Illinois Homeland Security Strategy (2021-2025)
"Vision 2025"

Adopted: August 16, 2021

<u>Executive Summary</u>

In an effort to refine our strategy for dealing with current and emerging threats and risks, citizen preparedness, and public safety readiness for natural, technological and human-caused events, Illinois undertook a statewide project that engaged law enforcement, fire services, public and private health organizations, emergency management, school officials, the private sector, elected officials, non-governmental organizations and private citizens.

This strategy provides a comprehensive framework to guide, organize, and unify homeland security efforts, as part of the overall emergency management system, in the State of Illinois over a four-year period (2021-2025). The strategy is intended to serve as a roadmap to the future and to guide homeland security related policies, priorities, and programs across the state.

Vision
A prepared, secure, and resilient Illinois, ready to protect its people from all natural, technological and human threats.

Mission Statement
Through collaboration, coordination and communication, the State of Illinois will research, develop and implement interdisciplinary, multijurisdictional programs and services to protect the people of Illinois from current and emerging natural, technological and human-caused threats and risks.

Goals
The State of Illinois has identified seven goals based on our risk profile, lessons learned from major disasters, and exercise after action reports. Each strategy goal contains supporting objectives that further define the programs, initiatives, and steps that must be taken to meet the overarching goal. These goals and objectives are focused on the next four years (2021-2025).

1.0   ENHANCING CYBERSECURITY CAPABILITIES: Research, develop, and implement integrated cybersecurity programs and services that support the security and functionality of critical infrastructure and core capabilities as they relate to preventing, preparing for, protecting against, responding to, and recovering from intentional acts to disrupt, destroy, or threaten the delivery of essential services, the function of critical infrastructure, or sustainment of community lifelines through exploitation or sabotage of the physical and cyberspace environments.

2.0   INTELLIGENCE/INFORMATION SHARING: Provide access to, analysis of, and timely sharing of open-source, unclassified and classified information, suspicious activity reports, tips/leads, and actionable intelligence on indicators and behaviors to accurately identify, assess and mitigate a

wide array of threats to which Illinois is most vulnerable, including terrorism, targeted violence, and other threats to life.

3.0   HOMELAND SECURITY COORDINATION AND COMMUNICATIONS: Communicate the homeland security preparedness strategy to all public and private safety organizations and ensure activities conducted at the local, regional, and statewide levels are integrated, enhance the overall response and recovery posture of the state, and support achievement of a common homeland security preparedness strategy.

4.0   PROTECTION OF CRITICAL INFRASTRUCTURE AND KEY RESOURCES: Identify, assess, and support strengthening and maintaining secure, functioning, and resilient critical infrastructure and key resources of the state, based on current threat and vulnerability assessments, in partnership with the private sector.

5.0   PREVENTION OF DOMESTIC AND FOREIGN TERRORISM/TARGETED VIOLENCE: Establish a statewide program to identify and prevent targeted attacks and violent acts, including soft targets and places where large crowds are present, such as attacks on schools, workplaces, houses of worship, public gatherings and other settings.

6.0   CONDUCT ALL HAZARD PREPAREDNESS: Maintain an integrated, trained and equipped operational structure to address preparedness across the mission areas of prevention, protection, mitigation, response and recovery activities as they relate to current, rapidly evolving and emerging natural, technological and human-caused threats.

7.0   MAINTAIN STATEWIDE MUTUAL AID: Maintain an extensive network of multijurisdictional mutual aid systems for public safety and other sectors, through integrated planning, training, equipping, and exercising, capable of supporting local, regional and statewide events under a unified operational structure and available to all communities throughout the State of Illinois.

Illinois Homeland Security Strategy (2021-2025)
"Vision 2025"

Adopted: August 10, 2021

<u>Introduction</u>

In an effort to refine our strategy for dealing with current and emerging threats and risks, citizen preparedness, and public safety readiness for natural, technological and human-caused events, Illinois undertook a statewide project that engaged law enforcement, fire services, public and private health organizations, emergency management, school officials, the private sector, elected officials, non-governmental organizations and private citizens. This homeland security and emergency management initiative, called Illinois Homeland Security Vision 2025, featured "whole community" participation in a statewide assessment and continuous feedback through representative organizations that are members of the Illinois Terrorism Task Force (ITTF). The result of this effort was an updated homeland security and emergency management strategy that builds upon the successes of the past decade and addresses the challenges public safety officials face in the future.

<u>Purpose</u>

This strategy provides a comprehensive framework to guide, organize, and unify homeland security efforts, as part of the overall emergency management system, in the State of Illinois over a four-year period (2021-2025). The strategy is intended to serve as a roadmap to the future and to guide homeland security related policies, priorities, and programs across the state.

Through the development and implementation of a single, statewide strategy, the State of Illinois will achieve the following benefits at the local, regional and state levels:
- Establish a clear, unified path for preparedness
- Create an operational posture of efficiency
- Form a framework to maximize the allocation of limited resources
- Institute a standard framework to address threats and risks to which the state is most vulnerable
- Ensure the homeland security community is proactive opposed to reactive to emergent threats and risks

<u>Scope</u>

Homeland security is an ongoing mission and a shared responsibility within the emergency management system among public health and safety organizations in Illinois. Accordingly, this strategy is intended for implementation statewide, not for a single agency or level of government. There are numerous stakeholders involved in Illinois' homeland security and emergency response efforts; all must work to implement the state strategy by building and maintaining the capabilities critical to meeting the threats/hazards we face.

<u>Vision Statement</u>

A prepared, secure, and resilient Illinois, ready to protect its people from all natural, technological and human threats.

<u>Mission Statement</u>

Through collaboration, coordination and communication, the State of Illinois will research, develop and implement interdisciplinary, multijurisdictional programs and services to protect the people of Illinois from current and emerging natural, technological and human-caused threats and risks.

<u>Goals and Objectives</u>

The State of Illinois has identified seven goals based on our risk profile and lessons learned from major disasters and exercise after action reports. Each strategy goal contains supporting objectives that further define the programs, initiatives, and steps that must be taken to meet the overarching goal. These goals and objectives are focused on the next four years (2021-2025).

1.0　　ENHANCING CYBERSECURITY CAPABILITIES: Research, develop, and implement integrated cybersecurity programs and services that support the security and functionality of critical infrastructure and core capabilities as they relate to preventing, preparing for, protecting against, responding to, and recovering from intentional acts to disrupt, destroy, or threaten the delivery of essential services, the function of critical infrastructure, or sustainment of community lifelines through exploitation or sabotage of the physical and cyberspace environments.

　　　1.1　　*Build a Culture of Cyber Awareness* - Build and enhance cyber awareness and training across all sectors.
　　　1.2　　*Prepare and Plan for Cyber Incidents* - Develop practices, processes and overall planning required to protect valuable information, resources, and services.
　　　1.3　　*Mature Cyber Capabilities* - Mature cyber competencies through the utilization of best practices to help organizations make risk-based decisions for improving cybersecurity.
　　　1.4　　*Build a Cyber Workforce* - Promote the improvement and advancement of a well-trained cybersecurity workforce in Illinois.
　　　1.5　　*Collaborate and Share Information* – Create and expand partnerships to foster continual learning and information sharing to ensure the safety and resiliency of digital infrastructure.

2.0　　INTELLIGENCE/INFORMATION SHARING: Provide access to, analysis of, and timely sharing of open-source, unclassified and classified information, suspicious activity reports, tips/leads, and actionable intelligence on indicators and behaviors to accurately identify, assess and mitigate a wide array of threats to which Illinois is most vulnerable, including terrorism, targeted violence, and other threats to life.

2.1 *Synchronized, Cohesive Enterprise* – Implement activities that integrate intelligence into operational functions and drive actions to mitigate all threats to the homeland, including counterintelligence, counterterrorism, cyber, economic security, and transnational organized crime.

2.2 *Multi-Directional Information Exchanges* – Implement activities with federal, state, and local private sector and public safety partners to fill critical information and intelligence gaps.

2.3 *Production of Strategic Intelligence Products* – Implement activities that produce strategic intelligence products that leverage law enforcement, unique U.S. Department of Homeland Security (DHS) data, and intelligence community (IC) holdings to facilitate intelligence-driven decision making.

2.4 *Access to Data and Systems* – Implement activities that deliver access to data and systems, infrastructure and analytic expertise, mission readiness services and intelligence community capabilities.

2.5 *Maintain Cadre of Intelligence Professionals* – Implement activities that invest in high-performing homeland security intelligence professionals, who are critical in achieving the above operating principles.

2.6 Outreach and Partnership Development – Continue to develop and mature partnerships with law enforcement, private sector, and public safety entities through outreach and engagement.

3.0 HOMELAND SECURITY COORDINATION AND COMMUNICATIONS: Communicate the homeland security preparedness strategy to all public and private safety organizations and ensure activities conducted at the local, regional, and statewide levels are integrated, enhance the overall response and recovery posture of the state, and support achievement of a common homeland security preparedness strategy.

3.1 *Establish Common Operational Picture* - Ensure homeland security and emergency management preparedness activities conducted at the local, regional, and statewide levels are integrated, enhance the overall response and recovery posture of the state, and support achievement of a common operating picture that encompasses the whole community throughout all mission areas.

3.2 *Utilize Single Governance Structure* - Utilize a single statewide governance structure for the prioritization of preparedness activities supporting the core components of the Illinois Homeland Security Strategy to ensure a single mission, thus maximizing limited federal, state, and local funding to accomplish a common goal.

3.3 *Achieve Operable and Interoperable Communications* - Utilize the latest operable and interoperable voice, data, and video communication technologies to ensure the public safety community has access to immediate, actionable information for prompt, accurate, and safe response during an emergency while seamlessly communicating on a local, regional, and statewide basis.

3.4 *Communicate Risk to the Public* - Utilize the latest technologies to educate the public on the importance of personal and community preparedness prior to, during and after a disaster and immediately alert and warn the population of Illinois so they can take appropriate actions following an event to maintain life safety.

