

The background of the cover is a close-up, low-angle shot of the Texas state flag. The flag is shown from the bottom left, curving upwards and to the right. The top portion of the flag is white, and the bottom portion is red. The flag is set against a clear, bright blue sky. The lighting creates strong highlights and shadows on the fabric, emphasizing its texture and the way it flows.

The Texas Homeland Security Strategic Plan

2005-2010

Governor
Rick Perry

My Fellow Texans:

Texas is a strong and resilient state. Our spirited past has prepared us to respond to all threats—from catastrophic hurricanes to manmade disasters—with a resolve that is uniquely Texan. More than four years have passed since September 11, 2001, when terrorists attacked Americans on American soil. Since that tragic morning, Texas has come together to build our capabilities to prevent, protect against, respond to and recover from all threats to our homeland. In recent months, Texas was tested by the consecutive disasters of hurricanes Katrina and Rita. We learned the depth of our compassion, the strength of our careful planning, and ways we can be even better prepared in the future.

Since the release of the first Texas Homeland Security Strategic Plan in January 2004, we are more prepared than ever to face homeland security challenges. Because terrorism and other disasters do not respect jurisdictional boundaries, we have strengthened our regional response capabilities and equipped and trained first responders to address all hazards across Texas. We have developed and executed a plan to achieve statewide radio communications interoperability by January 2007, making Texas a national leader in this endeavor. We have activated the Texas Fusion Center, an around-the-clock center that provides all-hazards watch and warning, as well as information consolidation and intelligence analysis. We have one of the largest and most active Citizens Corps in the nation, a testament to the fact that Texans believe that protecting our homeland security is the duty of all Americans. We have also commissioned a task force to study and improve all aspects of emergency evacuations in the urban areas of our State.

A desire to continually improve our capabilities is why I am releasing the Texas Homeland Security Strategic Plan 2005-2010. This plan builds upon past efforts and incorporates new national initiatives designed to make our homeland safer. President Bush has directed the nation to adopt a common approach to preparedness, and provided guidance and resources with the National Response Plan, the National Incident Management System, and the National Preparedness Goal. All three initiatives have been adopted in Texas, and have created an opportunity to reassess and realign our homeland security strategy.

This plan is comprehensive, ambitious, and tailor-made for Texas. Our strategic plan focuses on building a statewide intelligence capability; enhancing multi-agency counterterrorism investigations; continually reducing vulnerabilities at critical infrastructures and key resources; ensuring public health preparedness for threats to our citizens and agriculture; expanding public awareness and involvement; training and exercising first responders to constantly improve our capabilities; and ensuring that we care for the special needs population—thoroughly, and with compassion—before, during, and after an emergency.

Homeland security requires the collaboration of many stakeholders—local, regional and state government leaders, the private sector, non-profit and volunteer groups, and citizens in every neighborhood. My office works closely with our partners to ensure, progress, transparency and accountability at all levels.

The homeland security threats we face will remain enormous and ever-changing—from terrorist groups bent on taking American lives to the unpredictable fury of nature. The Texas Homeland Security Strategic Plan 2005-2010 plan will provide us with a solid roadmap to navigate our new threat environment. I expect the plan will evolve to fit our needs as we become more prepared and the threat environment continues to change.

I thank all Texans for their vigilance, awareness and volunteerism. I encourage all Texans to join in this effort to secure our shared future. We stand strong and ready today, and we will become stronger and more ready with every passing day.

Sincerely,

Rick Perry

11-1-05





THE TEXAS HOMELAND SECURITY STRATEGIC PLAN: 2005-2010

Contents

SECTION ONE: VISION, PURPOSE, FOCUS AND COORDINATION	2
<hr/>	
A. Vision	2
B. Purpose	2
C. Focus	3
D. Coordination	4
E. Effort	7
F. Description of Jurisdictions	8
G. Regionalization and Mutual Aid	8
SECTION TWO: THREAT ASSESSMENT	9
<hr/>	
A. Overview	9
B. Terrorism	10
C. Weapons of Mass Destruction	13
D. Improvised Explosive Devices	14
E. Critical Infrastructures and Key Resources	15
F. Port and Border Security	15
G. Natural Disasters and Other Hazards	16
SECTION THREE: GOALS, OBJECTIVES AND PRIORITY ACTIONS	18
<hr/>	
A. Introduction	18
B. Goal 1: PREVENT TERRORIST ATTACKS	18
C. Goal 2: REDUCE VULNERABILITY	30
D. Goal 3: RESPOND AND RECOVER	42

THE TEXAS HOMELAND SECURITY STRATEGIC PLAN



2005-2010



SECTION ONE:

VISION, PURPOSE, FOCUS AND COORDINATION

A. Vision

Optimally position Texas to prevent acts of terrorism, protect critical infrastructures and key resources, and respond to and recover from all disasters.

What is “Homeland Security”?

1. Homeland security in Texas encompasses all efforts, both strategic and tactical, that optimally position our state to prevent, protect from and prepare for all hazards. The term “all hazards” refers to all disasters, both manmade and natural, from a terrorist attack to a catastrophic hurricane. Homeland security includes all activities aimed at preventing terrorist attacks within Texas, gathering intelligence and analyzing threats, reducing vulnerability, protecting our critical infrastructures, and coordinating responses to all hazards.
2. All homeland security efforts will demonstrate the utmost respect for civil liberties and privacy, and strictly adhere to the U.S. and Texas Constitutions and all relevant State and federal statutes.

B. Purpose

1. The Texas Homeland Security Strategic Plan 2005-2010 serves as a high-level road map for our homeland security efforts over the next five years. The Plan is a multi-part document that updates and builds upon the earlier Texas Homeland Security Strategic Plan released in January 2004, is aligned with the National Strategy for Homeland Security, and dovetails with the national objectives of the Department of Homeland Security.
2. This Plan was produced through the Governor’s Office of Homeland Security, which is responsible for the development and execution of statewide strategies and policies that optimally position Texas to prevent acts of terrorism, protect critical infrastructures and key resources, and respond to and recover from all hazards. It is designed to focus and amplify all homeland security-related activities in Texas.
3. Homeland security stakeholders in Texas cross all jurisdictions and disciplines. They include the citizens of Texas, local government partners, regional Councils of Governments (COGs) and, state agencies with a homeland security role, law enforcement agencies, federal partners, and private sector partners.

4. The Governor's Office of Homeland Security has appointed several state-level councils to facilitate stakeholder feedback and input. The Texas Homeland Security Council (THSC) is responsible for statewide planning, coordination and communication for homeland security preparedness. The THSC consists of representatives from state agencies and the Governor's Office. The First Responders Advisory Council is composed of law enforcement, fire services, EMS, and private first responders involved in emergency response. The Texas Critical Infrastructure Protection Council (CIPC) is composed of private and public sector representatives from all Critical Infrastructure and Key Resource (CI/KR) sectors. The CIPC is solely dedicated to issues related to the protection of CI/KRs through building and leveraging public-private partnerships. The Texas Intelligence Council (TIC) is composed of federal, state and local law enforcement leaders and is charged with developing and managing the statewide intelligence capability.



C. Focus

1. This Texas Homeland Security Strategic Plan communicates the high-level goals, strategic objectives and priority actions for Texas to advance the State homeland security mission. Homeland security stakeholders—including local and state agencies and regional Councils of Government—helped develop the strategy. Stakeholders looked across the unique risks and homeland security capabilities in Texas in order to identify and address priority areas for our State.

2. Over the next five years, Texas will focus on ensuring all homeland security stakeholders, including public health and agriculture communities, are fully integrated into statewide homeland security efforts. Our statewide efforts to build an intelligence capability, develop a critical infrastructure assessment and vulnerability reduction program, and coordinate all homeland security training and exercises will be essential to bringing together all homeland security stakeholders.

