

---

# Strategic Plan: Employ Florida Banner Center for Homeland Security and Defense

---

PREPARED FOR:

---

**EMPLOY FLORIDA**  
**BANNER** Center  
Homeland Security & Defense

---

PREPARED BY:

**MGT**   
OF AMERICA, INC.

2123 CENTRE POINTE BLVD.  
TALLAHASSEE, FL 32308

JULY 13, 2007

# TABLE OF CONTENTS

---

	<b>PAGE</b>
I. Overview of Strategic Plan.....	1
II. Profile of Center.....	3
III. Environment Scan .....	4
IV. Strategic Goals and Activities.....	7
V. Expected Outcomes .....	11
VI. Budget Detail.....	12

## **APPENDICES**

**Appendix A: Partner Institutions**

**Appendix B: List of Advisory Board Members**

**Appendix C: Nuclear Plants in the U.S.**

## **I. Overview of the Strategic Plan**

The purpose of this strategic plan is to outline the strategies that will guide the Employ Florida Banner Center for Homeland Security and Defense's (the center) growth over the next two years. Workforce Florida, Inc. (WFI) has made a significant investment in the center to ensure that the state's Homeland Security and Defense Industry has access to a well trained workforce. To sustain these efforts in the future, this plan provides an assessment of the current capacities of the center, the operating environment, and then identifies a set of feasible strategic goals and associated strategies, measurable outcomes, and budgetary resources. More specifically the plan is organized around the following topics and questions.

- **Profile of Center**—What are the center's current mission and assets?
  - WFI funding
  - Partner institutions
  - Advisory Board
  - Critical Facility Response Training Module
  - Online training tools
  - VirTra<sup>®</sup> system
  - Host DHS training sessions
  
- **Environment Scan**—What is affecting the need for homeland security preparedness training in the Florida economy?
  - Directives
    - \* Florida Domestic Security Strategy and legislative priorities
    - \* Federal Policies and Directives
    - \* Workforce Florida, Inc.
  - Opportunities
    - \* Department of Homeland Security (DHS) Priorities
    - \* Occupations and industries identified in needs assessment
  - Obstacles
    - \* Reduced funding for the center
    - \* Limited center staffing
  
- **Strategic Goals**—Given the center's assets and environment, what goals does the center want to achieve as it meets the need? How will the center achieve its goals?
  - **Goal 1: Increase the center's role in meeting the priorities of DHS in Florida.**
    - \* **Activities:** Expand course offerings to include courses in that are a priority of DHS and capitalize on the expertise center has gained in its work with FPL. For instance, train Florida Department of Training (FDOT) officers to use radiological

and nuclear detection equipment as part of the SETCP (Southeast Transportation Corridor Pilot funded by DHS).

- \* **Outcomes:** More classes offered and students/employers served.
- **Goal 2: Develop partnerships that explore the possibility of providing training that responds to state mandated certification requirements.**
  - \* **Activities:** Expand partnerships to include collaborations with Florida Emergency Managers to assist them in exploring the use of a certification process to improve professional training for Emergency Managers and personnel. Explore options for training port security officers via members of the Advisory Board.
  - \* **Outcomes:** More classes offered and students/employers served.
- **Goal 3: Increase staff capacity**
  - \* **Activities:** Investigate the feasibility of using work-study students to assist with clerical work, and thus free up time of the director to expand partnerships and facilitate interest in the center's services.
  - \* **Outcomes:** More staff time spent on building partnerships.
- **Goal 4: Continue to serve as a training resource to Florida homeland security industry.**
  - \* **Activities:** Continue to serve as a training resource, explore opportunities through Advisory Board and partner institutions. expand role as an information clearinghouse for training opportunities in Florida, southeast, and the nation.
  - \* **Outcomes:** Increase resources available on center website.
- **Expected Outcomes**— What outcomes will be achieved?
- **Budget Detail**— Identify possible financial resources to continue funding the program in next two years.

## **II. Profile of Center**

The Employ Florida Banner Center for Homeland Security and Defense was founded in 2007 through funding from Workforce Florida, Inc. (WFI). In order to ensure that Florida's key industries have access to an appropriately trained workforce, WFI established 10 Banner centers focused on the following key industries:

- Aviation/Aerospace
- Biotechnology
- Construction
- Energy
- Financial Services
- Health Sciences
- Homeland Security
- Logistics and Distribution
- Manufacturing
- Career Academies

The center is housed at Indian River Community College, and has five other partner institutions that are listed in **Appendix A**. The stated mission of the center is: "Our mission is to provide education, training, and information for Florida's workforce on homeland security, emergency response, and terrorism."