3.5　*Maintain a Comprehensive Volunteer Management Plan* - Create a comprehensive and integrated volunteer recruitment, training, and utilization plan for volunteers utilized by associations and governmental and non-governmental organizations during a state level emergency, and develop a tool kit that allows this plan to be tailored for use at the local and regional levels.

4.0　PROTECTION OF CRITICAL INFRASTRUCTURE AND KEY RESOURCES: Identify, assess, and support strengthening and maintaining secure, functioning, and resilient critical infrastructure and key resources of the state, based on current threat and vulnerability assessments, in partnership with the private sector.

4.1　*Protect Physical and Cyber Critical Infrastructure* – Implement preparedness, training, prevention, and protection activities that harden state, local, private, and other key critical infrastructure and make the sectors more secure and resilient.

4.2　*Prepare for Disruptions in Life Safety Resources (Supply Chains)* – Implement statewide, regional and local activities to plan (contingency planning) for disruptions in critical supplies following a disaster.

4.3　*Provide Security Presence at Designated Events* – Implement activities that ensure law enforcement and other key security personnel will protect governmental facilities and other key sites.

4.4　*Establish Partnerships with Public and Private Stakeholders - Coordinate with federal, state, and local stakeholders to maintain situational awareness of changes that could affect critical infrastructure, and develop, maintain, or strengthen continuity of operations plans and the delivery of essential services during disruptions.*

5.0　PREVENTION OF DOMESTIC AND FOREIGN TERRORISM/TARGETED VIOLENCE: Establish a statewide program to identify and prevent targeted attacks and violent acts, including soft targets and places where large crowds are present, such as attacks on schools, workplaces, houses of worship, public gatherings and other settings.

5.1　*Enhance State and Local Coordination and Threat Intelligence* – Implement activities that collect, analyze and widely share information from a variety of sources to advance all-hazard threat intelligence.

5.2　*Implement Violence Interruption Programs* – Implement activities that identify and respond to individuals at risk for mobilization to violence before criminal acts occur.

5.3　*Conduct Training and Education on Reporting Suspicious Activity* – Implement activities to empower communities to protect themselves from activities that could lead to terrorist acts by understanding how to report indicators of that behavior.

5.4　*Implement Public Safety, Community and Private Sector Information Sharing* – Implement activities that curb mobilization to violence by engaging with communities and the private sector through robust information sharing initiatives that provide early indicators of domestic terrorism.

6.0　CONDUCT ALL HAZARD PREPAREDNESS: Maintain an integrated, trained and equipped operational structure to address preparedness across the mission areas of prevention,

protection, mitigation, response and recovery activities as they relate to current, rapidly evolving and emerging natural, technological and human-caused threats.

6.1 *Enhance Weapons of Mass Destruction (WMD) and/or Improvised Explosive Device (IED) Capabilities* – Implement activities to support a community's ability to prevent, detect, respond to and recover from WMD and IED events, including chemical, biological, radiological, nuclear, and explosive (CBRNE) devices.

6.2 *Protect Against Unmanned Aircraft Systems* – Implement activities to understand the threat and steps that businesses, the public, and first responders can take to protect against the malicious use of drones.

6.3 *Protect Schools and Campuses from Threats and Hazards* – Implement preparedness activities to provide a safe and healthy learning environment for public and nonpublic schools and campuses to keep them safe from threats and hazards.

6.4 *Interoperable Training and Education* - Ensure that state and local public safety officials have access to the most current and comprehensive training and education available to prepare them for any realized and/or emerging threats to facilitate the standardized and safe implementation of response and recovery duties.

6.5 *Strengthen interagency planning for epidemics/pandemics* - Reinforce multi-agency training for state and local representatives addressing capabilities and capacity to prepare for, respond to, and mitigate threats to health and safety from the spread of infectious disease.

6.6 *Reduce opioid-related deaths statewide* - Increase the number of first responders and community members who are trained and have access to naloxone to address the growing issue of opioid-related abuse.

7.0 MAINTAIN STATEWIDE MUTUAL AID: Maintain an extensive network of multijurisdictional public safety mutual aid systems, through integrated planning, training, equipping, and exercising, capable of supporting local, regional and statewide events under a unified operational structure and available to all communities throughout the State of Illinois.

7.1 *Mutual aid administration and statewide availability* – Implement and support mutual aid functions that represent local jurisdictions and are responsible for developing routine and specialized mutual aid resources and systems across Illinois.

7.2 *Mutual aid team training and education* – Mutual aid organizations will implement and maintain statewide specialized teams, including training, equipping and exercising to ensure effectiveness and interoperability among both teams and similar State of Illinois resources.

7.3 *Interoperable team equipment* – Implement a system to ensure interoperability and sustainment of equipment across various teams and agencies throughout the state by establishing minimum standards across all disciplines.

7.4 *Validation of team functions* – In order to be deployable statewide, all specialized mutual aid teams shall successfully complete a standardized validation exercise process on a routine basis.

7.5   *Interoperability of Emergency Response Systems* – The State of Illinois and statewide mutual aid organizations will develop complementary management systems to address required resources during emergency or potential emergency operations.

<u>Role of Governor's Homeland Security Advisor</u>

The Governor's Homeland Security Advisor (HSA) is responsible for the implementation of the state's homeland security mission. The HSA is the primary representative to the U.S. Department of Homeland Security (DHS) and receives communications from this federal agency. Most importantly, the advisor acts on behalf of the Governor in the event of a disaster or an emergency. The HSA for the State of Illinois coordinates with the Governor's Homeland Security Advisory Council on national homeland security issues, and coordinates with the public safety agencies under the Governor on homeland security issues affecting the State of Illinois. The HSA also oversees the Illinois Terrorism Task Force and other strategic homeland security initiatives.

All major homeland security functions in Illinois flow through the homeland security advisor, who has the authority to make critical decisions regarding policies, procedures, and communications, including approval of the state's homeland security strategy. The HSA will manage and coordinate diverse, but related, disciplines in Illinois with an interest in the state's security.

The state homeland security advisor will manage and administer a wide variety of operations and disciplines and maintain the critical position of advising the governor on terrorism-related issues. In addition, the advisor has the authority to coordinate all activities and training, ensure collaboration and strategic planning, and influence the state's mission.

<u>Coordination with Public Safety Partners and Stakeholders</u>

System of Centralized Coordination and Communications
The State of Illinois will strive to provide a system of centralized coordination and communication for federal, state, and local governments, the private sector, and non-governmental organizations to prevent, protect against, respond to, and recover from all hazards in order to minimize the impact on lives, property, infrastructure and the economy. The pathway for adoption and implementation of the National Incident Management System (NIMS) and a systems based approach to preparedness, through training and education, planning, and federal grant compliance, enable the State of Illinois to build upon capabilities and programs to achieve greater success than individual, disparate efforts could accomplish.

Homeland Security Governance
The Illinois Terrorism Task Force (ITTF) was formalized by a State of Illinois Executive Order in May 2000 and established as a permanent entity by a 2003 Executive Order. The ITTF serves as an advisory body to the Governor and provides statutory recommendations and guidance on homeland security laws, policies, protocol, and procedures. The ITTF also serves as the state homeland security strategic planning and policy body for the U.S. Department of Homeland Security grant programs. Administrative support to the ITTF is provided through the Illinois

Emergency Management Agency. The task force represents more than 60 agencies, including federal, state, local, private sector, and nongovernmental organizations, and meets no less than four times a year.

Long-Term Strategic Solutions and Policy
The task force establishes and maintains long-term strategic solutions to the threats and realities of terrorism and major events and facilitate collaboration among federal, state, and local entities, their private and non-governmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from incidents and minimize the impact on lives, property, and the economy. Annually, the ITTF publishes a report to the Governor outlining key homeland security accomplishments and future initiatives.

Development, Update and Evaluation of the Strategy

Ongoing input from the public safety community is key to the successful implementation of the state's homeland security strategy. To be successful in achieving our mission, the involvement of partners and stakeholders cannot be limited to the development of the strategy. Success will be achieved when the strategy is universally understood and a process is in place to receive, analyze, and incorporate changes to reflect the current threats and risks impacting the State of Illinois. With limited funding and resources available, it is critical the public safety community's preparedness activities are aligned to maximize efforts and minimize duplication or competing activities.

The Illinois Homeland Security Strategy, Vision 2025 project was administered through three distinct phases:

1. Assess public safety and private sector organizations to determine the threats and risks to which the organization or community is most vulnerable and determine capability gaps.
2. Develop draft strategy based on the input and comments from a cross section of public safety organizations.
3. Approval of strategy by the Governor's Homeland Security Advisor.

Public Safety and Private Sector Assessment
The initial step in the development of the Vision 2025 Strategy was to seek the involvement of Illinois' public safety officials. On June 24, 2021, the Illinois Terrorism Task Force, in consultation with the HSA, sought the assistance of the public and private sectors to assess the current status of homeland security and emergency management preparedness and determine strategic capability and capacity gaps in the future. The assessment was reissued on July 8, 2021, in order to gather additional input on Illinois' current level of preparedness and future threats and risks. Approximately 400 organizations participated in the assessment.

To support the develop of the assessment and to inform public and private sector organizations on the Vision 2025 process, the Illinois Emergency Management Agency created a dedicated webpage (https://www2.illinois.gov/iema/ITTF/Pages/Vision2025.aspx). Additionally, an email address, Vision2025@illinois.gov, was created for these organizations to share their ideas and provide comments on the strategy development process. The email address will remain active for

organizations to provide input on the strategy as part of the ongoing evaluation and is monitored by the ITTF.

