland security stakeholders to build Ohio-specific priorities in the future. Information sharing must continue to be improved upon. A statewide cyber security strategy and cyber security policies must be developed. Long-term homeland security programs must be sustained at the local and state levels. Preparation must take place for the most-likely disasters not caused by terrorism. Regions must begin to implement all-inclusive planning. Medical surge and mass preventative care capabilities must be maintained.

**Moving forward, work must continue on areas highlighted over the past decade in order to achieve priorities** discussed above. Homeland security stakeholders must continue to work toward a safer, more secure, and better prepared Ohio. Collaborative relationships must be enhanced. Statewide intelligence and information sharing must be made even more effective. The private sector must be better incorporated into strengthening and protecting Ohio’s critical infrastructure and identifying interdependencies. Volunteers and the general public must be better engaged in preparedness activities as homeland security partners work together to increase efficiency and effectiveness to address known threats and future challenges.
Looking Back: Post 9/11 Achievements

Leading up to 9/11, our country experienced a growing awareness of terrorism. Ohio began to take steps to address terrorism in the wake of the World Trade Center attack of 1993 and the Murrah Federal Building bombing and Tokyo subway sarin gas attack of 1995, but it was the events of 9/11 that drove home the possibility that a catastrophic terrorist event could happen here.

After 9/11, the intensity of preparedness activities increased exponentially. New assessments of threat, risk, and capabilities were ordered, and time frames were shortened from several years to several months. An avalanche of new federal directives, policies, and grants were handed down to state and local governments.

In Ohio, officials evaluated the role, responsibility, scope, and tasks for the new concept of homeland security. The State of Ohio Security Task Force was established in September 2001 to develop a coordinated, comprehensive state strategy to address security issues by strengthening state preparedness at all levels of governments. Until 2003, terrorism and homeland security issues were coordinated by the Ohio Emergency Management Agency as part of disaster preparedness and response; however, after the formation of the U.S. Department of Homeland Security, Ohio Homeland Security was established to oversee the coordination of homeland security across the state. Ohio Homeland Security and Ohio Emergency Management Agency are both divisions of the Ohio Department of Public Safety and continue to coordinate homeland security prevention, protection, disaster response, and recovery. In April 2006, the Homeland Security Advisory Council was established to provide a venue for local and state officials to collaborate on and advise the director of Public Safety on homeland security planning and programs along with the Ohio Homeland Security Advisor.

Ohio conducted its own assessment of statewide threats, vulnerabilities, and gaps in 2001. This assessment was used to develop a comprehensive strategic plan, released in 2003, that determined which proficiencies to build. The development of these projects involved state, local, and federal agencies, state professional associations, nonprofit organizations, private industry, and the public.

As communities across the state grappled with homeland security governance, policy, and mission, a strategic planning process outlined the priorities needed to focus prevention, protection, response, and recovery investments by adopting the U.S. Department of Homeland Security’s eight National Priorities to build a baseline of capability for the state that reflected the national need to build a culture of preparedness.
Expand Regional Collaboration

Ohio divided the state into eight Homeland Security Planning Regions and began developing regional teams and enhancing teams and capabilities that were already in place. Currently, there are regional teams for hazardous materials response, collapse search and rescue, water rescue, and bomb squads. Fire assets are as numerous as the state’s fire departments and can respond based on a request from a local incident commander, through a web-enabled emergency response system. Law enforcement capabilities have been identified for Special Weapons and Tactics, hostage negotiation, dive, and canine teams for patrol, search and rescue, cadaver recovery, narcotics, and explosives. There are incident management teams, animal rescue teams, and a volunteer Medical Reserve Corps. (Appendix A)

The Northern Border Initiative was formed in an effort to detect, deter, prevent, prepare for, and respond to threatened or actual terrorist events, and other situations that require law enforcement involvement; enhancing the security and protection of Ohio’s international border, coastline, and inland connected waterways from Ohio’s most western border to its most eastern border. Nine counties in Ohio and one in Michigan participate in the Northern Border Initiative, as well as four state agencies, three federal agencies, and cooperation from Canada.

Each region addressed homeland security activities based on their unique composition and implementation of the national and statewide priorities.²

Region 1

- Lima Area Security and Emergency Response Security Task Force is a private/public partnership that collaborates on security measures for chemical plants and refineries in Allen County
- Toledo Tactical Response Teams have enhanced ability to respond to weapons of mass destruction incidents with an armored personnel vehicle that has utilities for multiple hazards
- Regional teams in collapse search and rescue, hazardous materials/weapons of mass destruction, radiological response, animal rescue, water rescue, and bomb response

Region 2

- Northeast Ohio Regional Fusion Center enhances intelligence and information sharing
- See Something, Say Something™ campaign in Ohio was first promoted in Cleveland to encourage people to report suspicious activity
• Regional teams in collapse search and rescue, hazardous materials/weapons of mass destruction, animal rescue, water rescue, and bomb response

**Region 3**
- Ohio Task Force 1 Urban Search and Rescue team headquartered in Kettering
- Regional teams in collapse search and rescue, hazardous materials, animal rescue, water rescue, bomb response, and incident management assistance

**Region 4**
- Central Ohio Terrorism Early Warning Group enhances intelligence and information sharing and is collocated with the state fusion center
- Columbus’s bomb squad can respond to multiple, simultaneous incidents and possesses a remote-operated vehicle that is capable of handling a vehicle-borne improvised explosive device and monitors that are capable of detecting and identifying chemical, biological, radiological, and nuclear materials
- Regional teams in collapse search and rescue, hazardous materials/weapons of mass destruction, animal rescue, water rescue, and bomb response