To this end, the center has accomplished many things in a short period of time, all of which have been directed at meeting the needs of Florida's homeland security industry through training, providing information, and partnering with members of the law enforcement and private industry in Florida. More specifically the center has:

- Provided several FPL employees with Critical Facility Response training that enables them to handle emergency situations at nuclear facilities.
- Completed a job analysis for the Florida of Department of Transportation related to nuclear, radiological detection, and threat assessment.
- Developed a website with 25 online training modules related to emergency response and hazardous materials. To date the website has been accessed by several users.
- Scheduled to host a three-day DHS approved course called "Surveillance Detection Training for Commercial Infrastructure Operators and Security Staff" for private and public sector employees.
- Established capacity for providing virtual training scenarios for law enforcement employees via the VirTrac<sup>®</sup> system. The system was also used in the training sessions with FPL.
- Conducted a needs assessment to guide the center's future growth, which included interviewing 30 members of Florida's law enforcement and homeland security community.

- Convened its 21-member Advisory Board in April and June to discuss the priorities and goals of the center. The June session included a strategic planning session which contributed to the goals outlined in this strategic plan. A list of members can be found in **Appendix B**.

These accomplishments were the result of the efforts of the center's small staff of: a full time program director and part-time clerical staff. The 21-member advisory board also provided important guidance and input.

The center staff has gained a thorough understanding of the homeland security industry in Florida and the nation by way of these accomplishments. That knowledge, the needs assessment, and input from the advisory board were critical in shaping the goals identified in this plan.

### **III. Environmental Scan**

There are many factors that impact the center's operations that the center has little control over. The center may address these environmental factors by anticipating and planning for them. Factors influencing the center's environment can be categorized into three groups: directives, opportunities, and obstacles.

#### **A. Directives**

Currently the center's operation is guided in large part by meeting the contractual requirements of the grant they received from WFI. The original grant was in effect a planning document for the center to achieve its goal of providing education, training, and information for Florida's workforce in the homeland security industry. This goal will continue to be the core mission of the center, but as it looks to the next two-years other factors to be considered include federal homeland security policy and Florida's own domestic security strategy.

Homeland security responsibility is a shared responsibility between the federal government, state and local governments, and the private sector. However, the federal government provides leadership because homeland security is so intimately tied to national defense and border control. One embodiment of the federal leadership in homeland security are the 16 unclassified Homeland Security Presidential Directives (HSPD) that have been issued since October 2001<sup>1</sup>:

1. Organization and Operation of the Homeland Security Council (HSPD-1)
2. Combating Terrorism Through Immigration Policies (HSPD-2)
3. Homeland Security Advisory System (HSPD-3)
4. National Strategy to Combat Weapons of Mass Destruction (HSPD-4)
5. Management of Domestic Incidents (HSPD-5)
6. Integration and Use of Screening Information (HSPD-6)

---

<sup>1</sup> Department of Homeland Security, [http://www.dhs.gov/xabout/laws/editorial\\_0607.shtm](http://www.dhs.gov/xabout/laws/editorial_0607.shtm)

7. Critical Infrastructure Identification, Prioritization, and Protection (HSPD-7)
8. National Preparedness (HSPD-8)
9. Defense of United States Agriculture and Food (HSPD-9)
10. Bio-defense for the 21st Century (HSPD-10)
11. Comprehensive Terrorist-Related Screening Procedures (HSPD-11)
12. Policy for a Common Identification Standard for Federal Employees and Contractors (HSPD-12)
13. Maritime Security Policy (HSPD-13)
14. Aviation Strategy (HSPD-16)
15. Medical Countermeasures against Weapons of Mass Destruction (HSPD-18)
16. National Continuity Policy (HSPD-20)

Additionally Florida has its own Domestic Security Strategy that is centered around preventing, preparing for, protecting from, responding to, and recovering from terrorist acts. It is centered around the following five goals<sup>2</sup>:

1. Prevent, preempt and deter acts of terrorism
2. Prepare for terrorism response missions
3. Protect Florida's citizens, visitors, and critical infrastructure
4. Respond in a immediate, effective, and coordinated manner, focused on the victims of the attack
5. Recover quickly and restore our way of life following a terrorist act.