ITTF Homeland Security Strategic Planning Focus Group

The Illinois Terrorism Task Force created a focus group to oversee the development of the homeland security and emergency management strategy. The first meeting of the Illinois Terrorism Task Force Vision 2025 Focus Group occurred on June 21, 2021. The group continued to meet on a weekly basis through August 16, 2021. Each of the participating organizations was responsible for keeping their constituents apprised throughout the strategy development and soliciting feedback as part of the review of the draft documents. Interdisciplinary organizations that participated in the focus group included the following:
- American Public Works Association
- Illinois Department of Agriculture
- Illinois Department of Public Health
- Illinois Emergency Management Agency
- Illinois Emergency Services Management Agency
- Illinois Environmental Protection Agency
- Illinois Hospital and Healthcare Association
- Illinois Law Enforcement Alarm System
- Illinois Law Enforcement Training and Standards Board
- Illinois State Police
- McHenry County Emergency Management Agency
- Mutual Aid Box Alarm System
- Western Illinois University

Governor's Homeland Security Advisor Review and Approval
In August, the HSA presented an executive summary of the Vision 2025 Strategy to the Governor's public safety cabinet agency directors. After a thorough discussion, the strategy was unanimously approved. On August 16, 2021, the HSA approved the Vision 2025 Strategy.

<u>Strategic Plan Implementation</u>

Using Vision 2025 as the state guide, a planned implementation will begin with a statewide rollout of Vision 2025 by the Illinois Homeland Security Advisor (HSA), supplemented with personal regional and organizational contact from the HAS's representative(s). The Chairman of the ITTF will identify the seven primary goals, Enhancing Cybersecurity Capabilities, Intelligence and Information Sharing, Homeland Security Coordination and Communications, Protection of Critical Infrastructure and Key Resources, Prevention of Domestic and Foreign Terrorism/Targeted Violence, Conduct of All Hazard Preparedness, and Maintaining Statewide Mutual Aid, at the January 2022 full ITTF membership meeting, ensuring a complete understanding that all efforts, whether planning, operational, or financial, must be tied directly to at least one or more of the seven goals.

This initial rollout will be followed by reviewing reports and discussions from the seven standing ITTF committees and reviewing grant applications, with follow-up reviews utilizing the programmatic quarterly reports from every grantee for every grant program.

Reimbursement requests from Homeland Security Grant Programs (HSGP) and Preparedness and Response (PAR) Grants will be reviewed as they are received to ensure adherence to the goals of Vision 2025 before reimbursements are made.

Recommendations for revisions will be reviewed and implemented as necessary under the approval of the Illinois Homeland Security Advisor and record of revisions/changes will be published during preparation for the Governor's Annual Illinois Terrorism Task Force Report.

<u>Plan Maintenance and Evaluation</u>

Measuring progress is a key component of successfully implementing the state strategy. The effective and efficient use of public dollars is a critical part of this strategy and requires measurable progress toward our preparedness capability goals. The Illinois Homeland Security Strategy, Vision 2025 will be reviewed and updated on an annual basis. Following are the inputs that will be used to support the evaluation of the strategy.

1. Beginning January 1, 2022, and annually thereafter, the Illinois Terrorism Task Force Vision 2025 Focus Group will review the strategy annually and will conduct a comprehensive update every four years. The group will consider, at minimum, the following inputs as part of their assessment of the relevance of current goals and objectives.
2. Upon initial adoption of the Vision 2025 strategy, the committees of the Illinois Terrorism Task Force will regularly assess opportunities to address implementation of the goals and objectives. The committees will report on their work to the Illinois Terrorism Task Force full membership on a quarterly basis.
3. Progress on the implementation of the Vision 2025 Strategy will be articulated on an annual basis by the Illinois Terrorism Task Force through their end-of-year reporting requirement.
4. The membership of the Illinois Terrorism Task Force will be responsible for providing to the Governor's Homeland Security Advisor an updated Vision 2025 Strategy prior to the development of program plans for the U.S. Department of Homeland Security, Homeland Security Grant Program application.

The Illinois Terrorism Task Force will coordinate the review process with stakeholders by using the feedback sent to the Vision 2025 email address (Vision2025@illinois.gov), ensure the stakeholders are documenting progression towards meeting the objectives, and providing updates to the ITTF during the full membership meetings at least once a year. Necessary corrections, additions or deletions will be memorialized in this document as part of an annual review. ITTF will publish updates including maintaining the Record of Changes section of the document. After the Homeland Security Advisor and ITTF Chair reviews and approves of the revisions, the draft will be emailed to membership the week prior to the meeting where the strategic review will be placed on the agenda for full committee comments and approval. The finalized document will then be emailed to members and posted online.

Appendix A: Objectives and State Homeland Security Program (SHSP) Metric

Goal 1 Enhance Cybersecurity Capabilities		
Objectives	**SHSP Metric**	**Data Source**
1.1 *Build a Culture of Cyber Awareness* – Build and enhance cyber awareness and training across all sectors.	• Regional Coordinator Outreach • STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing	• Illinois Law Enforcement Alarm System • Illinois State Police • Illinois State Police • Illinois Department of Innovation and Technology
1.2 *Prepare and Plan for Cyber Incidents* – Develop practices, processes and the overall planning required to protect valuable information, resources, and services.	• Statewide Strategic Planning Cell • Illinois Cyber Navigators Outreach	• Illinois Emergency Management Agency • Illinois Department of Innovation and Technology
1.3 *Mature Cyber Capabilities* – Mature cyber competencies through the utilization of best practices to help organizations make risk-based decisions for improving cybersecurity.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing	• Illinois State Police • Illinois State Police • Illinois Department of Innovation and Technology
1.4 *Build a Cyber Workforce* - Promote the improvement and advancement of a well-trained cybersecurity workforce in Illinois.	• Illinois Cyber Navigators Outreach	• Illinois Department of Innovation and Technology
1.5 *Collaborate and Share Information* – Create and expand partnerships to foster continual learning and information sharing to ensure the safety and resiliency of digital infrastructure.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing	• Illinois State Police • Illinois State Police • Illinois Department of Innovation and Technology

Goal 2 Intelligence/Information Sharing		
Objectives	**SHSP Metric**	**Data Source**
2.1 *Synchronized, Cohesive Enterprise* – Implement activities that integrate intelligence into operational functions and drive actions to mitigate all threats to the homeland, including counterintelligence, counterterrorism, cyber, economic security, and transnational organized crime.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing • Law Enforcement Mobile Training Units Workshops	• Illinois State Police • Illinois State Police • Illinois Law Enforcement Standards and Training Board (WIU)
2.2 *Multi-Directional Information Exchanges* – Implement activities with federal, state, and local private sector and public safety partners to fill critical information and intelligence gaps.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing	• Illinois State Police • Illinois State Police

Objectives	SHSP Metric	Data Source
2.3 *Production of Strategic Intelligence Products* – Implement activities that produce strategic intelligence products that leverage law enforcement, unique DHS data and intelligence community (IC) holdings to facilitate intelligence-driven decision making.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing	• Illinois State Police
2.4 Access *to Data and Systems* – Implement activities that deliver access to data and systems, infrastructure and analytic expertise, mission readiness services and intelligence community capabilities.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing	• Illinois State Police
2.5 Maintain *Cadre of Intelligence Professionals* – Implement activities that invest in high-performing homeland security intelligence professionals, who are critical to achieving the above operating principles.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing	• Illinois State Police
2.6 Outreach and Partnership Development – Continue to develop and mature partnerships with law enforcement, private sector, and public safety entities through outreach and engagement.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing	• Illinois State Police

Goal 3		
Coordination and Communications		
Objectives	**SHSP Metric**	**Data Source**
3.1 *Establish Common Operational Picture* - Ensure homeland security and emergency management preparedness activities conducted at the local, regional, and statewide levels are integrated, enhance the overall response and recovery posture of the state, and support achievement of a common operating picture that encompasses the whole community throughout all mission areas.	• Mass Care Planning and Training • CERT Challenge Exercise • Statewide Homeland Security Planning • Emergency Management Assistance Team	• American Red Cross • Logan County Emergency Management Agency • Western Illinois University • Logan County Emergency Management Agency
3.2 *Utilize Single Governance Structure* - Utilize a single statewide governance structure for the prioritization of preparedness activities supporting the core components of the Illinois Homeland Security Strategy to ensure a single mission, thus maximizing limited federal, state, and local funding to accomplish a common goal.	• SHSP Management and Administration • Statewide Homeland Security Planning	• Illinois Emergency Management Agency • Western Illinois University
3.3 *Achieve Operable and Interoperable Communications* - Utilize the latest operable and interoperable voice, data, and video communication technologies to ensure the public safety community has access to immediate, actionable	• Public Safety STARCOM21 Licenses • Operate EMComm Operations Center	• Illinois Law Enforcement Alarm System • Logan County Emergency Management Agency

Objectives	SHSP Metric	Data Source
information for prompt, accurate, and safe response during an emergency while seamlessly communicating on a local, regional, and statewide basis.		
3.4 *Communicate Risk to the Public* - Utilize the latest technologies to educate the public on the importance of personal and community preparedness prior to, during and after a disaster and immediately alert and warn the population of Illinois so they can take appropriate actions following an event to maintain life safety.	• Non-Commercial Sustained Announcements	• Illinois Emergency Management Agency
3.5 *Maintain a Comprehensive Volunteer Management Plan* - Create a comprehensive and integrated volunteer recruitment, training, and utilization plan for volunteers utilized by associations and governmental and non-governmental organizations during a state level emergency, and develop a tool kit that allows this plan to be tailored for use at the local and regional levels.	• Statewide Strategic Planning Cell	• Illinois Emergency Management Agency

