

TEXAS HOMELAND SECURITY



STRATEGIC PLAN

2015-2020





GOVERNOR GREG ABBOTT

September 30, 2015

Dear Fellow Texans:

The state's first and most solemn responsibility is ensuring the security of all Texans. Because of its size, geographic diversity, large population and strong economy, Texas faces a broad range of threats and hazards every day: an unsecured border; the pervasive influence of international cartels and associated criminal organizations; the risk of terrorist attacks, cyber-attacks, and threats to critical infrastructure; industrial accidents; infectious disease outbreaks; persistent drought; and a wide variety of natural disasters. Now, more than ever, it is imperative that we remain unwaveringly vigilant and focused in order to fulfill this great responsibility.

The *Texas Homeland Security Strategic Plan 2015-2020* sets out a long-term vision for homeland security, providing guidance on how Texas will build on our previous successes and address emerging challenges and requirements. It establishes the framework to organize our efforts to prevent, protect against, mitigate the effects of, respond to and recover from potential attacks and disasters. This plan utilizes active monitoring and assessment of implementation efforts and flexibility in order to remain effective as conditions change.

Effective implementation of this strategy will require multi-agency, multi-jurisdictional and voluntary public-private collaboration. We must actively manage homeland security risks and ensure we are ready to deliver the right capabilities at the times and places they are most needed. At the same time, we must also ensure respect for individual privacy, civil rights and civil liberties.

Every Texan, from our dedicated first responders to private citizens, has a role to play in our homeland security preparedness. Working together, we will succeed in building a more secure and resilient Texas.

Sincerely,

A handwritten signature in black ink that reads "Greg Abbott".

Greg Abbott
Governor

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EXECUTIVE SUMMARY

The *Texas Homeland Security Strategic Plan 2015-2020* is the state's framework for establishing homeland security priorities and organizing its many homeland security capability development and employment activities. Securing Texas requires a coordinated effort among all agencies, jurisdictions, and the private sector. Essential to success is effective risk management, including risk identification and assessment, implementation of actions to reduce risk in the most cost-effective way possible, and continuous evaluation and adjustment as some risks are mitigated and others emerge and grow. The state encourages the voluntary cooperation of the private sector in advancing this plan.

Section I of the plan explains the purpose and scope of the strategy. It also establishes the state's vision for homeland security and the fundamental principles that will guide our actions.

Section II describes the state's homeland security environment and provides an overview of threats and hazards, vulnerabilities, and potential consequences in the state. Trends such as rapid population growth present challenges from a homeland security perspective. Ongoing and emerging threats such as an unsecured border and cyber-attacks must be addressed through coordinated action.

Section III establishes the Goals and Objectives that represent our homeland security priorities over the next five years. There are five Goals (one for each mission area of prevent, protect, mitigate, respond, and recover) and 23 Objectives.

Through diligent work in implementing this strategy, Texas will be on its way to becoming more secure and resilient while safeguarding individual liberty.

Texas Homeland Security Goals 2015-2020	
Goal 1: Prevent	Prevent terrorist attacks and organized criminal activity in Texas.
Goal 2: Protect	Reduce the state's vulnerability to terrorist and criminal attacks and natural and technological disasters.
Goal 3: Mitigate	Minimize the impact of terrorist and criminal attacks and natural and technological disasters through proactive mitigation planning and programs.
Goal 4: Respond	Increase the capability of the state's response system to minimize damage and loss of life from terrorist and criminal attacks and natural and technological disasters.
Goal 5: Recover	Ensure rapid, effective, and comprehensive community recovery following terrorist or criminal attacks and natural or technological disasters.

SECTION I: PURPOSE AND PRINCIPLES

SCOPE

Building and maintaining a secure and resilient Texas is a significant, complex, and enduring challenge. The *Texas Homeland Security Strategic Plan (THSSP) 2015-2020* provides an overarching framework for organizing this ongoing effort. It serves as a guide for managing homeland security risk by developing capabilities, planning for their employment, and coordinating action at the state, regional, local, tribal, and private sector levels. It fulfills requirements established in Chapter 421 (Homeland Security) of the Texas Government Code and is aligned with federal strategic guidance including the National Security Strategy, National Preparedness Goal, National Planning Frameworks, and relevant Presidential directives. While it establishes priorities that should be addressed through use of homeland security-related grant funding from multiple federal programs, these priorities can and should also be addressed in a number of additional ways, including state and local appropriations.

Homeland security is inherently a multi-agency and multi-jurisdictional effort, and it focuses on all threats and hazards that could significantly impact the people of Texas. The THSSP is therefore a statewide strategy, with applicability for state agencies, regional organizations, local and tribal governments, private sector organizations, and the public. In general, local jurisdictions prepare for their most likely threats and hazards, while state agencies must be prepared to assist with catastrophic events that exceed local capability. While effective public-private coordination is critical to the success of homeland security initiatives and is encouraged in many areas of this plan, it should be noted that private sector participation is voluntary and that government agencies must take all appropriate measures to safeguard private sector information.

Homeland security in Texas is a continuous, statewide effort to prevent, protect against, mitigate the effects of, respond to, and recover from terrorist and significant criminal attacks and natural and technological disasters.

By design, the THSSP is a high-level, multi-year strategy; it does not include all important homeland security activities. Implementing the strategy in order to achieve its Objectives and further its Goals will depend on continuous attention, focused effort, and detailed follow-on planning at the agency and jurisdictional levels. Texas must also be flexible in making adjustments as homeland security threats and hazards, and capabilities for dealing with them, evolve.

To these ends, each state agency with a role in homeland security will develop an annual implementation plan for the strategy that details specific tasks the agency will take during the following fiscal year to implement it. Each Council of Governments will develop an annual implementation plan detailing significant regional and local implementation tasks. The Texas Office of Homeland Security will provide templates for these plans and will ensure completion by appropriate agencies and regions.

VISION

A secure and resilient Texas that actively manages homeland security risk while safeguarding individual liberty.

FOCUS

Texas will achieve this vision through activity across five broad mission areas, each of which has a Goal with corresponding Objectives and Priority Actions in Section III of this plan.

Prevention. Prevent, avoid, or stop an imminent, threatened or actual act of terrorism.

Protection. Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.

Mitigation. Reduce the loss of life and property by lessening the impact of future disasters.

Response. Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

Recovery. Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

COORDINATION

Homeland security is a shared responsibility among agencies and jurisdictions, the private sector, and individual citizens. Overall coordination of Texas homeland security capability development and operational efforts is the responsibility of the Governor, supported by the Texas Office of Homeland Security. The Director and Deputy Director of the Office of Homeland Security currently serve as the Director and Deputy Director of the Texas Department of Public Safety. At the state level, homeland security operations are generally coordinated through the State Operations Center and regional Disaster District Committees; the Joint Crime Information Center; and the State Medical Operations Center. At the local level, operations are generally coordinated through county or city Emergency Operations Centers.

Success in protecting Texas requires close collaboration across a diverse group of organizations, jurisdictions, and functions. Major stakeholders and partners include the Texas Legislature, which authorizes funding for homeland security capability development, day-to-day agency operations, and emergency operations; federal and state departments and agencies with a role in homeland security; regional organizations including Councils of Governments and Urban Area Working Groups; county, municipal, and tribal governments; non-governmental organizations, including private volunteer organizations; private sector businesses, including critical infrastructure owners and operators and private sector security personnel; community organizations such as the Citizens Corps; and private citizens. Some of the many forums for collaboration among these partners include the Texas Homeland Security Council, Emergency Management Council, Private Sector Advisory Council, Senior Advisory Council, Governor-created task forces, Port and Transit security groups, critical infrastructure Sector Coordinating Councils, and various public-private partnerships at the state, regional, and local levels. It is imperative that these forums be used effectively to identify homeland security challenges and recommend solutions.

PRINCIPLES

Our homeland security efforts across these mission areas will be guided by the following principles. These principles are woven throughout this strategy and provide the foundation of our approach to securing Texas:

RISK-INFORMED DECISION MAKING

In an environment of constrained resources and competing priorities, we must optimize the use of homeland security funding and assets through identification of risks and prioritization of risk reduction measures. While we can and must ensure minimum levels of preparedness, we cannot engage in an equal level of effort across all functions and geographic areas. Difficult choices are necessary, and they must be informed by a shared understanding of homeland security risk.

INFORMATION SHARING

With an increasing abundance of data available to decision makers, we must develop and sustain the ability to rapidly analyze and share relevant, actionable homeland security information with public and private stakeholders at all levels. Doing so requires information and intelligence collection and analysis systems that maximize use of automated processes; electronic systems that ensure the availability of secure data to those who need it; and public information and warning capabilities spanning multiple platforms. Necessary information and data will be developed from existing sources, including voluntary submission of information from the private sector. If the private sector submits information, it will be secured and protected from disclosure using all appropriate methods.

REGIONALISM

Threats, hazards, and capabilities vary widely across Texas, making a regional approach to homeland security a necessity. We must continue to strengthen regional-level capabilities for planning and operational coordination, along with processes for providing mutual aid within and

among regions. Where feasible, state agencies should seek to align their regional boundaries within the state in order to strengthen regional preparedness efforts.

CONTINUOUS IMPROVEMENT

Given that threats, vulnerabilities, and consequences within Texas are constantly evolving, we must maintain a responsive homeland security culture that seeks continuous improvement. We must remain open to new ideas, maximize the utility of after action reviews and forums for sharing best practices, and actively engage partners such as academic institutions and private sector businesses in homeland security risk assessments and planning.

MEASURING PROGRESS

Effective assessment of capability development and operational efforts is essential to managing resources and making needed adjustments as we move forward. At all levels, we must establish and accurately track meaningful performance metrics to gauge the impact of programs, processes, and initiatives.

STATE PLANNING ARCHITECTURE

Because of its breadth, homeland security planning includes multiple related planning efforts across agencies and jurisdictions. Plan types include strategic guidance, capability development plans, and capability delivery plans. Strategic guidance establishes broad principles and priorities, long-term goals, and general roles and responsibilities for homeland security; it informs and guides related capability development and capability delivery efforts. Capability development plans include more specific guidance on how jurisdictions and agencies will prioritize, fund, build, and sustain homeland security capabilities. Capability delivery plans establish the tasks, responsibilities, and coordination requirements needed to effectively employ homeland security capabilities. In Comprehensive Preparedness Guide 101 and the Texas Emergency Management Planner’s Guide, capability delivery plans are classified as strategic (overall priorities and policy guidance—listed under “strategic guidance” in the table below); operational (broad roles and responsibilities, general tasks, and integration among jurisdictions and agencies); or tactical (specific tasks and responsibilities for personnel, equipment, and resources during an operation).

The following table, which is not intended to be all-encompassing, indicates the plan type and jurisdictional level of several significant homeland security-related plans.

Plan Type Level	Strategic Guidance		
State	<p>Texas Homeland Security Strategic Plan</p> <p>Texas Hazard Mitigation Plan</p> <p>Medical Countermeasures Operational Readiness Strategy</p> <p>Veterinary Medical Countermeasures Strategy</p>		
Regional	<p>Urban Area Strategies</p> <p>Health Service Region Strategic Maps</p>		
Local	<p>Local Hazard Mitigation Plans</p> <p>Local Health Department Strategic Maps</p>		
Plan Type Level	Capability Development Plans	Capability Delivery Plans	
		Operational	Tactical
State	<p>State Agency HSSP Implementation Plans</p> <p>State Agency Strategic Plans (for Legislative Budget Board)</p> <p>Texas Infrastructure Security and Resiliency Plan</p> <p>State Communications Interoperability Plan</p> <p>Texas Cybersecurity Framework</p> <p>Medical Countermeasures Operational Readiness Reviews</p> <p>Veterinary Medical Countermeasures Logistics Plan</p> <p>Functional Needs Support Services Toolkit</p> <p>Emergency Management Planner's Guide and Planner's Toolkit</p>	<p>Texas Emergency Management Plan, with Functional, Hazard, and Support Annexes</p> <p>State Medical Operations Center Operations Manual</p> <p>Public Health and Medical Services Operating Guides</p> <p>Veterinary Medical Countermeasures Operating Guide</p>	<p>Agency Continuity of Operations Plans</p> <p>Agency or stand-alone state plans for specific homeland security threats and hazards (e.g. DPS Terrorist Attack and Significant Criminal Attack Response Plan, Texas Cross Border Mass Migration Plan)</p> <p>Plans for border security operations, e.g. Operation SECURE TEXAS</p>
Regional	<p>COG HSSP Implementation Plans</p> <p>Regional Interoperable Communications Plans</p> <p>Regional Training and Exercise Plans</p> <p>Health Service Region Medical Countermeasures Distribution Plans</p>	<p>Regional operational plans and concepts of operations addressing specific functions or threats/hazards</p> <p>Health Service Region Emergency Operations Plans</p>	<p>Regional Incident Action Plans</p>
Local	<p>Local Training and Exercise Plans</p> <p>Local Health Department Medical Countermeasures Distribution Plans</p>	<p>Local Emergency Management Plans</p> <p>Local Health Department Emergency Operations Plans and Operating Guides</p> <p>Community Animal Response Plans</p>	<p>Local Government Continuity of Operations Plans</p> <p>Local Incident Action Plans</p>

CORE CAPABILITIES

The 2015 National Preparedness Goal establishes 32 Core Capabilities for homeland security. The National Planning Frameworks for each mission area (Prevention, Protection, Mitigation, Response, and Recovery) provide more detail on these capabilities and the critical tasks associated with delivering them. In many cases, the core capabilities are supplemented by additional guidance, definitions, and standards. For example, the U.S. Department of Health and Human Services has developed lists of Public Health Preparedness Capabilities and Healthcare Preparedness Capabilities, and the Department of Homeland Security has developed a set of Critical Operational Capabilities and Enabling Capabilities for Fusion Centers. The Core Capabilities and supporting documents serve to orient and organize our homeland security capability development efforts.

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption			Critical Transportation	Economic Recovery
Screening, Search, and Detection				
Forensics and Attribution	Access Control and Identity Verification	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
	Cybersecurity	Threats and Hazards Identification	Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

SECTION II: THE TEXAS HOMELAND SECURITY ENVIRONMENT

HOMELAND SECURITY RISK

Homeland security fundamentally relates to the management of risk, which is defined as the product of threat (likelihood), vulnerability, and consequences of attacks and disasters. In a resource-constrained environment, we must actively identify and manage homeland security risk at all levels.



Risk management begins with comprehensive risk identification and assessment. Several recurring efforts conducted at the state, regional, local, and tribal levels seek to produce a detailed understanding of the homeland security risk faced by Texas. These efforts include:

- The Threat and Hazard Identification and Risk Assessment (THIRA), a scenario-based process for assessing the potential impacts of plausible worst case events and corresponding needs across the 31 Core Capabilities;
- The Hazard Identification and Risk Assessment (HIRA), included in state and local Hazard Mitigation Plans, a process for assessing the likelihood and consequences of natural hazards based on historical data;
- The Texas Statewide Threat Overview, a state intelligence estimate that identifies and describes the most significant public safety threats to Texas;
- The Texas Gang Threat Assessment, a comprehensive overview and categorization of the criminal gangs that present the greatest threats to the state;
- The Texas Public Health Risk Assessment Tool (TPHRAT), which enables evidence-based assessment at the jurisdictional level of public health hazards, resources, and residual risk;
- Vulnerability assessments of critical infrastructure, which range from large-scale assessments to site-specific assessments conducted at the local level; and

- Cyber security assessments, penetration tests, and vulnerability scans performed on state agency information assets.