These directives and goals articulate the national and Florida priorities for homeland security and thus serve as a guide for identifying future opportunities and formulating the center's future goals.

---

<sup>2</sup> Florida Department of Law Enforcement,  
<http://www.fdle.state.fl.us/osi/DomesticSecurity/062306/Strategy.pdf>

## **B. Opportunities**

Priorities of the Federal government, Department of Homeland Security, and Florida's Domestic Security Oversight Board generate much of the demand for goods and services in the industry. Recognizing this, the needs assessment report (completed in June 2007) identifies sectors and occupations in need of training that were documented in federal homeland security reports or suggested by experts in Florida's domestic security community. The sectors identified are:

- Public utilities (water, electricity, nuclear plants)
- Transportation networks (sea ports, railroads, airports)
- Schools and universities (Kindergarten to 12<sup>th</sup> grade and higher education)
- Tourist attractions
- Retail stores and shopping malls
- Industrial assets (Chemical plants, oil refineries, food production)

Some of the specific occupations identified with a particular high need for homeland security preparedness are:

- Education Administrators, Elementary and Secondary
- Education Administrators, Postsecondary
- Medical and Health Services Managers
- Health and Safety Engineers, Except Mining
- Nuclear Engineers
- Cargo and Freight Agents
- Power Plant Operators
- Water and Liquid Waste Treatment Plant Operators
- Gas Plant Operators
- Petroleum Pump System & Refinery Operators & Gaugers
- Aircraft Cargo Handling Supervisors
- Airfield Operations Specialists
- Locomotive Engineers
- Captains, Mates, and Pilots of Water Vessels
- Transportation Inspectors
- Chemical Plant and System Operators
- Chemical Equipment Operators and Tenders

A total of 45,260 individuals were employed in these occupations across Florida in 2006. As noted in the needs assessment, most of these occupations are located within critical infrastructure industries and would need one-time certificate courses and/or periodic workshop training. Fewer of these would need continuing education training. A full list of the occupations can be found in the needs assessment report.

### **C. Obstacles**

As the center looks ahead, it faces two major obstacles: reduced funding and low staffing levels. First, the state legislature did not provide funding for any of the 10 Banner centers for fiscal year 2007-08. However, WFI has identified \$1.5 million from the federal Workforce Investment Act (WIA) that may be available to the banner centers. Supposing the center received \$150,000 of these funds (presuming equal distribution among the 10 centers), the amount would be a dramatic fall from the \$100,000 the center received from WFI in fiscal year 2006-07.

The center's current staffing level is a second and related obstacle. Currently there is one full time program director that has little administrative or clerical support. This limits the time the director can spend on making contacts with private industry and explore the possibility of collaborations and training sessions. As noted previously there are many possible opportunities, but without the time to make calls and spread the word about the center's services, it becomes difficult to realize the opportunities.

### **IV. Strategic Goals and Activities**

Combining the overall mission of the center with the center's current resources, general environmental scan, and the guidance of the advisory board yields the following five goals:

1. Increase the center's role in meeting the priorities of DHS.
2. Develop partnerships that explore the possibility of providing training that responds to state mandated certification requirements.
3. Increase staff capacity.
4. Continue to serve as a training resource to Florida's homeland security industry.

The remainder of this section presents the strategies for achieving each goal, the expected outcomes, and, where applicable, the target date for reaching the goal. The staff person(s) to be responsible for specific strategies is also provided. The Program Coordinator position referred to below is a position that the center expects to fill in the near future.

#### **Goal 1: Increase the center's role in meeting the priorities of DHS in Florida.**

Some general strategies for accomplishing this goal are expanding existing programs and finding more opportunities. For example, the center's work in training FPL employees to handle emergency situations at a nuclear facility can be expanded to other plants in Florida. Further the experience can help position the center to compete for DHS sponsored grants. Particular activities in support of this goal are provided below.

#### **Activities**

- Explore the feasibility for expanding the FPL pilot to other facilities beginning with Turkey point (FPL's other facility in the state), other FPL facilities, and the plant in Crystal River, Florida. Also consider approaching other nuclear facilities in the southeast or the nation.

**Appendix C** provides a list of the nuclear plants in the U.S. compiled by the U.S. Department of Energy.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** 1 year

**Estimated number of Hours:** 80 hours per year

**Outcomes:** Make phone contact with other 2 plants in Florida and 30 of plants in other states. Train another 15 employees at plants in Florida.