Goal 4 Protection of Critical Infrastructure and Key Resources		
Objectives	**SHSP Metric**	**Data Source**
4.1 Protect *Physical and Cyber Critical Infrastructure* – Implement preparedness, training, prevention, and protection activities that harden state, local, private, and other key critical infrastructure and make the sectors more secure and resilient.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing • All Hazard Risk Assessment Program	• Illinois State Police • Illinois Department of Transportation • public safety agencies • Illinois Emergency Management Agency
4.2. *Prepare for Disruptions in Life Safety Resources (Supply Chains)* – Implement statewide, regional and local activities to plan (contingency planning) for disruptions in critical supplies following a disaster.	• Statewide Strategic Planning Cell	• Illinois Emergency Management Agency
4.3 *Provide Security Presence at Designated* Events – Implement activities that ensure law enforcement and other key security personnel will protect governmental facilities and other key sites.	• State Weapons of Mass Destruction Team • Law Enforcement Mobile Field Force • Law Enforcement Special Response Teams	• Illinois State Police • Illinois Law Enforcement Alarm System
4.4 *Establish Partnerships with Public and Private Stakeholders - Coordinate with federal, state, and local stakeholders to maintain situational awareness of changes that could affect critical infrastructure, and develop, maintain, or strengthen continuity of operations plans*	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing • All Hazard Risk Assessment Program	• Illinois State Police • Illinois Department of Transportation

Goal 5		
Prevention of Domestic Terrorism/Targeted Violence		
Objectives	**SHSP Metric**	**Data Source**
5.1 *Enhance State and Local Coordination and Threat Intelligence* – Implement activities that collect, analyze and widely share information from a variety of sources to advance all-hazard threat intelligence.	• STIC Intelligence and Information Sharing • STIC Public Safety Intelligence and Information Sharing • Law Enforcement Mobile Training Units Workshops	• Illinois State Police • Illinois Law Enforcement Standards and Training Board
5.2 Implement *Violence Interruption Programs* – Implement activities that identify and respond to individuals at risk for mobilization to violence before criminal acts occur.	• State Weapons of Mass Destruction Team • Mobile Field Force Teams • Community Behavioral Threat Assessment Team • Law Enforcement Special Response Teams	• Illinois State Police • Illinois Law Enforcement Alarm System • University of Illinois - Chicago
5.3 Conduct *Training and Education on Reporting Suspicious Activity* – Implement activities to empower communities to protect themselves from activities that could lead to terrorist acts by understanding how to report indicators of that behavior.	• Law Enforcement and Fire Service Information Sharing Program • Regional Office of Ed School Training and Education • Community Behavioral Threat Assessment Team • Law Enforcement Mobile Training Units • School and Campus Training Program	• Illinois State Police • West 40 • University of Illinois – Chicago • Illinois Law Enforcement Standards and Training Board • Western Illinois University
5.4 Implement *Public Safety, Community and Private Sector Information Sharing* – Implement activities that curb mobilization to violence by engaging with communities and the private sector through robust information sharing initiatives that provide early indicators of domestic terrorism.	• Community Behavioral Threat Assessment Team • Local Framework for Prevention of Violent Acts • School and Campus Training Program	• University of Illinois – Chicago • Illinois Emergency Management Agency • Western Illinois University

Goal 6		
Conduct All Hazard Preparedness		
Objectives	**SHSP Metric**	**Data Source**
6.1 *Enhance Weapons of Mass Destruction (WMD) and/or Improvised Explosive Device (IED) Capabilities* – Implement activities to support a community's ability to prevent, detect, respond to and recover from WMD and IED events,	• First Responder Team Certification Training • State Weapons of Mass Destruction Team • Explosive Ordnance Disposal (EOD) Teams	• Illinois Fire Service Institute • Illinois State Police • Illinois Law Enforcement Alarm System

and the delivery of essential services during disruptions.

including chemical, biological, radiological, nuclear, and explosive (CBRNE) devices	• WMD Special Response Teams • Regional Response Tactical Teams	• Illinois Law Enforcement Alarm System • Illinois Law Enforcement Alarm System
6.2 Protect *Against Unmanned Aircraft Systems (UAS)* – Implement activities to understand the threat and steps that businesses, the public, and first responders can take to protect against the malicious use of drones.	• UAS Public Safety Advisory Board	• Illinois Department of Transportation
6.3 Protect *Schools and Campuses from Threats and Hazards* – Implement preparedness activities to provide a safe and healthy learning environment for public and nonpublic schools and campuses to keep them safe from threats and hazards.	• School and Campus Training Program	• Western Illinois University
6.4 Interoperable *Training and Education* - Ensure that state and local public safety officials have access to the most current and comprehensive training and education available to prepare them for any realized and/or emerging threats to facilitate the standardized and safe implementation of response and recovery duties.	• First Responder Training	• Illinois Fire Service Institute
6.5 *Strengthen interagency planning for epidemics/pandemics* - Reinforce multi-agency training for state and local representatives addressing capabilities and capacity to prepare for, respond to, and mitigate threats to health and safety from the spread of infectious disease.	• Interagency exercise planning and evaluation	• Illinois Emergency Management Agency • Illinois Department of Public Health
6.6 *Reduce opioid-related deaths statewide* - Increase the number of first responders and community members who are trained and have access to naloxone to address the growing issue of opioid-related abuse.	• NARCAN Public Safety Distribution Program	• Illinois Law Enforcement Alarm System • Illinois Department of Public Health

Goal 7 Maintain Statewide Mutual Aid		
Objectives	**SHSP Metric**	**Data Source**
7.1 *Mutual aid administration and statewide availability* – Implement and support statewide mutual aid functions that represent local jurisdictions and are responsible for developing routine and	• Illinois Medical Emergency Response Team • Law Enforcement Mutual Aid System • Fire Service Mutual Aid System	• Illinois Department of Public Health • Illinois Law Enforcement Alarm System

specialized mutual aid resources and systems across Illinois.	• Illinois Public Works Mutual Aid Network • Illinois Telecommunicators Emergency Response Team • Illinois Public Health Mutual Aid System	• Mutual Aid Box Alarm System • Illinois Public Works Mutual Aid Network • Illinois Law Enforcement Alarm System • Illinois Association of Public Health Administrators
7.2 *Mutual aid team training and education* – Mutual aid organizations will implement and maintain statewide specialized teams, including training, equipping and exercising to ensure effectiveness and interoperability among both teams and similar State of Illinois resources.	• Regional Planning Coordinator Outreach • First Responder Training • Illinois Public Works Mutual Aid Network • Illinois Telecommunicators Emergency Response Team • Illinois Public Health Mutual Aid System	• Illinois Law Enforcement Alarm System • Illinois Fire Service Institute • Illinois Public Works Mutual Aid Network • Illinois Law Enforcement Alarm System • Illinois Association of Public Health Administrators
7.3 *Interoperable team equipment* – Implement a system to ensure interoperability and sustainment of equipment across various teams and agencies throughout the state by establishing minimum standards across all disciplines.	• Law Enforcement Mutual Aid Team Equipment Replacement • Fire Service Mutual Aid Team Equipment Replacement	• Illinois Law Enforcement Alarm System • Mutual Aid Box Alarm System
7.4 *Validation of team functions* – In order to be deployable statewide, all specialized mutual aid teams shall successfully complete a standardized validation exercise process on a routine basis.	• Law Enforcement Mutual Aid Team Validation • Fire Service Mutual Aid Team Validation	• Illinois Law Enforcement Alarm System • Mutual Aid Box Alarm System
7.5 *Interoperability of Emergency Response Systems* – The State of Illinois and statewide mutual aid organizations will develop complementary management systems to address required resources during emergency or potential emergency operations.	• Law Enforcement Mutual Aid System • Fire Service Mutual Aid System	• Illinois Law Enforcement Alarm System • Mutual Aid Box Alarm System

Appendix B: History of Homeland Security in Illinois

The following section provides a brief context to homeland security in Illinois. This includes the role of the Illinois Terrorism Task Force, national recognition, and the development of statewide communication and collaboration efforts.

Illinois Terrorism Task Force

Although the Illinois Terrorism Task Force (ITTF) became a permanent entity in 2003, its genesis was in 1999, when eight state and local public safety leaders met in Springfield to discuss domestic preparedness. Today, the ITTF has grown to more than 60 organizations representing state, urban area and local public safety disciplines, public health and medical, private sector, schools and campuses, volunteer organizations, and elected officials – all committed to a single homeland security mission. Widely recognized for its innovative approach to homeland security, the task force's impact on public safety in Illinois over the last decade and a half cannot be overstated.

Much of the ITTF's success can be attributed to critical actions taken early in its history, namely its emphasis on establishing a regional response capability and statewide mutual aid system, as well as a unique, multidisciplinary and multijurisdictional approach to collaboration. Though the ITTF's original mission was to better prepare the state for acts of domestic terrorism, the focus has evolved into one of homeland security preparedness for all hazards, whether natural or human-caused, guiding statewide prevention, protection, response, and recovery missions. The disaster response infrastructure created through the ITTF has been utilized by the Illinois public safety community countless times over the years, saving lives and protecting property.

The ITTF's diverse and comprehensive composition and focused strategy for preparedness have resulted in the development and implementation of initiatives too numerous to outline here. Following is a summary of some of the ITTF's key accomplishments.

National recognition

As early as 2002, the ITTF was ranked by homeland security experts among the top three states in the nation regarding domestic preparedness. In 2004, the ITTF was named the first national winner of the Harvard Kennedy School of Government/Mitretek "Innovation in Homeland Security Award" for development of the State Weapons of Mass Destruction Teams (SWMDTs). The award cited the uniqueness of the SWMDTs: "Illinois is the only state to have developed a response capability to the level of these teams, which can provide complete first response and support to a weapons of mass destruction event, including the removal of a human threat in 'hot' or 'warm' zones."

The U.S. Homeland Security Strategy Review Board unanimously approved the ITTF's homeland security strategy in December of 2005, making Illinois one of the few states to receive unanimous approval. In a letter confirming the approval, the Director of Preparedness Programs for U.S. Homeland Security commended the Illinois Homeland Security Strategy for its comprehensive crosswalk of objectives to national priorities, demonstration of multijurisdictional coordination and consideration, and inclusion of an "all-hazards" focus. The following elements of Illinois'

strategy was cited as models for other states: integration of public health and medical response systems, utilization of resource sharing agreements, "train-the-trainer" program for ongoing technical assistance, hospital-to-hospital coordination, the Statewide Terrorism and Intelligence Center, and the ITTF meetings.

