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**KENTUCKY OFFICE OF
HOMELAND SECURITY
COMMONWEALTH STRATEGIC PLAN**

Leading the Commonwealth's coordination and collaboration efforts with public and private preparedness partners to ensure a safe and secure Kentucky.

INTRODUCTION

In the interest of safeguarding the Commonwealth of Kentucky, the Kentucky Office of Homeland Security (KOHS) embraces the vision of the National Preparedness Goal. The five mission areas that constitute this framework include prevention, protection, mitigation, response and recovery. The threats and hazards that currently exist within the Commonwealth are increasingly asymmetric as reflected in the threat environment internationally. The world is smaller now than it has ever been and is increasingly interconnected. The problems and threats that occur globally can have direct and indirect consequences to the Commonwealth. The separation of great oceans that once made it nearly impossible for adversaries to cause harm in the Homeland now or circumvented with a simple stroke of a computer key board somewhere around the world. Technology exists that can allow a person sitting in another country, thousands of miles away to bring the critical infrastructure of Kentucky to its knees through disruption or loss of services or the leaking of personal identifiable information of her citizens. The Kentucky Office of Homeland Security must make strides in an ever changing threat environment to adapt are capabilities and strategies to develop strong analysis of critical information and intelligence that will help prevent, protect, mitigate, respond and recover from all hazards both man-made and natural. Planning must be more dynamic than static. Planning and strategies must be ever evolving to anticipate future problems and quickly respond to crises situations. KOHS must enhance our development of public/private partnerships, realizing that approximately 87% of critical infrastructure is privately owned. These relationships are crucial and must be built on trust through consistent engagement. The partnerships will lead to information that will assist our office in keeping the Commonwealth safe. Our enduring interests are the security of the Commonwealth, its citizens, partners, Border States and the nation.

CORE VALUES

HONOR: We will conduct ourselves in the highest ethical manner in all relationships with peers, superiors, and subordinates. To our Commonwealth, we represent the Governor of Kentucky and are responsible for the execution of their homeland security initiatives. We will maintain the highest ethical and professional standards, while remaining mindful of the privilege to serve our fellow Kentuckians.

VIGILANCE: We will continually strengthen existing preparedness partnerships while working to develop new partnerships that will promote a *ready and prepared* Kentucky. As an office, we will be persistent in the identification, investigation and deterrence of threats that pose a danger to our Commonwealth and its citizens and guests.

SERVICE: Each of us has a commitment and dedication to the Commonwealth that is far greater than to ourselves. At all times we will display the utmost integrity while realizing that our own needs are secondary to the needs of our great Commonwealth.

KOHS MISSION

The Kentucky Office of Homeland Security is Kentucky's strategic center of gravity for the accumulation and dissemination of critical information through collaborative efforts with local, state, federal, and private sector partnerships, which provides relevant and timely intelligence, executive advisement, and resource allocations for the preparation, prevention, response and recovery of all hazards or incidents that affect the safety, security, and the health of the Commonwealth.