This section of the *Texas Homeland Security Strategic Plan 2015-2020* provides an overview of the homeland security environment in Texas and summarizes the extensive and diverse nature of the homeland security risks we face.

STATE DESCRIPTION

JURISDICTIONS

Texas has three basic layers of governing jurisdictions: state, county, and municipal. In addition, there are three federally recognized tribes in the state: the Alabama-Coushatta Tribe of Texas, the Kickapoo Traditional Tribe of Texas, and the Ysleta del Sur Pueblo. There are also a large number of special districts; such as school districts, college districts, public utility districts, water supply districts, and road districts; that are responsible for particular functions.

LOCAL GOVERNMENT

Texas has over 1,200 incorporated municipalities; each responsible for providing essential homeland security services to citizens through city and/or volunteer capabilities or agreements with counties. There are 254 counties in Texas, the most of any state in the nation, and these counties are similarly responsible for homeland security services in unincorporated areas and, by agreement, in some incorporated municipalities. Texas law designates the presiding officer of municipal and county governments (city mayors and county judges) as the jurisdiction's Emergency Management Director and the governor's designated agent in the administration and supervision of emergency management duties for that jurisdiction. The chief elected official may designate an Emergency Management Coordinator to serve as an assistant to manage homeland security/emergency management programs.

Texas' cities and counties vary widely in size, population, and homeland security resources. Harris County, for example, has a population of over four million, while Loving County's population is less than 100. Brewster County is 6,193 square miles, while Rockwall County is 147 square miles. Harris County has over 11,000 active Peace Officer licensees, while several counties have fewer than 5. This variation results in dramatic differences in the local-level homeland security environment across the state. Higher-population areas generally have law enforcement and emergency management departments with a significant capacity for planning, coordinating, and directing homeland security operations and capability development efforts, along with security, fire, public health and healthcare, and special response teams capable of handling the vast majority of homeland security emergencies within their jurisdictions. Cities and counties with limited organic capacity rely on assets available through mutual aid for effective response to incidents and rely on regional support for planning and coordination of capability development efforts.

REGIONAL ORGANIZATIONS

Particularly in areas of the state where local-level resources are limited, regional planning and coordination are critical to homeland security preparedness, and many regional organizations play an essential role in these processes.

Texas has 24 **Councils of Governments** (COGs), voluntary associations of local governments formed under Texas law. Homeland security-related services provided by COGs vary, but may include:

- Planning for and coordinating regional implementation of the Texas Homeland Security Strategic Plan;
- Coordinating regional assessments of threats, hazards, and preparedness levels;
- Operating law enforcement training academies;
- Planning, coordination, and operation of regional radio systems and other communications operability and interoperability efforts;
- Maintaining and improving regional 9-1-1 systems;
- Providing grant management services for member governments;
- Coordinating regional transportation planning, mapping, and prioritization;
- Coordinating regional disaster recovery programs; and
- Providing geographic information system (GIS) mapping of infrastructure and geospatial data.

The Texas Association of Regional Councils is a statewide organization providing policy and program support to help COGs develop the expertise and capacity to meet a variety of regional needs through an efficient and coordinated approach.

Each jurisdiction within Texas is part of a Disaster District. **Disaster Districts**, aligned with COG boundaries, are the state's regional emergency management organizations that serve as the initial source of state emergency assistance for local governments. Disaster District Committees, consisting of state agencies and volunteer groups that have resources within the District's area of responsibility, assist the Disaster District Chair (the local Texas Highway Patrol Captain or Lieutenant) in identifying, mobilizing, and deploying personnel, equipment, supplies, and technical support to respond to requests for emergency assistance from local governments and state agencies. Each Disaster District is also supported by a District Coordinator from the Texas Division of Emergency Management. The District Coordinator assists with coordination of emergency response operations and serves as a liaison between the region and the State Operations Center.

There are seven **Texas Department of Public Safety Regions** statewide, each led by a regional commander with supporting staff. In addition to directing state-level public safety operations within the region, these regional commanders may be called upon to coordinate multi-agency homeland security operations including local, state, and federal partner agencies.

Public Health and medical operations are coordinated in a similar way. Local health departments are responsible for overseeing public health and medical response within their jurisdiction. In counties that do not have a local health department, the Texas Department of State Health Services (DSHS) **Health Service Regions** (HSRs) coordinate public health and medical operations. When incidents exhaust local public health and medical capabilities and regional support is needed, HSRs can activate their Regional Health and Medical Operations Center (RHMOC) to coordinate regional public health and medical response. RHMOCs are staffed with local, regional and state public health and medical response partners who coordinate resources and mutual aid in conjunction with local and regional emergency response entities, serving as the public health and medical coordination points for Disaster Districts.

Many other state agencies also have **agency regional offices** that work with jurisdictions to coordinate preparedness, response, and compliance activities in functional areas related to the agencies' homeland security authorities and responsibilities. For example, the Texas Department of Agriculture and Texas Animal Health Commission maintain five and seven regional offices, respectively.

Homeland security operations focused on preventing attacks and conducting investigations are supported by a network of **Fusion Centers** and intelligence nodes around the state. Fusion Centers establish priorities for intelligence gathering, conduct analysis, and ensure sharing of relevant information and intelligence with law enforcement organizations and the public in their regions. There are seven recognized Fusion Centers in Texas: the state-level Texas Joint Crime Information Center (Austin); the Austin Regional Intelligence Center; the Dallas Fusion Center; the El Paso Multi-Agency Tactical Response Information eXchange; the Houston Regional Intelligence Service Center; the North Central Texas Fusion Center (McKinney); and the Southwest Texas Fusion Center (San Antonio).

In and around Texas' largest cities, **Urban Area Working Groups** (UAWGs) play a central role in coordinating homeland security operational planning and capability development efforts. Five areas in Texas have received Urban Areas Security Initiative (UASI) grant funding at various times: Houston, Dallas/Fort Worth/Arlington, San Antonio, Austin, and El Paso. UAWGs in these areas provide a forum for subject matter experts from member jurisdictions to assess homeland security capability levels and requirements, establish regional priorities, and develop plans for delivering capabilities when needed.

STATE GOVERNMENT

There are 180 state agencies (including 64 state-funded higher education agencies) in Texas, each with defined roles and authorities. While all state agencies have a responsibility for workforce safety and continuity of operations planning, many have specific operational and/or regulatory responsibilities for law enforcement, emergency management, public health, hazardous materials safety, critical infrastructure protection, and other aspects of homeland security. Standing state-level councils and committees such as the Homeland Security Council,

Emergency Management Council, and Drought Preparedness Council coordinate multi-agency policy, planning, and information sharing efforts.

During incidents of such scope and complexity that state assistance for local or regional operations may be needed, the Texas State Operations Center (SOC) is activated to coordinate state agency support and ensure unified action. The SOC, along with partner organizations such as the Joint Crime Information Center for incidents with a significant law enforcement or intelligence component, the State Medical Operations Center for incidents with a significant public health and medical component, and the Network Security Operations Center for cyber security incidents, is responsible for maintaining liaison with federal partner agencies and coordinating structures; coordinating resources from state agencies and other sources to meet local and regional needs; and coordinating state-level dissemination of public information.

GEOGRAPHY

Texas' size and geographic diversity create significant homeland security challenges. At 268,596 square miles, Texas is larger than the states of New York, Pennsylvania, Ohio, North Carolina, and all of the New England states combined. For context, El Paso is closer to San Diego, CA than it is to Houston, and Houston is closer to Tallahassee, FL than it is to El Paso. Texas shares 1,254 miles of international border with Mexico (64% of the entire US-Mexico border), and has 367 miles of coastline on the Gulf of Mexico. Natural environments include coastal plains, the semi-tropical Lower Rio Grande Valley, and mountains in far west Texas, all with associated weather hazards. Distance and geographic variation complicate statewide homeland security planning and demand a regional approach to preparedness.

DEMOGRAPHICS

Two key demographic trends are ongoing in Texas, each with significant implications for homeland security preparedness. The first trend is rapid population growth overall. Texas' population of over 26 million is the second-highest among all states, and it increased by 20.6% from 2000-2010. Texas has 35 cities over 100,000, including six of the 20 largest cities in the United States. Texas also had eight of the 15 fastest-growing cities in the nation from 2010-2013, and 12 of the 40 fastest-growing counties in the nation from 2012-2013. By 2020, the Texas population is expected to grow to 28.8 million; by 2050, to over 40 million. This continued growth will place proportionate demands on law enforcement, public health, infrastructure, and other vital services.

The second trend is urbanization; Texas' growth is not occurring evenly, but is concentrated in three areas: the "Texas Triangle," with points at San Antonio, Dallas/Fort Worth/Arlington, and Houston (the area east of Interstate Highway 35 contains 40% of the state's land, but over 85% of its population and over 90% of population growth); the lower Rio Grande Valley; and the El Paso area. In addition, the Eagle Ford Shale (southeast of San Antonio) and Cline Shale

(Midland-Odessa) areas are growing rapidly due to increases in oil and natural gas extraction. Ninety-nine of the state's 254 counties, however, have lost population over the last decade.

ECONOMY

Texas' economy has been the engine of its population growth. With a gross state product of approximately \$1.65 trillion, Texas has the second-largest economy of any state, and it would be the 12th largest economy in the world if it were a nation. Texas is a national leader across multiple industries, including energy, agriculture, technology, financial services, and healthcare. The economic consequences of terrorist attacks, technological disasters, or natural disasters could be immense, making an understanding of economic trends and vulnerabilities essential to effective homeland security risk management. Highlights demonstrating the size and diversity of Texas' economy include:

- Texas is the leading exporter of all states, grossing more (\$264.7 billion) through exports than California and New York combined;
- Texas has 13 seaports, three of which (the Ports of Houston, Beaumont, and Corpus Christi) are among the ten largest in the nation by cargo volume. The Port of Beaumont is also the busiest military port in the United States;
- Texas has 29 official Ports of Entry, the most of any state. The Port of Laredo is the largest inland border port of entry in the country;
- Texas produces and consumes the most natural gas of any state, accounting for 29% of U.S. natural gas production;
- Texas has the most proven oil reserves of any state and accounts for over one third of the United States' daily crude oil production;
- Texas has 27 oil refineries (the most of any state), including nine of the 20 largest in the country; these refineries account for 29% of U.S. capacity;
- Texas leads all states in wind-powered generation capacity, with over double the capacity of the closest state;
- Texas produces and consumes more electricity than any other state. Texas' electrical infrastructure is largely a separate grid that is isolated from power grids serving other states;
- Agriculture is the second largest industry in Texas, which leads the nation in number of farms and ranches;
- Texas leads the nation in cattle, cotton, hay, sheep, and goat production;
- Texas is responsible for almost 25% of U.S. chemical exports;
- Texas is home to 51 of the companies on the Fortune 500 list, including six of the top 50;
- Texas has over 600 hospitals with over 80,000 licensed beds. These hospitals employ over 365,000 people and result in a total of over \$175 billion in economic activity;
- The Texas Medical Center (Houston) is the largest concentration of healthcare and public health facilities in the world;

- Texas is home to over 15,000 technology firms and ranks second in the nation for computer and video game industry employment; and
- Texas has led the nation in job creation over the past five years, with 2014 being its best year yet, and has accounted for nearly 30% of the nation’s net new jobs in the past ten years.

CRITICAL INFRASTRUCTURE

Critical infrastructure includes a wide array of assets, systems, and networks that underpin the basic functions of communities and enable our state and nation to operate and prosper. The elements of these complex systems are organized according to sectors, sub-sectors, segments, sub-segments, and assets. Texas critical infrastructure systems span all 16 recognized sectors and represent the needs and opportunities associated with a geographically and demographically diverse state. The majority of critical infrastructure systems on which we all rely are owned and operated by the private sector.

The safety and security of critical infrastructure is a shared responsibility between these private sector owners and operators and public sector agencies, which fulfill regulatory roles and provide law enforcement and emergency management support before, during, and after incidents. Any effort to enhance the security and resilience of critical infrastructure systems in Texas

depends on the ability and willingness of public and private sector partners to coordinate activities and share information through a collaborative framework. The two-way sharing of actionable information regarding threats, suspicious activity, and interdependencies, while protecting business-sensitive data, is the foundation for this collaborative relationship.

The security and resilience of critical infrastructure cannot be adequately addressed in a piecemeal fashion. The essence of protecting these systems and ensuring their resilience during any crisis lies in our collective ability to develop and sustain a thorough understanding of the relationships among them. Infrastructure assets, clusters, systems, and networks are bound together through a series of complex dependencies and interdependencies. The failure of any single component in these networks can lead to a series of direct and indirect impacts and cascading failures.

Critical Infrastructure are those systems and assets, whether physical or virtual, so vital to the United States or the State of Texas that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economic security, public health or safety, or any combination thereof.

Critical Infrastructure Sectors:

- Chemical
- Commercial Facilities
- **Communications**
- Critical Manufacturing
- Dams
- Defense Industrial Base
- Emergency Services
- **Energy**
- **Financial Services**
- Food and Agriculture
- Government Facilities
- Healthcare
- Information Technology
- Nuclear Reactors, Materials, and Waste
- **Transportation Systems**
- **Water and Wastewater Systems**

Sectors listed in **Red** represent lifeline sectors. All other sectors have dependencies on these lifeline sectors.

Infrastructure failures can result from any number of natural hazards, technological failures, industrial accidents, criminal or terrorist threats, cyber threats, and capacity shortfalls. The examination of infrastructure risk in Texas must account for this wide spectrum of threats and vulnerabilities. The state must address challenging infrastructure questions through a well-organized, collaborative analytical approach: What are the potential consequences to Texas communities of increasing water demands with limited supplies during prolonged periods of drought? What actions need to be taken to ensure the reliability of the water infrastructure system to meet these demands during periods of stress or crisis? How does Texas ensure that the public health and healthcare system is robust and resilient enough to provide adequate surge capacity during an epidemic? How will Texas ensure that infrastructure systems have the appropriate resilience strategies in place to minimize downtime and quickly restore critical services?

Five of the sixteen critical infrastructure sectors in Texas are considered “lifeline sectors,” meaning that all of the other eleven sectors depend on these systems to operate. The four lifeline sectors defined by the Department of Homeland Security are communications, energy, transportation systems, and water and wastewater systems. Texas also includes the financial services sector as a lifeline sector because during crisis response and recovery, citizens and companies need access to financial services to address the many needs that arise. To illustrate the concept of lifeline sectors, a facility such as a hospital could not provide effective patient care without the ability to communicate, without power, without clean water, without a transportation system to bring patients in for care, and without the ability to process payments and pay staff.