The way in which the ITTF conducts business was cited as a national "best practice" in a 2009 programmatic audit conducted by the U.S. Homeland Security Office of the Inspector General, which stated: "Use of a statewide Task Force and mutual aid organizations to plan, execute, and oversee homeland security programs and activities greatly enhanced Illinois' success."

Keys to success: cooperation and mutual aid
The ITTF has always maintained an all-hazard approach to preparedness and is continually building upon a strong foundation of established working partnerships among federal, state, and local entities, their private and non-governmental partners, and the general public toward the facilitation and coordination of resources. Jointly, the seven committees, several subcommittees and workgroups of the task force, through the integration of thoughts and actions among subject matter experts, work toward cooperative preparedness, prevention, protection, response and recovery goals and objectives, the standardization of equipment and response protocols, and the sharing of finite resources to continue strengthening Illinois' ability to protect the lives and property of its citizens.

Because of Illinois' finite resources, the ITTF recognized the need to provide mutual aid support beyond the traditional jurisdiction-by-jurisdiction agreements. Though mutual aid already existed in the fire service and law enforcement in some portions of the state, the ITTF has developed and strengthened a statewide mutual aid system for fire, law enforcement, emergency management, public health, medical, public works, coroners, veterinarians and the private sector that makes available personnel and equipment to support local, regional and statewide emergencies under a single command structure of the state of Illinois.

Illinois is now recognized as having the most robust mutual aid organization in the nation. This strong system was evident in 2006 during Illinois' response to Hurricane Katrina, when more than 900 firefighters, 300 law enforcement officers, nearly 20 emergency management professionals and more than 50 medical personnel were sent to assist in the Gulf Coast states. Illinois' mutual aid system has played a critical role in response to numerous other local, state and national events, such as statewide floods (2011 and 2019), Harrisburg, Illinois, tornado (2012), Hurricane Sandy (2012), statewide tornadoes (2013), and civil unrest (2020).

Ensuring interoperable communications
Enhancing Illinois' response capability is the ITTF's focus on interoperable communications. One of the core interoperable communications projects is STARCOM21, a statewide interoperable radio platform linking state government to county and municipal agencies and statewide response teams. The system allows public safety agencies throughout Illinois to effectively and cost-efficiently communicate with each other during disasters.

In April 2009, the U.S. Department of Homeland Security approved Illinois' first statewide

comprehensive plan for ensuring that first responders throughout the state can communicate with each other during emergencies. The Illinois Statewide Communication Interoperability Plan builds on existing statewide public safety communications systems used daily by local and state first responders and provides interoperable communication among the state's public safety agencies, a key recommendation of the 9/11 Commission.

To ensure communications interoperability at the site of a major disaster, Illinois maintains the ITECS—Illinois Transportable Emergency Communications System. The suites are sophisticated mobile communications packages with multiple systems that are housed around the state and are available to deploy anywhere in Illinois to enhance or replace local emergency response communications following any disaster or incident. Each ITECS contains two laptop computers, a satellite Internet system, radios and repeaters, chargers and backup batteries, a multi-line telephone system, a 50-foot communications tower and a 10,000-watt diesel generator.

Illinois' unified command post vehicles provide another means of facilitating communication and coordination between local, state and federal on-scene response organizations during major disasters. In 2006, 13 regions received these vehicles, which include space for 12 decision makers plus, a communications suite with room for four operators. Equipped with satellite, cellular phone and land line telephone capabilities, along with a generator so the post can be set up virtually anywhere, each vehicle contains an interoperable suite of UHF, VHF, and STARCOM21 radio communications equipment and an IWIN computer terminal. The 13 command posts were built to identical specifications to enable them to be used together if needed at a large disaster scene. The unified command posts have been technologically enhanced in recent years to include the ability to video conference over satellite systems.

Statewide deployable teams
The primary interoperable statewide deployable teams equipped and trained include the multijurisdictional law enforcement State Weapons of Mass Destruction Team and almost 80 fire service teams—capable of working in a "hot zone/warm zone" to perform offensive actions in response to a Chemical, Biological, Radiological, Nuclear, or High-Yield Explosive (CBRNE), WMD, or other major event and execute various levels of confined space and structural collapse operations/extrications. Illinois also has a highly trained and equipped interoperable urban search and rescue team capable of locating, rescuing, and providing initial medical stabilization of victims trapped in confined spaces; law enforcement teams capable of operating as special response teams in a contaminated environment; mobile field force (MFF) teams specially trained to handle civil disturbances and secure large venues; emergency management teams capable of helping local units of governments manage the response to a disaster; and volunteer medical teams capable of assisting in emergency medical treatment at mass casualty incidents.

In 2006, Illinois began training and equipping law enforcement MFF teams and communications teams. MFF teams provide security at major distribution sites and handle any other significant crowd control problems related to homeland security, and communications teams provide mutual aid and emergency support about dispatching and interoperable communication support during an emergency. In September 2009, 150 mobile field force trained officers were deployed to

Pittsburgh, Pa., to assist with crowd control and venue security at the G20 Summit. In 2012, nearly 400 Mobile Field Force officers were deployed to assist Chicago Police securing the NATO Summit. In 2020, MFF teams partnered with other Illinois assets in response to a number of civil unrest incidents, including large scale protest actions associated with resistance to COVID-19 pandemic restrictions, the deaths of George Floyd and Breonna Taylor, and preparations for possible disturbances during the November presidential election. Recently, Mobile Field Force officers worked with the Illinois State Police to secure, transport and deliver the first batches of COVID19 vaccine.

Establishing a statewide training strategy

The ITTF established a committee to define, develop and implement a statewide homeland security training strategy for the state of Illinois. One of the original committees of the ITTF, the Training Committee focuses on developing training programs and facilities that can provide both individuals and teams with the cognitive and hands-on skills required for local, regional, statewide and national response to major and catastrophic incidents involving human and CBRNE threats, whether natural or human-caused. Since 2000, Illinois has delivered 56,344 homeland security courses, with an enrollment of 597,708, totaling 5,920,286 student hours.

State Fusion Center: providing critical information links
In the area of prevention, a cooperative effort between the ITTF and Illinois State Police has provided a means to link every major federal, state and local terrorism fusion center and share information with local law enforcement. The Statewide Terrorism and Intelligence Center became one of the first 24-hour, seven-day-a-week terrorism intelligence fusion centers in the nation when it opened in May 2003. The facility employs both full-time and contractual analysts to coordinate and disseminate intelligence. In November 2005, STIC moved its operations to the newly constructed SEOC, allowing for better communication and accessibility between emergency responders and the law enforcement intelligence community.

An outreach function of the STIC is the Public Safety STIC, with programs providing mutually collaborative communications, information sharing between the fusion center and public safety partners, and support in the fight against terrorism and criminal activity. Partners receive daily briefs and situation reports, intelligence notes created by the fusion center, access to an information portal, and contact with a dedicated program specialist, as well as opportunities to participate in monthly intelligence briefings and annual meetings to strategize and exchange ideas. Following are the available public safety programs: Infrastructure Security Awareness Program (private sector), Fire Service Intelligence Program, School Safety Information Sharing Program, Emergency Management Information Sharing Program, Public Health Information Sharing Program, Jail and Correctional Information Sharing Program, Cybersecurity Information Sharing Program, Disaster Intelligence, Human Trafficking, and Election Officials.

Public information and citizen preparedness
The ITTF supports numerous public information, citizen preparedness and school safety programs, all with the goal of making Illinois residents as prepared as possible for multiple hazards and mitigating the effects of an event. Because school districts face an ever-increasing list of potential risks and hazards in their school buildings, such as the multi-faceted impact of the
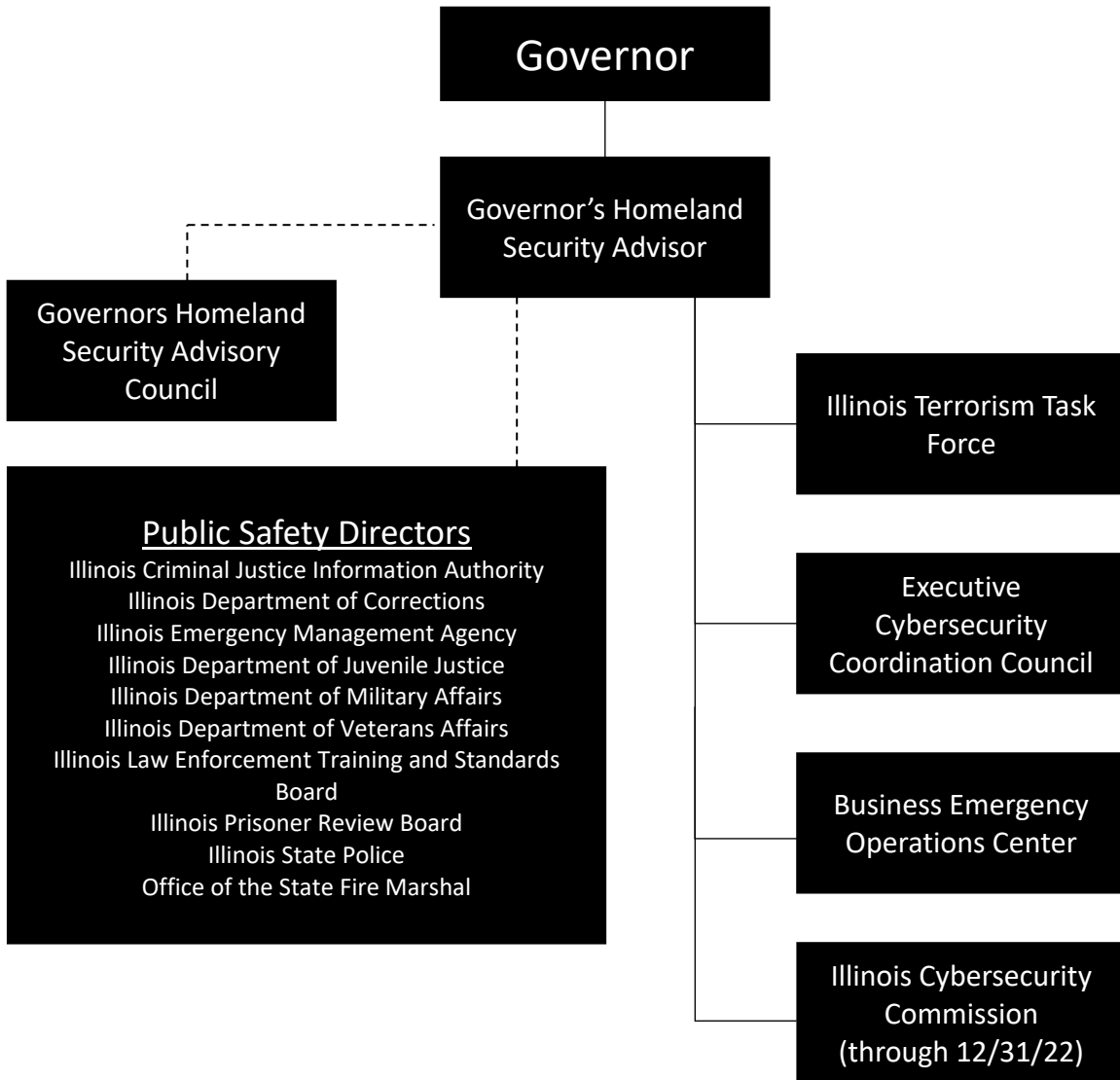
Columbine tragedy and Northern Illinois University shooting, educators must learn to plan for a variety of threats and to respond as a well-trained team. To assist schools in this effort, the ITTF and Illinois State Board of Education collaborated on the development of a school security training initiative titled, "Multi-Hazard Emergency Planning for Illinois Schools.'' Since August 2005, over 90 percent of public-school districts and most non-public school districts have participated in this training, which emphasizes the importance of dynamic and well-practiced school emergency response plans. Other school and campus initiatives include the Illinois School and Campus Security Grant Program, which provided $25 million to public schools, community colleges and state universities to implement enhanced building security measures, and the Safe2Help program. Safe2Help Illinois is a 24/7 program that allows students to use a free app, text/phone, website and other social media platforms to report school safety issues in a confidential environment. Once vetted, the tips will immediately be shared with local school officials, mental health professionals and/or local law enforcement, depending on the nature of the information.