Strategic Plan

1. In safeguarding the Commonwealth of Kentucky, the Kentucky Office of Homeland Security strategy aligns with the United States National Security Strategy, National Defense Strategy, and the National Preparedness Goal while ensuring its lines of effort (LOE) augments and strengthens Governor Bevin's vision and strategic objectives. The threats and hazards that currently exist within the Commonwealth are increasingly asymmetric, as reflected in the threat environment internationally. As the world becomes smaller and increasingly interconnected through advancing technology, threats that occur globally will have direct and/or indirect consequences to the Commonwealth of Kentucky.
2. KOHS is making great strides in an ever-changing threat environment to adapt its capabilities and strategies by developing strong analysis of critical information and intelligence that will help the Commonwealth to effectively prevent, protect, mitigate, respond and recover from all hazards, both man-made and natural. Planning is becoming more dynamic than static, as was the case under prior administrations. Planning and strategies are constantly evolving so that the Commonwealth's decision makers can anticipate future problems and/or quickly respond to crises in a more effective and efficient manner. KOHS's current circular work model is to receive, analyze and confirm, assess, produce resource and equip, and disseminate information, intelligence and resources appropriately. The KOHS Intelligence Fusion Center's primary mission areas are domestic and international terrorism, cyber-security, organized crime and the 16 sectors of critical infrastructure/key resources.
3. Eighty-seven percent (87%) of critical infrastructure is privately owned. KOHS is constantly enhancing development and increasing engagement of these private sector entities to ensure the most effective protection of the Commonwealth's assets. These crucial relationships are built on trust and effectiveness. The partnerships lead to sharing of vital information and intelligence that will assist in maximizing safety for the Commonwealth, and align with the Governor's strategy and vision. KOHS's enduring interests are the security of the Commonwealth, its citizens, partners, border states and the nation.
4. KOHS is the Commonwealth's single coordinating and authorizing authority for Kentucky's first responders to gain access to all homeland security programs and resources through The National Training Consortium. DHS and FEMA's National Training and Education Division provide homeland security and disaster preparedness training for state and local first responders across the nation. In Kentucky, 45 training professionals have provided training to approximately two million first responders since 2007. In addition, if any of those training providers deliver a course here in Kentucky, it is also coordinated and managed through the KOHS office. KOHS is also responsible for the National Incident Management System (NIMS) compliance through all county emergency management. All first responder agencies requesting federal dollars or resources must be approved by KOHS.
5. KOHS's strategy moving forward is primarily based on constant and effective engagement with identified key state stakeholders within all 16 sectors of critical infrastructure, with emphasis on the four Lifeline Sectors: Water, Transportation, Energy, and Communications. Also, the Kentucky Intelligence Fusion Center will provide comprehensive coverage of terrorism, organized crime,

cyber security, school safety and other critical infrastructure/key resources threats/hazards. All grant efforts will support filling gaps and increase capabilities in Kentucky's, the region's, and nation's threat environments.

6. KOHS lines of effort (LOE) focus primarily on the constant building and strengthening of Kentucky's core capabilities to achieve the National Preparedness Goal that aligns to the five mission areas of: Prevention, Protection, Mitigation, Response and Recovery from threats and hazards that pose the greatest risks. KOHS achieves this through classified and unclassified direct partner engagement through local, state and national meetings, teleconferences, presentations, speeches and social media.

A. Standing Operational Goals

- I. Improve school safety and security for Kentucky's safe schools enterprise and their communities.
- II. Improve Kentucky's first responder capabilities to better serve the Commonwealth and nation.
- III. Improve the safety and security of Kentucky's first responders.
- IV. Improve statewide suspicious activity reporting training program to all statewide entities.
- V. Improve partner engagement and increase security for elections.
- VI. Increase private sector engagement
- VII. Increase effectiveness of Domestic Terrorism (DT) working group consisting of federal, state and local partners as a means to address the ever-evolving threat from domestic extremists in the Commonwealth. KOHS's Kentucky Intelligence Fusion Center (KIFC) will be the facilitator and developer of a DT Homeland Security Information Network community of interest (COI) specifically for terrorism analysts across the US.
- VIII. Expand the secure compartmented information facility (SCIF) for increased access and analytical capabilities.
- IX. Better align KOHS LOE with other cabinets' and other government entities goals to increase effectiveness and more efficient use of resources and processes.
- X. Improve statewide user level IT hygiene.
- XI. Increase and resource volunteerism for homeland security purposes..
- XII. Increase clearance, valid need to know and access of secret level briefings with Kentucky-specific information to officials that cover down on the 16 sectors of critical infrastructure.

- XIII. Establish, develop, coordinate and participate in international programs of critical infrastructure cooperation.
- XIV. Expand Kentucky Homeland Security Initiative outreach in all districts to organize regional working groups to better assess and determine prioritization of grants, equipment and homeland security resources.
- XV. Build and improve Kentucky's drone capabilities with clear policies and procedures that augment Kentucky's first responder community.
- XVI. Improve open source intelligence (OSINT) Dark/Deep Net research capabilities.
- XVII. Constantly improve Kentucky's SWAT Tier 1 SWAT capabilities.
- XVIII. Improve analysis and focus on outlaw motorcycle gang (OMG) activity in Kentucky.
- XIX. OMG Mapping Project – build a comprehensive map of OMG clubhouse locations (working with LMPD and ATF).
- XX. Develop concrete links between cartels and street gangs/OMGs.
- XXI. Implement fusion center resident and non-resident task force officer (TFO) program/partnership.
- XXII. Improve cyber analysis/OSINT lab and capabilities.
- XXIII. Constantly improve and answer the Kentucky Homeland Security Advisor's Priority Intelligence Requirements (PIR) to effectively serve the Commonwealth, the region and the nation as threats and hazards evolve.
- XXIV. Constantly and efficiently decrease criminal activity.
- XXV. Increase the safety and security of the Commonwealth, the region, the nation and its interests globally.

