



# 2013 Domestic Security Annual Report



Submitted by Florida's  
Domestic Security Oversight Council  
December 31, 2013

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## Introduction

In compliance with [Section 943.0313, Florida Statutes](#), the Domestic Security Oversight Council (DSOC) is submitting the *2013 Florida Domestic Security Annual Report*. The Annual Report explains Florida's domestic security governance structure, highlights accomplishments in the realm of domestic security in Florida during 2013 and provides grant award information for calendar year 2013.

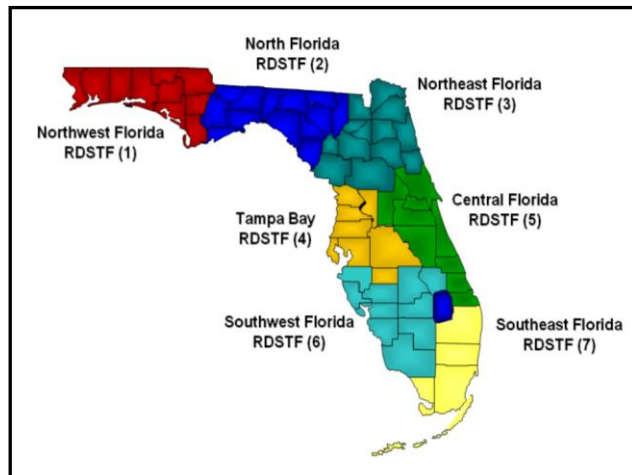
It has been 12 years since the tragic events of September 11, 2001, yet the ever-present threat of a terrorist attack remains. The bombing attack of the Boston Marathon earlier this year further reminds us of the need for constant vigilance. In Florida, state and local partners continue to focus on our common vision of working together to provide a safe and secure future for Florida. Our state and local prevention, preparedness, response and recovery organizations continue to make progress toward improving our readiness capabilities, enhancing security across the state, and responding to terrorism events more efficiently and effectively. This continuous improvement is the product of an inclusive statewide governance structure, a consensus built strategic plan and a strategically-driven funding process, which includes all levels of local, regional and state agency partners across all disciplines.

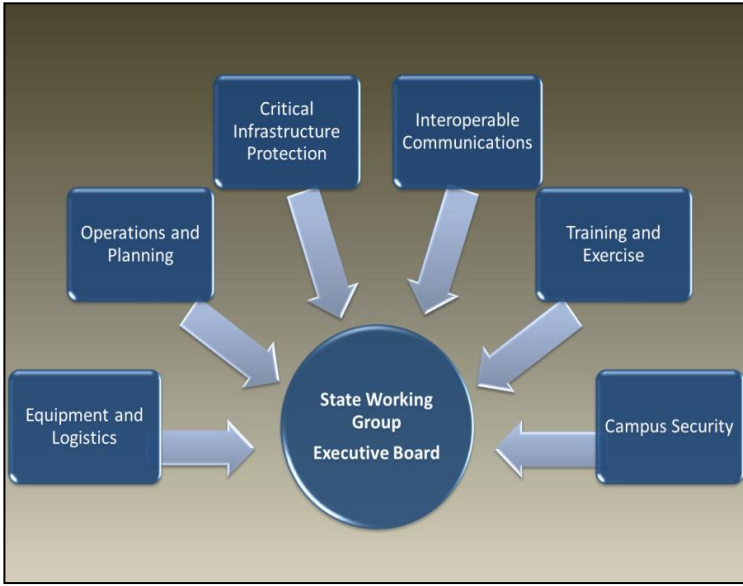


## Florida's Domestic Security Governance Structure

Florida has built an inclusive governance structure designed to encourage and facilitate multi-jurisdictional and multi-disciplinary participation at all levels of government to support successful implementation of the state's Domestic Security Strategic Plan. There are three major components of Florida's domestic security governance structure: the Regional Domestic Security Task Forces (RDSTF), the State Working Group on Domestic Preparedness (SWG) and the Domestic Security Oversight Council (DSOC).

Pursuant to [Section 943.0312, Florida Statutes](#), Florida created seven RDSTFs. These task forces serve as the foundation of the state's domestic security structure. Each RDSTF consists of local, multi-disciplinary representatives who collectively support preparing for, preventing, protecting against, responding to and recovering from a terrorism event. The RDSTFs form the critical link between policy makers at the state level and regional





partners faced with the daily challenges of protecting our communities.

The SWG is led by an Executive Board and is comprised of multi-disciplinary subject-matter experts from each of the RDSTFs, each of the designated Urban Areas and other key agency liaisons. The SWG functional committees and Executive Board meet quarterly to address domestic security issues identified by the RDSTFs, DSOC, and other

partners. The SWG structure facilitates statewide consistency planning, delivery of training and exercises and equipment recommendations.

In 2004, the Florida Legislature formally established the DSOC ([Section 943.0313, Florida Statutes](#)). The purpose of the DSOC is to provide executive direction and leadership to the Governor and the Legislature regarding the expenditure of funds and allocation of resources for Florida’s counterterrorism and domestic security efforts. The DSOC serves as an advisory council by providing guidance to the RDSTFs and the SWG with respect to Florida’s anti-terrorism preparation, prevention, protection, mitigation, response and recovery activities. The DSOC is comprised of seven Executive Committee members and other voting members. Additional agencies are represented as ex-officio members, including the Florida Commission on Human Relations, Department of Environmental Protection, Department of Highway Safety and Motor Vehicles, Fish and Wildlife Conservation Commission, U.S. Coast Guard, Federal Bureau of Investigation, U.S. Attorney’s Office, Drug Enforcement Administration, State University System, Florida Supreme Court, and Urban Areas

DOMESTIC SECURITY OVERSIGHT COUNCIL		
Executive Committee	Voting Members	Voting Members (continued)
Commissioner of the Florida Department of Law Enforcement, Chair	Emergency Medical Services Advisory Council	Florida Seaport Transportation & Economic Development Council
Director of Emergency Management, Vice Chair	Florida Emergency Preparedness Association	Prosecuting Attorneys Association
Attorney General	Florida Fire Chiefs Association	Regional Domestic Security Task Force Co-Chairs
Commissioner of Agriculture	Florida Hospital Association	Statewide Domestic Security Intelligence Committee Chair
Commissioner of Education	Florida National Guard Adjunct General	
State Fire Marshal	Florida Police Chiefs Association	
State Surgeon General		

Security Initiative (UASI).

UASI provides grant funds for federally designated urban areas that are high-threat and high-density. Until federal fiscal year (FFY) 2011, Florida received funding for five designated urban areas. Currently, Florida only receives UASI funding for the Tampa and Miami/Ft. Lauderdale area. UASI representatives participate with the RDSTFs in their regions and as voting members of the SWG Committees. Collectively, UASIs have one vote on the SWG Executive Board and are represented by one non-voting member on the DSOC.



## 2013 Accomplishments in Florida

The 2012-2014 Florida Domestic Security Strategic Plan guides the state's preparedness, prevention, protection, mitigation, response and recovery efforts. The Strategic Plan identifies Florida's vision of preparedness and defines the goals and objectives that enable a realization of this vision. The accomplishments highlighted in this report have positively impacted Florida's domestic security related capabilities, as defined by the goals and objectives within the 2012-2014 Florida Domestic Security Strategic Plan (reference Appendix G). These accomplishments offer a few examples of the efforts made this year to ensure the safety and security of Florida's citizens and visitors.

## Regional Domestic Security Activities

### Region 1 – Northwest Florida Regional Domestic Security Task Force



In April, the Northwest RDSTF Bomb/SWAT Integration Full Scale Exercise 2013 was conducted to test integration of the RDSTF 1 Bomb Squad(s) and SWAT Teams as necessary to approach armed perpetrator(s) with potential Improvised Explosive Device (IED) involvement. The exercise tested operational integration of SWAT and Bomb Squads based on concepts taught in training to rescue hostages and render the tactical situation safe. The exercise also tested SWAT tactical movements and strategies in a situation with explosive devices, rapid threat assessment and a bomb technician's role in support of a dynamic SWAT team entry.

In July, the Northwest RDSTF hosted the Federal Bureau of Investigation and the Center for Disease Control and Prevention's Joint Criminal & Epidemiological Investigations

Workshop (Mini Version). Law enforcement and health investigators from all over the Northwest Florida region participated in the workshop to learn about each other's role in investigating a WMD/bioterrorism incident. Topics included notification protocols, assets and capabilities, threat assessments, public health investigations, criminal investigations and methods for successful interagency collaboration. Personnel from the FBI's Weapons of Mass Destruction Directorate-Biological Countermeasures Unit, along with FBI Jacksonville & Mobile Division, the Center for Disease Control, and the Florida Department of Health facilitated the workshop. The workshop was conducted as part of efforts leading into the region's bioterrorism exercise planned for later in the year.

In October, the Northwest RDSTF conducted a workshop for members who could potentially be called to serve on an RDSTF Multi Agency Coordination Group (MAC). The MAC is an optional structure that the State could call on to help facilitate the provision of regional resources to local impacted communities in the event of an incident. Participants delved into the "Standard Operations Guide for Regional Multi-Agency Coordination Groups" to gain a better understanding of their respective roles and functions within the RDSTF MAC Group.

In continued support of school safety, Northwest RDSTF conducted 10 school assessments (five elementary and five middle schools) for the Escambia County School District. By March 2014, the Escambia County School District Campus Security Task Force plans to complete assessments on all 59 district facilities.

## **Region 2 – North Florida Regional Domestic Security Task Force**

In June, local first responders, along with Leon County Schools, participated in a full scale exercise hosted by the District II Local Emergency Planning Committee (LEPC). Chemical Chaos was a successful test of the participating agencies' ability to respond to a hazardous materials incident in a high school setting. Participants included the Tallahassee Fire Department, Leon County Emergency Management Services, Big Bend Regional Bomb Squad and Leon County Schools.

Upon arrival, first responders established an incident scene and performed actions typically associated with an initial response to a hazardous materials incident including: command and control; communications; victim rescue; triage and treatment hazardous materials response and decontamination; on-site incident management; and explosive device response operations. Members of the media were invited to role play during the event, allowing the Public Information Officers to perform their duties during the exercise.



*Tallahassee Fire Department performs decontamination on an exercise participant.*

The Gadsden County Sheriff's Office, in partnership with United States Attorney Pamela Marsh, the North Florida RDSTF and the Florida Division of Emergency Management hosted the North Florida Rural County Summit in July. The Summit focused on the importance of emergency preparedness and school safety. Sessions included the Sandy Hook Elementary School Response, Preparing for Mass Casualty

Incidents, Establishing Student Situation Resolution Teams, Anatomy of a School Hostage Incident, Active Shooter Best Practice, and Resources Available to Secure Schools. Over 250 law enforcement professionals, school district administrators, emergency management and first responders attended the summit held at the Florida Public Safety Institute.

