

STATE OF MICHIGAN

Homeland Security Strategy



2009-2013

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STATE OF MICHIGAN
EXECUTIVE OFFICE
LANSING

RICK SNYDER
GOVERNOR

BRIAN CALLEY
LT. GOVERNOR

Dear Fellow Michiganders:

It is my pleasure to share with you this overview of Michigan's Five-Year Homeland Security Strategy. This document is intended to provide public servants, policy-makers and the interested public with important information regarding Michigan's strategy for enhancing the security of our families, borders and critical infrastructure.

Within the following pages you will find an explanation of the purpose of Michigan's "all-hazards" strategy, which provides a road map for the improvement of our capabilities to prevent, respond to and recover from disasters, either natural or man-made. A listing of the eight goals of the Michigan Homeland Security Strategy is provided. These are eight priorities on which Michigan will focus in the coming years to enhance our state's preparedness. Finally, the document provides an overview of the executive branch's governance structure associated with homeland security.

This strategy represents the culmination of many months of preparedness planning by local, regional and state homeland security professionals. These dedicated public servants conducted a thorough review of their prevention, response and recovery capabilities associated with several planning scenarios unique to Michigan. By working together, regional homeland security strategies were developed which ultimately led to this statewide strategy. Just as we come together to respond to disasters in our state, so we come together to plan and prepare for them.

I hope that you find this overview of Michigan's Homeland Security Strategy useful. Its successful implementation by our state and local agencies and legislative leaders will make us more resilient.

Sincerely,

A handwritten signature in blue ink that reads "Rick Snyder".

Rick Snyder
Governor

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INTRODUCTION AND PURPOSE

Michigan's unique geography, resources and people have long been vital to the region and to the country. Today, Michigan is an industrial and manufacturing center, a land of rich natural and cultural resources, and a center for international commerce and trade. As Federal, State and local government agencies work together to safeguard Michigan's residents and resources, it is essential that they coordinate their efforts according to a strategic vision designed to complement and unite their capabilities and intentions.

For Michigan's citizens, policy makers, government officials, and others engaged in the security of Michigan, this document presents and articulates the State's strategy for managing risk associated with a variety of threats, both man-made and natural, to the safety and welfare of its citizens, critical infrastructures and key resources (CIKR). This document will serve as the guide for state departments and agencies as they pursue a more secure Michigan.

SCOPE AND METHODOLOGY

This statewide homeland security strategy was developed with the understanding that all disasters are "local events," and that any state-level strategy must be focused on local priorities. As such, this strategy is the result of the development of regional homeland security strategies, based on scenarios that reflect an "all-hazards" approach to homeland security planning. By founding its strategy on the capabilities and needs of our regional partners, Michigan can ensure that its state strategy accurately reflects both the current level of preparedness and the specific areas in which the state must support local governments to pursue a more secure Michigan.

What is Homeland Security?

Homeland security is a concerted statewide effort to:

- Prevent and disrupt terrorist attacks;
- Protect Michigan's citizens, our critical infrastructure, and key resources;
- Respond to and recover from attacks, incidents, and natural disasters that do occur in Michigan.

Homeland security in the State of Michigan is a reflection of and a contribution to the national homeland security effort.

What is a Strategy?

A strategy is a scheme for making the means produce the desired ends.¹ It is, in other words, a plan for using the resources available to government to produce a desired outcome.

¹Definition of "strategy" obtained from: Crenshaw, Martha (2004). Terrorism, Strategies and Grand Strategies. In A.K. Cronin & J.M. Ludes (Eds.), *Attacking Terrorism: Elements of a Grand Strategy* (p. 75). Washington D.C.: Georgetown University Press.

THE PROBLEM AND THE RISK

The primary goal of any security strategy is the preservation of human life. In the case of the Michigan State Homeland Security Strategy, the protection of Michigan's citizens and visitors is the highest priority. Additionally, Michigan's unique infrastructure must be protected from terrorists intent on disrupting the daily lives of our citizens, governments and businesses. Michigan's border crossings, manufacturing centers, corporate and government buildings, and technology networks all present attractive targets for terrorists and criminals. This same infrastructure is also vulnerable to disruptive natural events such as blizzards and tornadoes, which can be as destructive as any man-made disaster and more so.

This strategy is the result of regional planners' assessments of these vulnerabilities. By understanding the vulnerabilities of the state's infrastructures to natural and man-made threats, and by gauging the state and local capabilities needed for resiliency, planners were able to identify areas of strategic importance in the enhancement of Michigan's preparedness. A diverse planning team then took this information and coalesced it into eight (8) strategic goals aimed at improving Michigan's ability to prevent, protect against, mitigate, respond to and recover from all hazards over the next five years.

STRATEGIC GOALS

These are the goals of Michigan's Homeland Security Strategy:

Goal 1: Enhance the effectiveness of the State Homeland Security Strategy (SHSS).

Goal 2: Enhance, implement, and sustain homeland security programs.

Goal 3: Foster continuity of operations plans (COOP) throughout the public and private sectors and provide for continuity of government (COG).

Goal 4: Improve operational readiness.

Goal 5: Enhance intelligence and information sharing among public and private stakeholders.