**Region 5**
- Regional hazardous materials teams that have various levels of technical response capability, including weapons of mass destruction
- Additional regional teams in collapse search and rescue, animal rescue, water rescue, and bomb response

**Region 6**
- Greater Cincinnati Terrorism Early Warning Group enhances intelligence and information sharing for the tri-state area and Ohio
- Cincinnati Urban Area is a model of cross-border mutual aid, involving eight counties in Ohio, three counties in Kentucky, and one county in Indiana
- Regional teams in collapse search and rescue, hazardous materials/weapons of mass destruction, animal rescue, water rescue, and bomb response

**Region 7**
- Since 2005, Visible Intermodal Prevention and Response team exercises have been conducted along the Ohio River, coordinated by the Transportation Security Administration including state and local agencies from Ohio, West Virginia, and Kentucky that have increased operational coordination to secure assets along the River
- Bluestone Dam planning with federal, state, and local, agencies in Ohio and West Virginia
- Regional teams in hazardous materials and animal rescue

**Region 8**
- Medical equipment, supply, and pharmaceutical caches containing antibiotics (for bioterrorism incidents), personal protective equipment, and durable medical equipment. have now been established
- Regional teams in collapse search and rescue, hazardous materials, animal rescue, and water rescue

**Implement the National Incident Management System and the National Response Plan**

Mutual aid agreements are a necessary component of sharing capabilities. Ohio has both interstate and intrastate mutual aid agreements. Every state in the nation is part of the Emergency Management Assistance Compact, which allows for sharing of resources across state lines. The Intrastate Mutual Aid Compact applies to all of Ohio’s jurisdictions and enables the immediate sharing of resources regionally.

**Implement the National Infrastructure Protection Plan**

Protecting and understanding infrastructure is vital to Ohio’s security since historically, terrorists attack infrastructure primarily owned by the private sector. Ohio Homeland Security has worked with the private sector to build security layers around sensitive sites and provide vulnerability assessment services to infrastructure owners in the government, business, and non-profit sectors in coordination with the U.S. Department of Homeland Security. Ohio’s infrastructure awareness across 18 identified critical sectors enables information sharing and risk management to protect critical infrastructure vital to Ohio’s economy and quality of life.

For example, security plans, coordinating agreements, and partnerships have been developed in agriculture, health laboratories, public water systems, dams, nuclear power plants, schools, government facilities, and information technology systems in an ongoing protection process to build resiliency in the case of terrorism, natural hazards, and man-made failures. Intersections and interdependencies across sectors must be understood since the consequences are profound.
Strengthen Information Sharing and Collaboration Capabilities

Prior to September 11, 2001, the nation missed opportunities to thwart the 9/11 plot. Information was not shared; analysis was not pooled. To increase information sharing, in 2005, Ohio Homeland Security established the Strategic Analysis and Information Center to serve as Ohio's statewide fusion center. Fusion centers allow front-line law enforcement, public safety, fire service, emergency response, public health, and private sector security personnel to regularly work together at a single location to share intelligence and understand local implications of national intelligence, thus enabling local officials to better protect their communities. Similar regional capabilities have been established in Greater Cincinnati, Northeast Ohio, and Central Ohio.

In 2008, Ohio's Homeland Intelligence Reports were used as sources in two separate Presidential Daily Briefings. The Strategic Analysis and Information Center developed and strictly adheres to a policy on privacy and civil liberty protections and was recognized for this policy by the office of U.S. Director of National Intelligence. In 2009, the Strategic Analysis and Information Center also received the National Fusion Center of the Year award and the U.S. Department of Homeland Security/Transportation Administration Security Partner of the Year award.

Ohio's counterterrorism network includes federal, state, and local agencies that collectively work to ensure that the Strategic Analysis and Information Center, Terrorism Early Warning Groups, Joint Terrorism Task Forces, and Terrorism Liaison Officers have the information they need to make Ohio safer while also ensuring threat information is shared with the broader intelligence community to prevent potential terrorist activity. This coordination allows improved situational awareness for first responders.

In 2006, the See Something, Say Something™ program was initiated statewide to promote public awareness about suspicious activity that may lead to terrorism. This program is vital and expanding to update content, communicate the statewide tip line, and concentrate on building new partnerships for identifying and reporting suspicious activity.

Strengthen Communications Capabilities

Lack of operational on-scene communication between police and fire departments was one of the main problems identified in the response to the 9/11 attacks on the World Trade Center. Ohio began the development of the Multi-Agency Radio Communications System in the mid-1990s, and in 2001, the Statewide Interoperability Executive Committee was formed to accommodate more system users and act as the governance body to oversee the growth of interoperable communications throughout Ohio and the surrounding states. Adding to the state’s interoperability are 11 regional communications vehicles that assist local efforts when needed. Hospitals are also connected to local and state public health, first responders, and others. All of these efforts to improve interoperable communications have helped Ohio achieve 97.5% mobile coverage.
Strengthen Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Detection, Response and Decontamination Capabilities

Detecting, deterring, and responding to chemical, biological, radiological, nuclear, and explosives is one of the more difficult capabilities to achieve. Ohio has developed specialized training and guidance on protective equipment for first responders through multi-disciplinary, multi-jurisdictional teams – a key component in enabling comprehensive homeland security locally, regionally, and statewide. Ohio has built 19 bomb teams with regional response agreements.

A chemical, biological, radiological, nuclear, and explosives working group, comprised of multi-disciplinary and multi-jurisdictional partners, is exploring detection needs to identify gaps and pursue solutions to address them.