### **Region 3 – Northeast Florida Regional Domestic Security Task Force**

After the tragedy at Sandy Hook Elementary School, the Northeast RDSTF and local officials received numerous requests for assistance in creating an Active Shooter plan. In January, the Northeast RDSTF decided to create a regional guideline that could be provided to local agencies and school facilities. The vision was to establish guidelines for all agencies, both public and private, to reference when creating their own Active Assailant plans. The Training and Exercise sub-committee was assigned the lead in developing the plan in collaboration with stakeholders. The sub-committee conducted an initial planning conference with region-wide first responders to discuss a course of action for the development of the plan. During the session, the group came to a consensus that the regional plan should cover the areas of Preparedness, Response and Recovery.

In June, the Northeast RDSTF conducted a face-to-face planning session in St. Augustine. The planning session was attended by personnel from across the region and the State. Participants were charged with providing input and planning for the Active Assailant Plan. Attendees were divided into three work groups that focused on Preparedness, Response, and Recovery. On September 18, 2013, the Northeast Florida Regional Council compiled the initial draft of the *Northeast Florida Regional Domestic Security Task Force Active Assailant Preparedness Guide*. The document will be available for all regional partners in January 2014.

In addition to the Active Assailant guide, the Northeast RDSTF conducted three Department of Homeland Security site survey assessments at school facilities within the district. An Active Assailant Workshop related to a school shooting incident was conducted in St. Augustine. Members of the Duval County School Police were trained on how to use the statewide data collection system to conduct school assessments on threats and vulnerabilities.

In May, the Northeast RDSTF launched the iWatch program after two years of research and development of the project. iWatch is a community awareness program created to educate the public about behaviors and activities that may have a



connection to terrorism. The program is a partnership of the Florida Department of Law Enforcement (FDLE), county sheriffs' offices and local law enforcement. The iWatch project was created with funding from the State Homeland Security Grant program, administered by the State of Florida and the U.S. Department of Homeland Security.



## **Region 4 – Tampa Bay Florida Regional Domestic Security Task Force**

In January, The Tampa Bay RDSTF established a Campus Security Directors Working Group in coordination with the Tampa Urban Area Security Initiative. This working group trained college security staff to assess and conduct vulnerability analyses for their campuses based on the following threats: active shooter improvised explosive device (IED), vehicle borne improvised explosive device, hurricane and fire. The University of South Florida, St. Petersburg College and Hillsborough Community College participated in the working group.

In July, the Tampa Bay RDSTF sponsored Operation ROPE, a Radiological Operational Preparedness Exercise. This exercise assessed the Tampa Bay RDSTF's Preventative Radiological Nuclear Detection (PRND) Program's ability to investigate a known or suspected radiological and/or nuclear threat in accordance with the State of Florida's Concept of Operations, current Standard Operating Procedures and prosecutorial activities.



In October, the Tampa Bay RDSTF and the Department of Homeland Security hosted a Vehicle Borne IED Detection Course. Participants included first responders, public/private sector security staff and other domestic security stakeholders. The course focused on the participants' ability to successfully inspect for, detect, identify and respond to a Vehicle Borne IED. The training included specific terrorist threats, explosives and effects related to this type of IED, as well as IED awareness and vehicles inspections.

### ***Tampa Urban Area Security Initiative (UASI)***

Under the UASI program administered by the Tampa Police Department (TPD), the Hillsborough County Sheriff's Office (HCSO) received UASI funding dedicated to enhancing the county's 800 MHz radio communications system. This federal funding has facilitated the expansion of the HCSO communications infrastructure and radio interoperability with a variety of public safety entities including the Tampa Police Department, Plant City Police Department, Temple Terrace Police Department, University of South Florida Police Department, School District of Hillsborough County - School Security Section and Hillsborough County Fire Rescue..

In September, a series of tragic events led to a massive manhunt initiated by the Hillsborough County Sheriff's Office involving the Tampa Police Department, Florida Highway Patrol, United States Marshals Task Force, Florida Department of Law Enforcement, University of South Florida Police Department and many other public safety agencies. A unified command was quickly established pursuant to the Incident

Command System (ICS) and National Incident Management System (NIMS) guidelines. A key element of that unified command was the ability for multiple public safety agencies to communicate with one another via the UASI funded radio interoperability communications system in Hillsborough County.

During a high speed pursuit with the offender, law enforcement officers from multiple agencies coordinated all of their logistical and operational plans through the radio communications interoperability system. Sheriff David A. Gee (HCSO) and Chief of Police Jane Castor (TPD) both publicly attributed a large part of the operational success and the prevention of further losses of life to this system.



The Tampa Bay UASI also purchased a mapping system that delivers high quality digital maps with the flexibility to meet a wide range of missions, including police surveillance, firefighting and border control. The Tampa Police Department, the Hillsborough County Sheriff's Office and the Pinellas County Sheriff's Office have all used the mapping system as a crucial component in various operations. The mapping system allowed the agencies to use high-grade location information that helped end a 14-month crime spree, assisted in directing response personnel to a fire at the Port of Tampa and aided in the arrest of a suspect of a car-jacking.

### **Region 5 – Central Florida Regional Domestic Security Task Force**

The Central Florida RDSTF, in coordination with local hospitals and the Orlando Aviation Authority conducted a full scale, mass casualty training exercise in March designed to test emergency preparedness and plans for local hospitals and the Orlando International Airport. The scenario was of a downed airplane that made a rough landing on a major roadway and veered off into a large hotel.

In August, the Central Florida RDSTF hosted an Annual Football Season Table Top exercise with the University of Central Florida. The exercise brought in partners from neighboring jurisdictions to discuss their response in the event of a terrorist attack during a University of Central Florida football game. During the exercise, representatives from emergency management, law enforcement agencies, and the Federal Joint Terrorism Task Force provided insight on what response and recovery could be like for a terrorism event.



In November, the Central Florida RDSTF and Osceola County Emergency Management hosted a Water Contamination Workshop. The exercise emphasized the roles, responsibilities

and relationships of the utility companies and other stakeholders during a response to a water contamination incident. Participants included local utility companies, health care units, local law enforcement and the Florida Department of Environmental Protection.

The Central Florida RDSTF participated in a multi-agency, CBRNE/mass casualty full-scale terrorism exercise hosted by the Division of Emergency Management. The exercise focused on communications, on-site incident management, law enforcement investigations and operations, public safety and security response, medical surge, mass prophylaxis and mass fatality.

The Central Florida RDSTF conducted numerous active shooter workshops in an effort to support school safety throughout the region. Participants included private and public school leaders, day-care managers, faith-based organizations, Seminole County Emergency Management, Seminole County Sheriff's Office, Seminole County School District, Seminole State College and the University of Central Florida.

### ***Orlando Urban Area Security Initiative (UASI)***

The Orlando UASI Exercise Planning Teams conducted "Operation Crash and Surge," a mass casualty and mass prophylaxis exercise designed to coordinate responder activities during a large full scale event requiring multi-jurisdictional response. The exercise involved regional planning and collaboration in the treatment, transport and placement of over 600 patients, and included an internal Points of Dispensing (POD) exercise for the first responders. The exercise was the largest in Florida history to date, and involved many disciplines including the Department of Health.



The Volusia County Sheriff's Office (VCSO) has numerous instances of success stories related to officer safety and the safety of our citizens due to equipment purchased through the UASI grant funds. The VCSO Bomb Squad responds to of two suspicious packages and /or bomb calls per week on average. Fortunately, the majorities of these calls are false or hoaxes. To keep their officers and citizens safe during these calls, the unit uses the EOD9 Bomb Suit and Logos Imaging X-Ray Unit. The Bomb suit allows for a technician to approach the device down range and deploy the X-Ray unit. This suit is the only line of defense the technician has and is instrumental in identifying the suspect device. The X-Ray unit is also essential providing technicians with a real time, complete view of wiring, explosive charge, configuration and size. This allows the technician some insight



on how to dismantle/disrupt the device without detonation and in turn keeping the technician and citizen's safe.

This equipment is also used during Central Florida's Special Events season, which includes Speed Week, Bike Week, Biketoberfest and the Daytona 500, which is the largest outdoor sporting event in the United States. The EOD Units are continuously handling suspicious packages around the speedway. The speedway itself backs up to the Daytona International Airport (DIA) that services Embry-Riddle Aeronautical University aircraft. This makes DIA one of the busiest "general aviation" airports.

The Video Surveillance Project continues to expand, utilizing Orlando UASI funds. Within the Orange County perimeter, the cameras have been instrumental in the capture of two homicide suspects, one attempted murder suspect and aided in monitoring numerous persons of interest in federal investigations.

### **Region 6 – Southwest Florida Regional Domestic Security Task Force**

The Southwest RDSTF and the Regional Fusion Center supported the Charlotte County International Air Show in March 2013. A threat assessment was created by Region Six Information Exchange (RSIX) for this event at the request of the Charlotte County Sheriff's Office and the Federal Air Marshals. RSIX had an intelligence analyst on site working out of the Department of Homeland Security Command Post. RSIX monitored any and all threat information and disseminated the information to all public safety personnel assigned to the air show. The RSIX created and staffed a virtual command board for all situations that required a public safety response.



The Southwest RDSTF focused on the K-12 education community by coordinating local security elements, and providing target hardening and educational opportunities to respond to school violence. The task force either hosted, or assisted in the coordination of, numerous campus security, school safety, and active shooter training events around the region.

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In 2013, significant DHS funding was provided for training and educational opportunities. Training was provided for the public and private sectors in cyber issue awareness and network system security enhancements. The regional explosive ordinance disposal teams also attended hands-on training in joint sessions with each of the RDSTF teams.

In March, the Southwest RDSTF members assisted local law enforcement with the "12

Hours of Sebring,” an annual racing event in Highlands County. Participants in this event come from around the world, and race officials estimated crowds at 160,000 on the day of the race.

Law enforcement information and data sharing remains a top regional priority. Expansion of the RSIX fusion center Intelligence/Field Liaison Officer program, including multiple training sessions and the refinement of the RSIX website, has been tremendously successful. Private sector integration has been a focus area of the RSIX in the last quarter of 2013. Development of a “Business Partners against Terrorism” (BPAT) program has been coupled with training opportunities in the private sector integration (Business Safe) element. A full BPAT roll-out will be implemented in early 2014.

### **Region 7 – Southeast Florida Regional Domestic Security Task Force**

The Miami-Dade Police Department conducted three regional Major Scene Management trainings. During these trainings multiple supervisory and executive officials from several law enforcement agencies were brought together to train on critical incident scenes and how to properly request additional resources. Attendees participated in pre-recorded scenarios to train on how to appropriately respond to and lead during a critical incident.

In February, various members in the Southeast Florida RDSTF participated in the Homeland Security Task Force Southeast (HDTF-SE) Integrated Advance -13 (IA-13) Coastal/Land Operations Tabletop Exercise (TTX). This exercise was designed to test the Operation Vigilant Sentry (OVS) plans in place for a mass migration, as well as response capabilities of first responders and inter-agency coordination efforts. The scenario for this exercise was a Caribbean mass migration event with incoming vessels and landings.