The facts and statistics in the remainder of this section are intended to illustrate the breadth of critical infrastructure in Texas, its importance to the state and nation, and the many vulnerabilities associated with Texas’ critical infrastructure. While only lifeline sectors are addressed here, all 16 sectors have a large presence in the state; ensuring their security and resiliency requires a focused effort to understand risk and prioritize risk-reduction activities.

COMMUNICATIONS SECTOR

- Texas has 587 registered public safety answering points that receive 9-1-1 calls;
- There are 1,068 radio stations and more than 110 television stations in Texas; and
- In May 2010, fixed broadband at download speeds of 768 Kbps or above was available to approximately 7.14 million households, or 96.63% of households in the state.

ENERGY SECTOR

PETROLEUM SUB-SECTOR

- As of January 2015, the 27 petroleum refineries in Texas had a capacity of over 5.2 million barrels of crude oil per day and accounted for approximately 29% of total U.S. refining capacity;
- The Strategic Petroleum Reserve maintains two sites in Texas, one of which has a capacity of 254 million barrels and the other a capacity of 160 million barrels;
- The cluster of refineries in the Houston area, including the nation's largest refinery in Baytown, is the largest refining center in the United States;

- The majority of Texas' refineries are clustered near major ports along the Gulf Coast, including the Houston, Port Arthur, and Corpus Christi areas. These coastal refineries have access to local Texas production, foreign imports, and crude oil from the Gulf of Mexico;
- Refined-product pipelines spread out from Houston across the country, allowing Texas petroleum products to reach virtually every major consumption market east of the Rocky Mountains; and
- Each day, the Colonial Pipeline transports more than 100 million gallons of fuel from the refinery-rich region of the Gulf Coast. Colonial's network of pipelines crosses 13 states, serving more than 265 marketing terminals in the southern and eastern United States.

NATURAL GAS SUB-SECTOR

- Texas is the Nation's leading natural gas producer, accounting for approximately 29% of total U.S. natural gas production; and
- Texas has approximately 270,000 miles of pipelines carrying oil and natural gas as well as many interstate pipelines. The nation's second-largest interstate pipeline by capacity, the Transcontinental Gas Pipeline, carries more than 8.1 billion cubic feet per day of oil and natural gas from the Texas coast to the southeastern region of the United States. The third-largest interstate pipeline, carrying 7.2 billion cubic feet per day, moves products from west Texas to the Midwest.

ELECTRICITY SUB-SECTOR

- Electricity in Texas is distributed by portions of all three U.S. electric grids. The vast majority of Texas electric infrastructure is on a grid managed by the Electric Reliability Council of Texas (ERCOT), with portions of far West Texas near El Paso on the Western Interconnection, and portions of East Texas and the Texas Panhandle on the Eastern Interconnection;
- ERCOT manages the flow of electric power to 24 million Texas customers—about 90% of the state's entire electric load;
- The ERCOT grid contains 46,000 miles of transmission lines, including approximately 15,000 miles of 345-kilovolt (kV) lines, 20,000 miles of 138-kV lines, and 11,000 miles of 69 kV lines;
- Natural gas-powered plants provide approximately 41% of Texas' electricity, while coal provides 36% and nuclear power 11.6%. Texas ranks sixth in the Nation in nuclear capacity. Each of the state's two nuclear power plants, Comanche Peak in Somervell County and South Texas Project near Bay City, has two reactors; and
- In 2014, Texas generated almost 36 million megawatt hours of electricity from wind energy.

FINANCIAL SERVICES SECTOR

- Texas is home to more than 29,500 financial services firms, including banks, credit unions, credit and consumer lending services, insurance companies, investment firms, securities brokerages, accounting firms, and others;
- Compared to the U.S. financial sector as a whole, the Texas financial services industry is significantly more specialized in sales financing, real estate lending, and consumer finance;

- The Dallas Federal Reserve Bank serves the Eleventh Federal Reserve District, which consists of Texas, northern Louisiana, and Southern New Mexico, and maintains branches in El Paso, Houston and San Antonio;
- Millions of people in Texas do not have bank accounts or credit cards and may require funds during emergencies; and
- Millions of Texans rely on the Electronic Benefit Transfer system for receiving federal and state entitlement funds, making this system critical to the financial sector as well.

TRANSPORTATION SYSTEMS SECTOR

AVIATION SUB-SECTOR

- Texas' general aviation sector includes more than 225 public-use airports and 21 international airports located throughout the state;
- Texas is home to six of the top 50 busiest airports in the nation by annual passengers boarded. These include #4 Dallas/Fort Worth International, #11 Houston George Bush Intercontinental, #32 Houston William P. Hobby, #36 Austin Bergstrom International, #44 San Antonio International, and #45 Dallas Love Field; and
- The expiration of the Wright Amendment in October 2014 could bring a 50% increase of passengers through Dallas Love Field in the coming years.

MARITIME SUB-SECTOR

- Texas has 13 seaports, three of which are among the ten busiest in the nation;
- The Port of Houston is the nation's second-most active harbor, handling some 222 million tons of cargo annually; and
- The U.S. military recognizes the Port of Beaumont as the busiest military port in the world.

ROADWAYS SUB-SECTOR

- Texas has 313, 228 miles of public roads;
- 1,025 of the 53,018 bridges in Texas (2%) are considered structurally deficient;
- 7,577 of the 53,018 bridges in Texas (14%) are considered functionally obsolete;
- Texas is connected to Mexico by 28 international vehicular bridges. 13 of these crossings accommodate commercial import and export traffic with U.S. Customs services; and
- Texas dominates U.S.-Mexico border crossings. In 2014, 3.7 million trucks crossed from Mexico into Texas, more than twice the number that crossed into the other three U.S. Southern Border States combined.

RAILROAD SUB-SECTOR

- Two master-planned logistics complexes, Fort Worth's Alliance Texas and San Antonio's Port San Antonio, integrate high-capacity industrial airports, Class I rail terminals, and direct access to interstate highways;
- Three of the country's eight Class I railroads operate in Texas, including Union Pacific, Kansas City Southern, and the Fort Worth-based BNSF Railway;
- The Texas railroad system maintains 14,361 miles of track, more rail miles than any other state;

- In 2010, more than 7.4 million tons of intermodal rail freight was shipped from Texas, ranking the state third in the nation; and
- In 2011, Texas was the entry point for 89% of all rail containers crossing into the United States from Mexico.

WATER AND WASTEWATER SECTOR

WATER SUB-SECTOR

- Texas has 157 large water systems serving populations greater than 20,000 and 832 systems serving populations between 3,300 and 20,000;
- Groundwater is a major source of water for Texas. However, projected depletions of groundwater and water quality problems due to naturally occurring constituents (e.g. arsenic, chlorides, radionuclides, etc.) may leave groundwater supplies insufficient for consumers that do not have other water sources to rely on in order to meet many irrigation needs and the needs of some cities; and
- There are 46 desalination plants in Texas. El Paso has the largest inland desalination plant in the world, with a production capacity of over 27 million of gallons of potable water a day.

WASTEWATER SUB-SECTOR

- There are 2,844 public and private domestic wastewater facilities in Texas;
- 43% of assessed river miles and 38% of assessed reservoir acres in Texas are designated as having impaired water quality according to the 2012 Texas Integrated Report of Surface Water Quality; and
- The leading sources of water pollution in the state include municipal sewage treatment plants, agricultural runoff, urban runoff, and atmospheric deposition.

THREATS AND HAZARDS

Texas faces the full spectrum of threats and hazards, and the state's vast size, geography, and large population present unique challenges to public safety and homeland security. Texas employs a systematic approach to detect, assess, and prioritize threats and hazards to the state. This threat assessment model, which is detailed in the *Texas Public Safety Threat Overview* published periodically by the Texas Department of Public Safety, is used to assess current and potential threats, incorporating three variables that are commonly used in risk models: likelihood, vulnerability, and consequence.

An evolving threat environment requires a dynamic assessment process that accounts for new information, changing conditions, and emerging threats. The Texas Department of Public Safety collaborates with federal, state, and local partners to manage the state's threat assessment process, which benefits from proactive information sharing and collaborative analysis. The *Texas Public Safety Threat Overview* provides updated information on and analysis of the various threats to Texas, such as crime, terrorism, natural disasters, public health threats, and cyber threats. As the priority of threats and hazards in Texas may shift over time, this section of the *Texas Homeland Security Strategic Plan 2015-2020* does not provide a comprehensive account of each of these threats. Instead, it highlights some of the threats and hazards that pose the most significant homeland security concerns.

CRIME

International cartels constitute the greatest organized crime threat to Texas. These powerful and ruthless criminal organizations use military and terrorist tactics to battle each other and the government of Mexico. They dominate the lucrative drug and human smuggling markets along the border and have expanded their presence and control of criminal networks in Texas and elsewhere in the United States, to include carrying out murders and other acts of violence in Texas.

Trafficking and Exploitation of Children and other Vulnerable Victims

International cartels, transnational gangs, human trafficking organizations, and other criminal groups engage in a wide range of criminal activity in Texas, including murder, kidnapping, assault, drug trafficking, weapon smuggling, and money laundering. A particularly heinous crime in which these organizations and other criminals are engaged is the exploitation and trafficking of children and other vulnerable victims.

Human trafficking involves the recruitment, harboring, transporting, or procurement of a person for labor or services for the purpose of involuntary servitude, slavery, or forced commercial sex acts. In Texas, this crime is committed by criminal organizations and individual criminals who target male and female victims of different ages, nationalities, and socioeconomic classes. Traffickers in Texas target juvenile runaways, illegal aliens, and other vulnerable victims through force, fraud, or coercion. Often, victims are manipulated by traffickers to remain with them due to their emotional or financial dependency on the trafficker for food, housing, and other needs.

Gangs also represent a significant public safety threat to Texas. The Texas Department of Public Safety uses a threat assessment matrix involving multiple factors to evaluate the threat posed by individual gangs on a statewide level. Several dangerous gangs in Texas have large membership numbers, a presence across multiple regions of Texas, and relationships with Mexican cartels. The Texas Department of Public Safety annually publishes the *Texas Gang Threat Assessment*, which includes the most recent rankings and updated information on the gang threat to Texas.

Concentration of Smuggling Activity in the Rio Grande Valley

The Rio Grande Valley has become the center of gravity for international cartel-related smuggling operations in Texas. Although this activity occurs along the entire border, the Rio Grande Valley is the location of a disproportionate level of drug and human smuggling, accounting for more than half of all apprehensions along the U.S.-Mexico border in FY2014. Members and associates of the Gulf Cartel and Los Zetas are active in this region, smuggling drugs, weapons, bulk cash, and people, and also carrying out home invasions and other violent crimes.

TERRORISM

Texas continues to face a threat from foreign terrorist organizations and lone terrorists. It is important to recognize that al Qaeda, Hezbollah, ISIS, and other foreign terrorist organizations still seek to carry out attacks in the United States. Additionally, there are potential attackers in the United States who are unaffiliated with a terrorist organization but who could act alone or in small groups. We are concerned about the continued threat from these capable, patient, and persistent enemies.

Crime-Terror Convergence

The distinction between criminal organizations and terrorist groups can be difficult to discern. In Mexico, the cartels use terrorist tactics such as beheadings and car bombs to intimidate the government and public. Around the world, terrorist organizations make use of criminal enterprise activities such as drug trafficking and kidnapping to support and fund their operations.

One threat concern for Texas is the potential that international cartels could support the operations of a terrorist organization in planning or carrying out an attack on the United States. This concern is underscored by the fact that, over the past few years, several individuals associated with foreign terrorist organizations have illegally entered the United States from Mexico, presumably through cartel-controlled human smuggling networks.

NATURAL DISASTERS

Texas faces a diverse array of natural hazards and has had significantly more disaster declarations than any other state since 1953. On an annualized basis, flooding represents the most serious natural hazard facing Texas, accounting for more physical losses and casualties than other natural hazards. Statewide, the top five hazards of concern (as listed in the *State of Texas Hazard Mitigation Plan*), are floods, hurricanes and tropical storms, wildfires, tornadoes, and drought. Other hazards also pose a threat, including less frequently occurring events such as coronal mass ejections, the consequences of which could range from minor to catastrophic. These hazards vary significantly from region to region within the state in terms of frequency and consequences, but all may result in loss of life and property and require a large-scale response. The *State of Texas Hazard Mitigation Plan* is published periodically to identify and prioritize the natural threats to the state and develop plans to eliminate or mitigate their risk.

PUBLIC HEALTH THREATS

Public health threats to Texas are a significant concern. Many public safety and homeland security threats often carry public health consequences. For example, a hurricane or wildfire that displaces residents and causes widespread electrical outages would naturally have a secondary impact on the physical and mental health of affected Texans. Additionally, there are several threats that primarily impact public health, such as emerging infectious diseases.

Risk of Pandemic

As shown by the 2009 H1N1 pandemic, the outbreak of which was first reported in Mexico, and again by the first-ever U.S. Ebola diagnosis in Dallas in 2014, from the outbreak in West Africa, Texas faces a risk from emerging and re-emerging infectious diseases, including pandemics. These diseases pose a potential threat to Texas health via people and products entering the state through international airports, ports of entry along the Gulf of Mexico, and the international border with Mexico. In addition, migratory birds and vectors such as mosquitoes and ticks may carry emerging diseases across the state.

INDUSTRIAL ACCIDENTS

The large industrial base in Texas generally operates safely, with minimal homeland security impact. However, due to the size and distribution of Texas industry and its economic importance, any significant accidents that occur could result in high consequences. Industrial accidents have the potential to threaten the state's security, especially when they result in casualties, the destruction of critical infrastructure, or the disruption of the state's economy.

Explosion in West, Texas

In April 2013, a fire and explosion at the West Fertilizer Company in West, Texas, left 15 people dead and more than 226 people injured and destroyed or damaged multiple buildings in the town. The blast was an ammonium nitrate explosion caused by a fire in a wooden warehouse that stored approximately 60 tons of ammonium nitrate in wooden bins.

CYBER THREATS

Cyber-attacks and intrusions can be used by criminals, terrorists, insiders, and hostile foreign nations to mask other attacks, shake citizens' confidence in the government, or disrupt delivery of essential services. As this threat continues to grow and evolve, we are particularly concerned about the potentially severe consequence of an effective cyber-attack against critical infrastructure facilities and systems. Cyber threats could result in the denial or disruption of essential services, including utilities, public health, finance, or law enforcement networks.

Cyber Threats to the Texas Electric Grid

Critical infrastructure networks are potential cyber-attack targets, given the interconnectedness of these assets' industrial control systems. A cyber-attack against the state's electric grid could potentially disrupt the supply of electric power across wide areas of Texas. A prolonged electric outage across a large area would likely have a catastrophic impact on the state's economy, public health, and public safety.

SUMMARY: TEXAS IN 2020

By 2020, Texas will likely have close to 29 million people, representing population growth of approximately 15% since 2010.

The state's economy will likely continue to expand, led by the energy sector, with agriculture, technology, chemicals, financial services, and healthcare continuing to play key roles in the economic vitality of the state and nation. This expansion, along with population growth, will place increasing demands on infrastructure such as roads, bridges, ports, and pipelines, with aging infrastructure increasing the risk of industrial accidents and other technological hazards. In addition, interdependencies across sectors will likely continue to increase. Peak (summer) demand for electricity in Texas is anticipated to grow by over 6% between 2015 and 2020, with capacity increasing by over 8%. Water demand is expected to increase by over 5% from 2010 to 2020, with decreasing demand for irrigation water offset by increases in municipal, electricity generation, manufacturing, and mining use.