Strengthen Medical Surge and Mass Preventative Care Capabilities

All Ohio hospitals have created plans for evacuating in the event of a major incident that damages their facility. In 2008, Ohio implemented a secure system that tracks patient locations in all Ohio acute care hospitals during mass casualty incidents. Ohio’s Modular Emergency Medical System further augments local healthcare response efforts during disasters by bringing medical resources to non-hospital settings.

During the 2009 H1N1 pandemic influenza outbreak, the Ohio Department of Health worked with hospitals, local health departments, and regional partners to conduct mass vaccinations of the public. In 2011, a Department of Health study showed that Ohio’s collaborative response to the H1N1 pandemic prevented 64 deaths, 1,400 hospitalizations, and 310,402 cases of influenza, saving the state $8.4 million in H1N1-related hospitalization costs.

Strengthen Planning and Citizen Preparedness Capabilities

In the wake of 9/11, there was a surge of patriotism and volunteerism throughout the country; citizens wanted to get involved in the event of another disaster. Citizen Corps was developed in 2002 to show that there are appropriate roles for volunteers in preventing, preparing for, responding to, and recovering from emergencies at all levels.

Several volunteer initiatives are under the umbrella of Citizen Corps, including: Community Emergency Response Teams, Medical Reserve Corps, Fire Corps, Volunteers in Police Service, and USA on Watch/Neighborhood Watch. All of these programs are currently active in Ohio’s communities, preparing for and responding to emergencies at the local level.

The federal government backed homeland security programs with grant funding aimed at combatting terrorism. The Ohio Emergency Management Agency is the state administrative agency to administer the federal Homeland Security Grant Program. Between 1996 and 2001,
various terrorism/homeland security grants from the federal government were awarded to the State of Ohio and Ohio’s six largest cities and counties, and totaled less than $9 million. After 9/11, the grants grew rapidly to over $100 million in 2004, then started decreasing. Preparedness grants between 2002 and 2010 totaled $770 million. The requirements of these grants mirrored the federal priorities at the time. Declining federal homeland security funding is expected as the nation confronts budget pressures.

**Key Accomplishments**

<table>
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<tr>
<th>Ohio is safer, more secure, and better prepared to respond.</th>
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<tr>
<td>• Greater statewide response has been achieved through new and enhanced regional capabilities, including bomb squads, fire response, hazardous materials teams, incident management teams, medical response, collapse search and rescue, water rescue, and animal teams.</td>
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<tr>
<td>• State and local collaboration has resulted in more seamless integration of response plans.</td>
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<tr>
<td>• Ohio’s international border security has been enhanced.</td>
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<td>• Training and conducting exercises regionally has improved response capabilities.</td>
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<tr>
<td>• Urban areas – Cincinnati, Cleveland, Columbus, Toledo – with larger population centers and higher profile targets have built new and enhanced existing capabilities.</td>
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<td>• Regional hospital coordination efforts have ensured more effective planning and response to health incidents.</td>
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<td>• Significant planning has been done in Ohio to receive large amounts of preventative medicines and medical equipment at the local level and identify state staging areas and local points of distribution for the Strategic National Stockpile, during a medical-based incident. This was successfully tested in the 2009 H1N1 pandemic influenza response.</td>
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<tr>
<td>• Ohio implemented a secure patient tracking/family reunification system that maintains an understanding of bed capacity and resource needs and tracks patient locations in mass casualty incidents in all Ohio acute care hospitals.</td>
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<tr>
<td>• The Multi-Agency Radio Communications System has provided digital, interoperable communications across the state.</td>
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<td>• Central Ohio’s interoperable communications system was nationally recognized by the U.S. Department of Homeland Security.</td>
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<td>• Interoperable communications are enhanced by regional, deployable vehicle assets.</td>
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<td>• The Terrorism Incident Annex to the Ohio Emergency Operations Plans was updated in 2007 and is again being revised.</td>
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<tr>
<th>Relationships enhance the homeland security enterprise by collaboration.</th>
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<tr>
<td>• Relationships have been built across multiple disciplines and multiple jurisdictions, enabling partnerships across a broad array of traditional and non-traditional responders.</td>
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<tr>
<td>• Collaboration with neighboring states and Canada and participation in activities such as the Great Lakes Hazards Coalition and the Northern Border Initiative have improved preparedness in Ohio.</td>
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<tr>
<td>• Mutual aid between states was streamlined by Ohio’s participation with the Emergency Management Assistance Compact.</td>
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<tr>
<td>• Mutual aid between jurisdictions in Ohio became more uniform when the Intrastate Mutual Aid Compact became law.</td>
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<tr>
<td>• The State Homeland Security Strategic Planning Roundtable process has worked well in focusing efforts on achieving strategic goals.</td>
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<tr>
<td>• Disaster response has improved with more widespread acceptance of a standardized incident management system.</td>
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Statewide intelligence and information sharing is more effective.

- Great strides have been made in developing a counter-terrorism and information sharing network related to threats and vulnerabilities coordinated through federal agencies and state and regional fusion centers.
- In 2008 and 2009, the Ohio fusion center received three awards as a model fusion center.
- Federal, state, and local information sharing led to arrests of terrorists in Ohio (see appendix).
- Classified information being shared today by federal agencies with state and local authorities was not able to be shared a decade ago; enhancing situational awareness.
- Daily information-sharing briefings are facilitated by Ohio Homeland Security and support local law enforcement and state interagency prevention and protection missions.

Strengthened and protected critical infrastructure.

- Ohio has made progress in inventorying critical infrastructure/key resources and providing sector-specific protective measure recommendations.
- Ohio has developed plans to protect critical infrastructure in agriculture and food, chemical, communications, dams, emergency services, government facilities, nuclear reactors, public health and healthcare, transportation, and water.
- Ohio Homeland Security has worked with the U.S. Department of Homeland Security and the private sector to build security layers around sensitive sites and also provide vulnerability assessment services to infrastructure owners.
- Ohio State University received the 2011 Facility Achievement Award for their innovative approach to enhancing safety and security on campus.