In June, multiple agencies in the Southeast RDSTF participated in the 2013 Port of Palm Beach Active Shooter Functional Exercise. This exercise tested elements of the Southeast Florida Area Maritime Security Plan (AMSP). The scenario for the exercise involved an active shooter (lone wolf) on a casino/gambling vessel offshore of the Port of Palm Beach within the state and local jurisdiction. A table top exercise was conducted at the Palm Beach County Emergency Operations Center where there was a unified command and simulation cell for delivering injects. The full scale/tactical portion of the exercise were carried out afterwards at the Port of Palm Beach.



In June, the Miami-Dade County Emergency Operations Center coordinated with regional and state agencies on an exercise involving the Turkey Point Nuclear Power Plant. The scenario for the exercise involved an accidental radioactive material release into the atmosphere and deposited containments requiring plume exposure and ingestion-related protective action. On the first day of the exercise, members proposed their response efforts in reference to the radioactive material release for the plant resulting in dangerous levels of exposure. On the second day of the exercise, the



scenarios moved forward a few days and required members to determine how they would respond to residents and visitors that had been moved during the incident and who would need to be transitioned into long term/permanent housing. Participants also had to determine how to respond when aerial and ground surveys have identified contamination levels exceeding safe limits.

The Southeast RDSTF participated in numerous Visible Intermodal Prevention and Response (V.I.P.R.) operations which were held in various locations throughout Miami-Dade, Broward and Palm Beach Counties. The V.I.P.R. operations were scheduled during peak travel periods. The objective of the VIPR was to conduct random baggage and passenger screening. The V.I.P.R. teams include: County Sheriff's offices, city police departments, federal air marshals, transportation security inspectors and officers, behavior detection officers, bomb appraisal officers/explosive security specialists and explosive detection teams.

***Miami/Fort Lauderdale Urban Area Security Initiative (UASI)***

Through funding of the Miami-Fort Lauderdale Urban Area Security Initiative (UASI), Saint Thomas University coordinated a Virtual Emergency Exercise during the month of February. The discussion-based exercise, provided to various colleges and universities throughout the region, used simulator-based, all-hazards scenarios to test the Crisis Management Teams. The various scenarios tested such plans as the Emergency Operations Plans, Evacuation Plans, Special Needs



Population plans, and others as it pertained to individual campuses.

The Miami-Fort Lauderdale UASI supported the full scale exercise, "Operation Key Biscayne Rescue," which simulated a hurricane impacting the barrier island of Key Biscayne. The Village of Key Biscayne Fire and Police, the National Geospatial Agency, the United States Coast Guard, and the City of Miami Office of Emergency Management



as well as Verizon Wireless all participated in the event. The exercise included a Search and Rescue class for first responders in Key Biscayne, followed by a compliant exercise that included all participating agencies. Participants utilized a field data collection methodology that combined hand held GPS units and applications available on smartphones at no cost to the user.

The event focused on the partnership between the Federal Agencies, the City of Miami and the Village of Key

Biscayne to mitigate the effects of the storm on the residents of Key Biscayne by working in concert.

The Miami-Fort Lauderdale UASI funded regional trainings that crossed jurisdictions and disciplines. The trainings included Hazmat Advanced Life Support, Operations Level Structural Collapse, Tactical Life Saver, and Incident Command for High Rise Operations, Rope Rescue Operations, Confined Space Operations and Confined Space Technicians. UASI funds provided assistance for responder personnel to attend the various trainings.

The UASI also funded The Incident Command for High-rise Operations (ICHO) course designed to meet the needs of command officers responsible for commanding and operating at high-rise incidents. This course was invaluable in instructing emergency response officers in best practices for high-rise incidents by organizing resources, developing strategies, managing tactical operations and interagency coordination in order to protect life and minimize damage at high-rise incidents.

The ICHO course specifically led to a City of Miami sponsored full-scale exercise that was developed to test the city's Fire-Rescue Department's implementation of the Incident Command System, resource response, multi-jurisdictional communications capabilities, and pre-hospital emergency medical care during a high-rise incident. The purpose of the exercise was to identify strengths, identify potential areas for further improvement and to support the development of corrective actions in the future. UASI program funding such as that used in the ICHO course continues to address the unique planning, organization, equipment, training and exercise needs of high-threat and high-density urban areas such as the City of Miami.



## Statewide Domestic Security Activities

During 2013, Department of Homeland Security (DHS) funds were used to enhance statewide capabilities through training in various topic areas, such as domestic preparedness, the National Incident Management System (NIMS) and post-disaster redevelopment.

The DSOC established the Ad Hoc Grant Funding Prioritization Committee to examine statewide and regional domestic security risks, capability gaps and sustainment needs. This committee provides the DSOC with recommended priorities to identify and prioritize projects seeking funding from the FFY 2014 State Homeland Security Program Funding Process. The committee's recommendations were accepted by the DSOC and it was decided to establish the Grant Funding Prioritization Committee as a standing committee to follow up on the approved recommendations and provide annual recommendations on funding priorities to the DSOC Executive Committee. Funding priorities included:

- Support for positions deemed critical to Florida's domestic security initiatives;
- Sustainment of core response capabilities needed for the immediate preservation of life;
- Continued support and sustainment of Fusion Centers and statewide information sharing; and
- Continued support and awareness training for school safety and campus security, to include threat assessments and target hardening.

DHS hosted numerous Active Shooter Workshops throughout the State. The workshops were designed to enhance awareness of, and response to, an active shooter event. Participants received a history of active shooter events, education of common behaviors, conditions and situations associated with active shooters, as well as how to integrate public affairs into incident management. RDSTF members throughout the state attended the workshops in an effort to incorporate the key elements of successful incident management into their planning operations and strategies.



As part of the President's plan to protect our children and our communities by reducing gun violence, the DHS National Protection and Programs Directorate's Office of Infrastructure Protection coordinated a nationwide outreach effort by leveraging federal interagency partners, including the U.S. Secret Service, the Federal Bureau of Investigation, DHS Office of Intelligence and Analysis and the Department of Education. The goal of this outreach effort was to enhance security and resilience in K-12 schools by improving preparedness for, and prevention of, mass casualty shooting situations and providing a guide for K-12 security practices.



During the outreach, federal partners provided briefings on law enforcement response, current threat information, K-12 security priorities, behavioral indicators of potential mass shooters, the nationwide "If You See Something, Say Something™" public awareness campaign, and the Nationwide Suspicious Activity Reporting Initiative (NSI). These briefings were conducted at four Florida school districts: Duval, Hillsborough, Orange and Miami-Dade County.

As a follow-up to these briefings, Florida Protective Security Advisors (PSA) partnered with the RDSTF and local jurisdictions to provide security surveys of three K-12 schools selected by each individual district. These surveys will assist the schools in identifying security and resilience vulnerabilities and gaps, and will develop options for consideration to mitigate any identified gaps. School administrators and security personnel will be provided with a security survey dashboard that shows a comparison of the school's protective measures and resilience as compared to the approximately 300 other schools surveyed. The resulting data will also be analyzed by school security and prevention experts to identify trends and gaps across the sample population and will result in defining recommended security and prevention practices that will be shared broadly with school mission partners. These analyses will also inform future planning and resource efforts. These dashboard products have been delivered to the individual schools and are currently awaiting release of the data analysis to share widely with mission partners in the state.

### **Florida Department of Law Enforcement**

In 2013, the Florida Department of Law Enforcement (FDLE) conducted two Threat Hazard Risk Identification Assessment (THIRA) workshops to assist in the development of the statewide THIRA. The THIRA is an all-hazards, capability-based assessment tool suited for use by all jurisdictions. The workshops allowed state, local and RDSTF partners to engage in discussion about impacts that could be encountered if various terrorist-related scenarios occurred within their region. The THIRA allows the participants to understand their State's threats and hazards and how regional impacts and response may vary according to time of occurrence, seasons, locations, and community factors. This knowledge allows Florida to establish informed and defensible capability targets and commit appropriate resources drawn from the whole community. THIRA assesses the gap between a target and a current capability or how to sustain existing capabilities. FDLE is coordinating with Florida Division of Emergency Management (FDEM) to compile the information into a statewide document that will provide an assessment of gaps, capabilities and opportunities for improvement.

The Florida Fusion Center (FFC) has expanded its information sharing capabilities through the establishment of SharePoint, a web-based platform through the Florida Fusion Center Network. This capability improves information and intelligence sharing through enhanced technology that serves as a mechanism to provide information across the state, regional, tribal and private sector in a timelier manner. By sharing information in a timely manner for analysis through a statewide network and sustaining the critical components associated with information and intelligence sharing, it will be possible to mitigate the risk of terrorist acts.

FDLE hosted two Domestic Security Strategic Plan Workshops in the fall of 2013. The premise of the workshops was to look at Florida's current strategy and align the

statewide and regional strategy with DHS's core capabilities to ensure the strategy is relevant, measurable and sustainable.

The Domestic Security Strategic Plan workshops brought multi-jurisdictional and multi-discipline representatives together to collaborate and discuss how Florida should align its domestic security mission with the DHS established core capabilities. The attendees participated in break-out groups to discuss and develop recommendations and steps for specific core capabilities related to Florida's domestic security. During the break out group sessions, participants provided strategic ideas to attempt to bridge gaps and develop a cohesive domestic security strategy. During the second workshop, the recommendations from the different break-out groups were presented to all of the attendees to gather feedback and come to a consensus.

### **Florida Division of Emergency Management**

The FDEM conducted Operation Radar II on February 4-8, 2013 at Camp Blanding in Jacksonville. Operation Radar II was a statewide multi-agency interoperable communications exercise. During the multi-day exercise emergency communication teams utilized mobile communications units and work from Camp Blanding in Northeast Florida to establish communications networks between one another and County Emergency Operations Centers and Public Safety Access Points located throughout the state. The exercise was designed to fully integrate multiple communications systems located across Florida into an effective emergency communications network. Participants identified the following:



- shortfalls in resources;
- limits in capabilities;
- conflicts in planning for interoperable communications;
- demonstrate the ability to communicate throughout the emergency response community;
- establish interoperable voice and data communications between federal, state, and local first responders; and
- demonstrate that all response partners can effectively share information between communication modes.

### **Florida Department of Health**

The Department of Health coordinated a multi-disciplined subcommittee of subject matter experts to develop Florida's Response to Suspicious Powder Incident Guideline. The purpose of this guideline is to establish a procedural framework for coordinated responses to suspicious substances, letters or packages that are found and of primary concern. The guideline is divided into the six major components of a suspicious powder incident: initial notification, scene assessment, HazMat and fire, scene and responder notification, sample collection and analysis, and public information. This guideline outlines the basic elements that should be incorporated into local or regional procedures, including recommended actions for review for each response component. The Bureau

of Public Health Laboratories tested 40 suspicious substance samples between January and October of this year.

Through the Hospital Preparedness Program, Florida has disbursed over \$100 million dollars to hospitals since 2002 to prepare for a medical surge event. In support of FEMA's "Whole Community Approach to Emergency Management," funding will now be allocated to Healthcare Coalitions rather than providing funding directly to hospitals. A Healthcare Coalition (HCC) is a collaborative network of healthcare organizations and their respective public and private sector response partners. Together, they serve as a multi-agency coordination group to assist Emergency Management, through Emergency Support Function 8, with preparedness, response and recovery activities related to health and medical disaster operations. HCCs help improve medical surge capacity and capability, further enhancing a community's health system preparedness for disasters and public health emergencies.