Texas will remain the most natural hazard-prone state in the nation. Drought will pose a growing challenge across the majority of the state, with wildfires in central Texas, tornadoes in north central Texas, flooding in east Texas, and hurricanes/tropical storms along the Gulf Coast continuing to be the most frequent and destructive natural hazards. Texas will also remain vulnerable to infectious disease outbreaks and pandemics. The agriculture industry will continue to be threatened by plant and animal disease.

Border security, especially in the absence of increased federal effort, is likely to remain the top public safety concern in Texas. Border-related crime, including drug smuggling, human trafficking, and violent crime, will continue to pose a threat not only to border communities, but to the state and nation as a whole. The influence of organized crime on local governments and businesses creates additional risk for local economies and the rule of law. Potential entry of international terrorists into the state and continued organized crime-terrorism convergence will remain as significant threats. Soft targets such as schools, commercial facilities, and public gatherings will be a significant vulnerability across the state, particularly in areas of large population growth. Finally, criminal or terrorist cyber threats will grow in terms of number of actors, number of attacks, and consequences.

In short, the Texas homeland security environment of 2020 will become even more dynamic and challenging. Securing Texas will demand a thorough understanding of threats and hazards, vulnerabilities, and consequences as the foundation of effective risk management. In a resource-constrained environment, we must focus our efforts on the activities and investments that will pay the highest dividend in terms of risk reduction. We must also enhance our resilience, with the knowledge that attacks and disasters will inevitably take place. Success will require unprecedented levels of multi-agency and multi-jurisdictional planning and coordination, technology integration, information sharing, a commitment to constant improvement, and a vigilant and prepared public.

SECTION III: GOALS AND OBJECTIVES

INTRODUCTION

The Goals and Objectives listed and described in this section are aligned with the five homeland security mission areas: Prevent, Protect, Mitigate, Respond, and Recover. They reflect the state's most significant homeland security priorities and will serve to focus our homeland security activities, to include investment and resourcing efforts. It is important to note, however, that these Goals and Objectives do not constitute an exhaustive list of all important actions within each mission area; for example, preparedness activities such as planning, training, exercises, and public outreach provide a foundation for long-term success across all mission areas.

Goals are the general strategic ends toward which Texas will continually work; they serve to orient our long-term homeland security efforts.

Objectives support each Goal and describe a result, event, or outcome to be achieved over the next five years. Objectives serve to focus the application of resources.

In almost all cases, achieving Objectives will require coordinated effort among multiple state agencies, jurisdictions, and the private sector.

EVALUATION PLAN

For the guidance in this strategy to be meaningful, the strategy must remain a dynamic document used to assess progress and guide course corrections. The Texas Office of Homeland Security will be responsible for developing and managing a system to assess statewide implementation of the THSSP. This process will include dissemination of Priority Actions for each Objective. These Priority Actions will describe specific initiatives and activities needed to accomplish the Objective. The Office will work with stakeholders to develop metrics to gauge progress on each Objective and Priority Action and will develop and share with them an annual summary.

To facilitate this ongoing assessment, Section III of the THSSP assigns a lead agency for reporting on each Objective. While these leads are not solely responsible for achieving all aspects of the designated Objective, they are expected to maintain a statewide perspective on THSSP implementation in the assigned functional area through coordination with all stakeholders.

GOAL 1: PREVENT

Prevent terrorist attacks and organized criminal activity in Texas.

Objective	
1.1	Expand and enhance the statewide intelligence capability that reduces the threat of terrorism and criminal enterprises. <i>Lead for reporting: Texas Department of Public Safety</i>

Among the clear risks to the citizens of Texas are terrorist attacks, which may take the form of organized and sponsored attacks by countries or terrorist organizations or individual “lone wolf” actors. Attacks could range from use of weapons of mass destruction to complex active shooter events to cyber-attacks. Terrorists and criminal enterprises require many of the same support systems, including funding, weapons, safe houses, and transportation. Criminal enterprises will continue to operate in more sophisticated ways, to include adopting traditionally terroristic tactics of assassination, bombings, and arson to pursue money and power. Criminal and terrorist groups will become harder to distinguish, particularly in the cyber realm. Over the next five years, Texas must grow its capability to counter this spectrum of threats through deliberate planning and coordination.

Texas will improve its network of law enforcement relationships through developing advanced, common approaches to targeting terrorist and criminal threats. Texas’ seven recognized fusion centers and other intelligence nodes will interact daily to share threat information, support criminal investigations, and organize intelligence collection in the state’s area of interest. Smart resource allocation and prioritization within this network of state and local law enforcement intelligence professionals will enhance the development of information sharing requirements, the management of collection assets, and the quality of analysis.

By adapting proven technology across this network of law enforcement agencies, Texas will create an information sharing network complete with a common operational picture, such as TxMAP, to provide shared situational awareness down to the mobile device level. Building on human relationships and technology linkages, specific organizations such as the Border Security Operations Center and the Highway Security Operations Center will target terrorist and criminal threats in their functional areas of responsibility.

Interpersonal and network relationships will expand beyond the traditional law enforcement community to include public health, agriculture, animal health and other critical agency partners. Texas will encourage strong coordination relationships with the private sector through adding value to their business security environment, while improving the security of the state as a whole through increasing public-private information exchange. One specific initiative will be the

GOAL 1: PREVENT

creation of a statewide network of Threat Liaison Officers and Infrastructure Liaison Officers, linking local networks, to gather appropriate information to counter terrorism and criminal enterprises.

To enhance all intelligence activities, Texas will continue to develop law enforcement intelligence training initiatives such as the Texas Department of Public Safety's Intelligence Analyst Professional Development Program. This series of courses provides a baseline level of training for law enforcement intelligence analysts throughout the state, promoting common language, processes, and networks and providing professional certification. Texas will expand this concept to include law enforcement officers and other agency leaders to support an integrated statewide intelligence-led policing approach.

Texas will also expand its ability to provide deployable intelligence surge support for law enforcement and emergency operations, making focused intelligence support available for high priority issues such as border security, disaster response, high crime areas and social unrest. Intelligence teams will be able to support joint operations among many levels of law enforcement agencies and jurisdictions.

Over the coming years, the amount of information available and required for effective and efficient law enforcement operations will increase exponentially. Texas must have the technology to organize, store and constantly analyze this data, including new hardware, software and the bandwidth to move data where needed. All of this must be accomplished with strict and thorough attention to individual privacy, civil rights, and civil liberties, which will remain the foundation of our data policies and structure.

GOAL 1: PREVENT

Objective	
1.2	Enhance investigative capability to address terrorism and criminal enterprises. <i>Lead for reporting: Texas Department of Public Safety</i>

Experience has demonstrated that effective counter-terror and crime-fighting efforts must be coordinated among agencies and jurisdictions. Links between terrorism and criminal enterprises are a growing concern; even without direct linkages, criminal enterprises such as transnational gangs engage in activities that pose a daily threat to Texans, such as drug trafficking, kidnapping, human smuggling, sex trafficking, murder, assassinations, racketeering, blackmail, extortion and immigration offenses.

Texas investigators at the state and local levels will continue to target the leadership and financial networks supporting these criminal enterprises and work with law enforcement partners from across the United States and around the world to dismantle criminal organizations and identify, deter, and disrupt their activities. The highest priority cases are those that identify and target known or suspected terrorist organization cells and actors and criminal enterprises such as domestic and transnational gangs acting as agents of Mexican cartels. By using the most advanced technology, law enforcement agencies will be able to efficiently and effectively cooperate and collaborate on intelligence, investigative, and operational activities to combat these shared threats. These efforts will be supported through implementation of the National Incident-Based Reporting System (NIBRS) standards by local law enforcement agencies throughout Texas—the 84th Texas Legislature directed the Texas Department of Public Safety to establish a goal that all local law enforcement agencies implement NIBRS reporting by September 2019. This will provide a more comprehensive understanding of all crime, including transnational and organized crime, that occurs within communities.

The creation of multi-agency Texas Anti-Gang (TAG) Centers in Texas Department of Public Safety regions across the state will further the ability of law enforcement agencies to identify, deter, disrupt and dismantle criminal organizations operating in or impacting communities in Texas. The TAG Centers facilitate the collaboration of the regions' most knowledgeable and experienced federal, state, and local anti-gang investigators, analysts, and prosecutors to fight violent criminal gangs and transnational criminal organizations.

Texas' intelligence and information sharing capability that supports investigations is coordinated through the state's network of fusion centers and intelligence nodes. This network assists law enforcement agencies in conducting investigations and planning and conducting focused operations to prevent terrorist attacks and degrade the capabilities of criminal enterprises. Development and careful management of human intelligence sources has consistently proven critical to the success of terrorism and organized crime investigations, and this function must be a focus of effort at all levels of law enforcement statewide.

Preventing a terrorist attack requires law enforcement, security personnel, and volunteers trained to recognize the suspicious activities, tradecraft, and precursor crimes that may indicate a

GOAL 1: PREVENT

potential attack. Examples of these activities include theft of explosives or materials used in explosives, surveillance activities, rental of self-storage space to store bomb-making materials, signs of chemical fires or toxic odors in hotels or apartment complexes, the modification of vehicles to handle heavier loads, and small test explosions in remote areas. The goal is to provide the right training to the right individuals and organizations, ensuring that training programs account for emerging threat trends. Recognizing, responding to, and reporting precursor activities and crimes must be incorporated into law enforcement and homeland security personnel training and activities across Texas.

Human trafficking by criminal enterprises is a serious and growing threat to Texas, and combating it requires law enforcement officials, security personnel, and citizens who can recognize indicators and respond appropriately. Conducting training to increase awareness of common indicators, developing language skills for communicating with all victims and suspects, increasing knowledge of the immediate needs of and resources available for victims, and enhancing investigators' understanding of the legal challenges involved in these investigations is essential. Additionally, law enforcement agencies should employ the "Community Policing Model" by collaborating with their communities on human trafficking indicators and reporting procedures.

GOAL 1: PREVENT

Objective	
1.3	Prevent terrorists and criminal enterprises from exploiting Texas' international borders, including land, air, and sea. <i>Lead for reporting: Texas Department of Public Safety</i>

The most serious vulnerability Texas faces is an unsecured border with Mexico; border-related crime poses a significant threat to the entire state and the nation as a whole. Mexican Cartels and affiliated trafficking organizations and gangs exploit this vulnerability and dominate drug and human trafficking in the border region, and their networks have become entrenched throughout the country. These criminal organizations are ruthless and adaptive in pursuing their goals of money and power.

In order to successfully combat border threats, Texas must deter, detect, and interdict border-related crime and simultaneously dismantle the command and control networks of the Cartels and affiliated criminal organizations operating in the state. The key to effectiveness is taking a multi-agency state, federal and local approach that builds strong partnerships and ensures coordinated action. To support border security operations and investigations, we must enable the collection and seamless sharing of information and intelligence; develop surge capabilities to ensure rapid response to new or growing threats; develop enhanced marine, air and ground tactical capabilities; maximize the use of proven force multiplying technologies; conduct thorough after action reviews of all operations; and continually adjust tactics to maximize the impact of available resources.

Texas will conduct intelligence-driven, multi-agency law enforcement operations that coordinate local, state and federal land, air and maritime interdiction capabilities through unified command structures. These operations, such as Operation SECURE TEXAS—which began September 1, 2015, and builds on the successes of Operation STRONG SAFETY and other past efforts using an influx of permanent, more efficient resources—will deny Mexican Cartels access to smuggling routes, disrupt trafficking and smuggling activities, and target mid-level command and control networks through enhanced enterprise investigations.

The varied terrain in the Texas-Mexico border region poses significant challenges to detecting illegal activity, and Texas must maximize the use of available technology to support detection efforts. As part of Operation SECURE TEXAS, we will strive to achieve 100% detection at the border—particularly in remote areas—through implementation of cost-effective devices capable of detecting and responding to physical stimuli such as movement. One such program that has proven its utility is Operation Drawbridge. The low-cost Drawbridge camera array uses motion activated game cameras to capture and report drug and human smuggling events in real time, with instant target confirmation. Over the course of the next five years, Texas will further expand Operation Drawbridge, which currently includes over 1500 cameras, by adding up to 4000 new cameras and supporting infrastructure throughout the border region. In addition, the 84th Texas Legislature directed the Soil and Water Conservation Board to develop and

GOAL 1: PREVENT

implement a program to eradicate Carrizo cane along the Rio Grande River, which will facilitate enhanced detection and law enforcement response operations in the border region.

Advances in thermal and other detection capabilities, open data architectures, and related technology offer clear potential benefits for border security operations as well as counter-crime and counter-terror operations around the state. In order to find the most efficient technologies, Texas must develop an effective security technology testing and evaluation capability. Security and law enforcement systems—including event-driven detection devices, correlation engines, and information storage and sharing tools—can include multiple options that must be considered in light of performance, cost, and building compatible, statewide solutions. The Texas Department of Public Safety will coordinate with statewide law enforcement agencies, intelligence fusion centers and nodes, and qualified vendors to seek advanced but proven technologies, test them, and share results across the law enforcement community.

Texas faces a shortfall in judicial prosecution of drug cases due to the ever-increasing number of drug offenses in the border region, and it also faces the constant risk of public corruption due to the high volume and profitability of Cartel trafficking and smuggling activity. The state's border prosecutor initiative has been an effective program to help ensure that once criminals are captured, they can be brought to justice, and it has also been effective in identifying public corruption. Texas will work to expand this program to meet the growing demand resulting from increasing trafficking and smuggling apprehensions.

Texas' Gulf Coast presents another significant vulnerability due to its physical size, the presence of critical seaports and the Intracoastal Waterway, and the magnitude of goods flowing into and out of the state. Port security must be achieved through a collaborative effort among private sector organizations and partner agencies at the federal, state, and local level. Texas will enhance the security of its seaports by increasing multi-jurisdictional participation on local planning and security committees, actively sharing threat and vulnerability information among all stakeholders, providing support as required to port managers and operators, and investing in proven technology to assist with early detection and interdiction of potential threats.

GOAL 1: PREVENT

Objective	
1.4	Increase public awareness and reporting of suspicious activities related to crime and terrorism, with emphasis on drug trafficking, human trafficking, and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) threats. <i>Lead for reporting: Texas Department of Public Safety</i>

Criminals and prospective terrorists operate among the public every day, leaving indicators of their plans and trails of their actions in plain view. The ability to gather and analyze this information in an organized way, then act on intelligence as appropriate, is essential to public safety in Texas. Through building a technology structure and implementing awareness training for first responders and citizens, Texas will increase reporting of suspicious activities statewide. A well-trained staff must then separate valuable intelligence from distractions and insignificant reports. It will be critical to maintain positive control over this information, as protection of privacy and civil rights must be at the core of all reporting systems.