Volunteers are better engaged in preparedness activities.

- Volunteer efforts through Citizen Corps have been greatly expanded in local programs that work side-by-side with local first responders.
- Medical Reserve Corps volunteers mobilized in 2009, under the Ohio Department of Health, to provide preventative vaccines in large temporary clinics across the state during H1N1.
- Ohio now has the capability to set up Volunteer Reception Centers as a volunteer clearinghouse and match volunteers to missions during disasters.

Federal homeland security grants helped build a foundation of homeland security, enabling capabilities in Ohio.

- Federal homeland security grants have been instrumental in achieving much of the capabilities that have been built in the last decade.
- Regional teams have made better use of federal homeland security grant funding by allowing more specialized equipment to be purchased and committed regionally, therefore making it possible for any area in the state to benefit from the investment.
- Federal homeland security grant eligibility requirements to date have focused on the National Priorities established by DHS.

Ohio has built significant prevention, protection, response, and recovery capabilities. In the future, we will be judged by the results of our investments in the first decade of homeland security and how well we build upon those investments.
Assessing the Future of Homeland Security

In these dynamic times Ohio must be ready for what’s next. Assessing future factors challenging homeland security includes societal, technological, and environmental changes as well as reasonable threats and hazards Ohio may face.

To ensure we learn from the past, it is imperative that we continuously update our plans and strategies so that our state is well prepared to confront future threats, risks, and hazards. This section identifies the likely societal challenges and changes, threat trends, and infrastructure vulnerabilities Ohio will face in the next decade.

Global economic conditions are fragile, and recent events have caused us to focus on necessity – whether at home or in our operations. State and local agencies need to begin developing budgets based on ever-decreasing federal homeland security grants and focus on specific mission-essential functions.

In an uncertain environment, it is imperative to work together to share information, as threats that have been experienced in the recent past – cyber security and homegrown violent extremism, for example – will continue into and may even play a greater role on homeland security in the foreseeable future. The echoing effects of 9/11 on the emergency and first responder community may have limited the threat of a major terrorist attack launched by al Qaeda from overseas, but lone actors or those motivated by single issues such as Timothy McVeigh, the Norway attack in July, or the insider threat posed by Nadal Hasan within the military remain concerning.

Over the next decade, homeland security partners must understand the impacts of new technology and how best to implement it or determine how terrorists will adopt it. We will begin to employ a new generation of technologically-savvy employees who can model data, run analytics, and track mission effectiveness to enhance decision-making. We will need to build interdependent information technology capabilities with redundancies, while incorporating cyber security into governance, plans, policies, and procedures. Technologies incorporating simulation will lead to improved participation in exercises and increased responsiveness.

The essentials of homeland security – communication, coordination, collaboration – will not and should not change, but the tactics, techniques, and procedures affected by the factors listed above will significantly test Ohio’s homeland security enterprise over the next decade to prevent terrorist attacks and protect infrastructure that is integrated into every aspect of the life of an Ohioan.
Importance of Infrastructure Protection

Ohio’s critical infrastructure is so interconnected that only by working together can government and business be successful in securing our state. The delicate balance of interdependency between sectors can cause cascading effects: when an event impacts one, it may affect other sectors as well.

The link between economic security and homeland security is profound. Ohio’s economy is the 8th largest in the country. Protecting Ohio’s infrastructure is a means to ensure continuity of our way of life and mitigate money lost through terrorism and other criminal acts, through either attacks on virtual or physical structures. Investment in homeland security can help all of our critical infrastructure sectors become more secure and resilient.

Infrastructure is a system of systems where disruption in one sector impacts another or potentially causes a delay in recovery, causing an escalation of impact. Today’s businesses utilize just-in-time inventories and disruption would have significant consequences. In all critical sectors, protective plans, procedures, and policies should be in place to enhance physical deterrence, cyber security, assess geographic effects, and understand financial impact of techniques to reduce vulnerability, not just within a single sector but across the system of critical sectors.

These sectors are monitored by the Strategic Analysis and Information Center and are key to securing our future. Priorities based on these sectors will be revised as the state’s fusion center improves upon information sharing, leading to the reporting of higher-quality threat information. Because the private sector is estimated to own approximately 90% of infrastructure within the U.S., government and the private sector should develop non-regulatory partnerships to strengthen existing relationships along with improving resilience by providing continuity of service, operation, and way of life as a result.
Securing Ohio Collaboratively as We Move Forward

Securing Ohio is one of unprecedented complexity requiring the government, public sector, private sector, and non-profit sectors to work together toward prevention, protection, response, and recovery. Addressing homeland security challenges in the future will require focus, determination, and long-term commitment to be effective and efficient in developing Ohio-specific priorities.

Priorities to be Addressed

Determining Ohio's priorities for the next decade was a collaborative process that included representatives of all of the homeland security partners in Ohio, beginning with the Homeland Security Advisory Council and expanding from there. The partners rated their choices to determine the direction that makes the most sense for Ohio. While capabilities to date have been built according to federally-identified priorities, the Ohio priorities will inform future planning while integrating regional and national initiatives as needed.