B. Strategic **Prevention** goals (g) and objectives (o)

g1: Improve partner stakeholder engagement

- o1.1 Enhance existing working groups and establish new working groups where needed.
- o1.2 Build KOHS as the "center of gravity" for all intelligence and information with a homeland security nexus involving the Commonwealth.
- o1.3 Increase public awareness of critical information regarding all hazards that affect the Commonwealth.

g2: Increase detection of chemical biological radioactive nuclear /weapons of mass destruction (CBRNE/WMD) used for terrorists attacks

o2.1 Continue to provide programmatic leadership and assistance to the Kentucky Radioactive/Nuclear Detection (RND) Oversight Committee through training, information sharing and briefings.

o2.2 Develop and participate in regional and statewide CBRNE/WMD and explosive devices exercises with first responders and community leaders.

o2.3 Continue coordinating training, workshops, intelligence information, and grant funding to state agencies, local agencies and response teams to prevent terrorists and other malicious actors from gaining access to and using dangerous CBRNE materials, weapons and technologies.

g3: Increase intelligence and situational awareness regarding international terrorism threats to the Commonwealth

o3.1 Effectively receive, analyze, investigate, gather and disseminate international terrorism threat information with possible impacts to the Commonwealth.

o3.2 Provide SECRET Classification briefings on the evolving international terrorism threats to the Commonwealth to first responders and policy leaders with placement and access.

g4: Expand intelligence and analysis of the domestic terrorist threat to the Commonwealth

o4.1 Effectively receive, analyze, investigate, gather, and disseminate domestic terrorism threat information affecting the Commonwealth to first responders and stakeholders.

o4.2 Continue to provide training to first responders regarding the evolving domestic terrorist threat to the Commonwealth.

g5: Enhance defensive cyber capabilities for the Commonwealth

o5.1 Develop a robust defensive cyber capability for the Commonwealth and develop a statewide Cyber Security Strategy.

o5.2 Lead and participate in regional and statewide cyber-related exercises with the Commonwealth's public and private sector partners.

o5.3 Provide training in cyber-terrorism and cyber-related criminal activity to the Commonwealth's public and private sector partners.

g6: Enhance situational awareness on all 16 sectors of CI/Kr in the Commonwealth with emphasis on the four lifeline sectors

o6.1 Increase private sector relationships and encourage collaboration with CI/Kr entities in the Commonwealth.

o6.2 Develop a working group focusing on the CI/Kr facilities that are members of the four lifeline sectors.

o6.3 Continue to identify KEVAs (Kentucky Essential Vulnerable Assets) as a subsection of the CI/Kr entities already identified by federal DHS criteria.

g7: Advance organized crime intelligence and increase intelligence and interdiction of human trafficking activities in the Commonwealth

o7.1 Enhance the current KOHS Organized Crime Working Group to include an emphasis on human trafficking.

o7.2 Increase intelligence of organized crime and human trafficking activities in the Commonwealth and share with first responders and stakeholders.

o7.3 Provide training to first responders on how to detect and identify human trafficking activities in the Commonwealth.

o7.4 Develop a statewide human trafficking strategy for the Commonwealth.

g8: Advance intelligence on emerging threats and criminal trends in the Commonwealth

o8.1 Increase situational awareness and develop intelligence products focusing on emerging threats and criminal trends in the Commonwealth.

o8.2 Provide briefings to first responders and stakeholders in the Commonwealth regarding emerging threats and criminal trends in the Commonwealth.

o8.3 Update the Commonwealth's Threat and Hazard Identification and Risk Assessment (THIRA) to reflect the changing dynamic threat environment to include emerging threats and criminal trends occurring globally that could impact the Commonwealth.