Texas will increase suspicious activity reporting by implementing programs to promote public awareness and by providing easily accessible technology for citizen reporting, such as the Suspicious Activity Reporting Network using the iWatch system, the Crime Stoppers program, and the Cash for Stash program. In addition, the Suspicious Activity Reporting Network will be expanded to include all six regional fusion centers in the state. Threat Liaison Officers from the first responder community will train their peers and work within their geographic and functional areas to provide assistance in ensuring the right information is reported up the right chain for proper evaluation. First responders are witnesses to many suspicious actions, and this training will simply increase their power of observation and provide a structured reporting system.

Human trafficking, often including children for use in the sex trade, represents one of the fastest growing threats to Texas. As part of a multi-faceted effort to combat human trafficking, the state must eliminate the anonymity and refuge of the individuals and organizations who participate in it. The state will continue its efforts to train law enforcement personnel and community members to recognize trafficking indicators and use the common iWatch reporting system to identify suspicious activities and perpetrators.

GOAL 2: PROTECT

Reduce the state's vulnerability to terrorist and criminal attacks and natural and technological disasters.

Objective	
2.1	Enhance the security and resiliency of Texas critical infrastructure systems, networks, facilities, and assets, with particular emphasis on the lifeline sectors of communications, energy, transportation, water, and financial services. <i>Lead for reporting: Texas Department of Public Safety</i>

The many risks to critical infrastructure in Texas will never be eliminated, but they can be reduced and effectively managed. Management of risk to critical infrastructure systems is a shared responsibility between the private sector and government agencies. Effective partnerships and a more thorough understanding of critical infrastructure risk will help maximize the effectiveness of risk reduction activities, with a priority on the “lifeline sectors” essential to basic community functionality.

The Texas critical infrastructure protection program is coordinated by the Office of Critical Infrastructure Protection within the Texas Department of Public Safety. The success of the program hinges on effective multi-agency and public-private coordination efforts involving all stakeholders. To facilitate coordination, Texas will implement a Public-Private Partnership Model that establishes statewide Sector Working Groups in each of the critical infrastructure sectors. These Sector Working Groups will focus on identifying operational issues and concerns impacting their sector and developing strategies and operational solutions to ensure the ongoing security and resilience of their facilities, networks, systems, and assets. The Sector Working Groups will serve as the state’s focal points for gathering and sharing information, disseminating best practices and lessons learned, and assisting with prioritization of critical infrastructure protection activities.

We will ensure the availability of timely, relevant and actionable information to critical infrastructure stakeholders through the expanded use of the Homeland Security Information Network (HSIN) and other secure information platforms. At the state and local levels, Texas will expand outreach to critical infrastructure owners and operators and foster a reliable two-way exchange of information with these partners. We will also exercise this information dissemination capability through the broadcast of timely situation awareness information, actionable intelligence products, and strategic threat assessments, as appropriate.

In order to enhance awareness and understanding of critical infrastructure risk, Texas will embark on a multi-year inventory of facilities, systems, and assets across the 16 critical infrastructure sectors by integrating existing data and building a data set from existing sources and information that is voluntarily submitted by the private sector. The Texas Department of

GOAL 2: PROTECT

Public Safety will establish a secure database to capture inventory results and additional information critical to effective risk management and response operations. This information will be made available as needed to law enforcement and emergency management personnel. The information and data base will be protected to the fullest extent allowed by law.

Texas will maximize participation in training, exercise, and analysis opportunities offered by the federal government (e.g. Chemical Defense Demonstration Project, Regional Resilience Assessment Program, and the Resiliency Implementation Process). In addition, we will encourage implementation of a cyclical series of discussion-based exercises designed to enhance understanding of regional critical infrastructure risk, with an emphasis on dependencies, interdependencies, points of vulnerability, and cascading effects within and across sectors.

In addition to enhancing our systems for sharing threat information in order to enable protective actions, Texas will encourage the prioritization and implementation of critical infrastructure risk-reduction measures such as improving physical security (for example, through implementation of the tenets of Crime Prevention Through Environmental Design), improving cyber security, enhancing resilience through effective business continuity planning, and incorporating critical infrastructure concerns into mitigation, response, and recovery plans and exercises. These activities will mitigate the impact of incidents and help ensure the continued delivery of essential services to our communities.

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Objective	
2.2	Reduce the risk of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incidents by enhancing control and early detection capabilities. <i>Lead for reporting: Texas Department of State Health Services and Texas Commission on Environmental Quality</i>

The potential devastation resulting from a major chemical, biological, radiological, nuclear, or high-yield explosives (CBRNE) attack in Texas is enormous. Health care workers, first responders, and other authorities in Texas must be fully prepared to detect, confirm, respond to, and recover from a biological, nuclear, or chemical attack; infectious disease outbreak; or other public health threat or emergency. Early detection of these events is essential to minimizing loss of life.

Biological attacks and hazards can initially be difficult to detect because pathogens can lie dormant or cause delayed effects. Texas participates in and provides critical infrastructure support for the National BioWatch network to monitor for intentionally-released biological agents. The Texas Commission on Environmental Quality (TCEQ) oversees and coordinates BioWatch field activities in conjunction with private sector partners, local jurisdictions, and the U.S. Department of Homeland Security. There are multiple BioWatch network sites in key areas throughout the state. Texas will continue to work with federal and private sector partners to expand and improve the capabilities of the BioWatch Program and our broader detection efforts, including securing improved technologies for detecting a wide range of highly toxic biological agents. Texas must also ensure sufficient laboratory space and analytical capabilities for chemical, biological, radiological, nuclear, and explosives detection in order to support rapid response when there is an actual threat. As the effects of an incident involving a biological agent may not be apparent for some time after the actual event, it is also essential to maintain sufficient lab facilities and human capital for epidemiological research and epidemic identification.

TCEQ is the lead state agency for hazardous materials and oil spill response in Texas and works closely with other response agencies such as the Texas General Land Office, Texas Railroad Commission, Texas Military Forces, and the Office of the State Chemist to ensure a safe, effective, and comprehensive approach to natural or manmade disasters involving chemicals. The management of highly toxic or dangerous chemicals that can be used for domestic terrorism or, if mishandled, cause loss of life, is a key priority over the next five years. Federal, state, local, and private sector partners will increase and expand upon chemical facility and fertilizer plant inspections to improve safety and security of dangerous chemicals. State agencies are also reviewing and improving the state's Tier II Chemical Reporting Program, which protects public health and the environment by providing information about hazardous chemicals and their health effects, in order to enhance the knowledge and safety of local first responders during manmade or natural disasters.

Health-related emergencies are a homeland security focus area because rapid detection and rapid response at the local and state levels can protect citizens from loss of life or long-term adverse health effects. Disease surveillance allows us to predict, observe, and minimize the effects of an outbreak, which may prevent the disease from spreading to become an epidemic or pandemic. An example of this is the rapid response to the Ebola incident in Dallas in 2014. To aid in

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surveillance, Texas employs several human and animal disease surveillance capabilities including the Public Health Information Network (PHIN), the National Electronic Disease Surveillance System (NEDSS), the National Animal Health Laboratory Network (NAHLN), and the National Wildlife Disease Surveillance and Emergency Response System (SERS).

Disease surveillance is enhanced when data is consolidated and analyzed with the aid of information technology, including geospatial mapping information, related to a public health, animal, or plant disease outbreak. For optimal response in the event of an outbreak or attack, Texas will integrate and expand existing information technology systems into a single human and animal health surveillance system. This will allow us to rapidly identify threats to public health and locate and follow the spread of diseases affecting agriculture production. Currently, there are multiple stove-piped disease surveillance systems in the health, medical, and veterinary communities. Better consolidation of surveillance information, shared mutually across these disciplines, will improve Texas' ability to recognize and respond to disease threats. For example, consolidation will enable rapid detection of Foreign and Emerging Animal Diseases (FEADs) or high-risk zoonotic diseases like anthrax and plague. It will also contribute to early detection of agricultural threats such as foot-and-mouth disease, pests, and plant diseases. The system must allow medical practitioners, school nurses, veterinarians, and other professionals to supply data and access relevant information in real time. Early detection and rapid information sharing combine to protect citizens and reduce the risk of wider consequences.

Our technology-empowered detection and alert systems will only be as effective as the professionals who use them. Success requires more than technical proficiency; it requires close coordination between local and state emergency management, law enforcement, border protection, public health, veterinary, and medical professionals. Texas will ensure sufficient training for all disease detection stakeholders to make certain they have the skills needed to identify and report diseases and trends of concern.

The detection, proper control, and disposal of radiological materials in Texas must be assured. Texas will employ a multi-agency approach that draws upon the Texas Department of Public Safety (DPS), Texas Department of State Health Services (DSHS), TCEQ, local law enforcement, and U.S. Customs and Border Protection (CBP) resources to detect radiological material, particularly at ports of entry along the Texas-Mexico border and the Gulf Coast. DSHS serves as the state's lead radiation control agency. TCEQ oversees the Low Level Radioactive Waste disposal site near Andrews, Texas, and utilizes state-of-the-art technology to safeguard the waste. DPS has equipped troopers and investigative personnel with radiological detection devices at key locations across Texas, particularly along the border. The state will continue to build the radiological detection capabilities of law enforcement officers and ensure that assets are strategically deployed for optimal coverage of the state. This law enforcement effort complements the efforts of DSHS and TCEQ, which have trained health physicists who serve as inspectors and also staff radiological incident response teams. DSHS inspectors work closely with CBP officials to deploy detection and inspection equipment at all ports of entry in Texas. The DSHS Radiation Control program also calibrates and distributes state-owned radiological detection instruments to local governments and provides radiological training for local and state responders on how to use those instruments. Support from this program occurs along Department of Energy radiological waste shipment routes; occasionally, the training is provided in other areas of the state as well.

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Objective	
2.3	Reduce vulnerability to natural hazards and manmade threats to the agriculture industry. <i>Lead for reporting: Texas Animal Health Commission and Texas Department of Agriculture</i>

Texas is committed to preventing disease outbreaks and disasters impacting the agriculture industry. The growth of human and animal populations, transportation and industrial infrastructures, and cargo entering through Texas ports fuels the potential for accidental or intentional introduction of animal and/or plant pests, non-native invasive species, pathogens, and pesticides, along with the microbial, radiological, and/or chemical contamination of Texas agriculture.

The Texas Department of Agriculture, the Texas Animal Health Commission, and the Department of State Health Services lead a cooperative effort to reduce the vulnerability of Texas agriculture to such threats. This endeavor requires a multi-faceted approach, engaging local, state, and federal agencies and officials; regulatory agencies; animal owners and producers; landowners and managers; and associated manufacturing and marketing businesses. Currently, Texas agency officials routinely coordinate and communicate threat and vulnerability information with these stakeholders through a variety of methods.

The Texas Department of Agriculture will continue to lead efforts to provide high speed broadband internet access in rural communities to allow for improved alerting and information exchange. The Texas Animal Health Commission and the Texas Department of Agriculture, in coordination with their U.S. Department of Agriculture partners, will explore various technological avenues to improve threat and hazard reporting and notification systems, such as establishing and/or enhancing web-based, secure alerting and notification systems. Real-time reporting and notifications using targeted communication between emergency management personnel and the impacted stakeholders is our ultimate goal.

Threats to Texas agriculture change as organisms evolve and adapt to pesticides and other eradication and control methods. State agriculture laboratories and officials must be able to rapidly respond to threats and vectors. The capability for surveillance, monitoring, detection, identification, analysis, and response and containment actions must be enhanced to keep pace with industry growth and new challenges. Texas agriculture officials and partner agencies will explore opportunities to increase the capabilities of our agriculture laboratories and personnel to detect, identify, and analyze threats to Texas agriculture, including the acquisition of proven new technologies. Personnel must be trained and exercised on new technology and processes to provide the greatest quality assurance and control.

The explosive growth of Texas transportation corridors and infrastructure necessitates the operation of permanent and temporary road stations to protect Texas agriculture from the accidental or intentional introduction of threats to the agriculture industry. Currently, agriculture

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officials establish temporary road inspections stations based on identified threats and funding availability. Texas will explore opportunities to integrate geographic information systems to capture and analyze transportation data to better identify potential threats. Texas will also explore development and implementation of a web-based system to link permanent and temporary road stations with centralized monitoring centers to enhance agricultural threat and hazard identification. This system would provide for real-time data, alerts, and information exchange, along with live-streaming of video identification and surveillance capabilities.

GOAL 2: PROTECT

Objective	
2.4	Enhance the Safety of Schools in Texas. <i>Lead for reporting: Texas School Safety Center</i>

Texas schools must provide a safe place for learning throughout K-12 and higher education settings. School safety remains a high priority for homeland security preparedness in Texas because of the inherent vulnerabilities of schools. These are the places at which large groups of individuals gather daily in communities around the state.

The Texas School Safety Center (TxSSC) is a nationally-recognized organization in supporting school safety and emergency management. In addition, partners such as the Parent Teacher Association, Office of the Attorney General, local first responders, Disaster District Coordinators, Emergency Management Coordinators, and school districts contribute to the overall safety and security of school environments.

To further Texas's efforts to provide safe learning environments, the TxSSC continues to develop and refine resources for school districts and junior colleges to evaluate the vulnerabilities, threats, and hazards that may impact an educational institution, as well as to better develop a culture of preparedness for students and staff. These resources empower schools to resolve gaps, build upon promising practices, and enhance schools' multi-hazard emergency operations plans in collaboration with first responders, emergency management personnel, and other key stakeholders.

To assess school districts' progress on safety and security issues, the Texas Education Code requires districts to complete safety and security audits of their facilities once every three years. The results of the district audits are submitted to the TxSSC and incorporated as aggregate data into a statewide report. In 2014, a total of 1,013 out of 1,027 districts (98.6%) reported completing safety and security audits on all of their instructional facilities. In addition, 919 (89.5%) reported having a functioning School Safety and Security Committee that meets regularly. A total of 998 districts reported having a Multi-Hazard EOP, and an overwhelming majority of school districts reported conducting evacuation, lockdown, weather, shelter-in-place, and reverse evacuation drills. With a majority of districts taking the necessary steps toward ensuring safe learning environments, the state will continue to expand upon its existing resources by successfully executing several initiatives.

Through collaboration with state, regional, and local partners, Texas will enhance and expand school-centered emergency preparedness activities by providing training, technical assistance, and outreach to school districts. The core of this effort will be built upon the Texas Unified School Safety Standards, a set of standards developed by schools, first responders, and emergency management partners from throughout the state. The Standards were developed as universally applicable criteria and will be regularly reviewed with partners to ensure the continuing evolution of effective safety and emergency management programs.

Training initiatives include those geared toward preparedness, such as a program created and passed by the Texas Legislature in 2015, requiring the TxSSC—among others—to establish and implement education and training for school peace officers on pertinent issues such as adolescent

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development, de-escalation techniques, mental health needs of children, and positive behavioral interventions.

Through training, assistance, and outreach, the state and its partners will develop effective, integrated, and high-quality programs that will be delivered in multi-modal formats to school leaders, staff, and students. This process will serve to support the needs of the geographically, culturally, and demographically diverse school and junior college districts in the state.