A key source of public information is the state's disaster preparedness website, Ready Illinois. Unveiled in 2007, with a mobile version launched in 2013, the website offers comprehensive information on steps to take before emergencies happen, what to do once a disaster has occurred, and tips for recovery after an event. During a disaster, the website's emergency information feature provides real-time updates to the public, including road closure and shelter information.

Appendix C: Linkages between Vision 2025
Goals and FEMA National Preparedness Doctrine

Vision 2025 Strategic Goals	Linkages to FEMA Mission Areas	Linkages to National Core Capabilities
Goal 1: Enhance Cybersecurity Capabilities	Prevention, Protection, Mitigation, Response, and Recovery	Planning; Public Information and Warning; Operation Coordination; Intelligence and Information Sharing; Cybersecurity; Interdiction and Disruption; Community Resilience
Goal 2: Intelligence/Information Sharing	Prevention, Protection, and Response	Planning; Operational Coordination; Intelligence and Information Sharing; Interdiction and Disruption
Goal 3: Coordination and Communications	Prevention, Protection, Mitigation, Response, and Recovery	Planning; Public Information and Warning; Operational Coordination; Operational Communications
Goal 4: Protection of Critical Infrastructure and Key Resources	Prevention, Protection, and Mitigation	Planning; Operational Coordination; Intelligence and Information Sharing; Interdiction and Disruption; Access Control and Identity Verification; Infrastructure Systems; Cybersecurity; Physical Protective Measures; Risk Management for Protection Programs and Activities; Supply Chain Integrity and Security
Goal 5: Prevention of Domestic Terrorism /Targeted Violence	Prevention, Protection, Mitigation, and Response	Planning; Operational Coordination; Intelligence and Information Sharing; Interdiction and Disruption; Community Resilience; Physical Protective Services; Access Control and Identity Verification; On-Scene Security, Protection, and Law Enforcement; Situational Assessment
Goal 6: Conduct All Hazard Preparedness	Prevention, Protection, Mitigation, Response, and Recovery	Planning; Public Information and Warning; Operational Coordination; Community Resilience; Operational Communications
Goal 7: Maintain Statewide Mutual Aid	Prevention, Protection, and Response	Planning; Operational Coordination; Community Resilience; Physical Protective Services; Access Control and Identity Verification; On-Scene Security, Protection, and Law Enforcement; Operational Communications; Situational Assessment; Public Health, Healthcare, and Emergency Medical Services

Appendix D: Homeland Security Organizational Structure

Governor

Governor's Homeland Security Advisor

Governors Homeland Security Advisory Council

Public Safety Directors
Illinois Criminal Justice Information Authority
Illinois Department of Corrections
Illinois Emergency Management Agency
Illinois Department of Juvenile Justice
Illinois Department of Military Affairs
Illinois Department of Veterans Affairs
Illinois Law Enforcement Training and Standards Board
Illinois Prisoner Review Board
Illinois State Police
Office of the State Fire Marshal

Illinois Terrorism Task Force

Executive Cybersecurity Coordination Council

Business Emergency Operations Center

Illinois Cybersecurity Commission (through 12/31/22)

Appendix E: Illinois Homeland Security Threat and Risk Profile

The following section contains security threat and risk for both natural disasters and domestic terrorism pertaining to critical infrastructure in Illinois

Natural Disasters
Illinois' central location in the United States poses a variety of natural threats. Because farms cover about 75 percent of the state's total land area, Illinois has been prone to droughts. Illinois' drought categorization has transitioned over the past five to seven years from extreme drought to abnormal dryness covering a small percentage of the state (18 percent of Illinois in 2021).

While earthquakes are not the most prevalent natural disaster within the area and do not pose a major threat, there is a history of minor earthquakes annually in the area. The state is on two fault lines, Wabash and New Madrid. A catastrophic seismic event on the New Madrid Seismic Zone could directly impact more than 50 percent of the state's population.

Infectious diseases pose a significant threat to the state's public health. Recent incidents include a Salmonella outbreak from backyard poultry and the COVID-19 pandemic.

The state is prone to both flash flooding and river flooding in various areas, with counties located along the Mississippi River being vulnerable to river overflow due to rain or ice/snow melting, dam failure or a jam in the main waterflow channel. Electrical failure poses a threat to dams throughout the state. Illinois has two hydroelectric dams, the Lockport Powerhouse and the Marseilles Hydro Plant, and complications or failure are always a threat.

Illinois is one of the states with the highest number of tornadoes annually -- an average of 54 per year. The large number of tornadoes is due, in part, to Illinois' location in the middle latitudes, being an area with a lot of agriculture, and a wide range of air temperatures causing storms. Central Illinois is most affected by tornadoes, with the highest prevalence in McLean and Sangamon counties.

The state has several risk factors related to winter storms, from extreme temperatures to blizzards. Illinois experiences an average of five winter storms annually, which can involve high amounts of snowfall and/or ice storms and increased danger on roadways and at home, including carbon monoxide poisoning from blocked vehicle exhaust pipes and increased use of gas, oil and coal burning appliances.

Domestic Terrorism
The State of Illinois has several soft targets and hosts many mass gatherings, making the state an attractive target for violent domestic extremists. Popular sites include Willis Tower, John Hancock Building, Navy Pier, and McCormick Place. Chicago is the fifth most populous city in the U.S., home to several large commercial facilities and many large events, from conventions to music festivals. Illinois is also home to several large sporting venues with high attendance capacities: United Center, Wrigley Field, US Cellular Field, and Soldier Field. Chicago has two international airports, O'Hare International and Midway International. O'Hare ranks in the top five busiest airports by number of passengers in the

country. Illinois has the fifth highest number of school shootings in the U.S. In addition, there have been domestic violent extremist-related arrests in Illinois.

Critical Infrastructure Sectors

Chemical Sector
- The Chicagoland area has the most chemical facilities.

Commercial Facilities
- Chicago is Illinois' most densely populated city. Two of the most well-known office buildings in Illinois are the Willis Tower and the John Hancock Building.
- There are several large shopping malls in various locations throughout Illinois. Two of them, Woodfield Mall and Gurnee Mills Mall, are tourist attractions.
- When combined, Chicago and Northern Illinois have more than 500 public assembly venues.
- Illinois is home to professional sports teams at the major and minor league levels, including the National Basketball Association, National Football League, Major League Baseball, and the National Hockey League.
    - The United Center holds a maximum of 23,129 depending on the event
    - Wrigley Field holds a maximum of 42,374 for baseball
    - US Cellular Field holds a maximum of 47,098
    - Soldier Field holds a maximum of 61,500
- The Metropolitan Pier and Exposition Authority (MPEA) is the body responsible for the operation and management of two of the largest convention and tourist attractions in Illinois, McCormick Place and Navy Pier.
- Illinois has several casinos located in various areas throughout the state. These casinos contribute significantly to state revenue.

Communications
- Leading communications firms located in Illinois include Tellabs, Motorola, and Westell.

Critical Manufacturing
- Illinois is a strong leader in manufacturing.
- Illinois is a major manufacturing hub, home to 15,902 industrial companies.
- Caterpillar, John Deere, Navistar, and Boeing are headquartered in Illinois.

Dams
- There are 1,824 state-regulated dams in Illinois.
- The largest human-made lake in Illinois is Carlyle Lake.
- Lake Shelbyville Dam is a large dam in Illinois.
- Another large earthen dam in Illinois forms Clinton Lake. Clinton Lake is a 4,900-acre reservoir located near Clinton, Illinois. The lake was created in the 1970s as a cooling source for Clinton Nuclear Generating Station.
- Illinois has two hydroelectric dams: the Lockport Powerhouse and the Marseilles Hydro Plant. The Lockport Powerhouse is a dam used by the Metropolitan Water Reclamation District of Greater Chicago to control the outflow of the Sanitary and Ship Canal and limit the diversion of

water from Lake Michigan into the Des Plaines River. The Marseilles Hydro Plant is a historic hydroelectric power station that is located along the Illinois River in Marseilles, Illinois.