Funding for HCC development and sustainment is provided by the U.S. Department of Health and Human Services, Office of the Assistant Secretary for Preparedness and Response (ASPR), Healthcare Preparedness Program (HPP) Cooperative Agreement and/or the Centers for Disease Control and Prevention (CDC) Public Health Emergency Preparedness (PHEP) Cooperative Agreement. Current funding through 2017 is focused on the development and sustainment of Healthcare Coalitions through improving infrastructure, capability based planning, community risk assessment and leveraging resources.

The Inventory Resource Management System (IRMS) is the inventory system in operation for the Florida Department of Health's Bureau of Public Health Pharmacy in conjunction with the Florida Department of Health's Bureau of Preparedness and Response. The system provides real-time updates on equipment and pharmaceutical availability, location and tracking for improved response while also addressing the needs of residents in an emergency. During 2013, the Florida Department of Health expanded the use of this system to include inventory of the State Medical Response Teams and seven additional counties.

Additionally, the Bureau of Radiation Control continues to train local Medical Reserve Corp (MRC) units to assist state responders with population monitoring following a radiological/nuclear event.

## 2013 Domestic Security Funding

Florida has implemented a funding process that recognizes the unique needs of municipalities and counties, while simultaneously focusing on national and state priorities. The State of Florida has realized a significant decrease in grant funds in the past five years (see Appendix E). As a result of the diminishing funds, Florida has focused funding efforts on critical areas that have continued sustainment needs. The process has progressively improved over the past several years. As a result, funds are strategically applied for maximum impact across Florida in order to enhance the safety of our citizens and visitors.

## Florida's 2013 Domestic Security Funding Process

In November 2013, Florida's nine discipline-based planning committees, made up of approximately 250 multi-jurisdictional domestic security partners, met in Daytona to consider previously identified needs, develop project solutions to fill those needs, and recommend funding from anticipated 2014 federal grant programs.<sup>1</sup> These prioritized recommendations were presented to and approved by the SWG Executive Board and DSOC, and were submitted to the Governor for consideration of inclusion in the Governor's recommended budget. Florida's Legislature approves the projects during the budget process, granting spending authority to the state's administrative agencies to pass federal funds through to state and local agencies that have agreed to implement the approved projects.

## Florida's 2013 Domestic Security Awards

In 2013, Florida received \$126,536,671 in domestic security funding to implement Florida's Domestic Security Strategic Plan. Congress allocated \$19,029,249 to Florida through the Homeland Security Grant Program (HSGP). The HSGP is comprised of three separate grants: State Homeland Security Program (SHSP), UASI and Operation Stonegarden (OPSG). For a more in-depth overview of the HSGP and other domestic security grant programs for which Florida received funding in 2013, refer to Appendix F. As with previous years, DHS allocates funds based on risk and anticipated effectiveness, as determined by the DHS application review process.

This year, Florida ranked fifth in total dollar amount received from SHSP funding, with a total of \$9,574,272, behind New York, California, Texas and Illinois. Charts and information on the following pages depict the 2013 grant awards by grant type and the regional distribution of 2013 grant dollars. Additional information, including cumulative award amounts, can be located in the appendices.

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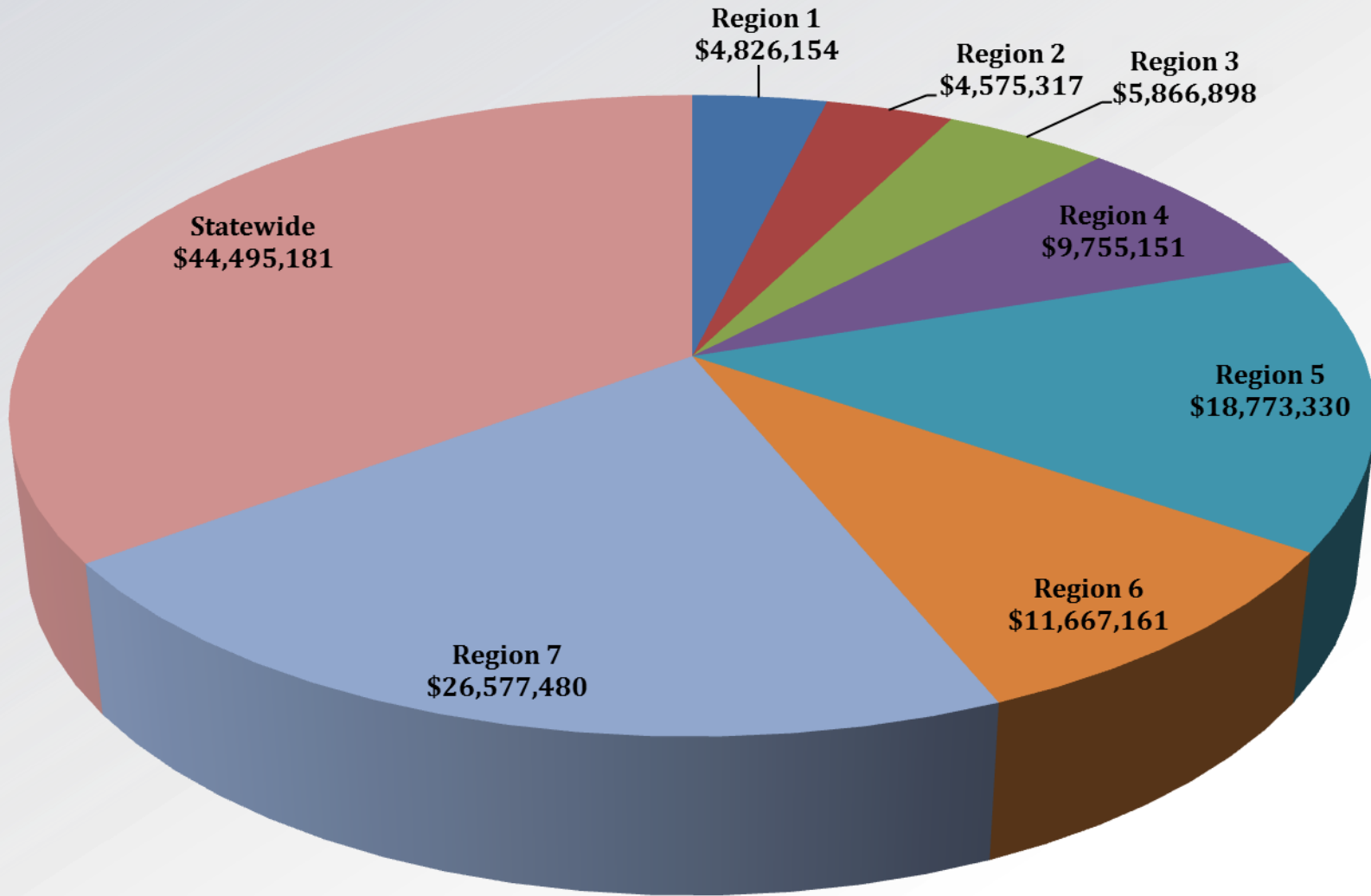
<sup>1</sup> Agriculture and Environment, Campus Security, Health, Critical Infrastructure and Key Resources, Emergency Management, Fire Rescue, Interoperable Communications, Law Enforcement Prevention and Law Enforcement Response

## Florida's 2013 Award Amounts by Grant Type

Grant	2013 Award
Assistance to Firefighters Grant Program (AFGP)	\$36,026,353
Assistant Secretary for Preparedness and Response (ASPR) Grants	\$18,667,091
Centers for Disease Control and Prevention	\$27,738,196
Emergency Management Performance Grant (EMPG)	\$14,606,586
General Revenue (GR) and Trust Fund (TF)	\$3,545,000
Operation Stonegarden (OPSG)	\$954,977
Port Security Grant Program (PSGP)	\$6,561,196
State Homeland Security Program (SHSP)	\$9,574,272
Transit Security Grant Program (TSGP)	\$0
Tribal Homeland Security Grant Program (THSGP)	\$0
Urban Areas Security Initiative (UASI) Program	\$8,500,000
Urban Areas Security Initiative Nonprofit Security Grant Program (UASI-NSGP)	\$363,000
<b>TOTAL</b>	<b>\$126,536,671</b>

# FY 2013 Distribution of Awards by Region

## \$126,536,671



## Appendix A: Domestic Security Funding by Region

FY 2013 Domestic Security Grants	State	Northwest	North	Northeast	Tampa Bay	Central	Southwest	Southeast
Assistance to Firefighters Grant Program (AFGP)	\$0	\$1,439,226	\$1,797,312	\$712,963	\$309,063	\$12,695,714	\$8,116,388	\$10,955,687
Assistant Secretary for Preparedness and Response Grants (ASPR)	\$11,315,509	\$527,229	\$500,342	\$958,406	\$1,320,985	\$1,264,388	\$780,116	\$2,000,117
Centers for Disease Control and Prevention (CDC)	\$17,039,838	\$931,094	\$641,968	\$1,394,658	\$1,694,407	\$2,008,396	\$1,187,275	\$2,840,560
Emergency Management Performance Grant (EMPG)	\$8,749,784	\$622,149	\$671,330	\$907,766	\$926,332	\$961,707	\$776,468	\$991,050
Operation Stonegarden (OPSG)	\$177,780	\$0	\$0	\$0	\$96,010	\$110,325	\$117,559	\$453,303
Port Security Grant Program (PSGP)	\$0	\$205,825	\$0	\$1,125,000	\$1,495,902	\$1,098,563	\$0	\$2,635,906
State Homeland Security Program (SHSP)	\$3,845,050	\$911,744	\$964,365	\$567,411	\$837,452	\$1,022,740	\$512,653	\$912,857
Urban Area Security Initiative (UASI)	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$5,500,000
Urban Area Security Initiative Nonprofit Security Grant Program (UASI-NPSG)	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$288,000
<b>TOTAL</b>	<b>\$44,495,181</b>	<b>\$4,826,154</b>	<b>\$4,575,317</b>	<b>\$5,866,898</b>	<b>\$9,755,151</b>	<b>\$18,773,330</b>	<b>\$11,667,161</b>	<b>\$26,577,480</b>

- “State” includes state agency projects and projects coordinated by the state on behalf of local governments.
- The EMPG grant award included a general “local accreditation” award amount of \$75,000, which was not associated with a particular region, so it was excluded from the regional breakdown.
- For FFY 2010, IECGP grant award information was not available by region or county. The only figure available was the amount awarded statewide.