The effort to develop integrated partnerships among school districts, first responders, and community stakeholders is a comprehensive process that includes planning, training, and exercises to establish collaboration and a coordinated capability to prevent, protect against, mitigate the effects of, respond to, and recover from all hazards. This process supports the inclusion of school resources and school safety considerations in a community's emergency management program, as well as the awareness in schools of local law enforcement and emergency management plans and processes. Texas will encourage and support the appropriate integration of school and community drills and exercises to focus on specific objectives that enhance communication, tactical protective action measures, and functional collaboration. Texas will also work with local law enforcement agencies and partners to ensure provision of specialized training for law enforcement officers to meet the safety and security challenges unique to educational institutions.

Texas will continue to support the TxSSC's Youth Emergency Preparedness Camp, where Community Emergency Response Team and leadership skills are taught. This program, which has been recognized as a national model by FEMA, allows teams of youth led by an adult sponsor to receive emergency response training and participate in community specific action planning aimed at increasing overall community resilience. This program is currently appropriate for students in middle and high school; the TxSSC will seek to develop and/or support expanded preparedness activities and programs that encompass students of all grade-levels and will actively integrate students with disabilities and access and functional needs.

Students in Texas schools are increasingly being targeted for recruitment by gangs and transnational trafficking organizations for drug distribution and other functions, with schools in urban areas and the border region at particular risk. Texas Department of Public Safety "Safety Education Troopers" currently deliver anti-gang recruitment education to schools and students, and several similar programs are in place in communities throughout the state. Texas will encourage expansion of these types of programs and support them by providing training and sharing best practices. Programs should include age-appropriate education for students at all levels and should be developed in partnership among law enforcement agencies, schools, parent groups and other stakeholders.

GOAL 2: PROTECT

Objective	
2.5	Enhance statewide cyber security efforts to protect information assets. <i>Lead for reporting: Texas Department of Information Resources</i>

Texas faces an ever increasing threat from cyber-attacks and intrusions into the information assets of government agencies, critical infrastructure, and private sector entities. The expanse and complexity of efforts to protect Texas' information assets will only become more difficult over time. While the state has been able to counter or mitigate these threats to date, we must be vigilant against emerging cyber challenges. Each day, information resources that the people of Texas depend upon face threats that could significantly impact their confidentiality, availability, or integrity. Creation of an effective defense and response to cyber-attacks or intrusions requires the joint efforts of Texas' state, regional, and local government agencies and employees, institutions of higher education, and private sector entities.

Led by the Texas Department of Information Resources (DIR), Texas will develop and expand upon a comprehensive cyber security strategy that will be implemented by government agencies and will extend assistance to and enhance coordination with the private sector. This Texas Cyber Security Strategy will seek to clarify and coordinate public and private sector responsibilities and expectations, to include identification of key personnel, agencies, and vendors that would manage the state's response to a significant cyber-attack. This strategy will seek to maximize integration of Federal resources available through the National Cybersecurity and Communications Integration Center, the United States Computer Emergency Readiness Teams (US-CERTs), the FBI, Infragard, and the United States Secret Service.

Key to increased and coordinated cyber response by public agencies and private sector entities is the adoption and expansion of the Texas Cybersecurity Framework, developed by DIR. The framework, a set of 40 critical controls for protecting information resources, is implemented by state agencies. Texas will encourage the optional use of Texas Cybersecurity Framework in the private sector through the use of a self-evaluation tool and a vendor alignment template.

Over the next five years, Texas will significantly increase its cyber security intelligence capabilities. DIR will work with federal, state, and private sector entities to improve the state's information gathering, analysis, and dissemination capabilities, gathering and evaluating information on cybersecurity threats and threat actor groups and sharing information to create profiles to enhance monitoring and detection of attacks and campaigns against state agencies. Leveraging commercial and DHS partners, Texas will also ensure the availability of timely, relevant, and actionable information to agencies, institutes of higher education, and critical infrastructure stakeholders through the expanded use of the Homeland Security Information Network (HSIN).

Texas has established an InfoSec Academy to ensure information security officers at state agencies and institutions of higher education are trained on the Texas Cybersecurity Framework and its principles in order to use it to assess and improve their agencies' cybersecurity

GOAL 2: PROTECT

capabilities. Course curriculum at the InfoSec Academy includes incident preparedness training, intelligence processing, cyber incident management protocols, and the design and conduct of cyber-focused training exercises.

Over the next five years, Texas will enact a robust cyber exercise program incorporating both discussion-based and operations-based cyber exercises. Many of these exercises will focus on high-risk state agencies and municipalities. State agencies and institutes of higher education will be encouraged to implement monthly incident response tabletop exercises developed by DIR to evaluate their own cyber response capabilities. The state will also make a concerted effort to incorporate cyber security exercise objectives in future emergency response exercises. In addition, Texas will continue to participate in national-level cyber exercises. Cyber-trained representatives of Texas state agencies will seek to monitor and observe cyber exercises conducted in Texas and other regions of the United States in order to identify and later incorporate suitable best practices and lessons learned.

GOAL 3: MITIGATE

Minimize the impact of terrorist and criminal attacks and natural and technological disasters through proactive mitigation planning and programs.

Objective	
3.1	Use mitigation planning to reduce the threats disasters pose to people, property, and critical functions throughout the state. <i>Lead for reporting: Texas Department of Public Safety</i>

It is not feasible to eliminate the risk of each individual threat and hazard; rather, it is the goal of Texas to minimize their impact. Mitigation planning can support effective response and recovery operations by prioritizing actions that reduce or eliminate damage and loss of life resulting from attacks and disasters. Planning partnerships among state agencies and local jurisdictions are essential to maximize the effectiveness of mitigation activities. These partnerships should be based on routine communication and coordination among urban planning, transportation, infrastructure, and emergency management stakeholders.

At the state level, mitigation strategies will be coordinated through the Texas Department of Public Safety's Division of Emergency Management (TDEM). TDEM is supported in this role by the Texas State Hazard Mitigation Team (SHMT), an advisory group of service and regulatory agencies that play an active role in the mitigation process. The SHMT researches potential mitigation activities throughout the state and makes recommendations for projects and changes in legislation. While the Texas Hazard Mitigation Plan must be formally updated every five years, the state will be more proactive in informally updating the plan to account for changing conditions (e.g. updating flood plain maps) and emerging hazards such as drought. Much of the data for the state's plan is extracted from local mitigation plans, which address specific vulnerabilities for each political subdivision and provide a basis for the development of new mitigation strategies. Texas will work to improve data quality by increasing the use of computer modeling and simulation at all levels, sharing tools and best practices with local partners. As part of this initiative, Texas will increase the presence and engagement of academic institutions in the SHMT to assist in research, simulation, and modeling activities, such as dissemination of climate projections for consideration in hazard mitigation planning. Increased education and communication opportunities among local and state mitigation partners will help minimize impacts from future disasters.

Texas will also enhance state-local collaboration on mitigation planning by increasing training and technical assistance within the state, including making maximum use of FEMA and Texas Division of Emergency Management training, certification, and technical assistance programs. We will use conferences, workshops, and other forums to highlight the importance of mitigation planning, discuss challenging issues such as planning for vulnerable populations and critical

GOAL 3 : MITIGATE

infrastructure, and ensure awareness across all jurisdictions of available training and tools. Overall, mitigation planning should involve a continuous, proactive conversation among experts at the federal, state, tribal, county, and municipal levels.

GOAL 3 : MITIGATE

Objective	
3.2	Enhance the resilience of mission critical systems and infrastructure through vulnerability identification, community engagement, and coordination on potential legislative action. <i>Lead for reporting: Texas Department of Public Safety</i>

The positive impact of mitigation planning depends in large part on the implementation of effective mitigation projects that are prioritized through the planning process. Most mitigation projects are funded and implemented at the county and municipal levels, and these investments can more than pay for themselves by limiting the consequences of disasters.

Federal programs such as the Pre-Disaster Mitigation Grant Program and Hazard Mitigation Grant Program, which provides funding for mitigation projects following disasters, are critical to supporting mitigation activities statewide. In administering these programs within the state, Texas will work to ensure that mitigation projects at all levels are cost-effective and focused on activities that will do the most to reduce risk. For post-disaster grants, the general priorities will be to meet the needs of impacted communities, address mitigation activities focused on the same type of hazard in other communities, and then address mitigation activities focused on other frequent hazards. We will expand the implementation of proven mitigation measures such as the Texas Safe Shelter Initiative, which provides funds for construction of community centers that can serve as safe rooms during storms and tornadoes, and the Texas Individual Safe Room Rebate program, which reimburses homeowners and developers for half the cost (up to \$3000) to install an individual safe room in homes.

Texas will also expand outreach activities to local jurisdictions on urban planning issues in an effort to ensure that understanding of potential disasters informs building codes, insurance regulations, and land use regulations (e.g. restrictions on building in flood plains). Sharing information on mitigation best practices and facilitating an active dialogue among governments, community organizations, and private sector businesses such as insurance companies and builders will promote a more mitigation-aware culture throughout the state. When appropriate, local jurisdictions may review current legislation and codes to identify any potential areas for improvement related to disaster mitigation. The state will continue to provide education and outreach to local emergency management coordinators to support any potential reviews.

GOAL 3 : MITIGATE

Objective	
3.3	Enhance the social resilience of Texas communities. <i>Lead for reporting: Texas Department of Public Safety</i>

Social resilience is the ability of communities to absorb, cope with, and adjust to external shocks. Communities with strong social resilience are better able to react to threats and hazards, rebuild social infrastructure, reorganize following incidents, and learn from these experiences. Communities with low social resilience are more vulnerable to threats and hazards, suffer greater impacts when they occur, and face more challenges during the recovery process. Social resilience varies widely across Texas; communities that face particular challenges often include unincorporated areas and smaller cities, areas such as the border region that tend to have lower tax bases, and areas with significant language diversity.

Like other mitigation measures, investments that support social resilience often deliver outsized returns when incidents take place. Texas will work to strengthen the social resilience of its communities by encouraging whole community preparedness initiatives, enhancing awareness of risks and potential mitigation measures, and ensuring that communities consider the needs of their most vulnerable groups. The foundation of community resilience is individual and family preparedness. Citizen Corps programs and other individual and community preparedness programs enhance the resiliency of communities by harnessing the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues, and disasters of all kinds. Currently, the state has 83 active reporting programs that engage in the following activities: Community Emergency Response Teams (CERT), Volunteers in Police Service (VIPS), Fire Corps, Medical Reserve Corps, and Neighborhood Watch. Over 195,475 volunteer hours were reported in FY2013. At the state level, Citizen Corps programs are coordinated by the Texas Association of Regional Councils through the 24 Councils of Government. Over the next five years, we seek to prepare and train more individuals in local communities to assist their families, communities, and first responders. We will do this through proactive efforts to raise awareness of the value of these programs, delivery of quality training, and providing grant support to programs where feasible.

Texas will also enhance outreach efforts to citizens, community organizations, and the private sector to build a more risk-conscious culture and emphasize the value of preparedness activities. Voluntary organizations, faith-based organizations, educational institutions, and private sector businesses can contribute significantly to social resilience by engaging in homeland security planning and exercises along with public sector partners, and their active participation should be encouraged and facilitated at all levels. As one example of this type of outreach, TDEM will continue to coordinate Voluntary Organizations Active in Disaster (VOAD), develop Long-term Recovery Groups, and train local organizations on coordinating services and managing volunteers and donations during incidents.

GOAL 3 : MITIGATE

Finally, Texas must ensure that communities are proactive in understanding and supporting the needs of vulnerable populations such as children, the elderly, individuals with access and functional needs, non-U.S. citizens, and individuals with a primary language other than English. Local governments and community organizations play a critical role in including these populations in their plans and other preparedness activities, and state agencies will encourage and support these efforts by sharing information and best practices.

GOAL 4: RESPOND

Increase the capability of the state's response system to minimize damage and loss of life from terrorist and criminal attacks and natural and technological disasters.

Objective	
4.1	Maximize response capabilities by enhancing statewide regional response resources and the state and regional mutual aid network. <i>Lead for reporting: Texas Department of Public Safety</i>

Timely, well-coordinated operations in response to all threats and hazards limit damage and save lives. The effectiveness of response operations, which may be managed at the local, regional, and/or state level depending on the scope of an incident, depends on many factors including awareness of available response team and resources; readiness to provide mutual aid from other jurisdictions; use of common terminology and processes for describing response capabilities; establishment of a common operational picture among all responders during incidents; and integration of community capabilities into public sector response activities.

Threats, hazards, and corresponding needs vary regionally across the state of Texas. Because of this variation, each region must be appropriately equipped and supported to deal with its own unique challenges. Over the next five years, the state will continue to develop a regionally focused, multi-discipline, all-hazards response system that ensures regions statewide have the necessary response teams and resources. This system will provide a response support infrastructure tailorable to the specific needs and threats of a given region. Regional teams will be organized, trained, and supported with the appropriate knowledge, skills, and abilities to effectively accomplish time-sensitive and personnel-intensive missions such as search and rescue. Requirements for teams and resources will be determined based on gaps identified by the annual State Preparedness Report and other regional capability assessments completed by the Councils of Governments and Disaster District Committees.

The Resource Typing Library Tool (RTLTL), which is being expanded by FEMA, provides a national standard for describing and classifying response resources in accordance with the National Incident Management System (NIMS). In the interest of enhancing statewide understanding of capabilities and increasing the use of common terminology among all jurisdictions, Texas will promote the use of RTLTL at all levels and provide guidance and assistance when needed.

Each state agency and local jurisdiction maintains its own inventory of resources for day-to-day operations and emergency situations. The complexity of inventory management systems varies;

GOAL 4 : RESPOND

formats may include spreadsheets, databases, and internet-based systems. Over the next five years, Texas will work to enhance the understanding of inventory management systems used by state agencies and local jurisdictions, with a primary objective of improving information sharing and shared awareness of available resources during emergency situations. This awareness will have a positive impact on the state's ability to satisfy urgent, time-sensitive resource requests for available equipment and supplies. Logistics personnel trained in inventory management are available to assist with the evaluation and assessment of new or existing inventory management systems. In addition, Texas will maintain a statewide database of significant response teams, including NIMS typing information, locations, and contact information. The state will work with COG regions to update this inventory periodically in order to ensure information is current and available to support response operations.

In addition to understanding existing inventory systems, Texas will continue to work toward integrating the crisis information management systems currently used throughout the state in order to ensure a common operational picture of resources and data is available to responders at all levels. As an example of this effort, TxMAP is now integrated with WebEOC. Integration of systems with disparate roles, functions, and data has proven challenging in the past, particularly during emergency situations. Through integration, each crisis management system will maintain the same amount of control over its processes and data, but the systems will work together more seamlessly to facilitate shared awareness and timely decision making during an incident.

Finally, Texas will continue to use trained and vetted volunteers from a variety of sources, including non-profit, faith-based, and civic organizations, in emergency response operations. Whether Texas is affected by a natural or man-made disaster, volunteers are crucial to the response and recovery of communities. The state will prepare and exercise with Texas Voluntary Organizations Active in Disaster (VOAD) members and draw on their capabilities, experience, and knowledge. Disasters often prompt an outpouring of public donations and the presence of spontaneous volunteers, which can lead to significant complications if improperly managed. During the next five years, we will work to ensure the implementation of plans for managing unsolicited donations and spontaneous volunteers. Texas will also develop a five-year plan to expand the state's Voluntary Agency Liaison (VAL) program to include better coordination between regional VALs and local volunteer groups.