3. The State Strategy provides the general framework for all homeland security efforts in Texas. The State Strategy includes:

a. Goals. Goals are the desired ends that Texas will continually work toward in order to improve our capabilities to prevent, protect, respond and recover. Goals are general rather than specific and serve to focus our long-term statewide homeland security efforts.

b. Strategic Objectives. Strategic Objectives describe a specific result, event, or outcome to be accomplished towards a particular goal. Objectives will be completed within the five-year time frame

of the strategic plan. Strategic objectives are specific rather than general and serve to focus efforts toward achieving the goals.

c. Priority Actions. Priority Actions are specific initiatives that homeland security stakeholders will implement. Priority actions, taken together, directly increase our statewide capability to prevent terrorism, protect critical infrastructures and key resources, and respond to and recover from all disasters.

4. The Homeland Security Strategic Plan is designed to compliment and support the State Emergency Management Plan. The State Emergency Management Plan dovetails with the National Response Plan.

D. Coordination



1. This plan will serve as the foundation for the homeland security strategic planning process in Texas. With the understanding that homeland security planning must be flexible and able to adapt to a changing risk environment, Texas has adopted a statewide capabilities-based homeland security strategic planning process. The process will consist of four basic steps: assessing risk and identifying gaps, developing strategies, implementation, and synchronizing funding streams with homeland security outcomes.

2. This capabilities-based planning approach will balance the potential risk and magnitude of terrorist attacks, major disasters, and other emergencies with the resources required to prevent, respond to, and recover from them. This State Strategy is geared toward building capabilities for a wide range of events, especially the most likely disaster scenarios in Texas. Texas will continue to focus planning efforts on the prevention, protection, preparedness, response, and recovery tasks associated with these scenarios. With homeland security partners, the State will continue to build the specific capabilities and levels of capability that will minimize the impact of all hazards on lives, property, the environment and the economy.

a. Step 1: Comprehensively Assessing Risk and Identifying Gaps

1) Sound strategies begin with a clear understanding of the risk environment. Risk is defined as the product of threat, vulnerability, likelihood of occurrence and consequences. To anchor the risk assessment effort, Texas will produce a comprehensive homeland security threat assessment each year. The Texas Fusion Center, which is the newly-formed information-sharing and analysis hub for Texas, will be responsible for its production under the aegis of the Texas Intelligence Council. This assessment will integrate external and internal data in order to identify, prioritize and detail the homeland security threats facing Texas. The threat assessment will be routinely updated to ensure homeland security

stakeholders have an accurate understanding of the threat environment in Texas.

2) Stakeholders will use that state-level threat assessment to perform the required risk and capabilities assessments in their jurisdictions. Risk and capabilities assessments will help jurisdictions identify specific gaps, if any, in their abilities to detect, deter and respond to threats, and then prioritize their homeland security efforts and investments. For example, the Houston-Galveston region's assessment will account for the hurricane threat, while regions in south Texas will need to account for the unique threats along the Texas-Mexico Border.

b. Step 2: Developing the State Strategy

1) The statewide effort to assess risk and capability to respond will continually form the foundation of the Texas Homeland Security Strategic Plan. This will be a living document, developed for both citizens and public leaders, which communicates the steps we must take as a State to ensure constant improvement in prevention and preparedness.

2) Texas agencies with a role in homeland security are represented on the Homeland Security Council, as well as the Texas Association of Regional Councils (TARC), which is the umbrella organization for the State's regional councils of government. TARC also coordinates the Texas Citizen Corps. The Homeland Security Council is the discussion forum and decision making body for the Texas Homeland Security Strategic Plan. Members of the Council are provided with working drafts of the strategy, and act as coordinators to provide their agency's feedback to the Governor's Office of Homeland Security. Local and regional leaders provide their feedback through TARC or directly to the Governor's Office. The Governor's Office incorporates feedback as appropriate and returns the final document to the Council for implementation.

3) The State Strategy is designed to provide basic guidance over the next five years and remain a consistent articulation of the State's homeland security priorities. Agencies and regions each have internal process for developing their implementation plans for achieving the goals, objectives and actions of the strategy. The regional and state agency implementation plans will be updated annually as the homeland security environment changes and we build capabilities across the state.

c. Step 3: Implementing the State Strategy

1) Local, state and federal agencies working together play an essential role in executing the Texas Homeland Security Strategic Plan. The Governor's Office of Homeland Security will ensure the synchronization of all homeland security activities across the State.

2) State agencies with homeland security responsibilities and the 24 COGs will develop annual homeland security implementation plans which will delineate specific actions and deadlines for the forthcoming fiscal year to implement the priority actions of the State's strategic plan. Implementation plans will include performance actions that are linked to performance measures and implementation milestones.



3) DHS-designated cities under the Urban Area Security Initiative (UASI) program will not be required to participate in two planning processes—one for their UASI area and one for their COG region. Instead, UASI cities will participate in the regional planning and implementation process and the State Administrative Agency (SAA) will

be responsible for extracting UASI-related data for DHS purposes. The Governor’s Office of Homeland Security will provide specific guidance for implementation plans to ensure that they are aligned with the state strategy and also meet the requirements associated with federal homeland security funding, whether it is from the Office of Domestic Preparedness (ODP), the Centers for Disease Control (CDC) or any other federal source. Currently, UASI cities are Arlington, Dallas, Fort Worth, Houston and San Antonio.

E. Effort

1. The State Strategy and agency and COG implementation plans are part of a broad statewide effort to synchronize all homeland security activities across the state. Synchronizing homeland security activities requires the following:

a. Integrated planning. The Statewide strategic plan must be the basis for all statewide homeland security implementation plans, and thus all homeland security efforts, across the state.

b. Performance Metrics. All homeland security efforts must be tracked in a consolidated, statewide performance measurement system to measure and ensure progress toward statewide homeland security goals. Performance metrics will be normalized across the state when possible so that progress can be tracked across all jurisdictions. Performance metrics will come in various forms—from project milestones such as “COG has deployed and tested an interoperable radio communication system by January 1, 2007,” to quantifiable capability levels such as “Target percentage of law enforcement data within a region that is included in the TDEx information system.”

c. Coordinated Funding Streams. All homeland security funding streams across the state must be identified, coordinated, and linked to the performance measurement system to ensure a maximum return on investment for limited homeland security resources. This means that for every dollar that is spent on homeland security in Texas—regardless of the source—the SAA will be able to show how that dollar increased our capabilities.

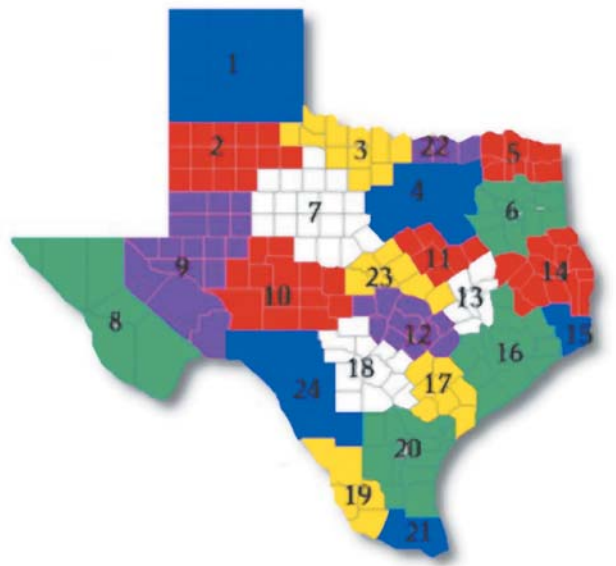


2. The Governor's Office of Homeland Security will work with the SAA to acquire a database to track the State's progress across all jurisdictions and disciplines. The Governor's Office of Homeland Security will also act as a coordinator to develop working groups and roundtables for agencies that must coordinate their efforts on homeland security initiatives.