Defense Industrial Base
- Illinois is home to two active military bases representing the Navy and Air Force, and the only US Army foundry.
- Great Lakes Naval Station has been in operation since 1911 and is the Navy's largest and only training facility.
- Scott AFB is operated by the 375th Air Mobility Wing. The 375th AMW is comprised of several staff agencies and four groups: the 375th Medical Group, 375th Operations Group, 375th Mission Support Group and 375th Communications Group, totaling approximately 2,900 active-duty personnel who perform those missions.
- The Rock Island Arsenal is now the largest government-owned weapons manufacturing arsenal in the US. The Arsenal is the only active US Army foundry.

Emergency Services
- Law enforcement: The Illinois State Police is the state police force of Illinois. Each of the 102 counties in Illinois has its own sheriff's office. There are approximately 1,200 municipal police agencies in Illinois. There are also 95 other local law enforcement agencies comprise of agencies serving universities, railroads, special districts, zoos, etc. In 2021, there are 1,014 law enforcement agencies in Illinois employing approximately 33,000 officers and deputies.
- Fire: Illinois has approximately 15,000 professional firefighters and 1,108 registered fire departments.
- Emergency management: The Illinois Emergency Management Agency's primary responsibility is to better prepare the State of Illinois for natural, human-caused or technological disasters, hazards or acts of terrorism.
- Emergency medical services: Illinois has 11 Emergency Medical Services regions.

Energy
- Illinois is a key hub for crude oil and natural gas moving throughout the United States. Illinois is a major electricity generator. Illinois also has substantial coal reserves and some crude oil resources as well. The state ranks sixth in the United States in wind-powered electricity generating capacity.
- Illinois is the third largest net electricity exporter among the states and typically sends about one-fifth of the power it generates to other states via the interstate transmission lines.
- Coal-fired power plants have been the second largest electricity providers in Illinois for the past decade.
- Illinois has a crude oil refining capacity of 1 million barrels per calendar day, the largest capacity in the Midwest and the fourth largest capacity in the nation after Texas, Louisiana, and California.
- Illinois is a major natural gas crossroads, with many interstate natural gas pipelines and two natural gas market centers. Illinois has 28 underground natural gas storage fields with a total storage capacity just over 1 trillion cubic feet of natural gas, which is more than one-tenth of the U.S. total storage.

Financial Services
- Illinois ranks fifth in Gross Domestic Product
- Chicago financial district, Federal Reserve, CME Group
- Illinois is one of the largest US states by population and economic output, making it a major draw for foreign investors.

Food and Agriculture
- Illinois consistently ranks first or second in annual corn and soybean production and fourth in annual swine production. Other commodities include cattle, sheep, poultry, wheat, oats, sorghum, hay, fruits, vegetables, and specialty crops.
- Marketing of Illinois agricultural commodities generates more than $19 billion annually with billions more flowing into the state from ag-related industries, such as farm machinery manufacturing, agricultural real estate, and production and sale of value-added food products.
- Illinois is home to 2,640 food manufacturing companies, ranking first in the nation with $180 billion in processed food sales. Each year, 274 million bushels of corn are used to producer more ethanol than any other state (678 million gallons).
- Illinois' food and fiber industry employs nearly 1 million people on 75, 087 farms.
- Illinois ranks third annually in the export of agricultural commodities with $8.2 billion worth of good shipped to other countries.

Government Facilities
- The state capitol of Illinois is in Springfield. Springfield is the location of most of the state's government facilities, with additional locations in Chicago.
- The Daley Center in Chicago houses 120 court and hearing rooms, the Cook County Law Library, offices of the Clerk of the Circuit Court, and certain court-related divisions of the Sheriff's Department. The Daley Center is 648 feet tall and has 31 stories.
- The James R. Thompson Center, also in Chicago, houses offices of the State of Illinois. It is 17 stories.
- The Illinois Executive Mansion in Springfield is the official residence of the Governor of Illinois.

Healthcare and Public Health
- The Illinois Medical District (IMD) is one of the largest health innovation hubs in the country.
- One in 10 Illinois jobs is in healthcare.
- Illinois hospitals generate $101.3 billion for the state.
- More than 200 hospitals and nearly 40 health systems generate 495,000 direct and indirect jobs, along with $45.3 billion in annual direct and indirect payroll.
- The University of Illinois College of Medicine is one of the largest medical schools in the country.

Information Technology
- The largest IT firms in Illinois include Lucent Technologies and CDW.
- At $55.5 billion, the tech sector accounts for an estimated 7 percent of the total economy in Illinois. The dollar amount is the 10th highest among the 50 states and the District of Columbia. The Chicago metro area ranks ninth nationally in the dollar value of its tech sector's contribution to the local economy – $50.3 billion.

Nuclear Reactors, Materials, and Waste Sector
- With 11 reactors at six sites, Illinois is home to more operating commercial nuclear power reactors than any other state.
- Nuclear power accounts for approximately half of the electricity generated in Illinois.
- If Illinois was ranked with countries and other states, it would rank sixth in the percentage of electricity produced by nuclear power.
- Nuclear power generates nearly 90 percent of Illinois' carbon-free energy.
- Nuclear power is the most reliable energy source in Illinois, and its average capacity factor is about 95 percent. (This means that nuclear power stations in Illinois produce at maximum power about 95 percent of the time.)

Transportation Systems Sector
- Chicago Transit Authority (CTA) operates the US's second largest public transit system.
- Two major passenger international airports: O'Hare and Midway. O'Hare is in the top five busiest airports (based on passenger traffic).
- Illinois has the most interstate highways in the US, including I-24, I-39, I-55, I-64, I-70, I-72, I-74, I-80, I-90, and I-94.
- Chicago is the gateway to the US rail system, connecting east and west, north and south.
- Illinois' 7,000-mile-long track network is the second largest in the country, and Illinois is the only state in which all seven Class One freight railroads operate.

Water and Wastewater Systems
- Jardine Water Purification Plant supplies water to over 5 million.
- Illinois' 12.8 million residents are served by over 800 wastewater treatment facilities.
- The state of Illinois has 1,740 Community Water Supply systems that supply drinking water to more than 12 million people.

Appendix F: Benchmark and Objective Alignment

The following section contains benchmarks which aligned with the strategic objectives. Benchmarks are tracked in a supplemental document which show the progression towards meeting that objective and the projected due date.

Goal 1 Enhance Cybersecurity Capabilities		
Objectives	**Benchmark**	**Projected Due Date**
1.1. Build a Culture of Cyber Awareness – Build and enhance cyber awareness and training across all sectors.	• Meet with stakeholders to develop a model of tiered cybersecurity training and build modular training for use across the state. share recommendations with the Executive Cybersecurity oversight Directors • Identify avenues for Social marketing on MFA and cyber hygiene opportunities	• 11/15/22 • 12/15/22
1.2. Prepare and Plan for Cyber Incidents – Develop practices, processes and the overall planning required to protect valuable information, resources, and services.	• Meet with stakeholders to create action steps for cyber planning and critical infrastructure at the local level.	• 05/15/23
1.3 Mature Cyber Capabilities – Mature cyber competencies through the utilization of best practices to help organizations make risk-based decisions for improving cybersecurity.	• Meet with stakeholders to identify best practices through facilitated outreach, identification, and retention practices for cyber professionals for state agencies.	• 10/15/22
1.4 Build a Cyber Workforce - Promote the improvement and advancement of a well-trained cybersecurity workforce in Illinois.	• Meet with the Community College, Board of Higher Education, ISBE to adopt a cyber training curriculum and intern opportunities • Meet with private sector stakeholders to identify training credentials • Meet to unify younger cohorts (like Peace Corps)	• 9/15/22 • 2/15/23 • 2/15/24
1.5 Collaborate and Share Information – Create and expand partnerships to foster continual learning and information sharing to ensure the safety and resiliency of digital infrastructure.	• Conduct meeting with local government associations that will encourage participation and reporting and build relationships with local government, schools and critical infrastructure.	• 11/15/22

	Goal 2	
	Intelligence/Information Sharing	
Objectives	**Benchmark**	**Projected Due Date**
2.1 *Synchronized, Cohesive Enterprise* – Implement activities that integrate intelligence into operational functions and drive actions to mitigate all threats to the homeland, including counterintelligence, counterterrorism, cyber, economic security, and transnational organized crime.	• Disseminate of information from collector, to analysis to the most appropriate decision maker • Hold regular intelligence meetings • Provide monthly GHSA Brief at the FOUO level • Clearly define the information process • Develop supportive training based on strategic needs	• 01/15/23
2.2 *Multi-Directional Information Exchanges* – Implement activities with federal, state, and local private sector and public safety partners to fill critical information and intelligence gaps.	• Develop Common Operation Picture platform	• 05/15/23
2.3 *Production of Strategic Intelligence Products* – Implement activities that produce strategic intelligence products that leverage law enforcement, unique DHS data and intelligence community (IC) holdings to facilitate intelligence-driven decision making.	• Develop homeland security intelligence and information sharing algorithm with specifics to which direction information is shared at what point do notifications go out to the homeland security advisor.	• 1/15/23
2.4 Access *to Data and Systems* – Implement activities that deliver access to data and systems, infrastructure and analytic expertise, mission readiness services and intelligence community capabilities.	• Produce a weekly Brief available to appropriate level	• 1/15/23
2.5 Maintain *Cadre of Intelligence Professionals* – Implement activities that invest in high-performing homeland security intelligence professionals, who are critical to achieving the above operating principles.	• Develop projected workforce headcount and supportive training based on strategic needs	• 7/15/23
2.6 Outreach and Partnership Development – Continue to develop and mature partnerships with law enforcement, private sector, and public safety entities through outreach and engagement.	• Meet to coordinate which partners require priorities, engagement, and outreach so can be coordinated across agencies	• 1/15/23