- Continuing to work with the Southeast Transportation Corridor Pilot and explore the possibility of training employees of Florida Department of Transportation (FDOT) to use radiological and nuclear detection equipment. This also aligns with the occupations identified in the needs assessment.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** 1 year

**Estimated number of Hours:** 100 hours per year

**Outcomes:** Train approximately 15 FDOT employees.

- Inquiry about joining the State University System of Florida Consortium on Homeland Security. Although this group mostly focuses on research and development related to homeland security, occasionally grant proposals require a training component. Further, topics considered by the group may also provide an indication as to future technologies that will require technical or simulation training.

**Primary Responsibility:** Associate Dean and Program Director

**Target Date:** 6 months

**Estimated number of Hours:** 40-120 hours per year

**Outcomes:** Join the consortium and perhaps collaborate on a grant proposal.

- Establish further connections with the state working group on domestic preparedness' training subcommittee. This group helps determine the priorities of training in the area of domestic preparedness, therefore this could provide a measure of state and DHS priorities. A large portion of federal DHS funds are distributed through the state level.

**Primary Responsibility:** Dean and Program Director

**Target Date:** 6 months

**Estimated number of Hours:** 40-120 hours per year

**Outcomes:** Attend the state's yearly fall conference on domestic-preparedness. Invite two members of the state working groups to join the center advisory board. Increase the number of partnerships with industry.

- Identify and respond to Requests For Proposals (RFPs) being issued by Federal agencies, such as DHS, the EPA, and the Department of Energy.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** on-going

**Estimated number of Hours:** 40-200 hours per year

**Outcomes:** Each week review RFPs. Each year submit 1 to 2 grant proposals.

**Goal 2: Develop partnerships that explore the possibility of providing training that responds to state mandated certification requirements.**

Industry endorsed or government required certifications are an important mechanism for ensuring that the homeland security industry has access to an appropriately trained workforce. As noted in the needs assessment report, there are a growing number of federal and state agencies that have been updating existing certification and training requirements to strengthen the security of critical infrastructure. Proposed activities for positioning the center to provide certification training are listed below.

**Activities**

- Assist in creating a process for the certification of Florida's Emergency Managers. This need was identified through multiple sources in the field as well as representatives at the Florida DEM. It was also on the agenda of the 2007 Florida Governor's Hurricane Conference.

**Primary Responsibility:** Dean and Program Director

**Target Date:** 18 months

**Estimated number of Hours:** 150-160 hours per year

**Outcomes:** Identify and meet in person with 15 leaders in Florida's Emergency Management Community. Identify state legislatures interested in establishing training standards for the community.

- Explore the option of providing training which is consistent with Florida's new requirement for certifying Seaport Security Officers (311.12, F.S.)<sup>3</sup>. Standards for the certificate will be established by a coordinating council, and the certificates will be provided by the Florida Department of Agriculture and Consumer Services and issued by schools licensed by the state to provide security officer or private investigator training (493.6304, F.S.). This strategy also aligns well with occupations identified in the needs assessment report.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** 1 year

**Estimated number of Hours:** 80 hours per year

**Outcomes:** Identify what programs will be providing the Seaport training, if any.

---

<sup>3</sup> Florida Statute Section 311.12:  
[http://www.leg.state.fl.us/Statutes/index.cfm?App\\_mode=Display\\_Statute&URL=Ch0311/SEC121.htm](http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&URL=Ch0311/SEC121.htm)

**Goal 3: Increase staff capacity**

The center's current small staff limits its ability to establish more substantial partnerships and collaborations with industry. Therefore to help facilitate goals 1 and 2, the following strategies are possible options for increasing the amount of time the director can spend on achieving the goals:

- Since the center is housed at a community college, consider developing a system of unpaid staffing that relies on temporary student workers. Such staff could help out with administrative and clerical tasks.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** 4 months

**Estimated number of Hours:** 40 hours-60 hours

**Outcomes:** Request a work-study student from the college. Offer an internship at the center that recruits from students enrolled in the colleges. Consider offering an internship at the center. Students interested in criminal justice program.