GOAL 4 : RESPOND

Objective	
4.2	Improve coordination structures, support systems, and teams for managing all hazards response operations. <i>Lead for reporting: Texas Department of Public Safety</i>

Various support systems and teams within the state of Texas contribute to the coordination and management of emergency response operations. Over the next five years, Texas will continue to improve upon these assets to increase the state's robust response capabilities.

Planned improvements include ensuring response personnel at all levels maintain proficiency on the incident management systems employed throughout the state. These systems are constantly evolving, with new technologies emerging each year. Each upgrade necessitates changes in operational procedures; it is therefore vital that staff maintain up-to-date knowledge of how these systems function.

Incident Management Teams (IMTs) assist jurisdictions at all levels in coordinating the planning, operational, logistical, and administrative aspects of response operations by augmenting existing staff with specially trained personnel. Texas will increase its focus on the development of IMTs across the state through funding, training, and exercise. Ideally, this will result in the development of IMTs in each DPS region, aligned with Disaster Districts. With the training and qualification of additional individuals, the size and capabilities of the teams will expand and improve. We will also develop a plan to enable the creation of Texas Emergency Management Assistance Teams, which will support the Disaster Districts by providing additional personnel trained in Incident Command System (ICS) roles. In addition, we will work to ensure that response agencies and jurisdictions establish appropriate standards for the training/credentialing of their personnel on ICS and that adequate training opportunities are available to them.

Developing an Application Programming Interface (API) will improve upon existing response systems by providing a secure and standardized link between those systems at the state, regional, and local. Using an API will allow existing systems to function with each other without having to replace those systems with a new singular platform. Similarly, it is important for communication capabilities at the state, regional, and local levels to interact with one another during an emergency. This is particularly true of communication between the regional and state emergency operation centers (EOCs) that manage and support incident response. Over the next five years, Texas will work to develop and maintain communication capabilities that ensure regional and state EOCs are fully connected during an incident.

Over the next five years, the state will also work to enhance the functionality of the Texas Business Emergency Operations Center (BEOC), primarily through implementation of the Texas Business Emergency Operations Center Program Management Plan. The BEOC provides a mechanism for the rapid dissemination of information, determination of resource needs and solutions, and fulfillment of critical requirements to support the private sector's ability to return

GOAL 4 : RESPOND

to normal business operations following an incident. The BEOC will assist with public-private coordination of response activities and facilitate two-way exchange of information with the state's key industries. The Texas Business Emergency Operations Center Program Management Plan focuses on two major areas: the implementation of the Texas BEOC virtual platform and implementation of a training and evaluation program to identify program strengths and weaknesses.

GOAL 4 : RESPOND

Objective	
4.3	Achieve statewide communications operability and interoperability in Texas. <i>Lead for reporting: Texas Department of Public Safety</i>

All levels of responders from the more than 5,300 public safety and public service agencies in Texas must have operable and interoperable communications to perform their normal daily functions. Reliable, resilient communications capabilities are also needed on a regional and statewide level to respond to natural, technological, and human-caused threats and hazards across the state, supporting the communications needs of multiple agencies, units, and teams that must operate together. Achieving and maintaining statewide communications operability and interoperability is challenging due to the size and complexity of the state's terrain and the need for sustained funding for the design, planning, and build out of the radio system infrastructure, along with maintenance and upkeep of current equipment and assets.

Texas is moving forward with its goal to fully implement the Texas Statewide Communications Interoperability Plan so that all public safety and critical infrastructure responders from all agencies and jurisdictions have the highest level of real-time direct interoperable voice and data radio communications utilizing Shared Standards-Based Systems. Texas adopted the Department of Homeland Security Office of Emergency Communications Interoperability Continuum as a guide to assist emergency response agencies and policy makers to plan and implement communications interoperability solutions. The continuum covers governance, standard operating procedures, technology, training and exercises, and usage. Texas is promoting its interoperable communications strategy to create partnerships among emergency response agencies, public/private organizations, and executive leadership to build and maintain a cost-effective interoperable communications network using shared resources.

Over the next five years, Texas will also work to implement the Statewide Communications Interoperability Plan goals and initiatives for interoperable communications in both Land Mobile Radio and the National Public Safety Broadband Network. Texas will continue building solid interoperable communications through committed partnerships with regional radio system owners across the state, especially along the Texas-Mexico border. More than ten regional radio systems across Texas are designed to provide interoperability solutions. Several state and federal agencies already partner with regional radio systems to augment communications, especially in the south Texas area for border security operations.

Communications planning and homeland security response operations will be enhanced through the Communications Coordination Group, which facilitates public and private collaboration and planning and delivers communications support during large-scale, multi-agency incident responses. The goal of the CCG is to optimize the use and effectiveness of government and commercial communications systems and resources. The Mobile Communications Command Program and regional mobile command and communications vehicles will be able to respond within hours to establish interoperable communications in any part of Texas.

Texas will continue to enhance established redundancies in the event of a catastrophic loss of communications by using certified amateur radio personnel provided through the Amateur Radio Emergency Service, Radio Amateur Civil Emergency Service, Military Auxiliary Radio System,

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and the Mobile Communications Command Program. In addition to state efforts to provide communications redundancy, the Urban Areas Security Initiative jurisdictions and most regions of the state have communication systems with stocks of replacement parts, backup generators, alternate towers or working sites, and radio sites on wheels.

Texas will continue to move towards the future of interoperable communications under the auspices of the Office of the Texas Statewide Interoperability Coordinator and the Texas Interoperable Communications Coalition, which is the governing body responsible for all decisions regarding both land mobile radio and long term evolution broadband in Texas. The long-range goal is to create a statewide, fully interoperable voice communications system-of-systems. Plans are underway to find a permanent location for the master core. This hybrid system will be multi-band, shared, and standards-based, and will leverage existing assets and radio systems.

In addition, the Commission on State Emergency Communications and Texas Department of Public Safety will leverage the collective state and regional Emergency Services IP Network backbone to achieve long-haul radio communications interoperability with Radio over Internet Protocol. This initiative will provide more accessibility, resiliency, and interoperability between disparate public safety networks, and more capability to receive voice, text, data, and images for first responders.

Important areas of focus for the state are the continued partnerships with regional radio systems; planning and initial build-out of the public safety broadband network with FirstNet; end user training; and compliance with the Statewide Communications Interoperability Plan. Emphasis will also be placed on testing, training, and equipment exercises so that mobile assets and personnel are deployment-ready. Continued progress in all areas will depend on sustainable and reliable funding to ensure the consistent operation and enhancement of state and regional radio systems.

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Objective	
4.4	Ensure continued enhancement of public health and medical emergency response systems. <i>Lead for reporting: Texas Department of State Health Services</i>

Texas continually strives to coordinate a superior public health and medical emergency response system across all levels of government. The desired end state of our public health and medical emergency response systems is to provide the highest quality service possible during public health emergencies and disasters, and to provide it at the lowest level of government engagement. This requires continuing collaboration with public and private local, regional, and state preparedness and response partners. For example, public health officials and elected officials must be engaged in preparedness activities to clarify roles, responsibilities, and authorities related to issues such as quarantine and isolation. Hospitals must coordinate with healthcare facilities across their region to plan for patient surge during major disasters. Emergency Medical Services agencies must coordinate preparedness and response activities beyond their jurisdictions for mutual aid, regional response, and state support for a variety of emergencies and disasters.

Through the effective use of public communications and information sharing, Texas has incorporated non-pharmaceutical community interventions such as social distancing techniques including self-isolation and quarantine procedures for hospital staff, first responders, and the public. Recent events have shown some weakness related to public health risk communication and personal protective equipment selection. Social media and messaging services have increased the ability to reach the public audience; however, the state has not used these tools frequently in the past and is slowly incorporating their use. Texas will continue the development of communications processes that incorporate all aspects of mass and social media in order to reach first responders, healthcare workers, and other partners, as well as to communicate with the public. Additionally, communications systems must have the ability to engage the public sector with reverse messaging capabilities allowing for enhanced public health surveillance and early warning notifications. A key to future public health and medical emergency communications success is the development and implementation of the new digital 9-1-1 system. This digital 9-1-1 system will incorporate GIS mapping and social media communications capability that will allow for easier and quicker access to emergency medical services and public health surveillance integration. Public health officials and elected officials must also be engaged in preparedness activities to clarify roles, responsibilities, and authorities related to issues such as quarantine and isolation.

For the past 10 years, the Centers for Disease Control and Prevention has used the Technical Assistance Review process to pinpoint specific issues in order to focus state and local Strategic National Stockpile planning efforts. The Strategic National Stockpile Program will assess the current status of each regional and local jurisdiction and provide assistance to ensure each jurisdiction is able to plan, train, and exercise their Strategic National Stockpile distribution and

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dispensing capabilities. Additionally, future regional and local full-scale exercises will be planned and conducted to validate operational requirements. The Texas Department of State Health Services (DSHS) Medical Countermeasure Operational Readiness Strategy was distributed in August 2014, outlining the major initiatives for material management and medical countermeasures. To optimize mass medical countermeasure dispensing strategies, the Strategic National Stockpile Program will focus on closed points of dispensing (PODs) operated by private businesses, hospitals, and government agencies serving their own populations in order to minimize the impact on local governments' resources. The Medical Countermeasure Operational Readiness Strategy has established a threshold of 20% of dispensing operations to be conducted through closed POD operations. The program seeks to implement medical and non-medical points of dispensing models. This will enhance scalability of the program to quickly respond to a variety of public health emergencies requiring vaccinations, prophylactic medications, and other countermeasures.

Statewide information technology and interoperable communication/coordination solutions will be continually evaluated to ensure maintenance of future interoperability as federal funding declines. Through the continued use of and upgrades to information sharing platforms to reflect real-time operational needs, Texas is able to monitor the status of healthcare facilities during emergencies or disasters. These systems are interconnected and provide a mechanism to respond to information requests from DSHS and partner response organizations. Redundant communication through alternate devices ensures connectivity and continued communications during response activities. Established in partnership with state emergency management and public health and medical response partners, there is an increasingly effective structure in place to maintain situational awareness of healthcare facility status and needs, public health issues, and resource requests via integration of information sharing systems linking state operations centers, regional health and medical operation centers, and city/county Emergency Operations Centers (EOCs). Regional health and medical operation centers across the state will continue to be reinforced to ensure effective coordination of local, regional, and state emergency operations.

There are a variety of initiatives that will move the state forward in public health emergency planning and response capacity. There are eight Emergency Medical Tasks Forces (EMTFs) across the state, bringing together medical response assets to operate in a coordinated structure. These EMTFs include Ambulance Strike Teams, Ambulance Buses, Mobile Medical Units, and Nurse Strike Teams. They are capable of responding to local, regional, and state level incidents. Additionally, the creation of the Texas Disaster Medical System (TDMS) provides guidance across Texas, coordinating public health and medical functions by bringing together subject matter experts from across the state to collaborate on best practices, current challenges, and long range operational planning. For medical material management, distribution, and optimization, the state will review and evaluate Receiving, Staging, and Storing Sites and transportation assets. There will be ongoing evaluation of the statewide public health and medical preparedness posture to assure sufficient caches of equipment and supplies, including personal protective equipment, are in place for first responders and hospitals. Also, the SNS program will support local efforts in managing medical material by using a statewide inventory management system.

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Training and exercising response personnel and systems will help ensure the ability to rapidly provide the right response to emerging threats. In addition, resources to support the public's ability to be self-sustained until support services of local or regional agencies and responders are available will be further enhanced through public engagement and interaction, including initiatives such as the Texas "Ready-or-Not" Program and the www.texasprepares.org website.

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Objective	
4.5	Integrate and coordinate multiple methods to warn and keep the public and local leaders informed about emergencies in their communities. <i>Lead for reporting: Texas Department of Public Safety</i>

Before and during homeland security incidents, effective communications and warning to the public, along with the ability of the public to quickly report issues requiring public safety and emergency response, can save lives and limit damage by enabling protective actions and making response operations more efficient. New technologies and methods of communication have created more opportunities for timely two-way information exchange. In some cases, they also create a challenge in ensuring coordinated messaging and information accuracy. Over the next five years, Texas will upgrade its public information and warning capabilities in several ways in order to ensure that accurate emergency information is available to all who need it.

The Texas Health and Human Services Commission operates the 2-1-1 Texas Information Referral Network, which has 24 regional Area Information Centers to deliver state-of-the-art information and referral services to the people of Texas. Currently, individuals can access general disaster-related information and referral by dialing 2-1-1. Expanding public access options by incorporating emerging technology will ensure that the 2-1-1 system remains as responsive as possible.

Providing warning to individuals with disabilities and functional and access needs is vitally important and often a challenge. Local governments should work with professional organizations and other resources to maintain a voluntary list of individuals in their communities who have disabilities and/or functional and access needs or who may otherwise need additional assistance during emergency events. All efforts must be made to ensure the confidentiality and privacy of this information. The State of Texas Emergency Assistance Registry (STEAR) provides local governments a voluntary system to identify individuals, nursing homes, assisted living facilities, and hospitals that require additional assistance during emergency events. The STEAR system is available to all local governments and individuals free of charge. All nursing homes, assisted living facilities, and hospitals must maintain emergency evacuation and transportation plans. Local government emergency planners and response organizations should develop a working relationship with commercial, state, city, and county facilities where individuals with disabilities and functional and access needs reside to ensure the facility managers have established plans to respond to emergency events. Local emergency responders should be aware of the needs of these vulnerable populations in order to facilitate care during events.

The ability to notify affected citizens in the event of an emergency is a public safety imperative and can minimize loss of life. Public officials statewide fight a constant battle against time to get the right message to the public during emergency events. With the emergence of social media as an avenue to communicate and share information with the public, wider use of social media by governments at all levels, along with training for public information officials on social media

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best practices, is essential. Many local jurisdictions in the state have local systems that provide rapid notification to their citizens in the event of an emergency. Integration and use of the FEMA Integrated Public Alert and Warning System (IPAWS) will ensure that various alert and warning technologies and devices can reach a wider audience, to include those with special communication access needs, in order to provide critical alert and warning information. Texas will establish guidance and direction on how IPAWS will be implemented throughout the state. The state will also maintain redundant, multi-modal alert notification systems that may use multiple means of transmitting information in the event of system failure. These systems may include, but are not limited to, email, the Emergency Alert System, IPAWS, commercial off-the-shelf emergency notification systems, and the Texas Law Enforcement Telecommunication System (TLETS). All emergency notification systems should be subject to emergency exercises to test effective communication with people with functional and access needs that may have a communication barrier. Finally, as state and local governments invest in new electronic and information resources systems including websites, software applications, and communications systems, these systems must follow state administrative rules for accessibility to ensure employees and members of the public with disabilities can receive the same information, perform the same tasks, and receive the same services as people without disabilities.