These are Ohio's priorities for the future, ranked in order:

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<tr>
<th>Ohio’s Priorities for the Next Decade</th>
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<tr>
<td>1. Improve sharing of timely, quality intelligence, and information through existing fusion centers to all homeland security partners.</td>
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<td>2. Develop and implement a strategy to combat cyber attacks and develop cyber security policies.</td>
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<tr>
<td>3. Identify interdependencies and protect critical infrastructure for resilience against all hazards.</td>
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<tr>
<td>4. Support strategic long-term homeland security program sustainment at the local and state levels of prevention, protection, response, and recovery capabilities.</td>
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<tr>
<td>5. Prepare for most likely disasters not caused by terrorism.</td>
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<tr>
<td>6. Coordinate planning, resourcing, and operations regionally including other jurisdictions such as counties and states.</td>
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<tr>
<td>7. Maintain medical surge and mass preventative care capabilities.</td>
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Next Steps

The years after 9/11 demonstrated that homeland security is complex challenging, and demands significant investment and collaboration among local, state, and federal governments and integration with the private sector.

With limited resources, it can be difficult to prioritize homeland security hazards and identify the best strategies and countermeasures to address them on a statewide basis. Despite this challenge, homeland security policy decisions must be made, capabilities must be developed, and assets must be applied accordingly. As Ohio's homeland security matures, we must nurture the relationships that have been built, taking the following points into consideration.

Next Steps (continued)Continue to make Ohio safer, more secure, and better prepared.

- The chemical, biological, radiological, nuclear, and explosive working group must continue to meet and make progress in this highly technical field of response
- Additional incident management teams should be formed
- The law enforcement response plan should be updated and enhanced.
- Training, exercise, and sustainment of equipment must continue for response teams to be effective.
- Technology must be kept current. The Statewide Interoperability Executive Committee should explore establishing and adopting P25 standards and wider broadband use.
**Enhance collaborative relationships to strengthen homeland security enterprise.**

- Partnerships and relationships that have been forged must be strengthened.
- Ohio must better engage the private sector and the general public.
- Legislative changes should be pursued to make the interstate mutual aid compact flexible.
- State of Ohio Homeland Security Strategic Plan Roundtable Committees should be evaluated yearly to determine if they have the correct focus and membership.
- It is imperative that all homeland security stakeholders continue to receive training in the National Incident Management System.
- Building private sector partnerships will enhance Ohio’s ability to prevent and protect against threats.

**Continue to make statewide intelligence and information sharing more effective.**

- Ohio must continue to strengthen regional networking efforts, not only with state and local agencies, but also with additional private sector partners.
- Fusion centers and emergency operations centers should become familiar with each other’s roles to facilitate successful interfacing and cooperation between the two during an emergency.

**Strengthen and protect critical infrastructure.**

- Additional local and state jurisdictions should become trained in and begin entering critical infrastructure into the Automated Critical Asset Management System.
- More public-private partnerships must be formed in the areas of banking and finance, commercial facilities, critical manufacturing, defense industrial base, energy, information technology, and postal and shipping.
- Identify interdependencies among the critical sectors and develop means to protect them in partnership with the private sector.
- Cyber attacks can affect all critical infrastructure, therefore cyber security is an important initiative.

**Expand volunteer and general public engagement in preparedness activities.**

- Volunteers must be kept engaged and interested; Citizen Corps has value.
- First responder agencies must continue to involve volunteers in training and exercises.
- Use the See Something, Say Something™ campaign to promote the National Suspicious Activity Reporting Initiative.
- Fight public complacency with preparedness messaging.

**Increase funding efficiency and effectiveness.**

- Core baseline capabilities at all levels of government must be defined and sustained to offset substantial decreases in federal homeland security grants allocations.
- No-cost and low-cost solutions must be identified and implemented.
- Measuring results of homeland security investments must be part of program evaluation criteria.
- Evaluate National Priorities against Ohio’s priorities to ensure that our state’s unique needs are being addressed.
- The results of program evaluations must be successfully communicated to all stakeholders to ensure collaborative planning.
- Ohio law related to homeland security, terrorism, and preparedness should be periodically evaluated to ensure effectiveness.

Ohioans rely on the state as a whole for their homeland security. This means we must work to increase our partnerships across all sectors – from public to private and across businesses and volunteer organizations. We will all face the same challenges and opportunities in the future. This common responsibility will call for shared costs and the increased sharing of information and best practices.

In creating the Strategic Plan, Ohio Homeland Security recognized the need for an inclusive planning process to ensure comprehensive input from across the state was incorporated into this guiding document. Part of this planning process included the formation of the State of Ohio Homeland Security Strategic Plan Roundtable, which is composed of nine advisory committees with representatives from more than 200 agencies statewide, including first responders, government officials, non-governmental organizations, and the private sector. This Roundtable is tasked with making recommendations for revisions and implementing the Strategic Plan’s objectives and steps, in support of the continued development of sustainable, risk-based, all-
hazard preparedness capabilities for the state. All of the information contained in this review of Ohio’s homeland security will be taken into consideration and used by the Strategic Plan Roundtable in development of the 2012 State of Ohio Homeland Security Strategic Plan.