## Appendix B: 2013 Domestic Security Funding by County

### **Alachua \$825,159**

AFGP: \$488,372  
 ASPR: \$67,151  
 CDC: \$79,221  
 EMPG: \$77,515  
 SHSP: \$112,900

### **Baker \$86,171**

AFGP: \$12,682  
 ASPR: \$700  
 CDC: \$18,879  
 EMPG: \$43,010  
 SHSP: \$10,900

### **Bay \$679,699**

AFGP: \$170,434  
 ASPR: \$26,213  
 CDC: \$141,333  
 EMPG: \$78,514  
 PSGP: \$63,325  
 SHSP: \$199,880

### **Bradford \$113,603**

ASPR: \$2,000  
 CDC: \$55,242  
 EMPG: \$45,461  
 SHSP: \$10,900

### **Brevard \$6,215,766**

AFGP: \$4,624,835  
 ASPR: \$2,000  
 CDC: \$327,201  
 EMPG: \$132,645  
 PSGP: \$1,098,563  
 SHSP: \$30,522

### **Broward \$7,756,501**

AFGP: \$4,504,689  
 ASPR: \$211,073  
 CDC: \$1,064,872  
 EMPG: \$303,756  
 OPSG: \$119,996  
 PSGP: \$1,381,735  
 SHSP: \$170,410

### **Calhoun \$57,623**

EMPG: \$43,423  
 SHSP: \$14,200

### **Charlotte \$161,421**

ASPR: \$2,000  
 CDC: \$56,538  
 EMPG: \$76,789  
 SHSP: \$26,094

### **Citrus \$355,313**

ASPR: \$2,000  
 CDC: \$92,213  
 EMPG: \$72,701  
 SHSP: \$188,399

### **Clay \$265,797**

ASPR: \$2,000  
 CDC: \$171,836  
 EMPG: \$66,841  
 SHSP: \$25,120

### **Collier \$821,027**

AFGP: \$431,045  
 ASPR: \$22,374  
 CDC: \$127,393  
 EMPG: \$97,123  
 SHSP: \$143,092

### **Columbia \$168,689**

ASPR: \$2,000  
 CDC: \$64,852  
 EMPG: \$50,937  
 SHSP: \$50,900

### **DeSoto \$202,787**

ASPR: \$2,000  
 CDC: \$129,978  
 EMPG: \$56,609  
 SHSP: \$14,200

### **Dixie \$1,678,162**

AFGP: \$1,612,850  
 EMPG: \$54,412  
 SHSP: \$10,900

### **Duval \$2,022,844**

ASPR: \$33,000  
 CDC: \$469,318  
 EMPG: \$181,858  
 PSGP: \$1,125,000  
 SHSP: \$213,668

### **Escambia \$1,078,986**

ASPR: \$162,386  
 CDC: \$492,072  
 EMPG: \$99,728  
 PSGP: \$142,500  
 SHSP: \$182,300

### **Flagler \$308,911**

ASPR: \$53,577  
 CDC: \$180,374  
 EMPG: \$64,060  
 SHSP: \$10,900

### **Franklin \$64,194**

EMPG: \$53,294  
 SHSP: \$10,900

### **Gadsden \$80,571**

EMPG: \$49,671  
 SHSP: \$30,900

### **Gilchrist \$89,728**

ASPR: \$2,000  
 CDC: \$34,020  
 EMPG: \$42,808  
 SHSP: \$10,900

### **Glades \$59,364**

EMPG: \$42,164  
 SHSP: \$14,200

### **Gulf \$68,628**

EMPG: \$54,428  
 SHSP: \$14,200

### **Hamilton \$54,383**

EMPG: \$43,483  
 SHSP: \$10,900

### **Hardee \$114,000**

CDC: \$50,508  
 EMPG: \$45,742  
 SHSP: \$17,750

### **Hendry \$123,437**

ASPR: \$2,000  
 CDC: \$60,842  
 EMPG: \$46,395  
 SHSP: \$14,200



**Hernando \$257,052**

ASPR: \$2,000  
 CDC: \$161,878  
 EMPG: \$75,424  
 SHSP: \$17,750

**Highlands \$200,767**

ASPR: \$2,000  
 CDC: \$128,050  
 EMPG: \$56,517  
 SHSP: \$14,200

**Hillsborough \$2,742,109**

ASPR: \$69,109  
 CDC: \$481,713  
 EMPG: \$228,403  
 PSGP: \$1,495,902  
 SHSP: \$466,982

**Holmes \$54,984**

EMPG: \$40,784  
 SHSP: \$14,200

**Indian River \$244,233**

ASPR: \$25,000  
 CDC: \$129,081  
 EMPG: \$74,374  
 SHSP: \$15,778

**Jackson \$188,270**

AFGP: \$66,660  
 ASPR: \$2,000  
 CDC: \$56,538  
 EMPG: \$48,872  
 SHSP: \$14,200

**Jefferson \$137,265**

ASPR: \$2,000  
 CDC: \$49,858  
 EMPG: \$54,507  
 SHSP: \$30,900

**Lafayette \$52,662**

EMPG: \$41,762  
 SHSP: \$10,900

**Lake \$532,464**

AFGP: \$257,836  
 ASPR: \$2,000  
 CDC: \$173,618  
 EMPG: \$83,232  
 SHSP: \$15,778

**Lee \$8,019,970**

AFGP: \$7,273,075  
 ASPR: \$166,678  
 CDC: \$242,152  
 EMPG: \$134,959  
 OPSG: \$117,559  
 SHSP: \$85,547

**Leon \$1,603,206**

AFGP: \$159,559  
 ASPR: \$213,496  
 CDC: \$527,258  
 EMPG: \$81,328  
 SHSP: \$621,565

**Levy \$191,545**

AFGP: \$65,550  
 ASPR: \$22,796  
 CDC: \$34,020  
 EMPG: \$58,279  
 SHSP: \$10,900

**Liberty \$110,805**

EMPG: \$39,905  
 SHSP: \$70,900

**Madison \$94,675**

EMPG: \$43,775  
 SHSP: \$50,900

**Manatee \$263,104**

ASPR: \$23,576  
 CDC: \$118,591  
 EMPG: \$106,737  
 SHSP: \$14,200

**Marion \$543,669**

AFGP: \$108,704  
 ASPR: \$53,000  
 CDC: \$190,538  
 EMPG: \$88,729  
 SHSP: \$102,698

**Martin \$353,332**

ASPR: \$21,177  
 CDC: \$99,595  
 EMPG: \$74,375  
 OPSG: \$110,352  
 SHSP: \$47,860

**Miami-Dade \$8,221,343**

AFGP: \$5,328,769  
 ASPR: \$89,687  
 CDC: \$1,132,585  
 EMPG: \$385,529  
 OPSG: \$115,645  
 PSGP: \$615,138  
 SHSP: \$340,990  
 UASI-NPG: \$213,000

**Monroe \$422,263**

AFGP: \$19,808  
 ASPR: \$4,000  
 CDC: \$103,785  
 EMPG: \$65,115  
 OPSG: \$96,707  
 PSGP: \$114,033  
 SHSP: \$18,815

**Nassau \$164,502**

ASPR: \$1,000  
 CDC: \$90,247  
 EMPG: \$62,355  
 SHSP: \$10,900

**Okaloosa \$1,758,658**

AFGP: \$914,908  
 ASPR: \$27,262  
 CDC: \$127,735  
 EMPG: \$80,809  
 OPSG: \$177,780  
 SHSP: \$430,164

**Okeechobee \$140,974**

ASPR: \$26,000  
 CDC: \$55,051  
 EMPG: \$45,723  
 SHSP: \$14,200

**Orange \$8,236,232**

AFGP: \$7,040,574  
 ASPR: \$30,311  
 CDC: \$387,975  
 EMPG: \$200,152  
 SHSP: \$577,220

**Osceola \$326,295**

AFGP: \$121,978  
 ASPR: \$2,000  
 CDC: \$110,208  
 EMPG: \$76,331  
 SHSP: \$15,778

**Palm Beach \$2,984,016**

AFGP: \$1,102,421  
 ASPR: \$2,000  
 CDC: \$539,318  
 EMPG: \$236,650  
 OPSG: \$120,985  
 PSGP: \$525,000  
 SHSP: \$382,642  
 UASI-NPG: \$75,000

**Pasco \$360,459**

ASPR: \$26,917  
 CDC: \$194,693  
 EMPG: \$121,099  
 SHSP: \$17,750

**Pinellas \$1,016,105**

AFGP: \$147,246  
 ASPR: \$36,500  
 CDC: \$383,358  
 EMPG: \$199,670  
 OPSG: \$96,010  
 SHSP: \$78,321  
 UASI-NPG: \$75,000