F Description of Jurisdictions

1. Homeland security threats and hazards do not respect jurisdictional boundaries; therefore Texas has embraced a regional approach. Since September 2002, 24 Council of Governments (COG) regions have been used to ensure homeland security planning and execution occurs on a regional basis with local officials working closely together across all jurisdictions and disciplines.

2. It is important to have a clear delineation of regions in the State that will be used to implement the homeland security strategy because there are numerous ways in which the state has been divided by individual state and federal agencies. For example, the Bureau of Alcohol Tobacco and Firearms (ATF), The Drug Enforcement Agency (DEA), the Federal Bureau of Investigation (FBI), Immigration and Customs Enforcement (ICE), the United States Secret Service (USSS) and U.S. Attorney's Office (USAO) all have regional structures that are different from each other. At the state level, the Department of Public Safety (DPS), the Department of State Health Services (DSHS), and many other state agencies have different regional structures.



3. In order to synchronize and track implementation of the Texas Homeland Security Strategic Plan, Texas will bring all homeland security planning into the regional framework of the 24 COGs. This effort will require the participation and cooperation of all homeland security partners at the state, local and federal levels.

G. Regionalization and Mutual Aid

Regionalization and mutual aid are addressed in Strategic Objective 3.3, which calls for a concerted statewide effort to maximize first responder capabilities with an interlocking, statewide regional response network. The COG regions will be responsible for ensuring that appropriate mutual aid agreements are in place to ensure a regional, scalable capability to prevent, protect, respond and recover.



SECTION TWO:

THREAT ASSESSMENT

The Texas Homeland Security Strategic Plan is designed to ensure a thorough understanding of the current and future threats facing our state. The Governor's Office takes an all-hazards approach to assessing threats, which means that we look across the spectrum of all potential threats. The following is a broad summary of the most important homeland security threats facing our State.

A. Overview

1. Texas is part of an increasingly networked, globalized world; political, economic, social and technological trends across the globe affect us right here at home. Over the next five years, the United States will continue to be the economic and political leader in the world, and Texas will continue to be an economic leader in the United States—especially as commerce flows freely throughout the Americas. The ability of governments to control the flow of information, goods, technology, services, and people is diminishing; non-state actors, including terrorist groups and criminal enterprises, are able to impact international affairs and the global economy. Worldwide geopolitical and technological changes amplify the reach and resources of terrorist and criminal elements.

2. Advances in technology are the most important creators of global change since the Industrial Revolution. The spread of new technologies has improved society in countless ways, including increasing the ability of our federal, state, and local governments to protect and serve U.S. citizens. At the same time, technological advances have lengthened the reach of terror and criminal organizations, communications and travel are no longer complicated, and weapons technology and other warfare agents are more accessible to those intent on harming us. Today's terror threat is often termed asymmetric. Asymmetric threats are those that employ elements of surprise, non-traditional scenarios, and non-traditional targets.

3. Terrorists and criminals do not respect geographic, political or legal jurisdictional lines and often exploit these boundaries. Similarly, the threat from natural disasters—including hurricanes, drought, floods, wildfires and tornadoes—do not respect jurisdictional boundaries. Natural disasters will continue to threaten the lives and safety of Texans.

B. Terrorism

1. International Terrorism

a. International terrorism is the greatest threat to our national security and the security of Texas. Global trends suggest that



over the next five years the number of international terrorist groups, particularly those that are privately sponsored, is likely to grow. Terrorist groups will become more networked and increasingly share resources—including funds, intelligence, training, and logistical support. These constantly shifting, cloaked terror alliances complicate efforts to identify and track terrorists operating across the globe or in Texas. Terrorist use of technology to recruit, lead, train and handle logistics further complicates law enforcement efforts. The State's diverse urban areas, border with Mexico, critical infrastructures and key resources also create unique counterterrorism challenges in Texas.

b. A clear global trend is the convergence of crime and international terrorism. Terrorist groups use criminal enterprises to facilitate their activities and to support themselves with funds generated from criminal activities. The lines between the activities of criminal organizations and terror organizations are becoming increasingly blurred. Terrorist groups have been known to use front businesses, drug trafficking, credit card fraud, extortion, and human trafficking to fund operations and advance their goals. These criminal enterprise activities transcend national boundaries and law enforcement jurisdictions.

c. Violent Islamic extremists pose the most significant international terrorism threat to Texas and the United States. Usama bin Laden's terror network, al-Qaeda, and other Sunni terrorist groups are the most significant threats to our way of life. Hezbollah and HAMAS are two other Islamic terrorist groups of concern due to their extended network in the U.S. and substantial presence in Texas. While these three groups serve as prominent examples of terror groups who threaten Americans, they are among many international terrorist groups that pose a threat.

d. At home and abroad, the U.S. government has had great success in attacking the leadership elements of al-Qaeda, dismantling support networks. However, al-Qaeda is a resourceful organization with constantly evolving alliances, strategies and tactics. Law enforcement and intelligence agencies at all levels must remain vigilant and continue to assiduously pursue al-Qaeda and other international terrorist groups.

1) Al-Qaeda is a radical Sunni Muslim umbrella organization with known operations in as many as 65 countries. Al-Qaeda's stated goals are to establish Islamic states throughout the world, overthrow regimes deemed non-Islamic, expel all westerners or non-Muslims from Muslim countries, and kill U.S. citizens and their allies everywhere. Al-Qaeda seeks to plan and execute spectacular acts of terrorism to advance its goals.

2) Al-Qaeda was responsible for the World Trade Center bombing in 1993, the 1998 embassy bombings in Africa and the 2000 attack on the USS Cole in Yemen. The most harrowing al-Qaeda operation to date was the coordinated attack of September 11, 2001 in New York and Washington, D.C. It is estimated that the group has the ability and intent to carry out future attacks on U.S. soil. Abu Musab al-Zarqawi, the Jordanian-born terrorist leader whose violent network has orchestrated numerous attacks in Iraq, has close ties to al-Qaeda and also poses a grave threat to U.S. interests.



e. Hezbollah is a radical Shi'ite Muslim group supported by Iran and largely based in Lebanon. Until the attacks of September 11, 2001, Hezbollah had murdered more Americans than any other terrorist group, including killing 241 Marines in a 1983 bombing in Beirut. HAMAS is the Palestinian branch of the Muslim Brotherhood, which uses political and violent means to advance the goal of destroying Israel and achieving an Islamic Palestinian State. HAMAS has sponsored hundreds of bomb attacks in Israel.

2. Domestic Terrorism

a. Terrorists do not always operate within the construct of an organized group. “Lone wolf actors” pose a significant terrorism threat. Lone wolf actors are individuals who draw ideological inspiration from terrorist organizations, but operate alone on the fringes of those movements. A lone wolf jihadist with sympathy for a terror group like al-Qaeda or HAMAS could pose a considerable threat. Ted Kaczynski, known as the Unabomber, and Eric Robert Rudolph, who bombed Centennial Park at the 1996 Olympics in Atlanta, are examples of lone wolf actors aligned with domestic terrorists—one an anarchist, and one a Nazi idolater.

b. Domestic terrorism will continue to pose a threat in Texas over the next five years. Domestic terrorist groups usually fall into two broad categories: left-wing extremists and right-wing extremists. Left-wing groups commit acts of sabotage or violence in order to advance a political agenda usually related to trade globalization, human and labor rights, animal rights or the environment. Right-wing groups are usually white supremacist or anti-government groups who target law enforcement officials, government officials, and minority groups.

1) Examples of left-wing groups are the Animal Liberation Front (ALF), the Earth Liberation Front (ELF) and the Stop Huntington Animal Cruelty group (SHAC). These three groups are simply examples of left-wing domestic terrorists; they do not represent all potential threats in this area. Left-wing domestic terrorists tend to target research laboratories, pharmaceutical and cosmetic companies, and organizations that monitor or lobby against their political views.