During any type of homeland security incident, information is needed to support effective decisions at all levels. The public needs consistent, accurate, easy-to-understand information delivered in a timely manner; information can save lives, assist in protecting property, or avoid potential panic. During a large-scale crisis, a Joint Information System (JIS) and Joint Information Center (JIC) can assist in providing concise, coordinated information to the public and the news media. A JIS is a unified, coordinated public information network with common resources and agreed-upon procedures that links participants through technological means when geographic restrictions, incident management requirements, and other limitations preclude physical attendance at a central location. The JIS allows public affairs staff to communicate effectively and make joint announcements as if they were located in the same facility. Typically, a JIC is a central location to facilitate operation of the JIS. Through the collocation of public information and public affairs staff from multiple agencies, the JIC enhances information coordination, reduces misinformation, maximizes resources, and helps build public confidence in response efforts. It is important to remember that the JIC is a tool to support the JIS, and the primary function of the JIS is to keep information flowing in all directions.

Several jurisdictions across the state have a well-developed JIC in place during an incident. Over the next several years, Texas will continue to develop a state-level JIC to operate as needed during an incident anywhere in the state to manage state-level information for the Texas Emergency Management Council and support local-level JICs when requested. The state will complete a set of standard operating guidelines to coordinate a state-level JIC and will exercise this capability whenever possible at all levels, including the national 2015 Mass Care Exercise held in Texas.

GOAL 4 : RESPOND

The people of Texas rely on the state's 9-1-1 system to request assistance from and provide emergency information to law enforcement and emergency management response agencies. The analog technology supporting the current system is outdated and in need of significant upgrades. Texas will enhance its 9-1-1 system by implementing Next Generation 9-1-1 through a phased approach. This digital system will include major improvements in data sharing capability and call location information and will enable text to 9-1-1. For areas of the state served by the Commission on State Emergency Communications, the Commission's Next Generation 9-1-1 Master Plan calls for completing implementation of the system by 2019, with the connection of the 322 Public Safety Answering Points within the Regional Planning Commission 9-1-1 programs. As for the rest of the state, Emergency Communication Districts are working on implementing similar plans within a similar timeframe.

GOAL 4 : RESPOND

Objective	
4.6	Ensure updated and validated emergency plans are in place at public agencies that provide vital public services, and encourage such planning within private entities. <i>Lead for reporting: Texas Department of Public Safety</i>

Effective planning for emergency operations at all levels clarifies roles and responsibilities, defines key tasks, and synchronizes activity among organizations. In many cases, a quality planning process, by facilitating stakeholder coordination and increasing awareness of capabilities and challenges, can be at least as important as the plan it produces. During the next five years, Texas will continue to facilitate planning projects through continued engagement with organizations that participate in threat and hazard prevention, protection, mitigation, response, and recovery operations.

New federal guidelines for emergency operations plans prompted Texas to expand the scope of the State of Texas Emergency Management Plan to include annexes for five additional emergency functions and all hazards that could potentially impact the state. These new hazard annexes will improve statewide preparedness for all types of threats. Texas will continue to update the Emergency Management Plan and annexes on a recurring basis to ensure accuracy, revisit assumptions, and validate roles and responsibilities.

It is critical to the implementation and success of emergency management plans that they be accurate, accessible, and actionable. In 2012, Texas defined a new planning process with the goal of ensuring full stakeholder buy-in and whole community involvement. A new format and structure for state planning documents was created to promote effective communication, clarity, and ease of use. In the coming years, Texas will continue the process of developing new plan document templates that reflect new guidance and best practices. We will also institute processes and best practices for maintaining and updating these tools, with special emphasis on responding to local and regional planners' needs. Developing the most effective, efficient, and user-friendly tools possible will require a focused multi-jurisdictional effort. Work on this initiative has already begun with the creation of a representative panel of local and regional planning stakeholders to provide essential input to the revision of the state's current local and regional guidance and templates. The Texas Division of Emergency Management will also conduct timely reviews of local emergency plans, providing guidance and assistance when needed.

Continuity of operations planning enables government agencies and other organizations to continue delivery of essential services when normal operations are disrupted. In 2013, Texas provided guidance to all state agencies on continuity planning standards and established Texas Essential Functions to capture the broad responsibilities of state government during emergencies. State agencies will implement this guidance, maintaining current and actionable continuity of operations plans and conducting annual validation exercises. The State Office of Risk Management will facilitate this process by providing feedback and additional guidance as

GOAL 4 : RESPOND

required. In addition, Texas will support state and local agency planning by providing continuity of operations training for state, regional, local, and tribal level staff.

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Objective	
4.7	Ensure access to and adequate support for homeland security and emergency preparedness and response training across all agencies, jurisdictions, and disciplines. <i>Lead for reporting: Texas Department of Public Safety</i>

Comprehensive, focused training programs ensure that individuals and teams build and maintain the knowledge and skills required to respond effectively to emergencies and operate in coordination with partner agencies and jurisdictions. Texas supports state and local agencies by establishing and implementing a training program that produces skilled and practiced first responders, emergency management leaders, and other homeland security personnel. The state’s training strategy is designed to provide tailored training for first responders and leaders at every level, including those in the private sector, in order to produce a corps of homeland security personnel who are prepared to meet the unique needs of their specific communities and integrate with leaders and responders throughout the state.

Texas state agencies will work with their federal counterparts, including FEMA, to ensure that training opportunities are available and sufficient to meet the state’s requirements, recommending changes and augmenting federal efforts when needed. The www.preparingtexas.org portal will continue to be used to list available training, support registration, and share information about training opportunities. In addition, Texas will follow national standards for emergency response training and preparedness, ensuring that designated individuals complete required coursework to maintain certifications in order for local jurisdictions to receive grant funding.

Training and Exercise Planning Workshops (TEPWs) provide an important forum for agencies and jurisdictions to evaluate training requirement and gaps and program training opportunities to address those gaps. At a minimum, Texas will conduct annual TEPWs at the state, Texas Department of Public Safety region, and Urban Areas Security Initiative levels, to develop three-year training and exercise plans. As one example of an initiative resulting from this coordination, Texas will increase alternative delivery methods for training, to include online and distance learning courses along with “just in time” training resources available when new requirements emerge. Overall, the state will work to ensure that tailored, updated training is available in a timely and affordable fashion to all individuals and teams who will benefit from it.

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Objective	
4.8	Conduct exercises across the state that include tribal, regional, and local entities and support the National Exercise Program (NEP) Principals' Objectives. <i>Lead for reporting: Texas Department of Public Safety</i>

As plans are developed and updated and new capabilities are fielded, it is essential to ensure key personnel are trained on them and then conduct realistic exercises to validate those plans and capabilities. Texas maintains a robust exercise program that helps stakeholders throughout the state plan, conduct, and evaluate response activities based on realistic scenarios of all types, including natural disasters, criminal and terrorist attacks, and other catastrophic events. The aim of the program, which is implemented in part through Training and Exercise Planning Workshops, is to make exercises that reflect the complexities of the current homeland security environment available across the state. These realistic exercises should strive to include individuals with functional and access needs to ensure emergency management staff and first responders are adequately trained to deal with the emergency needs of the whole community.

When exercises take place at the state, regional, and local levels, observations and lessons learned must be captured in a rigorous way through After Action Reviews. In addition, Improvement Plans must assign specific tasks, with regular follow-up to ensure completion. Future exercises should revisit functional areas where assessments of previous performance and capabilities found deficiencies. At the state level, Texas will enhance its efforts to gather and analyze After Action Reviews and Improvement Plans to monitor statewide trends and promote sharing of best practices.

Exercises in Texas are designed to support the National Exercise Program's Principals' Objectives and the goals and objectives of the *Texas Homeland Security Strategic Plan 2015-2020*. Texas will increase awareness of these objectives and the tenets of the Homeland Security Exercise and Evaluation Program (HSEEP) through training and outreach. Exercises at all levels should be planned, conducted, and evaluated using HSEEP principles, and jurisdictions should seek to include non-traditional partners such as private sector and community organizations in exercises where possible.

Coordinated through the Texas Division of Emergency Management, Texas will hold at least one major state-level exercise each year, addressing high-risk scenarios and functions that are essential to effective response across multiple scenarios. The location of these exercises will rotate through Texas Department of Public Safety regions to ensure statewide participation and benefits.

GOAL 5: RECOVER

Ensure rapid, effective, and comprehensive community recovery following terrorist or criminal attacks and natural or technological disasters.

Objective	
5.1	Support effective, community based post-incident recovery by ensuring plans, structures and processes are in place at all levels of government and coordinated with private sector partners, as appropriate. <i>Lead for reporting: Texas Department of Public Safety</i>

Recovery from disasters and other catastrophic incidents is a complex process that takes significant planning, time and resources. Depending on the scale of an incident, the recovery process can take years. It involves all aspects of a community including housing, private businesses, public infrastructure, health and community services, and natural and cultural resources. The level of pre-incident planning and preparedness greatly impacts the ability of communities to quickly and effectively rebuild, restore full functionality, and enhance readiness for future incidents.

Short-term recovery efforts should provide guidelines for shelter and housing needs, community security, public information, public assistance, damage assessment, debris management, restoration of public facilities and services, and the coordination of public and private resources. Long-term recovery plans should address the repair or reconstruction of communications infrastructure and damaged public facilities and infrastructure; the facilitation of efforts to restore residential and commercial structures; the restoration of the community's economic base through support of business resumption and employment opportunities; and the identification and implementation of mitigation projects and programs to reduce damage in future incidents.

The success of recovery initiatives is highly dependent upon the efforts of local government agencies, community organizations, and private sector stakeholders working in concert with a variety of regional entities such as Councils of Governments and Urban Areas Security Initiative (UASI) Working Groups along with professional and trade organizations, state and federal emergency management partners, and other state and federal agencies.

Historically, greater planning emphasis has been placed on the mission area of response than on recovery, as life and property saving measures are a first priority. As an example, there is no requirement for a recovery plan at local or regional levels. Effective recovery planning, however, can have significant impact on the long-term health and resilience of communities. To place greater focus on recovery issues, Texas will develop a comprehensive strategy to encourage long-term recovery planning at the regional and local levels. These plans should identify structures, processes, priorities, available resources, and responsibilities for coordinating

GOAL 5 : RECOVER

recovery efforts. The state will work to provide necessary technical assistance to support the development and enhancement of regional and local recovery plans.

Texas will encourage the inclusion of community stakeholders in the recovery planning process and establishment of Long Term Recovery Committees at the regional and/or local level. We will also encourage the development of strong community networks to foster a more complete understanding of potential recovery challenges and priorities, including the recovery needs of vulnerable populations. Local leadership and the identification of local community groups, governmental organizations, and non-governmental organizations to engage in the process will be critical to success. Involving the local business community, charitable groups, and others in the health, social, and community services can greatly enhance understanding of the diverse set of factors at play when a local community is impacted by a catastrophic event.

GOAL 5 : RECOVER

Objective	
5.2	Strengthen preparedness for whole community recovery through outreach programs, training, and exercise. <i>Lead for reporting: Texas Department of Public Safety</i>

Preparedness for timely and effective recovery operations and initiatives depends upon the combined efforts of state, regional, local, and tribal government, non-governmental agencies, and private sector partners. We will work to develop public outreach that focuses on whole community recovery and provides tools to local jurisdictions to develop a culture of recovery preparedness.

Texas will help raise awareness of the need for recovery planning and preparedness by integrating recovery issues into state-level exercise programs. The focus of emergency management planning, training, testing, and exercises has traditionally been placed on preparedness and response. Typically, exercises address response operations but stop short of incorporating recovery objectives. Texas will encourage state, regional and local training and exercises focused on post-incident recovery in multi-jurisdictional/multi-agency groups, beginning with workshops and/or tabletop exercises for community leaders and increasing in scope and complexity to include local businesses, community networks, non-governmental organizations, and others involved in providing health, social, and community services. Following these exercises, The Texas Division of Emergency Management will share insights and best practices in order to encourage additional consideration of recovery challenges.

Texas will provide training to local officials on recovery preparedness activities by developing training and exercise workshops that focus on disaster recovery. This includes making use of FEMA training and online courses where available. The state will also develop other outreach materials such as guides, handouts, and training videos to assist local communities in preparing for effective post-incident recovery.

GOAL 5 : RECOVER

Objective	
5.3	Coordinate rapid and effective delivery of post-incident recovery assistance to impacted communities. <i>Lead for reporting: Texas Department of Public Safety</i>

A robust recovery effort is imperative to the process of returning local jurisdictions' services to normal, ensuring the economic viability of the impacted community, and reestablishing the tax base of local governments. Currently, state, regional, and local post-incident recovery assistance is largely dependent upon FEMA funding. If an incident is not a Presidentially-declared disaster where Federal funds are made available, local governments will absorb the costs. State agencies are able to provide assistance to local jurisdictions, but this assistance is limited. Texas will continue to explore ways to assist local jurisdictions with costs related to non-Stafford Act disasters.

Texas will work to coordinate rapid and effective delivery of post-incident recovery assistance to impacted communities through several initiatives. Dependent upon the size and scope of the incidents, state and local assets can conduct rapid damage assessments in order to prioritize recovery efforts. In major catastrophes and Presidentially-declared disasters, Texas may request assistance from FEMA and other supporting federal agencies to ensure rapid deployment of recovery personnel to provide communities appropriate levels and types of relief with minimal delay. This includes quickly reviewing and evaluating preliminary damage assessments submitted by local entities and assessing interim and long-term housing, infrastructure, public health, and other recovery needs.

At the state level, we will assist local communities in identifying sources of public and private funding and direct aid following an incident and bring together recovery capabilities of state and federal agencies and other supporting organizations. We will strengthen relationships with partner agencies to ensure effective coordination, efficient operations, and seamless transition between recovery phases. This includes ensuring adequate locally-based strategies, supported at the state level, to address funding needs during each phase.

Following catastrophic incidents, it is important for communities to consider opportunities to implement new mitigation measures and other actions that enhance resilience and sustainability in the face of future incidents. State-level recovery subject matter experts will work with local leaders to assist them in implementing recovery plans by providing best practices and guidance related to housing, public health, and economic recovery. As an example, the housing and infrastructure of many Texas communities was built before the implementation of the Americans with Disabilities Act. Rebuilding efforts should include plans that optimize accessibility for residential and commercial development to strengthen resiliency for vulnerable populations. This may include builder incentives or building code changes. We will also work to restore and ensure the protection and resilience of infrastructure and other systems impacted by disasters and address long-term environmental and cultural resource recovery needs.

CONCLUSION

The *Texas Homeland Security Strategic Plan 2015-2020* provides the strategic framework to guide the state's development and employment of homeland security capabilities. The Objectives and Priority Actions listed and described in Section III represent an ambitious but achievable homeland security agenda for the state for the next five years. Performing the many tasks required to implement each Priority Action and achieve each Objective will demand continuous leadership and management, along with comprehensive multi-agency, multi-jurisdictional, and public-private coordination across a wide variety of issues. The dangerous and complex threats and hazards Texas faces will continue to evolve; we must monitor and assess them and evaluate the impact of our activities as part of a responsive risk management program.

Working together, we will maximize our ability to prevent, protect against, respond to, and recover from these threats and hazards, furthering our vision of a secure and resilient Texas that actively manages homeland security risk while safeguarding individual liberty.