**Polk \$733,605**

AFGP: \$161,817  
 ASPR: \$125,791  
 CDC: \$280,005  
 EMPG: \$133,242  
 SHSP: \$32,750

**Putnam \$123,597**

AFGP: \$37,655  
 ASPR: \$19,371  
 EMPG: \$55,671  
 SHSP: \$10,900

**Santa Rosa \$469,116**

AFGP: \$287,224  
 ASPR: \$24,022  
 CDC: \$70,963  
 EMPG: \$72,707  
 SHSP: \$14,200

**Sarasota \$1,170,821**

AFGP: \$412,268  
 ASPR: \$250,959  
 CDC: \$221,422  
 EMPG: \$113,452  
 SHSP: \$172,720

**Seminole \$483,794**

AFGP: \$22,541  
 ASPR: \$27,000  
 CDC: \$56,878  
 EMPG: \$102,941  
 SHSP: \$274,434

**St. Johns \$399,749**

ASPR: \$29,999  
 CDC: \$265,680  
 EMPG: \$78,245  
 SHSP: \$25,825

**St. Lucie \$1,088,174**

AFGP: \$617,600  
 ASPR: \$2,000  
 CDC: \$363,151  
 EMPG: \$89,645  
 SHSP: \$15,778

**Sumter \$143,840**

ASPR: \$26,000  
 CDC: \$50,051  
 SHSP: \$17,750

**Suwannee \$83,455**

AFGP: \$24,903  
 EMPG: \$47,652  
 SHSP: \$10,900

**Taylor \$65,836**

EMPG: \$54,936  
 SHSP: \$10,900

**Union \$53,834**

EMPG: \$42,934  
 SHSP: \$10,900

**Volusia \$391,056**

AFGP: \$10,350  
 ASPR: \$26,957  
 CDC: \$196,145  
 EMPG: \$128,012  
 SHSP: \$29,592

**Wakulla \$98,568**

EMPG: \$55,668  
 SHSP: \$42,900

**Walton \$132,515**

ASPR: \$2,000  
 CDC: \$56,538  
 EMPG: \$59,777  
 SHSP: \$14,200

**Washington \$57,307**

EMPG: \$43,107  
 SHSP: \$14,200

**State \$44,495,181**

ASPR: \$11,315,509  
 CDC: \$17,039,838  
 EMPG: \$8,749,784  
 SHSP: \$3,845,050  
 UASI: \$8,500,000

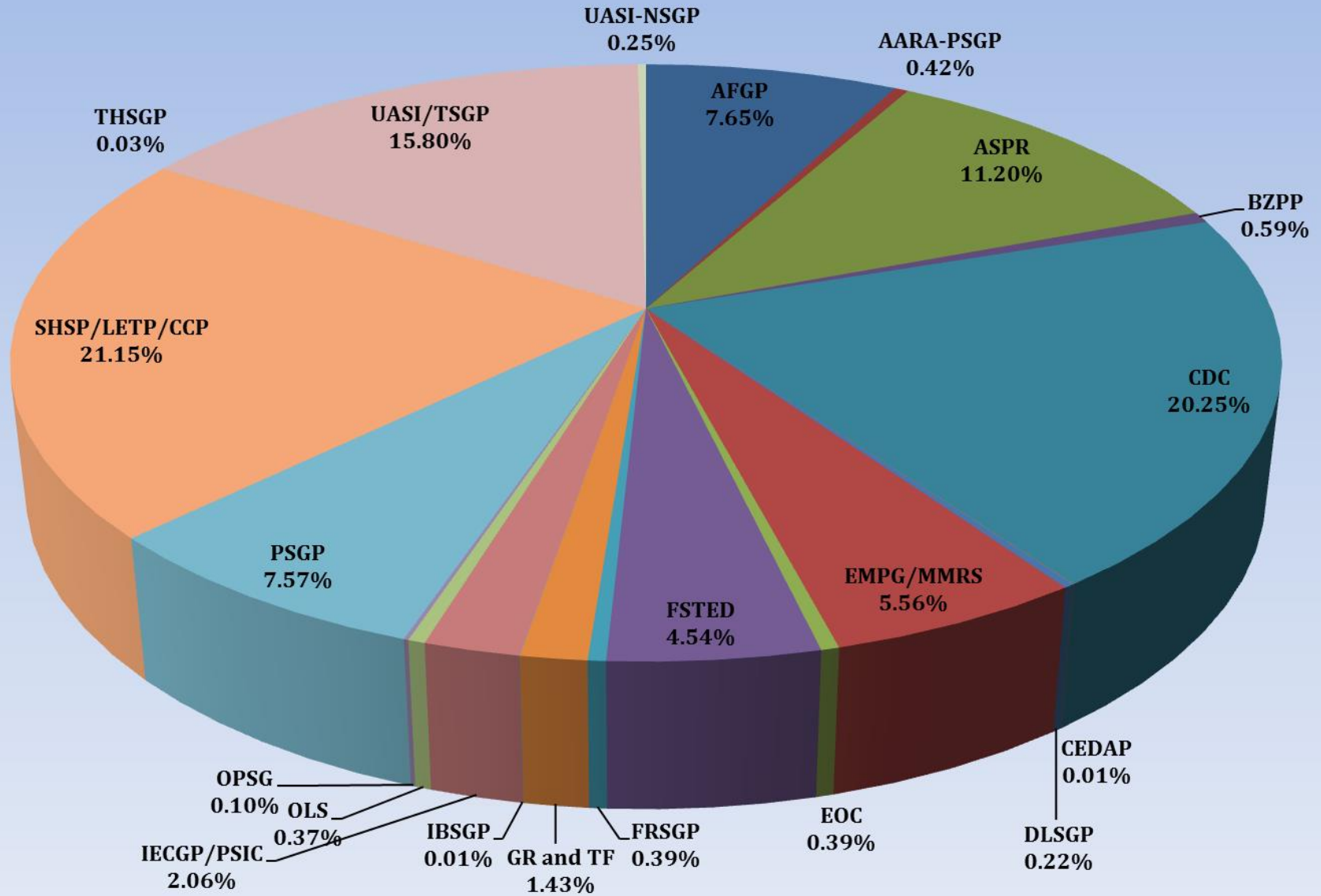
- “State” includes state agency projects and projects coordinated by the state on behalf of local governments.
- The ASPR grant includes allotments for “Direct funding for Hospitals” that is not provided for specific counties, but by region. This information is included in the regional allotment.

## Appendix C: Florida's 2001-13 Domestic Security Awards

From 2001 to 2013, Florida has received over \$2 billion in domestic security funds.

Grant	2001-2013 Awards
Assistance to Firefighters Grant Program (AFGP)	\$174,534,653
American Recovery and Reinvestment Act: Port Security Grant Program (ARRA-PSGP)	\$9,506,211
Assistant Secretary for Preparedness and Response (ASPR) Grants	\$255,313,884
Buffer Zone Protection Program (BZPP)	\$13,467,888
Centers for Disease Control and Prevention (CDC)	\$461,695,712
Commercial Equipment Direct Assistance Program (CEDAP)	\$337,190
Department of Transportation Grants and Port Security Grant Program (PSGP)	\$172,696,372
Driver's License Security Grant Program (DLSGP)	\$5,064,150
Emergency Management Performance Grant (EMPG) and Metropolitan Medical Response System Program (MMRS)	\$126,873,564
Emergency Operations Center (EOC) Grant Program*	\$8,898,000
Florida Seaport Transportation and Economic Development (FSTED)	\$103,425,148
Freight Rail Security Grant Program (FRSGP)	\$8,810,644
General Revenue and Trust Funds	\$32,557,049
Intercity Bus Security Grant Program (IBSGP)	\$230,623
Interoperable Emergency Communications Grant Program (IECGP) and Public Safety Interoperable Communications (PSIC) Grant Program	\$47,057,597
Operation Liberty Shield	\$8,400,000
Operation Stonegarden (OPSG)	\$2,325,977
State Homeland Security Program (SHSP), Law Enforcement Terrorism Prevention Program (LETPP), and Citizen Corps Program (CCP)	\$482,314,972
Tribal Homeland Security Grant Program	\$767,478
Urban Areas Security Initiative (UASI) Program and Transit Security Grant Program (TSGP)	\$360,396,929
Urban Areas Security Initiative Nonprofit Security Grant Program (UASI-NSGP)	\$5,606,226
<b>TOTAL</b>	<b>\$2,280,279,267</b>

## 2001-2013 Domestic Security Funding \$2,280,279,267



## Appendix D: Florida's 2001-13 Domestic Security Awards by Region

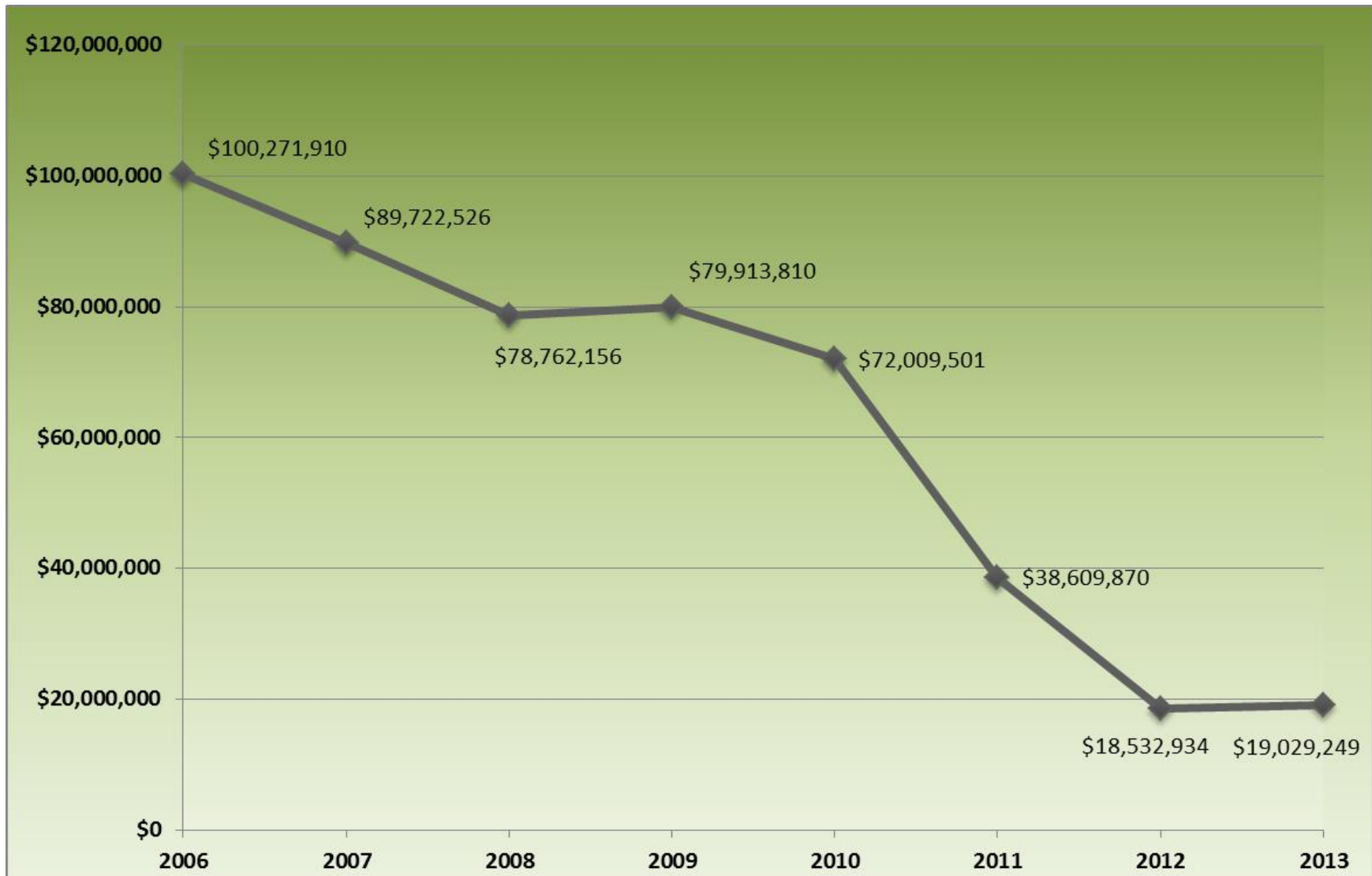
FY 2001 - 13 Domestic Security Grants	State*	Northwest	North	Northeast	Tampa Bay	Central	Southwest	Southeast
Assistance to Firefighters Grant Program (AFGP)	\$1,704,240	\$22,946,694	\$7,287,672	\$17,689,288	\$20,965,227	\$43,949,215	\$22,547,493	\$37,444,824
American Recovery and Reinvestment Act: Port Security Grant Program (ARRA-PSGP)**	\$0	\$0	\$0	\$2,606,841	\$410,492	\$5,020,836	\$998,542	\$469,500
Assistant Secretary for Preparedness and Response (ASPR) Grants	\$108,637,253	\$13,660,241	\$7,427,373	\$17,193,069	\$28,516,498	\$24,479,634	\$14,573,239	\$40,826,578
Buffer Zone Protection Program (BZPP)	\$2,591,000	\$681,498	\$150,000	\$981,500	\$2,695,964	\$2,323,426	\$400,000	\$3,644,500
Centers for Disease Control and Prevention (CDC)	\$288,088,090	\$16,056,132	\$13,955,460	\$21,839,452	\$28,369,941	\$31,216,548	\$18,201,641	\$43,968,448
Commercial Equipment Direct Assistance Program (CEDAP)**	\$3,785	\$53,435	\$24,000	\$3,785	\$3,785	\$53,100	\$88,650	\$106,650
Department of Transportation Grants and Port Security Grant Program (PSGP)	\$0	\$11,757,221	\$4,800	\$39,456,786	\$23,744,789	\$16,123,760	\$6,408,824	\$75,200,192
Driver's License Security Grant Program (DLSGP)	\$5,064,150	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Management Performance Grant (EMPG) and Metropolitan Medical Response System Program (MMRS)	\$68,656,601	\$4,398,127	\$4,688,204	\$8,456,003	\$11,704,118	\$9,544,959	\$5,775,761	\$13,649,791
Emergency Operations Center (EOC) Grant Program	\$0	\$0	\$0	\$1,800,000	\$0	\$2,548,000	\$1,300,000	\$3,250,000
Florida Seaport Transportation and Economic Development (FSTED)**	\$595,000	\$4,402,583	\$0	\$0	\$18,107,218	\$4,202,236	\$0	\$76,118,111
Florida Rail Security Grant Program (FRSGP)**	\$5,262,077	\$0	\$0	\$3,548,567	\$0	\$0	\$0	\$0
General Revenue and Trust Funds	\$32,323,716	\$18,663	\$11,654	\$23,309	\$31,866	\$60,636	\$21,842	\$65,363
Intercity Bus Security Grant Program (IBSGP)**	\$163,246	\$0	\$0	\$0	\$67,377	\$0	\$0	\$0