2) Examples of right wing groups are Skinheads, the modern Klan, other neo-Nazi white supremacist groups, and anti-government groups. These organizations tend to target minority groups—including Jews, African-Americans, homosexuals, and Catholics—as well as government officials. The gruesome 1998 murder of James Byrd, Jr. in Jasper, Texas is an example of the extremely violent tendencies of some white supremacists.

3. Agricultural Terrorism

Agricultural terrorism is a high-priority threat to Texas, given the magnitude and diversity of the Texas agricultural industry and our long border with Mexico and four other U.S. states. Agriculture is the second largest industry in Texas, with annual cash receipts of more than \$12.6 billion dollars. Agricultural hazards of primary concern are animal and plant pests and diseases, pesticide hazards, and contamination of the food supply. Agricultural terrorism could be considered another face of bioterrorism, given the potential for a devastating health epidemic due to contaminated food products. The well-being of consumers,

animals and plants are of primary concern, along with the impact that an agricultural hazard could have on the Texas economy.

An example of an agriculture-related homeland security threat that is naturally occurring is avian influenza, often called the bird flu. Bird flu viruses occur naturally among birds and can infect domesticated birds in the food supply, including chickens, ducks, and turkeys. The risk from bird

flu is generally low and does not normally infect humans. However, the current outbreak of avian influenza A (H5N1) among poultry in Asia and Europe has prompted health and homeland security officials to reevaluate and improve preparedness for the avian flu.



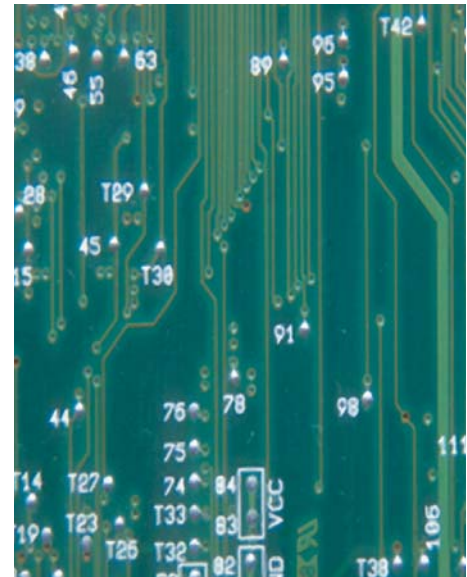
4. Cyber Terrorism

Terrorists or criminal actors could attack the State's cyber infrastructure. Virtually every sector of our society and the Texas economy is reliant upon computer networks. The largest threat to our cyber networks stem from insiders—individuals with access to a computer system who intend to abuse that access—as well as foreign governments developing cyber warfare capabilities and hackers or hacking groups. A coordinated attack on our cyber infrastructure could amplify a traditional terrorist attack.

B. Weapons of Mass Destruction

1. Weapons of mass destruction (WMD) include nuclear, biological, chemical and radiological weapons. What unites these weapons is their ability to cause mass casualties and spread panic.

Nuclear weapons are the highly explosive bombs from radioactive materials. Biological weapons are those intended to introduce disease-causing micro-organisms, including viruses and infectious nucleic acids. The intentional release of a biological weapon could develop, undetected, over the course of days or weeks, creating a major epidemic. Biological weapons are also of particular concern because they can multiply and



mutate. Chemical weapons work principally through toxicity to cause death, temporary incapacitation or permanent harm. Chemical weapons can be just as devastating as biological weapons, but they dilute and disperse over time. Radiological weapons are those that spread radioactive material. They are less effective at accomplishing mass fatalities than other WMD categories, but they could effectively cause extreme fear and terror throughout a population and render areas uninhabitable.

2. WMD in the hands of terrorists present a serious threat to Texas. The devastating results of WMD being successfully deployed in Texas are self-evident. Intelligence suggests that some terrorist organizations have sought to develop WMD capability. Chemical, biological, radiological, nuclear, or high-yield explosive materials are more available and more easily transportable in today's world. The porous Texas-Mexico Border and our many seaports make the transport of WMD an area of grave concern in Texas.

C. Improvised Explosive Devices



High-yield explosives are sometimes categorized as WMD because of their potentially devastating impact. High-yield explosives pose a significant threat in the form of Improvised Explosive Devices (IEDs). IEDs are “homemade” explosive devices designed to kill, injure and incite confusion and terror. IEDs can include a range of explosives using various containers and delivery methods, and can be launched in combination with toxic chemicals, biological toxins, or radiological material. IEDs of particular concern are vehicle-borne IEDs (VBIEDs), which use a vehicle as the package or container for the explosives. IEDs can cause devastating casualties and destruction, as evidenced by the bombing of the Murrah Federal building in Oklahoma City in 1995 and the World Trade Center bombings of 1993. In 1996, a VBIED attack at the Khobar Towers housing complex in Dhahran, Saudi Arabia killed nineteen U.S. servicemen and wounded hundreds of others. Terrorists in Iraq have used VBIEDs extensively against U.S. interests and allies. Texas must be cognizant of the risk from IEDs and be prepared to detect and respond to an IED scenario.

D. Critical Infrastructures and Key Resources

1. Protecting critical infrastructures and key resources (CI/KR) in Texas is vital to our security and economy. Critical infrastructures are physical or cyber assets so vital that their incapacity or destruction would have a debilitating impact on security, national economic security, or national public health or safety. Key resources are publicly or privately controlled resources that are essential to the minimal operations of the economy and government. The CI/KRs in Texas cross all seventeen sectors, which include agriculture, banking and finance, chemical, energy, emergency services, information technology,

telecommunications, postal and shipping, public health, transportation, water facilities, commercial sites, dams, and nuclear facilities. The Golden Triangle region of southeast Texas demonstrates the importance of Texas CI/KRs. More than fifteen percent of the world's crude oil is either refined or shipped through the Golden Triangle, which contains more than fifty-four chemical and petroleum related refineries, including the largest jet fuel processor in the world.



2. Critical infrastructures are classified by sector, but they are intrinsically linked. An attack on one sector could trigger cascading effects on other sectors. For example, an attack on a key Internet node might cause few direct casualties, but could cause widespread disruption in the transportation sector and threaten public safety. Attacks on the critical infrastructure in Texas could cause devastating casualties and destruction, but also affect the vitality of our economy.

3. Although schools are not an official CI/KR sector, our schoolchildren are our most precious resource. Schools must also be prepared to prevent, respond to and recover from a range of threats to our classrooms. As with CI/KR sectors, vulnerability assessments and emergency response plans are necessary. The tragic school hostage crisis in Beslan, Russia in September 2004 was a disturbing reminder that we must remain vigilant in our schools.

E. Port and Border Security

1. The entry ports of Texas are a segment of our critical infrastructure that requires special consideration. Ensuring the security of our international border and ports without endangering the flow of commerce is a vital issue to Texas and our nation. Texas has a dozen seaports and more than 1,000 miles of inland waterways responsible for more than 17 percent of the gross state product. Our state is also home to 14 border crossings, including seven of the nation's ten busiest on the southern border.

2. Terrorist leaders view illegal entry as more advantageous than legal entry for operational security. Al-Qaeda leaders plan to use criminal alien smuggling organizations to infiltrate terrorist operatives across the Texas-Mexico Border. Further, alien smuggling rings create channels for weapons of mass destruction and other contraband that pose a public safety and homeland security threat. As our nation increases its ability to detect known or suspected terrorists through security measures at air and sea ports, terrorists will increasingly exploit the Texas-Mexico Border to enter the U.S. undetected.