Appendices
## Appendix A. Ohio’s Regional Response Teams

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal</td>
<td>Eight animal response teams respond to help rescue, house, and treat animals during disasters and other emergencies.</td>
</tr>
<tr>
<td>Bomb</td>
<td>19 accredited bomb squads, equipped with radiation and explosive detection equipment, provide response to explosive emergencies such as vehicle bombs and suicide bombings.</td>
</tr>
<tr>
<td>Fire</td>
<td>Fire assets are as numerous as the state's fire departments. In 2002, the Ohio Fire Chiefs' Association established the Fire Chiefs' Emergency Response Plan to support local jurisdictions with fire personnel and resources when an incident overwhelmed normal mutual aid. In 2005, the Ohio Fire Chiefs' Association and Ohio Homeland Security entered into a partnership that allowed the existing Emergency Response Plan to be web-enabled and duplicated for law enforcement purposes. The Fire Emergency Response Plan handles dispatching of regional teams involving Fire, Hazardous Materials, Incident Management, Collapse Search and Rescue and Swift Water Rescue and is modeled in other states.</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>70 teams have been identified since 2005. These teams, equipped with chemical and radiological detection equipment, can respond to various types of hazardous chemical releases anywhere within the state within one to four hours.</td>
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<tr>
<td>Incident Management Team</td>
<td>Ohio’s Incident Management Team assists jurisdictions with planning, logistics, and command and control during complex or extended incidents. In 2007, the team was deployed to flooding in Findlay and Ottawa and a train derailment and fire in Painesville.</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>Law Enforcement Team capabilities across the state include: Special Weapons and Tactical, Hostage Negotiation, Dive, and Canine Teams for patrol, search and rescue, cadaver recovery, narcotics, and explosives.</td>
</tr>
<tr>
<td>Medical Response</td>
<td>Regional medical response is handled by the Medical Reserve Corps voluntary program, overseen by Ohio Department of Health.</td>
</tr>
<tr>
<td>Collapse Search and Rescue</td>
<td>Six teams currently respond to collapsed structures in Ohio. Response time takes anywhere from two hours for their own regions to four hours anywhere in the state. An additional two teams may be functional by December 2011.</td>
</tr>
<tr>
<td>Water Rescue</td>
<td>133 water rescue teams across Ohio perform at different levels depending on their community risk, training and equipment. Activities of the teams include swift water/flood search and rescue, ice rescue, and dive rescue/recovery operations. Ohio Department of Natural Resources was the lead in developing a statewide water rescue training program to assist in the development of water rescue team capabilities.</td>
</tr>
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</table>
**Appendix B. Ohio’s Homeland Security Accomplishments 2001-2011**

<table>
<thead>
<tr>
<th>Year</th>
<th>Achievements</th>
</tr>
</thead>
</table>
| 2001 | - Ohio Task Force One Urban Search and Rescue team responded to the World Trade Center.  
      - Ohio National Guard deployed to guard critical infrastructure in the U.S. and take the fight to enemies in Iraq and Afghanistan.  
      - State of Ohio Security Task Force established  
      - Lima Area Security and Emergency Response Security Task Force formed  
      - Database of Ohio’s critical infrastructure created  
      - Statewide Interoperability Executive Committee formed |
| 2002 | - Critical infrastructure database evolved into the Critical Infrastructure Program  
      - First Homeland Security Symposium sponsored by the State of Ohio Security Task Force  
      - State of Ohio Security Task Force established standardized personal protective equipment for all first responders in Ohio & increased the emphasis on interoperable communications.  
      - Ohio Fire Chiefs' Association established the Fire Emergency Response Plan  
      - Ohio Department of Transportation developed Ohio QuickClear  
      - Multi-agency Radio Communications System initiated first wide-area use during Memorial Day weekend  
      - Ohio Department of Natural Resources developed Special Response Vehicle for support of Port Security operations on Lake Erie and along the Ohio River.  
      - Senior Interagency Coordinating Group conducted bioterrorism tabletop exercise, focused on response to a plague scenario  
      - Ohio National Guard's 52nd Weapons of Mass Destruction Civil Support Team certified  
      - Ohio Citizen Corps developed |
| 2003 | - Ohio Department of Public Safety, Division of Homeland Security established  
      - First Ohio Homeland Security Strategic Plan released  
      - Ohio Department of Health established the Regional Medical Response System  
      - Ohio began to coordinate & perform inspections for the Buffer Zone Protection Program  
      - Ohio Emergency Management Agency developed the Statewide Continuity of Government and Continuity of Operations Plans  
      - Ohio Attorney General’s Office released the Ohio Law Enforcement Gateway  
      - Ohio Department of Commerce, State Fire Marshal's Mobile Incident Response Vehicle unveiled  
      - Senior Interagency Coordinating Group conducted bioterrorism tabletop exercise, focused on recovery phase of a plague scenario |
| 2004 | - Annual statewide terrorism assessments mandated  
      - National Incident Management System released  
      - Hamilton County Regional Terrorism Early Warning Group formed  
      - ODH & OEMA partnered with local public health, hospitals, EMAs, emergency response and law enforcement agencies to conduct eight regional bioterrorism tabletop exercises on smallpox.  
      - Ohio began developing plans for CHEMPACK in Ohio  
      - Ohio Department of Health, with the assistance of Wright State University's Boonshoft School of Medicine, developed Ohio’s Modular Emergency Medical System  
      - Ohio introduced the Volunteer Reception Centers into Citizen Corps |
| 2005 | - Ohio Department of Public Safety, Division of Homeland Security, Strategic Planning Office formed  
      - Ohio Response System developed  
      - Ohio Fire Emergency Response Plan became web-enabled and was duplicated for law enforcement purposes.  
      - Regional Hazmat teams began to be identified  
      - Statewide response to Hurricane Katrina & Hurricane Rita  
      - Strategic Analysis and Information Center – a multijurisdictional “fusion center” – established under Ohio Homeland Security  
      - OEMA & Buckeye State Sheriffs’ Association developed and provided regional interoperable communications vehicles to sheriff's departments  
      - Ohio Department of Natural Resources’ Special Response Vehicle deployed to Louisiana for Hurricanes Katrina response.  
      - Senior Interagency Coordinating Group permanently relocated under the Ohio Department of Health |
| 2006 | - Homeland Security Strategic Plan Roundtable created  
      - Homeland Security Advisory Council, established in Ohio Revised Code, replacing the State of Ohio Security Task Force  
      - National Incident Management System adopted in Ohio law |
<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
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</thead>
</table>
| 2007 | INCIDENT MANAGEMENT TEAM Deployed to flooding in Findlay, Ohio & Ottawa, Ohio, as well as a train derailment & fire in Painesville, Ohio.  
Northern Border Initiative launched  
Multi-jurisdictional exercise, conducted by the Ohio Fire Chiefs Association, in conjunction with Ohio Homeland Security and Ohio EMA, tested the Fire and Law Enforcement Emergency Response Plans.  
Ohio Homeland Security began using & training other agencies in the use of the Automated Critical Asset Management System and created an advisory group to roll out the Automated Critical Asset Management System project statewide.  
Eight Campus Emergency Planning and Response Workshops were held  
Ohio awarded accreditation through the Emergency Management Accreditation Program  
FBI & DHS personnel assigned to the Strategic Analysis & Information Center  
Northeast Ohio Regional Fusion Center formed |
| 2008 | OHIO HOMELAND INTELLIGENCE REPORTS used as sources in two separate Presidential Daily Briefings.  
Strategic Analysis and Information Center's policy on privacy and civil liberty protections recognized by the U.S. Office of the Director of National Intelligence at the 2008 National Fusion Center Conference.  
Ohio Terrorism Liaison Officer Program developed  
Ohio Department of Natural Resources’ Special Response Vehicle deployed for Hurricanes Ike response.  
Ohio implemented OHTrac to track patient locations in mass casualty incidents. |
| 2009 | OHIO HOMELAND SECURITY and the Ohio Department of Administrative Services co-sponsored the Cyber Security Summit for business owners and local government  
Ohio Department of Natural Resources began conducting dam safety meetings with county emergency management agencies  
Strategic Analysis & Information Center privacy policy updated to include requirements for the National Suspicious Activity Reporting Program.  
Central Ohio Terrorism Early Warning Group and Ohio Homeland Security Strategic Analysis & Information Center co-located.  
At the close of 2010, Ohio had more than 300 trained Terrorism Liaison Officers  
Multi-agency Radio Communications System Site on Wheels developed  
Chemical, Biological, Radiological, Nuclear, and Explosive Detection Working Group developed  
OHTrac implemented in all Ohio acute care hospitals |
| 2011 | OHIO NATIONAL GUARD developed one of the first two (of ten) national Homeland Response Forces units  
Ohio responded to Hurricane Irene in New England using capabilities built in previous years.  
Ohio Homeland Security Division coordinating the Cyber-Security Working Group to develop a statewide cyber security strategy and other tools useful for addressing cyber threats.  
Ohio Homeland Security Division integrated Infrastructure Protection into the state fusion center to improve coordination, and assessment of overall risk.  
Ohio Department of Health developed the Health Preparedness Strategic Plan  
Multiple law enforcement and fire organizations coalesced around coordinated regional terrorism indicator training across the state to gather, analyze, and share Suspicious Activity Reports through the fusion centers and Terrorism Liaison Officers (TLO).  
Ohio State University received the 2011 Facility Achievement Award for their innovative approach to enhancing safety and security on campus. |
## Appendix C. State Homeland Security Governance