<b>FY 2001 - 13 Domestic Security Grants (continued)</b>	<b>State*</b>	<b>Northwest</b>	<b>North</b>	<b>Northeast</b>	<b>Tampa Bay</b>	<b>Central</b>	<b>Southwest</b>	<b>Southeast</b>
Interoperable Emergency Communications Grant Program (IECGP) and Public Safety Interoperable Communications (PSIC) Grant Program	\$12,755,884	\$2,325,037	\$3,850,000	\$4,906,915	\$6,951,390	\$6,929,424	\$5,603,947	\$3,735,000
Operation Liberty Shield**	\$6,003,409	\$37,017	\$52,237	\$119,111	\$87,626	\$116,757	\$110,001	\$1,873,842
Operation Stonegarden (OPSG)*	\$0	\$277,780	\$0	\$0	\$146,010	\$310,325	\$417,559	\$1,173,303
State Homeland Security Program (SHSP), Law Enforcement Terrorism Prevention Program (LETPP), and Citizen Corps Program (CCP)	\$177,950,764	\$30,848,179	\$28,406,637	\$41,937,088	\$53,323,805	\$50,903,681	\$34,890,587	\$64,054,231
Tribal Homeland Security Grant Program (THSGP)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$767,478
Urban Areas Security Initiative (UASI) Program and Transit Security Grant Program (TSGP)**	\$2,185,979	\$0	\$0	\$40,110,057	\$76,196,330	\$52,680,247	\$0	\$189,224,316
Urban Areas Security Initiative Nonprofit Security Grant Program (UASI-NSGP)	\$0	\$0	\$0	\$91,990	\$742,836	\$150,000	\$0	\$4,621,400
<b>TOTAL</b>	<b>\$711,985,194</b>	<b>\$107,462,607</b>	<b>\$65,858,037</b>	<b>\$200,763,761</b>	<b>\$272,065,272</b>	<b>\$250,612,784</b>	<b>\$111,338,086</b>	<b>\$560,193,527</b>

\* The "state" category includes state agency projects and projects coordinated by the state on behalf of local governments.

\*\* The designated grants are no longer funded as discrete programs. For an overview of the all active and inactive domestic security grant programs listed above, see Appendix F.

## Appendix E: HSGP Funding by Year FY 2006 - 13



The Homeland Security Grant Program (HSGP) was established in 2003. A consistent set of five grants have been designated as comprising the HSGP since FY 2006: the State Homeland Security Program (SHSP), Urban Area Security Initiative (UASI) Program, Operation Stonegarden (OPSG), Citizen Corps Program (CCP) and Metropolitan Medical Response System (MMRS). The CCP and MMRS grants are no longer funded as discrete programs; however, but all activities and costs previously associated with these grants are eligible for the FY 2013 Homeland Security Grant Program (HSGP).

## Appendix F: Overview of Domestic Security Grants

Homeland Security Grant Program (HSGP)	Program Overview <sup>2</sup>
State Homeland Security Program (SHSP)	The SHSP supports the implementation of state Homeland Security Strategies to address the identified planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events. SHSP also provides funding to implement initiatives in the State Preparedness Report.
Urban Areas Security Initiative (UASI) Program	The UASI program addresses the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. For FY 2012, Florida has three UASIs: Miami/Ft. Lauderdale (combined), Orlando and Tampa.
Operation Stonegarden (OPSG)	The OPSG program provides funding to enhance cooperation and coordination among local, tribal, territorial, state, and federal law enforcement agencies in a joint mission to secure the United States' borders along routes of ingress from international borders to include travel corridors in States bordering Mexico and Canada, as well as States and territories with international water borders.
Citizen Corps Program (CCP)*	The Citizen Corps mission was to bring community and government leaders together to coordinate the involvement of community members and organizations in emergency preparedness, planning, mitigation, response, and recovery.
Law Enforcement Terrorism Prevention Program (LETPP)*	LETPP provides resources to law enforcement and public safety communities to support critical terrorism prevention activities, including establishing and enhancing fusion centers and collaborating with non-law enforcement partners, other government agencies and the private sector.
Metropolitan Medical Response (MMRS) Program*	The MMRS program supported the integration of emergency management, health, and medical systems into a coordinated response to mass casualty incidents caused by any hazard. Successful MMRS grantees reduced the consequences of a mass casualty incident during the initial period of a response by having augmented existing local operational response systems before an incident occurs.

Other Domestic Security-Related Grants	Program Overview
American Recovery and Reinvestment Act (ARRA): Port Security Grant Program (PSGP)*	The ARRA PSGP was designed to create a sustainable, risk-based effort to protect critical port infrastructure from terrorism, particularly attacks using explosives and non-conventional threats that could cause major disruption to commerce, through projects that can be implemented quickly and create jobs.

<sup>2</sup> U.S. Department of Homeland Security, FEMA, Grant Programs Directorate Information Bulletin, No. 390, August 23, 2013.



<b>Other Domestic Security-Related Grants</b>	<b>Program Overview</b>
Assistance to Firefighters Grant Program (AFGP)	AFG awards aim to enhance response capabilities and to more effectively protect the health and safety of the public with respect to fire and other hazards. The grants enable local fire departments and emergency medical services organizations to purchase or receive training, conduct first responder health and safety programs, and buy equipment and response vehicles.
Assistant Secretary for Preparedness and Response (ASPR) Grants	The HHS, Office of the Assistant Secretary for Preparedness and Response (ASPR), Office of Preparedness and Emergency Operations (OPEO), Division of National Healthcare Preparedness Programs (NHPP) funds the Hospital Preparedness Program (HPP) cooperative agreement. The funding provided is to enable entities to improve surge capacity and enhance community and hospital preparedness for public health emergencies.
Buffer Zone Protection Program (BZPP)*	The BZPP provided funding to increase the preparedness capabilities of jurisdictions responsible for the safety and security of communities surrounding high-priority pre-designated Tier 1 and Tier 2 critical infrastructure and key resource (CI/KR) assets, including chemical facilities, financial institutions, nuclear and electric power plants, dams, stadiums, and other high-risk/high-consequence facilities, through allowable planning and equipment acquisition.
Centers for Disease Control and Prevention (CDC)	The Health and Human Services (HHS), CDC funds the Public Health Emergency Preparedness (PHEP) cooperative agreement. Funds are intended to upgrade state and local public health jurisdictions' preparedness and response to bioterrorism, outbreaks of infectious diseases, and other public health threats and emergencies.
Commercial Equipment Direct Assistance Program (CEDAP)*	The CEDAP complemented the department's other major grants programs by enhancing regional response capabilities, mutual aid, and interoperable communications by providing technology and equipment, along with the training required to operate that equipment, to law enforcement and emergency responder agencies in smaller jurisdictions and certain metropolitan areas.
Driver's License Security Grant Program (DLSGP)*	The DLSGP was developed to prevent terrorism, reduce fraud and improve the reliability and accuracy of personal identification documents that states and territories issue. DLSGP is intended to address a key recommendation of the 9/11 Commission to improve the integrity and security of state-issued driver's licenses (DL) and identification cards (ID).
Emergency Management Performance Grants (EMPG)	The intent of the FY 2013 EMPG Program is to provide grant funding to assist state emergency management agencies in obtaining the resources required to support the NPG's associated mission areas and core capabilities. The federal government, through the EMPG Program, provides necessary direction, coordination, guidance, and assistance, as authorized in this title so that a comprehensive emergency preparedness system exists for all hazards.
Emergency Operations Center (EOC) Grant Program*	The EOC Grant Program was designed to improve emergency management and preparedness capabilities by supporting flexible, sustainable, secure, and interoperable EOCs with a focus on addressing identified deficiencies and needs.
Freight Rail Security Grant Program (FRSGP)*	The FRSGP funds freight railroad carriers and owners of railroad cars efforts to protect critical surface transportation infrastructure from acts of terrorism and to increase the resilience of transit infrastructure.

<b>Other Domestic Security-Related Grants</b>	<b>Program Overview</b>
Florida Seaport, Transportation and Economic Development (FSTED)*	A State of Florida seaport bond financing program that was distributed state funds to individual ports to help finance various FSTED Council-approved capital projects.
Intercity Bus Security Grant Program (IBSGP)*	The IBSGP provides funding to create a sustainable program for the protection of intercity bus systems and the traveling public from terrorism. The FY 2012 IBSGP seeks to assist vendors of fixed-route intercity and charter bus services in obtaining the resources required to support security measures such as enhanced planning, facility security upgrades, and vehicle and driver protection.
Interoperable Emergency Communications Grant Program (IECGP)*	The IECGP provided governance, planning, training and exercise, and equipment funding to states, territories, and local and tribal governments to carry out initiatives to improve interoperable emergency communications, including communications in collective response to natural disasters, acts of terrorism, and other man-made disasters.
Operation Liberty Shield (OLS)*	The OLS provided federal funding to states for domestic security measures instituted during a heightened state of alert. Funds were to be used for public safety agency overtime costs, contract security personnel and state ordered National Guard deployments required to augment security at critical infrastructure.
Port Security Grant Program (PSGP)	The purpose of the FY 2013 PSGP is to support increased port-wide risk management; enhance domain awareness; conduct training and exercises; expand of port recovery and resiliency capabilities; further capabilities to prevent, detect, respond to, and recover from attacks involving improvised explosive devices (IEDs) and other non-conventional weapons; and competitively award grant funding to assist ports in obtaining the resources required to support the NPG's associated mission areas and core capabilities.
Tribal Homeland Security Grant Program (THSGP)	The THSGP provides supplemental funding to directly eligible tribes to help strengthen their communities against risks associated with potential terrorist attacks and emergency situations.
Transit Security Grant Program (TSGP)	The purpose of the FY 2013 TSGP is to create a sustainable, risk-based effort to protect critical surface transportation infrastructure and the traveling public from acts of terrorism, increase the resilience of transit infrastructure, and competitively award grant funding to assist transit agencies in obtaining the resources required to support the NPG's associated mission areas and core capabilities.
Urban Areas Security Initiative Nonprofit Security Grant Program (UASI-NSGP)	The intent of the FY 2012 UASI NSGP is to competitively award grant funding to assist nonprofit organizations in obtaining the resources required to support the NPG's associated mission areas and core capabilities.