- As more funds become available, hiring a security expert for a particular industry could help develop a specialization in that area. This is a similar approach used in the center's current work.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** On-going

**Estimated number of Hours:** 40 hours per year

**Outcomes:** Establish a list of experts that can be used to conduct or develop training.

**Goal 4: Continue to serve as a training resource to Florida's homeland security industry.**

The center has provided a valuable resource to Florida employers in its first year. Employees from FPL participated in the Critical Facility Response Trial and the website training modules have been accessed by several users. The center plans to continue its efforts by pursuing strategies such as:

- Continue to serve as a training resource through its website and spreading word about the website through the advisory board and those interviewed as part of the needs assessment study.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** on-going

**Estimated number of Hours:** 180 hours per year

**Outcomes:** Contact 10 organizations each month by e-mail or phone to inquire if they would be interested in training their employees. Possible organizations to contact include: seaports and trucking companies. Increase the number of website visitors. Increase the number of users that use the training modules.

- Explore private industry and public sector interest in using the VirTra<sup>®</sup> system or the Critical Facility Response Training Module for training their employees.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** on-going

**Estimated number of Hours:** 60 hour per year

**Outcomes:** Contact 5 organizations each month by e-mail or phone that may be interested in the VirTra<sup>®</sup> system. Organizations that may be interested are local police departments and private trucking companies.

- Continue to expand the exposure of the website and the on-line list of training resources available to employers.

**Primary Responsibility:** Program Director and Coordinator

**Target Date:** on-going

**Estimated number of Hours:** 20 hours per year

**Outcomes:** Increase the number of partner-institutions that link to the center's website.

Assuming that the responsibilities are equally split between the two responsible parties, then the activities associated with all 4 goals encompass approximately 25% (510 hours) of the Program Director's time, 25% (510 hours) of the Program Coordinator's time, and 10% (200 hours) of the Dean's time. These percentages are based on a 2,000 working hours in a year.

## **V. Expected Outcomes**

Together the above goals and activities provide a framework for guiding the Banner Center through the next two years, as it meets the training needs of Florida's homeland security industry. The above goals once achieved are expected to result in the following outcomes over the next two-years:

- The center expects to train 30 employees at Florida employers through training modules similar to the Critical Facility Response Training pilot. Possible industries that will obtain training at the center include: public utilities, emergency management, and seaport security officers.
- The center anticipates increasing its revenues through its efforts in meeting the priorities of DHS and state mandates for certification.
- The center will continue to host DHS sponsored training opportunities.
- The center will continue to work with Florida employers to design training modules using: incident command and leadership, virtual simulation training, and field exercises.

The centers expected outcomes do not include job placements because the center intends to train mostly individuals who are already employed.

**VI. Budget Detail**

**Exhibit 1** illustrates the estimated center budget of \$343,500 for fiscal year 2007-08. The majority (58%) of funding is expected to come from continued WFI funding. An additional 20% is expected to come from training revenue. Further since the available WFI funding is expected to be much lower than provided in 2006-2007, additional in-kind resources have been identified. The lower portion of the exhibit details how the budget would be distributed between staff expenses and non-staff expenses.

**EXHIBIT 1  
2007-2008 PROJECTED-BUDGET**

<b>Projected Revenue</b>	<b>Amount</b>
WFI funding	\$ 200,000
Training revenue	\$ 67,500
In Kind/Leveraged Dollars	\$ 76,000
<b>Total Revenue:</b>	<b>\$ 343,500</b>
<b>Projected Expenditures</b>	<b>Amount</b>
<b>Staffing</b>	
Dean, Public Service Education (10%)	\$ 13,000
Program Director (25%)	\$ 17,000
Program Coordinator (100%)	\$ 62,500
Office Staff Support (20%)	\$ 7,000
<i>Subtotal</i>	<b>\$ 99,500</b>
<b>Travel</b>	\$ 30,000
<b>Office Space</b>	\$ 4,000
<b>Printing</b>	\$ 10,000
<b>Supplies</b>	\$ 5,000
<b>Advisory meetings</b>	\$ 8,000
<b>Contracted Services</b>	
Focus meetings	\$ 45,000
Curriculum development	\$ 80,000
<i>Subtotal</i>	<b>\$ 125,000</b>
<b>Training Costs</b>	
Radiological/Nuclear training	\$ 10,000
VirTra System training	\$ 25,000
Student/Instructor materials	\$ 5,000
Facility costs	\$ 2,000
<i>Subtotal</i>	<b>\$ 42,000</b>
<b>Website Maintenance</b>	\$ 10,000
<b>Miscellaneous Equipment</b>	\$ 10,000
<b>Total Expenditures:</b>	<b>\$ 343,500</b>