3. Illegal aliens from countries other than Mexico—known as OTMs—are flowing across the Texas-Mexico Border. According to U.S. Customs and Border Patrol, more than 137,774 OTMs were apprehended in Texas in FY 2005 through September. OTMs of particular concern are those from countries with a known Al-Qaeda presence such as Iraq, Iran, Indonesia and Bangladesh, as well as



those from the Triborder region of Latin America. The Triborder Region between Brazil, Argentina and Paraguay is the focal point of Islamic extremism on that continent.

4. Border security is complicated by a lack of federal detention space for illegal aliens. Rather than detaining captured illegal aliens until an immigration court hearing, the overwhelming majority of OTMs were released on their own recognizance with orders to appear at a deportation hearing in the future. DHS has recently implemented a new expedited return policy for aliens illegally entering the United States that are apprehended within 100 miles of the border and within 14 days of illegal entry. Although the new expedited removal policy is one border security tool, its scope is limited and

clear security gaps remain. The unabated flow of non-Mexican foreign nationals into Texas through Mexico constitutes one of the most significant threats to Texans.

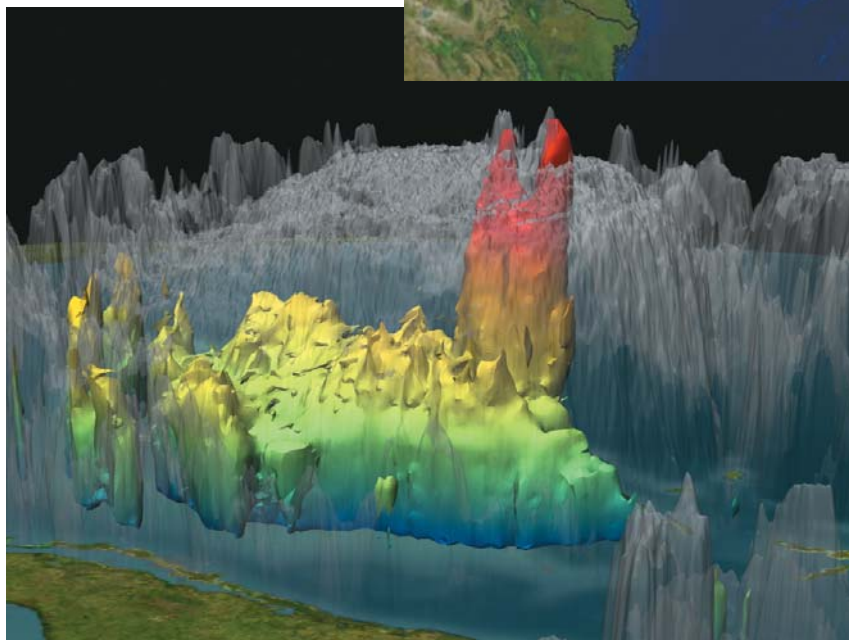
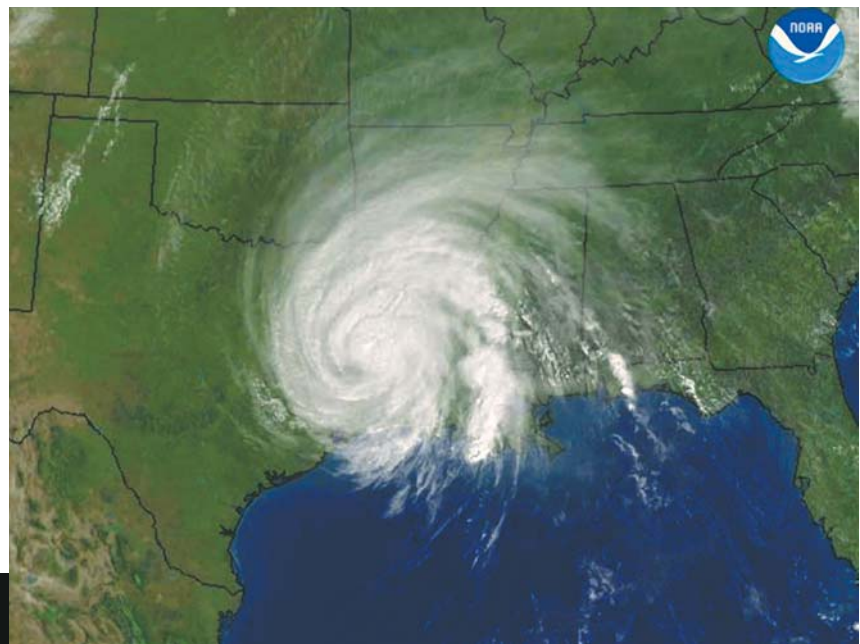
F. Natural Disasters and Other Hazards

1. Texas is committed to an all-hazards approach to homeland security that addresses threats posed by natural and man-made hazards, because it regularly experiences the disastrous impact of both types of hazards.

The most frequent causes of major disasters in Texas are flooding, tornadoes, and hurricanes. Texas ranks first among the states for frequency of tornadoes and flash floods and the State has more than 10 million acres of floodplain. It is second only to Florida in the number of hurricane impacts. Drought and wildfires also regularly pose serious threats to substantial portions of the State. Other natural hazards that occur less frequently in Texas include ice storms, hail storms, and minor earthquakes. These natural hazards impact some portion the State each year and, in comparison to other homeland security hazards, cause by far the greatest losses of life and property. The Galveston hurricane of 1900 killed more than 6,000 people – the largest loss of life in a natural disaster in U.S. history. The flooding caused by Tropical Storm Allison in the Houston-Galveston area in 2002 was one of the costliest natural disasters in U.S. history in terms of property damage. The loss of life and damage to property caused by Hurricanes Katrina and Rita, which ravaged the Gulf Coast of the United States in Fall 2005, were tremendous. The State of Texas will incorporate lessons learned from those consecutive disasters into hurricane response and recovery plans.

a. Technological hazards also pose a major threat throughout much of Texas. Because of the large number of petrochemical facilities, a massive highway system, an extensive long-haul rail system, more than 300,000 miles of pipelines, and a large number of ports, Texas has the largest number of spills, fires, and explosions involving hazardous materials of any state. The Texas City disaster of 1947, when a ship exploded in the harbor of that city, killed nearly 600 people and caused more than 2,000 injuries.

2. Natural and man-made disasters have historically posed a statistically greater threat to Texans than acts of terrorism. Natural disasters cannot be prevented, but mitigation programs can reduce their severity and well-organized and coordinated state and local homeland security programs can preserve life and protect property and carry out timely recovery programs.





SECTION THREE:

GOALS, OBJECTIVES AND PRIORITY ACTIONS

A. Introduction

1. The State Strategy communicates the high-level goals, strategic objectives and priority actions for Texas to advance the State homeland security mission.

Three goals are the foundation of the State Strategy:

- ★ a. Prevent **Prevent terrorist attacks within Texas**
- ★ b. Protect **Reduce vulnerability to terrorist attacks and other disasters**
- ★ c. Prepare to Respond and Recover **Minimize damage and quickly recover from terrorist attacks and other disasters.**

2. These Texas homeland security goals are aligned with the President's highest-priority goals of prevention, protection, response and recovery. The Department of Homeland Security has also identified seven national priorities for preparedness. The Texas strategy encompasses each of these priorities, but is tailored to meet the unique homeland security needs of our state given its size, geographic features, lengthy land and sea borders, and diversity.

B. Goal 1: PREVENT TERRORIST ATTACKS WITHIN TEXAS.

The best way to protect the citizens of Texas from the consequences of a terrorist attack is to stop an attack before it can occur. Preventing terrorist acts is the number one homeland security priority in the State of Texas. Prevention encompasses all efforts to detect terrorists, deter their activities, deny access to support structures, and stop an attack before it can occur. The focus of our prevention efforts is a robust investigative and intelligence capability.