\*The following grants are no longer funded as discrete grant programs, but all activities and costs previously associated with these grants are eligible for the FY 2013 Homeland Security Grant Program (HSGP): Buffer Zone Protection Program (BZPP), Interoperable Emergency Communications Grant Program (IECGP), Citizen Corps Program (CCP), Driver's License Security Grant Program (DLSGP), Metropolitan Medical Response System (MMRS), Freight Rail Security Grant Program (FRSGP), and Intercity Bus Security Grant Program (IBSGP).

## Appendix G: Florida Domestic Security Strategic Plan

Provided below are Florida's strategic goals and objectives found in the 2012-2014 Florida Domestic Security Strategic Plan (June 15, 2011). For a complete copy of this document, please visit [www.fdle.state.fl.us](http://www.fdle.state.fl.us)

### Goal 1: *PREPARE* for all hazards, natural or man-made, to include terrorism.

**OBJECTIVE 1.1 PLANNING:** Preparedness Plans incorporate an accurate hazard analysis and risk assessment and ensure that capabilities required to prevent, protect and mitigate, respond to, and recover from terrorist attacks and catastrophic natural disasters are available when and where they are needed.

**OBJECTIVE 1.2 – COMMUNICATIONS:** A continuous flow of critical information is maintained between multi-jurisdictional and multi-disciplinary emergency responders, command posts, Emergency Operations Centers or multiagency coordination centers for the duration of the emergency response operation in compliance with the National Incident Management System (NIMS).

**OBJECTIVE 1.3 – RISK MANAGEMENT:** State, regional, local, tribal and private sector entities, in coordination with Federal participation, identify and assess risks, prioritize and select appropriate protection, prevention, and mitigation solutions based on reduction of risk, monitor the outcomes of allocation decisions, and undertake corrective actions.

**OBJECTIVE 1.4 – COMMUNITY PREPAREDNESS AND PARTICIPATION:** Develop and maintain structures and processes that ensure collaboration between governmental and non-governmental resources and private citizens.

### Goal 2: *PREVENT*, preempt, and deter acts of terrorism.

**OBJECTIVE 2.1 – INFORMATION GATHERING AND RECOGNITION OF INDICATORS AND WARNINGS:** Threat and other criminal and/or terrorism-related information is identified, gathered, entered into an appropriate data/retrieval system, and provided to appropriate analysis centers.

**OBJECTIVE 2.2 – INTELLIGENCE ANALYSIS AND PRODUCTION:** Timely, accurate, and actionable intelligence/information products are produced in support of prevention, awareness, deterrence, response, and continuity planning operations.

**OBJECTIVE 2.3 – INTELLIGENCE/INFORMATION SHARING AND DISSEMINATION:** Effective and timely sharing of information and intelligence occurs across federal, state, local, tribal, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, and response to a threatened or actual domestic terrorist attack, major disaster, or other emergency.

**OBJECTIVE 2.4 – LAW ENFORCEMENT INVESTIGATION AND OPERATIONS:** Suspects involved in criminal activities related to homeland security are successfully deterred, detected, disrupted, investigated, and apprehended.

**OBJECTIVE 2.5 – CBRNE DETECTION:** Chemical, biological, radiological, nuclear, and/or explosive (CBRNE) materials are rapidly detected and characterized at borders, critical locations, events, and incidents.

**Goal 3: *PROTECT* Florida’s citizens, visitors, and critical infrastructure.**

**OBJECTIVE 3.1 – CRITICAL INFRASTRUCTURE PROTECTION:** The risk to, vulnerability of, and consequence of attack to critical infrastructure are reduced through the identification and strategic protection of critical infrastructure as defined in the National Infrastructure Protection Plan.

**OBJECTIVE 3.2 – FOOD AND AGRICULTURE SAFETY AND DEFENSE:** Threats to food and agriculture safety and defense are identified, prevented, mitigated, and eradicated. Food and agriculture systems are protected from chemical, biological, and radiological contaminants and other hazards that affect the safety of food and agriculture products.

**OBJECTIVE 3.3 – EPIDEMIOLOGICAL SURVEILLANCE AND INVESTIGATION:** Potential exposure to disease is identified rapidly by determining exposure, model of transmission and agent; interrupting transmission to contain the spread of the incident or event; and reducing the number of cases.

**OBJECTIVE 3.4 – PUBLIC HEALTH LABORATORY TESTING:** Chemical, radiological, and biological agents causing, or having the potential to cause, widespread illness or death are rapidly detected and accurately identified by the public health laboratory within the jurisdiction or through network collaboration with other appropriate federal, state, and local laboratories.

**OBJECTIVE 3.5 – CYBERSECURITY:** Enhance cybersecurity awareness and preparedness efforts to ensure that cyber elements which impact critical processes and the economy are robust, resilient, and recoverable.

**Goal 4: *RESPOND* in an immediate, effective, and coordinated manner, focused on the survivors and their needs.**

**OBJECTIVE 4.1 – ON-SITE INCIDENT MANAGEMENT:** The incident is managed safely, effectively, and efficiently through the integration of all responder facilities, resources (personnel, equipment, supplies, and communications), and procedures using a common organizational structure that is the Incident Command System (ICS), as defined in the National Incident Management System (NIMS).

**OBJECTIVE 4.2 – EMERGENCY OPERATIONS CENTER MANAGEMENT:** Emergency incidents and events are effectively managed through multi-agency

coordination for a pre-planned or no-notice incident or event through the Emergency Operations Center Management.

**OBJECTIVE 4.3 – CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION:** Critical resources are available to incident managers and emergency responders for proper distribution and to aid disaster victims in a cost-effective and timely manner.

**OBJECTIVE 4.4 – VOLUNTEER AND DONATIONS MANAGEMENT:** The coordination of volunteers and donations is maximized and does not hinder response and recovery activities.

**OBJECTIVE 4.5 – RESPONDER SAFETY AND HEALTH:** Minimize the illness or injury to any first responder, first receiver, medical facility staff member, or other skilled support personnel as a result of exposure or injury throughout the incident.

**OBJECTIVE 4.6 – PUBLIC SAFETY AND SECURITY RESPONSE:** The incident scene is assessed and secured, while protecting first responders and mitigating any further effect to the public at risk.

**OBJECTIVE 4.7 – ANIMAL HEALTH EMERGENCY SUPPORT:** Federal, state, and local agencies will coordinate to protect, prevent, detect, respond to, and recover from threats and incidents affecting animal health. Related critical infrastructure will be protected from threats and incidents resulting in the disruption of industries related to U.S. livestock, other domestic animals (including companion animals), and wildlife and/or from threats and incidents that endanger the food supply, public health, or domestic and international trade. Key assets, equipment, trained teams, and personnel surge plans are in place to proactively respond to suspected animal disease outbreaks.

**OBJECTIVE 4.8 – ENVIRONMENTAL HEALTH:** After the primary incident or event, disease and injury are prevented through the quick identification of associated environmental hazards to include exposure to infectious diseases that are secondary to the primary incident or event and secondary transmission modes.

**OBJECTIVE 4.9 – EXPLOSIVE DEVICE RESPONSE OPERATIONS:** Threat assessments are conducted, the explosive and/or hazardous devices are rendered safe, and the area is cleared of hazards.

**OBJECTIVE 4.10 – FIREFIGHTING OPERATIONS/SUPPORT:** Dispatch and safe arrival of the initial fire suppression resources occurs within jurisdictional response time objectives.

**OBJECTIVE 4.11 – WMD/HAZARDOUS MATERIALS RESPONSE DECONTAMINATION:** Hazardous materials release is rapidly identified and mitigated; victims exposed to the hazard are rescued, decontaminated, and treated; the impact of the release is limited; and responders and at-risk populations are effectively protected.

**OBJECTIVE 4.12 – CITIZEN EVACUATION AND SHELTER-IN-PLACE:** Affected and at-risk populations (and certified service animals) are safely sheltered-in-place and/or evacuated to safe refuge areas, and effectively and safely reentered into the affected area, if appropriate.

**OBJECTIVE 4.13 – ISOLATION AND QUARANTINE:** Individuals who are ill, exposed, or likely to be exposed are separated, movement is restricted, basic necessities of life are available, and their health is monitored in order to limit the spread of a newly introduced contagious disease (e.g., pandemic influenza).

**OBJECTIVE 4.14 – URBAN SEARCH AND RESCUE:** To locate greatest numbers of victims (human and animal) who may be trapped or not accounted for, report their location and have them transferred for medical care or mass collection points if needed, in the shortest amount of time, while maintaining rescuer safety.

**OBJECTIVE 4.15 – EMERGENCY PUBLIC INFORMATION AND WARNING:** Government agencies and public and private sectors receive and transmit coordinated, prompt, useful, and reliable information regarding threats to their health, safety, and property, through clear, consistent information delivery systems.

**OBJECTIVE 4.16 – TRIAGE AND PRE-HOSPITAL TREATMENT:** Emergency Medical Services (EMS) resources are effectively and appropriately dispatched and provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident (patient care reporting), while maintaining the capabilities of the EMS system for continued operations.

**OBJECTIVE 4.17 – MEDICAL SURGE:** Injured or ill from the incident or event are rapidly and appropriately cared for. Continuity of care is maintained for non-incident related illness or injury.

**OBJECTIVE 4.18 – MEDICAL SUPPLIES MANAGEMENT AND DISTRIBUTION:** Critical medical supplies and equipment are appropriately secured, managed, distributed, and restocked in a timeframe appropriate to the incident.

**OBJECTIVE 4.19 – MASS PROPHYLAXIS:** Appropriate drug prophylaxis and vaccination strategies are implemented in a timely manner upon the onset of an incident or event to prevent the development of disease in exposed individuals. Public information strategies include recommendations on specific actions individuals can take to protect their family, friends, and themselves.

**OBJECTIVE 4.20 – MASS CARE (SHELTERING, FEEDING, AND RELATED SERVICES):** Mass care services (sheltering, feeding, bulk distribution) are rapidly provided for the population and companion animals within the affected area.

**OBJECTIVE 4.21 – FATALITY MANAGEMENT:** Achieve complete documentation and recovery of human remains, personal effects, and items of evidence (except in cases where the health risk posed to personnel outweigh the benefits of recovery of remains and personal effects).

**Goal 5: RECOVER quickly and restore our way of life following a terrorist act or catastrophic incident or event.**

**OBJECTIVE 5.1 – STRUCTURAL DAMAGE AND MITIGATION ASSESSMENT:** Restore affected areas to pre-incident or event conditions.

**OBJECTIVE 5.2 – RESTORATION OF LIFELINES:** Sufficient lifelines services are available or restored to safely support on-going recovery activities.

**OBJECTIVE 5.3 – ECONOMIC AND COMMUNITY RECOVERY:** Economic impact is estimated, priorities are set for recovery activities, business disruption is minimized and returned to operation, and individuals and families are provided with appropriate levels and types of relief with minimal delay.