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<tr>
<td>Governor’s Office</td>
<td>Governor’s Office</td>
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<tr>
<td>Ohio Attorney General’s Office</td>
<td>Ohio Attorney General’s Office</td>
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<tr>
<td>Ohio Board of Regents</td>
<td>Bureau of Criminal Identification &amp; Intelligence</td>
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<tr>
<td>Ohio Bureau of Workers Compensation</td>
<td>Ohio Peace Officer Training Commission</td>
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<tr>
<td>Ohio Community Service Council</td>
<td>Ohio Board of Regents</td>
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<tr>
<td>Ohio Department of Administrative Services</td>
<td>Ohio Department of Administrative Services</td>
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<td>Ohio Department of Aging</td>
<td>Ohio Office of Information Technology</td>
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<td>Ohio Department of Agriculture</td>
<td>Ohio Department of Agriculture</td>
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<td>Ohio Department of Commerce</td>
<td>Ohio Department of Commerce</td>
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<td>Ohio Department of Development</td>
<td>State Fire Marshal’s Office</td>
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<td>Ohio Department of Developmental Disabilities</td>
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<td>Ohio Department of Education</td>
<td>Ohio Department of Health</td>
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<td>Ohio Department of Health</td>
<td>Ohio Department of Natural Resources</td>
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<td>Ohio Department of Insurance</td>
<td>Ohio Department of Public Safety</td>
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<td>Ohio Department of Job and Family Services</td>
<td>Ohio Emergency Management Agency</td>
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<td>Ohio Department of Mental Health</td>
<td>Ohio Emergency Medical Services</td>
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<td>Ohio Department of Natural Resources</td>
<td>Ohio Homeland Security</td>
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<td>Ohio Department of Public Safety</td>
<td>Ohio State Highway Patrol</td>
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<td>Ohio Emergency Management Agency</td>
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<td>Ohio Emergency Medical Services</td>
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<td>Ohio Homeland Security</td>
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<td>Ohio State Highway Patrol</td>
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<tr>
<td>Ohio Department of Rehabilitation &amp; Corrections</td>
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<td>Ohio Department of Taxation</td>
<td>Cincinnati Urban Area Security Initiative</td>
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<td>Ohio Department of Transportation</td>
<td>Columbus Public Health/MMRS</td>
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<td>Ohio Department of Youth Services</td>
<td>Columbus Urban Area Security Initiative</td>
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<td>Ohio Environmental Protection Agency</td>
<td>County Commissioners’ Association of Ohio</td>
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<td>Ohio House of Representatives</td>
<td>Cleveland Urban Area Security Initiative</td>
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<td>Ohio Lottery Commission</td>
<td>Dayton Fire Department/MMRS</td>
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<td>Ohio National Guard</td>
<td>Mid-Ohio Regional Planning Commission</td>
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<td>Ohio Senate</td>
<td>Toledo/Lucas County Urban Area Security Initiative</td>
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<td>Public Utilities Commission of Ohio</td>
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<td>American College of Emergency Physicians</td>
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<td>Association of Ohio Health Commissioners</td>
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<td>Buckeye State Sheriffs’ Association</td>
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<td></td>
<td>Emergency Management Association of Ohio</td>
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<td>Ohio Association of Chiefs of Police</td>
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<td>Ohio Fire Chiefs’ Association</td>
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<td>Ohio Hospital Association</td>
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<td>Ohio Municipal League</td>
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<td>Ohio Township Association</td>
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### Working Groups