Linked National Homeland Security Priority:
Strengthen Information Sharing and Collaboration Capabilities:

Establishing prevention frameworks based on expanded regional collaboration that are linked in a national network will facilitate efforts to achieve information sharing and collaboration capabilities.

1. OBJECTIVE 1.1: ESTABLISH A STATEWIDE CRIMINAL INTELLIGENCE CAPABILITY THAT REDUCES THE THREAT FROM TERRORISM AND CRIME.

PRIORITY ACTIONS:

- 1.1.1. Establish a Texas Intelligence Council composed of local, state, and federal agencies to establish and manage the statewide intelligence capability, to include requirements management, collection, distributed analytical production, and dissemination.**
- 1.1.2. Facilitate the establishment of multi-agency fusion capabilities in regions where needed.**
- 1.1.3. Establish a Texas Fusion Center to integrate homeland security-related information and intelligence across all jurisdictions and disciplines in Texas.**
- 1.1.4. Fully leverage existing intelligence components in the State with a distributed network of intelligence networks.**
- 1.1.5. Enlist the homeland security community, including health services, agriculture, animal health, and other critical infrastructure stakeholders, as collectors and customers of intelligence.**
- 1.1.6. Implement the Texas Intelligence Information Technology Plan.**
- 1.1.7. Ensure local law enforcement agencies in Texas have onsite access to the Automated Fingerprint Information System.**

a. Today's threat environment is more complex and dynamic than ever before. Globalization has permanently shrunk the world and crime and terrorism have converged. Intelligence must play an essential role in order to protect our citizens in this new threat environment. Recognizing that protecting civil liberties is also a critical aspect of protecting citizens, we will ensure that all homeland security initiatives strictly adhere to the U.S. and Texas Constitutions and fully protect the rights of citizens.

b. In the past, criminal threats and patterns were predictable and slow to change; therefore law enforcement could afford a reactive approach to addressing crime. Now it is clear that law enforcement must have a thorough and timely understanding of the current and future threat environment in order to conduct investigations to prevent acts of terror. This also enables effective long-term prevention and enforcement strategies, and provides the information necessary to prioritize limited law enforcement resources.

c. Over the past three years, the law enforcement community in Texas has made significant progress in sharing information and incorporating intelligence into core business processes. Local, state and federal law enforcement agencies have recognized the importance of this in the performance of their missions. While these efforts have enhanced our ability to address asymmetric threats, no single agency or fusion center in Texas has all the relevant cross-jurisdictional information on terrorist and criminal enterprise activities in the State. Further, non-traditional entities such as the agriculture and public health communities, as well as the private sector, should play an important role in collecting information and using intelligence. To optimize homeland security in the State, a fully integrated and inclusive infrastructure is needed. In fact, it is a homeland security and public safety imperative.

d. The Texas statewide intelligence capability will be built upon a distributed network of networks, linked by information technology, and governed by a statewide council. Having a statewide intelligence capability means having specialized processes, information systems, and human talent to harness the currently fragmented homeland security information in a way that arms investigators, first responders and policymakers with useable knowledge and foreknowledge about the threat environment in Texas.

e. Knowledge about the threat environment comes in the form of intelligence products flowing over information channels—including rapidly disseminated suspicious activity reports and threat warnings, regularly produced bulletins and briefings, high-level strategic assessments, and advanced pattern and link analysis. The intelligence process is how analysts transform raw information into finished products for customers to use in decision-making and action. The process consists of discrete steps—including planning, collection, analytical production and dissemination. In Texas, stakeholders across the State will participate in an integrated statewide intelligence cycle that is planned at the state-level.

f. The Texas Intelligence Council

Structured leadership is necessary to develop and nurture a statewide intelligence capability with a shared process. The Texas Intelligence Council (TIC) oversees our statewide intelligence efforts. The mission of the TIC is to maximize the intelligence capability in Texas by providing state-level coordination and policy guidance. The TIC is composed of local, state and federal law enforcement leaders from across Texas who work together to establish policy guidance, to include collection requirements, production and dissemination of intelligence products, homeland security-funded regional intelligence centers, the Texas Fusion Center (TxFC), information technology initiatives, and human capital strategies. Further, the TIC will ensure progress by tracking developmental milestones and establishing appropriate state-level performance metrics. Another essential function of the TIC is to encourage all stakeholders throughout Texas to participate to ensure that intelligence is a multi-agency, multi-jurisdictional and multi-disciplinary effort.

g. Regional Fusion Capabilities

Fusion centers are the most structured form of multi-agency intelligence collaboration and form essential nodes in our intelligence network. The TIC will assess the intelligence landscape in Texas to identify gaps in the network that could be addressed by the establishment of a fusion center—or other fusion

capability—and to ensure local or regional fusion efforts are fully integrated into the state architecture. The Council will set minimum standards and broad policies to ensure that fusion efforts are integrated and fully networked. The Council will also be the governing body of the TxFC.

h. Texas Fusion Center

An intelligence fusion center is where information and intelligence from different sources is exchanged, consolidated and analyzed to improve the ability to fight crime and terrorism. The Texas Fusion Center (TxFC), which is located within the Department of Public Safety, integrates and analyzes information from disparate sources statewide to spot criminal and terrorism patterns. The TxFC also supports a 24-7-365 threat watch and performs critical data collection and analysis on the critical infrastructures and key resources in Texas. The TxFC will also serve as a resource to establish and manage the statewide intelligence capability, including providing information technology and support to stakeholders.

i. Intelligence Information Technology Plan

National-level law enforcement and homeland security information systems provide unique and invaluable capabilities to the homeland security community in Texas. Texas must fully leverage these federal information sources and channels and remain engaged in all national-level technology initiatives so that information continues to flow in and out of the State in a way that optimally supports investigative and intelligence activities in Texas. Texas must also build new capabilities to address information technology gaps. The Texas Intelligence Information Technology Plan is designed to optimize the vast amount of data collected by the thousands of law enforcement agencies in Texas, as well as other data relevant to the homeland security community, and is composed of eight elements:

- 1) Leverage existing federally funded information systems to communicate and collaborate at all levels.
- 2) Adopt the Justice Global XML data sharing standards for all new criminal justice information systems.
- 3) Implement TDEX, a pointer index capability for all law enforcement agencies in Texas, so that the law enforcement community can quickly locate the law enforcement data they need.

TDEX Appriss

Search Watch My Account Links Reports Help Logout

Name Naratives Physical Characteristics Social Security Number Vehicles

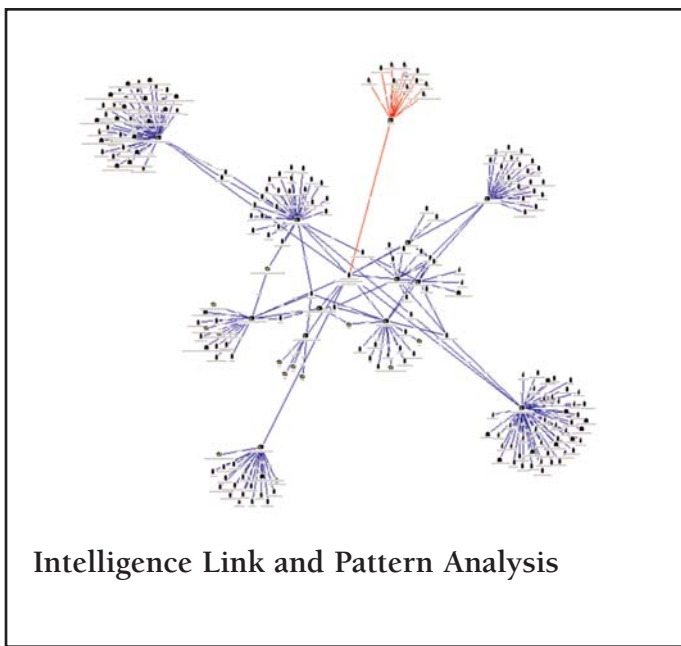
The search will attempt to match all entered fields. For example, if both the name and social security number are entered, the search will try to match both of these fields.