Source: Employ Florida Banner Center for Homeland Security & Defense, July 2007

**APPENDIX A  
PARTNER INSTITUTIONS**

1. Central Florida Community College, Ocala
2. Florida Keys Community College, Key West
3. Okaloosa-Walton College, Niceville
4. South Florida Community College, Avon Park
5. Tallahassee Community College, Tallahassee

**APPENDIX B  
ADVISORY BOARD MEMBERS**

1.	Brian Shonk, Director, Criminal Justice Training Center – Okaloosa-Walton Community College
2.	Candy Walker, Vice President -- Economic Development Council of St. Lucie County
3.	Caryn Barbeau -- Workforce Development Board of the Treasure Coast
4.	Dave Binder, Deputy Director -- Florida Department of Transportation
5.	Dr. Stacy Dickson, Dean, Public Service & Criminal Justice -- Central Florida Community College
6.	J.R. Miller, Assistant Special Agent in Charge -- Florida Dept. of Law Enforcement (Orlando Regional Op. Center)
7.	Jerry DeJonge, Director, Criminal Justice Academy -- South Florida Community College
8.	Jill Grimaldi, Project Manager -- Camp, Dresser, and McKee (CDM) Environmental Engineering
9.	Jim Murdaugh, Director, Pat Thomas L.E. Academy -- Tallahassee Community College
10.	Kevin Guidry, Chief of Homeland Security and Emergency Operations -- Florida Highway Patrol
11.	Mike Degnan, Supervisory Special Agent -- Federal Bureau of Investigation (Fort Pierce Field Office)
12.	Nancy Bunch, Director, Institute of Criminal Justice -- Florida Keys Community College
13.	R. Don Mothena, Manager, Plant Services -- Florida Power & Light
14.	Rocky McPherson, Director, Military and Defense Programs -- Enterprise Florida, Inc.
15.	Scott Davis, Health, Safety and Environmental Manager -- Tropicana Manufacturing Company, Inc.
16.	Steve Pittman, Security Manager – Florida Region -- FedEx Shipping
17.	Tom Shiner, Contract Manager -- Workforce Florida, Inc.
18.	Tony Simunac, Vice President -- Savatech Corp. Emergency Management Equipment
19.	Matthew Riley, Director -- F4W, Inc. Communications Company
20.	Stephen C. Huntsberger, Assoc. Dean, Public Service Education -- Indian River Community College
21.	Evan Berry, Program Director, Employ Florida Banner Center for Homeland Security and Defense

## APPENDIX C NUCLEAR PLANTS IN THE U.S.

State	Plants
Alabama	Browns Ferry Farley (James M. Farley)
Arizona	Palo Verde
Arkansas	Arkansas Nuclear One
California	Diablo Canyon San Onofre
Connecticut	Millstone
Florida	Crystal River 3 St Lucie Turkey Point
Georgia	Hatch (Edwin I. Hatch) Vogtle
Illinois	Braidwood Byron Clinton Dresden LaSalle County Quad Cities
Iowa	Duane Arnold
Kansas	Wolf Creek
Louisiana	River Bend Waterford
Maryland	CalvertCliff
Massachusetts	Pilgrim
Michigan	Donald C. Cook Enrico Fermi (Fermi) Palisades
Minnesota	Monticello Prairie Island
Mississippi	Grand Gulf
Missouri	Callaway
Nebraska	Cooper Fort Calhoun
New Hampshire	Seabrook
New Jersey	Hope Creek Oyster Creek Salem Creek
New York	Fitzpatrick (James A. Fitzpatrick) Indian Point Nile Mile Point R.E. Ginna (Ginna, or Robert E.
North Carolina	Brunswick McGuire Shearon-Harris(Harris)
Ohio	Davis-Besse Perry
Pennsylvania	Beaver Valley Limerick Peach Bottom Susquehanna Three Mile Island
South Carolina	Catawba H.B. Robinson Oconee Virgil C. Summer (Summer)
Tennessee	Sequoyah Watts Bar
Texas	Comanche Peak South Texas
Vermont	Vermont Yankee
Virginia	North Anna Surry
Washington	Columbia Generating Station
Wisconsin	Kewaunee Point Beach

Source: U.S. Department of Energy.  
[http://www.eia.doe.gov/cneaf/nuclear/page/at\\_a\\_glance/states/statesfl.html](http://www.eia.doe.gov/cneaf/nuclear/page/at_a_glance/states/statesfl.html)