B. Strategic Protection goals (g) and objectives (o)

g9: Provide assistance and advisement to all hazards and threats affecting the Commonwealth

o9.1 Increase situational awareness on all hazards to include natural and man-made threats and continue to evolve KOHS Intelligence Fusion Center into an all hazards fusion center.

o9.2 Continually build and update Order of Battle database for the Commonwealth of Kentucky's first responder capabilities. Develop a comprehensive database to quickly access first responder capabilities at the county level for targeting of grant funding and for statewide disaster planning.

C. Strategic Mitigation goals (g) and objectives (o)

g10: Increase planning, outreach, threat and vulnerability assessments

o10.1 Increase threat and vulnerability assessments of critical infrastructure/key resources (CI/Kr) entities and special events that take place in the Commonwealth.

o10.2 Strengthen citizen and community preparedness through comprehensive disaster planning efforts and by collaborating with volunteer and non-profit groups to improve community and individual preparedness for potential disasters. Encourage citizen volunteerism in their first responder community and non-profit disaster response associations.

o10.3 Facilitate the development and implementation of medical crises planning for the Commonwealth with public health partners for events to include but are not limited to Avian Influenza, Zika virus and Ebola virus.

D. Strategic **Response** goals (g) and objectives (o)

g11: Increase real time CI/Kr information and intelligence to first responders and enhance statewide communications

o11.1 Advance ability to share threat or disaster information to public and private stakeholders in the Commonwealth rapidly and securely.

o11.2 Create and implement a comprehensive statewide Next Generation 911 plan for the Commonwealth.

o11.3 Coordinate with public and private stakeholders to develop a modern, comprehensive statewide public safety radio network that is interoperable with all first responders of the Commonwealth in a secure and redundant environment.

E. Strategic **Recovery** goals (g) and objectives (o)

g12: Capture and disseminate lessons learned to first responders of the Commonwealth

o12.1 Develop a mechanism to capture lessons learned from KOHS exercises and from crisis events to implement educational frameworks for first responders of the Commonwealth.

o12.2 Enhance KOHS Homeland Security Grant allocation to local governments by relying more on collected data of first responder capabilities to target gaps that exist in disaster preparedness and response across the Commonwealth.

o12.3 Continue to implement the standards of the National Incident Management System (NIMS) to all first responders of the Commonwealth.

7. KOHS Years in Review since 2016

A. 2019 KOHS year in progress

The following highlights Kentucky Office of Homeland Security initiative and accomplishments for 2019 to date:

- Inclusion as a key partner in major school safety legislation passed by the 2019 Kentucky General Assembly. Under SB1, the legislature directed responsibility for developing and administering a statewide school threat reporting tip line to KOHS and offered KOHS a seat on the board of directors of the Kentucky Center for School Safety.
- Securing a \$2.3 million federal grant to lay the foundation for Kentucky's statewide Next Generation 911 (NG911) deployment, which will form the first steps of transforming the Commonwealth's antiquated telephonic emergency response system to an IP-based, interoperable network capable of receiving voice, text, photos and videos.
- Being appointed to the NGA Governors Homeland Security Advisors Council (GHSAC) Executive Committee, then being elected vice-president of the organization. This post will provide an opportunity to affect homeland security policy at a national level.
- Facilitating the passage of HB 393, legislation that empowered KOHS to form a work group charged with establishing a quantitative system of identifying and ranking public events to ensure a consistent multi-disciplinary response that will maximize public safety and the protection of public and private property.
- Full engagement of the Hometown Safe Initiative (HSI). The HSI strengthens collaboration and information sharing between local government and KOHS by assigning each fusion center intelligence analyst a section of Kentucky. Analysts are tasked to liaison with local stakeholders across all 16 sectors of critical infrastructure on a regular basis.
- For the first time in history, executing a strategy to meet the statutorily required biannual financial reviews of all 115 Kentucky 911 Services Board-certified 911 call centers. In 2019, the Auditor of Public Accounts performed agreed-upon procedure reviews for half of all public safety answering points (PSAPs) and wireless telecommunications providers. All remaining PSAPs and wireless providers will receive an AUP review in 2020. Under previous Board leadership, no more than ten PSAPs received a financial review biannually, a clear violation of KRS 65.7629(13).
- Trained approximately 80 ILOs in 2019, including both public and private sectors.
- Responded to more approximately 445 Requests for Information (RFIs) from Kentucky law enforcement agencies, federal law enforcement agencies, other fusion centers, and law enforcement from other states.
- Produced and disseminated 10 intelligence products in 2019, enhancing investigations and filling information gaps for state and federal law enforcement partners.
- Received approximately 20 Suspicious Activity Reports (SARs) that met NSI criteria for entry into the FBI's eGuardian system.