1. Include the following name and biographical information in my search:
Please enter at least the first two letters of the last name and the first letter of the first name.
*Last Name: *First Name:
Name Match: Partial (Smith matches Smith, Smithson, etc.)
 Exact
Social Security #:
Date of birth must be entered in MMDD/YYYY and has a maximum range of 10 years.
DOB between: and
Gender: Race:
* Required

2. Include the following records in my search:
 Bookings
 All
 Incarcerated Only
 Incident Reports
 All
 Select Types
 Arrestee
 Complainant
 Suspect
 Victim
 Witness
 Person of Interest
 Probation and Parole
 Traffic Citations
 Warrants
 Only Records with Photos

3. Include the following locations in my search:
 My State Only
 My Agency Only
 My State and All Regional States
 All States

- 4) Deploy a web-based vulnerability assessment tool for all critical infrastructure and key resource (CI/KR) sectors in order to identify and prioritize vulnerabilities.
- 5) Consolidate all threat and suspicious activity reports across all jurisdictions and disciplines with CI/KR, special events, and response capability data on a geospatial platform to facilitate information sharing and analysis.
- 6) Adopt a geospatial visual monitoring system that allows emergency personnel to monitor real-time traffic flow for evacuations, equipment and supplies transfer, and critical infrastructure security during emergencies.
- 7) Establish an information technology capability within the TxFC to enable sophisticated link and pattern analysis on structured and unstructured data in support of statewide homeland security activities.



- 8) Integrate and expand statewide human and animal health surveillance capabilities in order to collect and consolidate public health, veterinary, and agriculture syndrome-related data.

j. With a statewide intelligence network empowered by technology, linked by common processes and governed by an inclusive intelligence council, every law enforcement agency regardless of size can play an important role in Texas intelligence efforts. Our ability to prevent terrorist attacks and dismantle seemingly intractable criminal enterprises will improve as the participation level increases.

k. Non-traditional disciplines—including the public health, agriculture, and environmental quality communities—must be integrated into the

intelligence network. One key way that these disciplines will play a role is by participating in a statewide human and animal health surveillance system. Human and animal health surveillance is when human and animal health data is consolidated and analyzed with information technology to provide forewarning of a public health or animal disease outbreak. If signs of an outbreak are detected early, the effects of the outbreak can be more easily addressed; damage and loss of life can be minimized. Health surveillance is particularly important given the threat of bioterrorism.

2. OBJECTIVE 1.2: ENSURE A ROBUST INVESTIGATIVE CAPABILITY TO ADDRESS TERRORISM AND ALL TERROR-RELATED MATTERS.

PRIORITY ACTIONS:

1.2.1. Establish an integrated, multi-agency counterterrorism investigative capability throughout the state that addresses all:

- **Known or suspected terrorist organizations, cells, and actors,**
- **Terror-related threats,**
- **Suspicious activities,**
- **Groups and networks providing direct material support to terrorists,**
- **Criminal enterprises indirectly supporting or enabling terrorists.**

1.2.2. Establish a network of human sources that can provide detailed and relevant information on known or suspected terrorists or organizations providing direct material support to terrorists, and criminal enterprises indirectly supporting terrorists.

1.2.3. Establish statewide counterterrorism and intelligence training requirements for law enforcement and other homeland security-related personnel.

a. Counterterrorism Investigations and Information

1) Criminals and terrorists do not respect jurisdictional boundaries; therefore no single agency or level of government alone can fully address the threat of terrorism. Due to the wide reach of counterterrorism investigations, a lead in a small town in Texas can have statewide, national or international significance. Every terrorism lead must be pursued to its logical conclusion.

2) Counterterrorism and terror-related criminal enterprise investigations are some of the highest priorities for law enforcement agencies across Texas. To be effective, counterterrorism efforts must be coordinated, multi-agency and multi-jurisdictional. Investigators and analysts from all levels and jurisdictions must work together in order to detect, deter, and apprehend terrorists and their supporters before an attack can occur.

3) In Texas, counterterrorism-related investigations are coordinated through Joint Terrorism Task Forces (JTTFs). JTTFs are a useful structure for integrating investigations because they pool the resources of

investigators and analysts from federal, state and local agencies to jointly address terrorism matters in a region. A large portion of JTTF investigators and analysts come from state and local law enforcement agencies. The aim is to create a network across Texas with the ability to quickly and thoroughly address all terrorism-related matters and prevent acts of terrorism before they occur. Texas has seventeen JTTF groups operating across the State. The eight full-scale JTTFs in Texas are located in Austin, Dallas, El Paso, Houston, Lubbock, McAllen, Midland and San Antonio. The cities of Beaumont, Brownsville, Bryan, Conroe, Corpus Christie, Fort Worth, Laredo, Texas City and Tyler have JTTF annexes. Using this construct, investigators have the ability to connect intelligence from a former training camp in Afghanistan to a terror lead in a small town in Texas. Further, intelligence derived in a local investigation can have intelligence value overseas.

4) Integrated investigations should focus on the most significant threats facing our state and the nation. The highest priority cases are those that identify and target known or suspected terrorist organizations, cells, and actors. Our aim is to create an inhospitable environment for terrorists by empowering investigators at all levels. The statewide intelligence capability will assist investigators to prioritize and develop cases that prevent terrorist attacks and degrade terrorist capabilities.

5) Counterterrorism investigations in Texas will also focus on the groups that provide direct material support to terrorist organization, cells and actors. Training, financing, recruiting, logistical support, and pre-attack planning and preparation are all required components of terrorist operations. Law enforcement will target the individuals, groups and networks that supply these support elements.

6) Traditional terrorist support networks provide direct material support to operatives, but terrorists also use criminal organizations for material support. Criminal groups are willing to profit from terrorists, who pay for unique services like providing fictitious identities and smuggling people or contraband. Texas has a particular threat from the criminal groups that help special interest aliens—persons from countries with known or suspected terror ties who enter the U.S. illegally—cross into the U.S. each year. Because Texas is situated on a border with several major sea ports, our State has the need to identify, infiltrate, gather intelligence from and dismantle criminal groups that support the smuggling of potential terrorists into the U.S.

b. Training

1) Texas has a proud tradition of rigorous statewide training requirements and opportunities for law enforcement personnel through the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE). Texas has consistently provided high-quality counterterrorism training to law enforcement officials at all levels, particularly following the events of September 11. Leveraging the training resources of TCLEOSE, Texas will ensure valid counterterrorism training requirements exist for all law enforcement personnel.

2) In addition to law enforcement personnel, private security personnel will play an increasingly important role in protecting facilities and citizens from immediate terrorist and criminal threats. Through the Texas Department of Public Safety's Private Security Board (PSB), Texas will provide

opportunities for private security personnel to receive counterterrorism training to ensure they are integrated into the prevention framework, to include IED detection, prevention and response.

3) It is impossible to prevent all attacks; however, law enforcement and security officials who patrol our streets and guard our critical assets and key resources must be trained to recognize the suspicious activities, tradecraft and precursor crimes that often precede a WMD or an IED attack. These can include theft of explosives or chemicals used in explosives, surveillance activities, rental of self-storage space to store chemicals or mixing apparatus, unusual deliveries to residential or rural addresses, 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. Information related to these precursor activities and crimes must be incorporated into law enforcement and homeland security personnel training and activities across Texas.