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<tr>
<th>Citizens Corps</th>
<th>Cyber Security and Technology</th>
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<td>First Responders</td>
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<tr>
<td>Funding</td>
<td>Strategic Communications</td>
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<td>Public Information</td>
<td>Strategic Planning</td>
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<td></td>
<td>Training</td>
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## Appendix D. Homeland Security Strategic Plan Roundtable Advisory Committees

<table>
<thead>
<tr>
<th>PREVENTION</th>
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<tbody>
<tr>
<td>• Intelligence/Information Sharing and Terrorism Early Warning Investigation</td>
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<tr>
<td>• Border/Transportation Security and Chemical, Biological, Radiological, Nuclear, Explosive</td>
</tr>
<tr>
<td>PROTECTION</td>
</tr>
<tr>
<td>• Critical Infrastructure Protection and Risk Assessment</td>
</tr>
<tr>
<td>• Public Health and Agriculture Protection</td>
</tr>
<tr>
<td>RESPONSE</td>
</tr>
<tr>
<td>• Emergency Management</td>
</tr>
<tr>
<td>• Interoperable Communications Subcommittee</td>
</tr>
<tr>
<td>• Public Information Subcommittee</td>
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<tr>
<td>• Planning Subcommittee</td>
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<tr>
<td>• On-Site Incident Response</td>
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<tr>
<td>• Casualty and Medical Management</td>
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<tr>
<td>RECOVERY</td>
</tr>
<tr>
<td>• Human and Infrastructure Recovery</td>
</tr>
<tr>
<td>• Training and Exercise</td>
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</tbody>
</table>
Appendix E. Terrorism Connections to Ohio since 9/11

Federal, state, and local law enforcement agencies work diligently to investigate threats and bring those who plan to do our state harm to justice. The following are examples of terrorism cases with Ohio connections:

Iyman Faris – 2003
Iyman Faris, who lived in Columbus, Ohio, was arrested for scouting potential terrorist targets for al Qaeda, including a bridge in New York City. He was a U.S. citizen, born in Kashmir, who not only attended a training camp in Afghanistan, but also met Osama Bin Laden. In 2003, Faris was convicted of providing material support and resources to al Qaeda, and was sentenced to 20 years in federal prison.7

Fawaz Damrah – 2004
Fawaz Damrah was a resident of and Imam at the Islamic Center of Cleveland, Ohio. In a video aired by PBS, Damrah was shown raising money for Islamic Jihadist groups. In 2004, Damrah was convicted of concealing his connections to terrorist organizations when he applied for U.S. citizenship. Damrah’s citizenship was revoked, and he was deported to West Bank, Israel on January 4, 2007.8

The “Toledo 3” – 2006
In October 2009, Mohammad Zaki Amawi, Marwan Othman El-Hindi, and Wassim Mazloum, known as the “Toledo 3”, were sentenced to 8-20 years in federal prison, after being convicted on charges of conspiring to commit terrorist acts against Americans overseas, including U.S. military personnel in Iraq, and other terrorism-related violations.9

Nuradin Abdi – 2007
Nuradin Abdi, a Columbus, Ohio resident, was arrested for plotting to blow up an Ohio shopping mall and discussing potential missile attacks against U.S. landmarks. Abdi entered the country illegally from Somalia and allegedly trained in guerrilla warfare in Ethiopia. In 2007, Abdi pleaded guilty to conspiring to provide material support to terrorists, and was sentenced to ten years in federal prison.10

Christopher Paul – 2007
Christopher Paul, a Worthington, Ohio resident, was an American who plotted terrorist attacks with Faris and Abdi and attended terrorist training camps. In 2007, Paul pleaded guilty to conspiring to use a weapon of mass destruction (explosives) against U.S. citizens and property outside the U.S., and was sentenced to 20 years in federal prison.11

Hor & Amera Akl – 2010
Hor and Amera Akl, a married couple residing in Toledo, Ohio, were arrested in 2010 and charged with providing material support to the designated terrorist organization Hizballah. In May 2011, the Akls pleaded guilty to conspiracy to provide material support and resources to a designated foreign terrorist organization.12

Jerry & Joe Kane – 2010
Jerry and Joe Kane, father and son anti-government extremists from Forest, Ohio, were killed in a shoot-out with Arkansas law enforcement after fatally shooting two West Memphis police officers during a traffic stop on May 20, 2010.13
Appendix F. Endnotes

2 These are accomplishment highlights and best practices from each region that demonstrates the concerted state-wide homeland security effort. Involving local, county, and state government working together.
3 Photo by the National Ocean and Atmospheric Administration. Please note, versions dated prior to 9/29/11 contain an incorrect photo.