B. 2018 KOHS year in review

The following highlights Kentucky Office of Homeland Security initiatives and accomplishments for 2018:

- January 2018: Launched the Hometown Safe Initiative to provide key leaders, decision makers, first responders and citizens more efficient and streamlined access to resources provided by federal, state, and local entities. This direct access program ensures Kentucky communities have an in-depth, systematic method of receiving federal and state homeland security support, resources, and coverage by assigning homeland security professionals specifically to their constituency and areas of operation.

- April 2018: Secured passage of HB 424, codifying in large part Executive Order 2017-298, which abolished and reconstituted the KY 911 Services Board. This Red Tape Reduction Initiative reduced membership of the board from 15 members to seven and transitioned responsibility of the day-to-day operations of the board to KOHS, resulting in increased accountability and efficiencies of operations.
- Created a SWAT Working Group (SWG) that provides subject matter experts (SMEs) with the opportunity to collaborate and determine best practices to increase SWAT capabilities and effectiveness to elevate the Commonwealth's protection against constantly evolving threats. The SWG will also leverage KOHS logistical resources to most effectively cover the Commonwealth with an accepted Tier 1 response capability and ensure that requesting entities achieve certification through accepted standards established by SWG SMEs.
- Trained more than 150 ILOs, including both public and private sectors.
- Produced and disseminated more than 20 intelligence products, enhancing investigations and filling information gaps for state and federal law enforcement partners.
- Received 53 Suspicious Activity Reports (SARs) that met NSI criteria for entry into the FBI's eGuardian system.
- Responded to more than 450 requests for Information (RFIs) from Kentucky law enforcement agencies, federal law enforcement agencies, other fusion centers, and law enforcement from other states.
- Allocated more than \$400,000 in Law Enforcement Protection Program grants to help law enforcement officers purchase service weapons, ammunition and protective equipment.
- Elevated public outreach efforts through social media. Facebook followers increased to 5,473, compared with 650 followers in June 2016.
- Developing and implementing Active Shooter/Aggressor "Train the Trainer" program to increase reach of training efforts and increase survivability.

C. 2017 KOHS year in review

The following highlights Kentucky Office of Homeland Security initiatives and accomplishments for 2017:

- In collaboration with KY Emergency Management & IN Homeland Security/EM, secured a \$2.3 million FEMA Complex Coordinated Terrorist Attack (CCTA) grant. The grant focuses on developing a comprehensive response plan by collaborating with community stakeholders to prepare for, prevent, and respond to complex coordinated terrorist attacks.
- Through issuance of Executive Order 2017-298, KOHS absorbed the Kentucky 911 Services Board, including oversight and daily operations of Kentucky's 911 emergency communications system. Red tape reduction initiative lowered board membership from fifteen (15) to five (5).
- Created the Kentucky Cyber Threat Working Group, the sole private and public sector cyber security working group in the Commonwealth collaborating to share information on current threats and best practices in the cyber arena.
- Created Unmanned Aerial Systems (UAS) working group, a consortium of public and private sector entities engaged in the use of drones.
- Increased strategic partnerships in order to improve crises and event planning, mitigation and recovery.
- Developed priority intelligence requirements statewide.
- Partnered with FBI, LG&E and KU in formation of the Energy Sector Working Group.