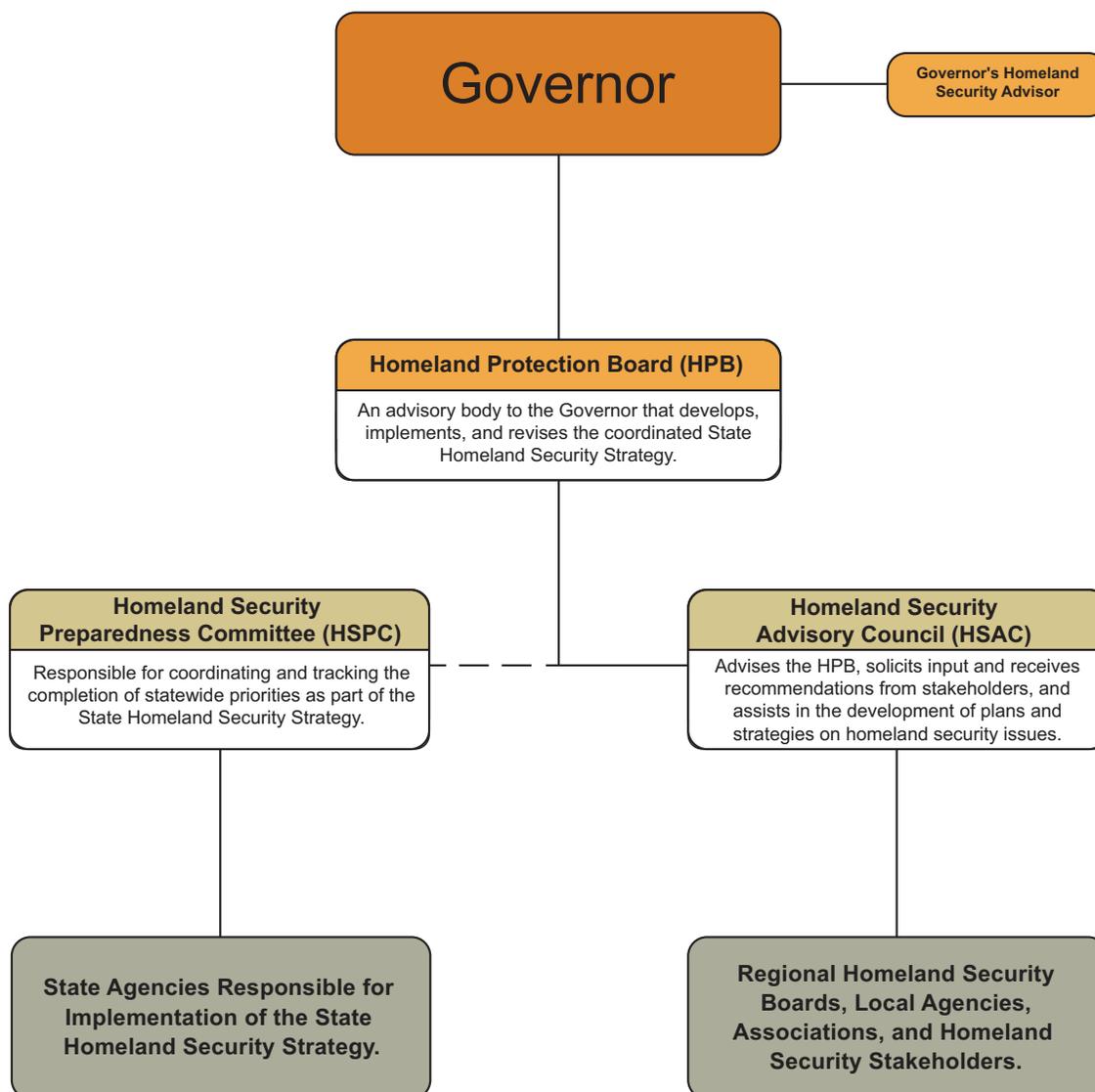
Goal 6: Reduce the risk to critical infrastructure and key resources (CIKR), including international interdependencies.

Goal 7: Strengthen communication and communications capabilities

Goal 8: Enhance and expand statewide capacities and capabilities for mass casualty care and the distribution of medical countermeasures.

RESPONSIBILITIES AND RESOURCES

The direct responsibility for the implementation of this strategy rests with the State Administrative Agency for Homeland Security, the Director of the Michigan State Police who is also the Director of Homeland Security, in consultation with the Michigan Homeland Protection Board and in coordination with the Michigan Homeland Security Preparedness Committee, which reports to the Board. By applying their resources, in combination with federal support via the state homeland security grant programs, the state departments which make up the Committee will execute the goals and objectives of Michigan's strategy over the next five years. As the strategy is designed to support regional partners, direct involvement by the Michigan Homeland Security Advisory Council is essential to coordinate efforts statewide and receive feedback from local and regional agencies. Additionally, daily emergency response and homeland security operations remain the responsibility of the Michigan State Police. The following diagram provides an illustration of the agencies and governing bodies responsible for the execution of the strategy.



CONCLUSION

The success of any risk-mitigation strategy is dependent upon two key elements of its implementation. First, the strategy must be able to adapt to changes in the threat environment. The Michigan Homeland Security Strategy is intended as a living document, and the Michigan State Police, in conjunction with the Michigan Homeland Protection Board, has developed quarterly reporting standards to ensure that the strategy will remain relevant and adaptive. A process for updating strategic goals and objectives is in place to ensure the strategy is a living document into the future.

The second key element is the extent to which the strategy is consistently implemented by those responsible for its execution. Fortunately, state and local agencies in Michigan have a long history of working together to protect the public, key resources and the economy. Whether it is responding to pandemic flu, securing government buildings, protecting the food supply, or safeguarding natural resources, state and local departments are accustomed to collaboration. This strategy is designed to enhance that collaboration and integrate these efforts with regional and national efforts to ensure success. Working together to execute this strategy, these agencies and governing bodies will enhance the state's preparedness for preventing, protecting against, mitigating, responding to and recovering from the consequences of natural and man-made incidents.

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