	Goal 3	
	Coordination and Communications	
Objectives	**Benchmark**	**Projected Due Date**
3.1 *Establish Common Operational Picture* - Ensure homeland security and emergency management preparedness activities conducted at the local, regional, and statewide levels are integrated, enhance the overall response	• Identify data sets and owners, work with STIC to incorporate into the statewide public safety COP	• 11/15/22

and recovery posture of the state, and support achievement of a common operating picture that encompasses the whole community throughout all mission areas.		
3.2 *Utilize Single Governance Structure* - Utilize a single statewide governance structure for the prioritization of preparedness activities supporting the core components of the Illinois Homeland Security Strategy to ensure a single mission, thus maximizing limited federal, state, and local funding to accomplish a common goal.	• Create a workgroup to recommend changes to existing governance for Homeland security, 911, Interoperability	• 9/15/22
3.3 *Achieve Operable and Interoperable Communications* - Utilize the latest operable and interoperable voice, data, and video communication technologies to ensure the public safety community has access to immediate, actionable information for prompt, accurate, and safe response during an emergency while seamlessly communicating on a local, regional, and statewide basis.	Establish statewide emergency communications network (HF network) • Develop plan for all hazards hardened regional communication sites. • Identify regional communications professionals • Identify funding sources to place communications equipment across state. Create a 2030 vision for the Strategic Technology Reserve • Collect Local, Regional and State communications requirements. • Develop plan to meet vision. • Identify funding sources. Aligning all Communications Interoperability governance under one structure. • Maintain the Statewide communications interoperability plan (SCIP) • Intergrade SCIP into IEOP • Intergrade Statewide Interoperability Executive Committee into ITTF • Define the current and future direction for interoperable and emergency communications within the state. • Create goals with specific steps for action (including owners and completion timeframes) • Defined mechanisms to measure achievements • Develop process by which the state will record progress and challenges each year.	• 8/15/22

3.4 *Communicate Risk to the Public* - Utilize the latest technologies to educate the public on the importance of personal and community preparedness prior to, during and after a disaster and immediately alert and warn the population of Illinois so they can take appropriate actions following an event to maintain life safety.	• Standup A&W subcommittee under SIEC. • Identify funding for statewide IPAWS	• 8/15/22
3.5 *Maintain a Comprehensive Volunteer Management Plan* - Create a comprehensive and integrated volunteer recruitment, training, and utilization plan for volunteers utilized by associations and governmental and non-governmental organizations during a state level emergency, and develop a tool kit that allows this plan to be tailored for use at the local and regional levels.	• Post Volunteer Services Coordinator III Position • Creating a full time AUXCOMM Coordinator	• 8/15/24

Goal 4 Protection of Critical Infrastructure and Key Resources		
Objectives	**Benchmark**	**Projected Due Date**
4.1 Protect *Physical and Cyber Critical Infrastructure* – Implement preparedness, training, prevention, and protection activities that harden state, local, private, and other key critical infrastructure and make the sectors more secure and resilient.	• Meet to identify joint agency priority lists for CI to be shared with the Public Safety Directors	• 6/15/23
4.2. *Prepare for Disruptions in Life Safety Resources (Supply Chains)* – Implement statewide, regional and local activities to plan (contingency planning) for disruptions in critical supplies following a disaster.	• Meet with private sector enterprises joint planning and TTX on current threat and vulnerabilities	• 6/15/24
4.3 *Provide Security Presence at Designated* Events – Implement activities that ensure law enforcement and other key security personnel will protect governmental facilities and other key sites.	• Hold joint coordination and command meetings including private sector stakeholders including cybersecurity related threats	• 6/15/23
4.4 *Establish Partnerships with Public and Private Stakeholders - Coordinate with federal, state, and local stakeholders to maintain situational awareness of changes that could affect critical infrastructure, and develop, maintain, or strengthen continuity of operations plans and the delivery of essential services during disruptions.*	• Meet with private sector stakeholders and associations to increase partnerships, identify overall homeland security reporting structure	• 3/15/23

Goal 5		
Prevention of Domestic Terrorism/Targeted Violence		
Objectives	**Benchmark**	**Projected Due Date**
5.1 *Enhance State and Local Coordination and Threat Intelligence* – Implement activities that collect, analyze and widely share information from a variety of sources to advance all-hazard threat intelligence.	• Meet with community stakeholders to identify measures that builds trust and best enhances information sharing with the community	• 10/15/22
5.2 Implement *Violence Interruption Programs* – Implement activities that identify and respond to individuals at risk for mobilization to violence before criminal acts occur.	• Meet with the education community, faith-based leaders, and military community providers to identify best ways to share prevention programs, and partnership resources	• 3/01/23
5.3 Conduct *Training and Education on Reporting Suspicious Activity* – Implement activities to empower communities to protect themselves from activities that could lead to terrorist acts by understanding how to report indicators of that behavior.	• Meet with communities, trusted leader, and develop research model and build trust in the community • Provide Awareness and preparedness training to enhance organizational capacity	• 05/15/23
5.4 Implement *Public Safety, Community and Private Sector Information Sharing* – Implement activities that curb mobilization to violence by engaging with communities and the private sector through robust information sharing initiatives that provide early indicators of domestic terrorism.	• Build trust and Prevention Coalition working groups • Provide Awareness and preparedness training to enhance organizational capacity	• 10/15/23

Goal 6		
Conduct All Hazard Preparedness		
Objectives	**Benchmark**	**Projected Due Date**
6.1 *Enhance Weapons of Mass Destruction (WMD) and/or Improvised Explosive Device (IED) Capabilities* – Implement activities to support a community's ability to prevent, detect, respond to and recover from WMD and IED events, including chemical, biological, radiological, nuclear, and explosive (CBRNE) devices	• Conduct meeting with stakeholders including urban and suburban areas, first responders, and capabilities for mass regional evacuations and sheltering needs	• 10/15/23
6.2 Protect *Against Unmanned Aircraft Systems (UAS)* – Implement activities to understand the threat and steps that	• Conduct meeting with all stakeholders, including urban area officials, IDOT, and ISP, and make	• 1/15/24

	recommendations to agency legislative LNOs for supportive statutes	
6.3 Protect *Schools and Campuses from Threats and Hazards* – Implement preparedness activities to provide a safe and healthy learning environment for public and nonpublic schools and campuses to keep them safe from threats and hazards.	• Develop research model for community engagement, building community trust, prevention ownerships • Provide Awareness and preparedness training to enhance organizational capacity	• 10/15/22
6.4 Interoperable *Training and Education* - Ensure that state and local public safety officials have access to the most current and comprehensive training and education available to prepare them for any realized and/or emerging threats to facilitate the standardized and safe implementation of response and recovery duties.	• Develop way of sharing training opportunities between agencies and stakeholders statewide and promote collaborative training efforts, which include urban, suburban, and rural areas and their regional vulnerabilities and threats	• 5/17/23
6.5 Strengthen interagency planning for epidemics/pandemics - Reinforce multi-agency training for state and local representatives addressing capabilities and capacity to prepare for, respond to, and mitigate threats to health and safety from the spread of infectious disease.	• Conduct a Pandemic Review and improvement planning coordination meeting to start planning for the next pandemic, including climate change, and medically at-risk vulnerable populations, DEI, public health prevention modeling, and disproportionally Impacted populations	• 5/15/23
6.6 Reduce opioid-related deaths statewide - Increase the number of first responders and community members who are trained and have access to naloxone to address the growing issue of opioid-related abuse.	• Develop research model to build community trust, identify risk indicators, provide prevention, and best intervention resource methods	

Goal 7 Maintain Statewide Mutual Aid		
Objectives	**Benchmark**	**Projected Due Date**
7.1 Mutual *aid administration and statewide availability* – Implement and support statewide mutual aid functions that represent local jurisdictions and are responsible for developing routine and specialized mutual aid resources and systems across Illinois.	• Meet with stakeholders to ensure equity of services to vulnerable populations and transportation needs to major disasters	• 5/15/23
7.2 *Mutual aid team training and education* – Mutual aid organizations will implement and maintain statewide specialized teams, including training, equipping and exercising to ensure effectiveness and	• Develop calendar of training opportunities that is shared and accessible statewide and provided equitably to stakeholders	• 5/15/23

interoperability among both teams and similar State of Illinois resources.		
7.3 *Interoperable team equipment* – Implement a system to ensure interoperability and sustainment of equipment across various teams and agencies throughout the state by establishing minimum standards across all disciplines.	• Develop common operating picture for equipment type, support, and maintenance tracking including emergency generation	• 11/15/23
7.4 *Validation of team functions* – In order to be deployable statewide, all specialized mutual aid teams shall successfully complete a standardized validation exercise process on a routine basis.	• Mutual Aid Meeting for ITTF Committee to discuss options for TTX	• 11/15/22
7.5 *Interoperability of Emergency Response Systems* – The State of Illinois and statewide mutual aid organizations will develop complementary management systems to address required resources during emergency or potential emergency operations.	• Meet to ensure medical transportation and placement systems are in place for vulnerable populations during major disasters	• 11/15/2023

Record of Changes

The following is a record of changes and contains a synopsis of revisions for that review period. Prior to the Revision date, the Governor's Homeland Security Advisor and the ITTF Chair will review and approved of the revisions. The revision date as listed below indicates the day the ITTF membership approves of the revision. Subsequently the Governor's Homeland Security Advisor and ITTF may then sign and accepting the modified document.

Revision Number	Revision Date	Pages Changed	Brief Description of Changes
1	Jan. 24, 2022	2, 10, 11	Added section on Strategic Plan Implementation; expanded section on Plan Maintenance and Evaluation
2	July 27, 2022	1,2-3, 11, 30-37	Revised section on strategic Plan deleted "Implementation" in executive summary and Purpose sections; revised Plan Maintenance and Evaluation section, added Cybersecurity Commission, added Appendix F benchmarks