- Worked with KY Department of Aviation to establish Intelligence Liaison Officer program consisting exclusively of aviation facilities. The KY Intelligence Fusion Center (KIFC) recruited and trained personnel from 60% of Kentucky's publicly owned and operated airports.
- Trained 150 Intelligence Liaison Officers (ILOs) in 2017, including both public and private sectors. Increased private sector ILO representation by 43%.
- Produced and disseminated more than 80 intelligence products in 2017, enhancing investigations and filling information gaps for state and federal law enforcement partners.
- Received 62 Suspicious Activity Reports (SARs) that met NSI criteria for entry into the FBI's eGuardian system.
- Responded to over 472 Requests for Information (RFI) from Kentucky law enforcement agencies, federal law enforcement agencies, other fusion centers, and law enforcement from other states.
- Allocated \$2.9 million in federally funded homeland security grants to local municipalities.
- Allocated more than \$450,000 in Law Enforcement Protection Program grants to help law enforcement officers purchase service weapons, ammunition and protective equipment.
- Submitted more than 100 critical infrastructure facilities to US DHS for the National Critical Infrastructure Prioritization Program to ensure risk mitigation efforts are employed in the most effective manner.
- Awarded \$3.8 million in 911 Services Board grant funds to help certified KY 911 call centers to purchase next generation 911 emergency response call center equipment.
- Elevated public outreach efforts through social media. Facebook followers increased from 2800 to 4959 in last year.
- January 2017: Worked with campus, local law enforcement and US embassy to diffuse falsely reported injury to Kentucky college student.
- April 2017: Proactively and aggressively engaged local, state and federal law enforcement, elected officials, and military to better prepare for Pikeville white supremacist rally. No injuries.
- May 2017: Published a human trafficking awareness social media post centered on the Kentucky Derby that reached an audience of more than 370,000.
- July 2017: KOHS presentation to VMAPP committee. Provided explanation of EO 2017-298 abolishing and reorganizing KY 911 Services Board.
- October 2017: KOHS presentation to Budget Review Subcommittee on General Government.
- November 2017: KOHS hosted meeting of the Interim Joint VMAPP committee, providing legislators extensive orientation into KOHS operations and threat environment.

D. 2016 KOHS year in review

The following highlights Kentucky Office of Homeland Security initiatives and accomplishments for 2016:

- Increased transparency across all facets of the organization.
- Restructured Kentucky Intelligence Fusion Center to facilitate dynamic approach to gathering, processing and disseminating timely and relevant information and intelligence products.
- Established metrics to gauge effectiveness in reaching, serving and responding to core audience of first responders, government and the public.
- Implemented process of reviewing and prioritizing grant applications to ensure funds allocated based on critical need.

- Created Emerging Threats and Future Trends analytical section.
- Created Cyber Security threat analysis and outreach analytical section.

- Added real-time open source analyst to maximize first responder and public safety efforts.
- Established Organized Crime Working Group comprised of KIFC analysts and local, state and federal partners involved in the prevention of and response to organized criminal activity (such as drug trafficking, human trafficking, street gangs and outlaw motorcycle gangs). The working group meets monthly.
- Developing database of Kentucky's first responders' resources and capabilities.
- Expanded fusion center's scope of mission to include all threats and hazards, whether man-made or naturally occurring.
- Allocated \$2.7 million in federally funded homeland security grants to local municipalities.
- Allocated more than \$500,000 in Law Enforcement Protection Program grants to help police purchase protective equipment.
- Elevated public outreach efforts through social media. Facebook followers increased from 650 to 2800 in last year.
- Created radiation/nuclear working group with state and regional subject matter experts.
- Provide weekly threat assessment to Gov. Bevin, Lt. Gov. Hampton, key senior staff.
- August 2016: KOHS presentation to VMAPP committee. Provided extensive overview of KOHS operations and reorganization of fusion center.
- August 2016: Capabilities assessment for Lt. Gov. Hampton, State Auditor Harmon, Secretary Brinkman.
- October 2016: Ransomware presentation to House Committee on Advanced Communications and Information Technology.
- October 2016: Cyber security tabletop exercise attended by Lt. Gov. Hampton and members of the Kentucky Legislature.
- Implemented active shooter training program for state agencies and private sector.
- Increased Fusion Center's capabilities and engagement with all stakeholders.