3. OBJECTIVE 1.3: PREVENT TERRORISTS FROM EXPLOITING THE TEXAS-MEXICO BORDER.

PRIORITY ACTIONS:

- 1.3.1. Increase local and state patrols of the border region to increase security, particularly between the ports-of-entry.**
- 1.3.2. Support integrated, multi-agency investigations to address violent criminal organizations operating in the Texas border region which threaten public safety and national security.**
- 1.3.3. Enlist the National Guard to provide homeland security support, training and exercises without militarizing the border.**
- 1.3.4. Work with local law enforcement leaders along the Texas-Mexico Border to expand the Neighborhood Watch, Reserve Deputy, Reserve Police Officer and the Citizen Academy programs along the border.**
- 1.3.5. Support federal efforts to expand the US-VISIT program, to include the use of radio frequency identification (RFID) technology, to increase the speed and security of commerce and tourism at points of entry.**

Border security is fundamental to the prevention of terrorism. Al-Qaeda plans to use alien smuggling organizations to infiltrate terrorists across the Texas-Mexico Border. Further, alien smugglers create channels for WMD and other contraband. Illegal aliens from countries other than Mexico are of particular concern, especially aliens from countries with Al-Qaeda ties and the Triborder region of Latin America—a focal point of Islamic fundamentalism.

a. Increased Patrols and Multi-Agency Investigations

1) Local and state patrol resources also play a vital role in border security, particularly when they work alongside DHS officers to increase patrols along the border. Operation Stone Garden was a program activated during the heightened threat period between October 2004 and January 2005, which funded state and local law enforcement officers who volunteered to patrol the border. The program was a cost-effective way to amplify border security as well as reduce border-related crime and violence.

2) A similar initiative that the state will support is Operation Linebacker, which was conceived by the Texas Border Sheriff's Coalition as a program to integrate law enforcement resources along the border between points of entry. Key aspects of the initiative include increased patrols and the support of the local community to enhance border security.



3) The increased patrol presence and intelligence that result from Operation Linebacker will increase public safety and border security, particularly in rural areas. To ensure a stronger law enforcement presence throughout the border region, additional local law enforcement initiatives that are singularly focused on the reduction of violent border crime are needed.

4) Citizens who live along the border suffer the daily consequences of border-related violent crime. Powerful criminal organizations support their operations by torturing, kidnapping and murdering citizens on both sides of the border. Initiatives developed and executed by local law enforcement leaders are the most effective way to stop the criminal organizations deeply rooted

in local areas along the border. To reduce violent crime, the state will support the multi-agency investigative initiatives of local law enforcement agencies.

5) The National Guard will serve in a support capacity to enhance Homeland Security activities along the border. The Guard will also provide training and participate in exercises to test response capabilities.

b. Neighborhood Watch

1) Citizens can play a significant role in border security. Texans who live along the Border are impacted daily by border related criminal enterprise activity and violence. The Border is their neighborhood, and they can be organized to protect that neighborhood. The State will support efforts to enlist local citizens for well-coordinated Reserve Deputy, Reserve Police Officer, Neighborhood Watch and Citizens Academy programs under the aegis of local law enforcement. The programs will provide a vital service by leveraging citizens to identify and report suspicious activities. Citizen vigilance will also deter terrorist exploitation of the border and help protect vulnerable citizens and illegal immigrants from border crime and violence.

c. US-VISIT

1) It is vital that legitimate trade and travel across the U.S. border is expedited in a secure manner. The ties of friendship between Mexico and the U.S.—Texas in particular—are deep. Communities on both sides of the border share values and traditions. Mexico is an important partner in trade with Texas, with 12 separate industries in Texas exporting more than \$1 billion in goods and products to Mexico each year. Computers and electronic products, transportation equipment, food and agriculture products, fabricated metals, machinery, plastics and petroleum, they all cross our border into Mexico in great quantities, and compose a \$42 billion export industry.

2) In order to ensure expedited and secure entry and exit for visitors to Texas from Mexico and other countries, Texas will support DHS efforts to expand the US-VISIT program. US-VISIT is part of a continuum of security measures that requires persons traveling to the United States to have his or her biographic and biometric information –fingerprint scans and a digital photograph – captured by the U.S. Department of State. The program both expedites and further secures our ports of entry by ensuring that a visitor's travel documents are legitimate. A new US-VISIT initiative includes the use of radio frequency identification technology (RFID) imbedded in I-94 immigration documents to identify frequent business travelers from Mexico to allow them to avoid delays at ports of entry. DHS is testing this technology at points-of-entry in other states through spring 2006, and is expected to expand the program to Texas once tests are complete. Texas will also participate in US-VISIT exit verification programs. The State will support all efforts to increase the speed and security of legitimate travel and trade at all points of entry.

4. OBJECTIVE 1.4: INCREASE PUBLIC AWARENESS AND REPORTING OF SUSPICIOUS ACTIVITIES RELATED TO TERRORISM, WITH AN EMPHASIS ON THOSE RELATED TO WMD AND IED ATTACKS.

PRIORITY ACTIONS:

1.4.1. Work with the local law enforcement community to identify priority messages for a targeted public awareness campaign focusing on reporting of suspicious activities related to terrorism.

1.4.2. Establish regional and local strategies to increase terror-related public awareness through the media outlets and citizen groups.

a. The role of citizens in fighting terror cannot be understated. The public has always been a vital source of information about suspicious persons, activities or trends in their communities. Texas has made tremendous progress in ensuring that the public is informed about ways to report suspicious activities to law enforcement officials. Public vigilance has mitigated many public safety and homeland security threats in Texas.

b. The State will continue to ensure that all citizens are informed about how to recognize suspicious activity, and what to do when they do recognize that activity. Specifically, the public must be made aware of activities, tradecraft and precursor crimes related to WMD and IED attacks. The State will leverage the strong relationships that local law enforcement leaders have forged with community groups and media outlets to execute a coordinated public awareness strategy. This effort will ensure that citizens receive the terror-related information that will allow them to be vigilant and protect their communities from an attack.

B. Goal 2: REDUCE VULNERABILITY TO TERRORIST ATTACKS AND OTHER DISASTERS.

Risk is the combination of threat, vulnerability, likelihood of occurrence and consequence. Protection encompasses all efforts to reduce vulnerabilities across the State in order to lessen the consequences of homeland security hazards. Protection efforts in Texas include protecting our critical infrastructures and key resources in Texas across all sectors and disciplines and executing a coordinated hazard mitigation effort.

Linked National Priorities:

Implement the Interim National Infrastructure Protection Plan: Strengthen capabilities to protect high-traffic borders, ports, public transit systems, and other high priority critical infrastructure outside the areas of expanded regional collaboration centered on urban areas.

Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities: Strengthen national capabilities to prevent and deter acts of terrorism.

1. OBJECTIVE 2.1: REDUCE VULNERABILITY AT CRITICAL INFRASTRUCTURES AND KEY RESOURCES IN TEXAS.

PRIORITY ACTIONS:

- 2.1.1. Create a process to identify, validate, and update data on all CI/KRs in Texas with federal, state, local and private sector partners.
- 2.1.2. Develop and maintain a Texas CI/KR information database that can be easily accessed by local, state and federal law enforcement agencies.
- 2.1.3. Establish an integrated program to assess and prioritize the vulnerabilities of each CI/KR site in Texas.
- 2.1.4. Work closely with DHS, local governments, and industry to implement the Buffer Zone Protection Program to develop plans to protect eligible CI/KRs in order of priority and track program implementation.
- 2.1.5. Ensure that all suspicious activities and threats related to CI/KRs are reported through the statewide intelligence structure and are appropriately addressed.
- 2.1.6. Ensure CI/KRs throughout the state receive appropriate threat information.
- 2.1.7. Establish a statewide cyber security program to test and protect local and state IT systems from penetration and attack.



a. Critical infrastructures are physical or cyber assets so vital that their incapacity or destruction would have a debilitating impact on security, national economic security, or national public health or safety. Key resources are publicly or privately controlled resources that are essential to the minimal operations of the economy and government. The diverse CI/KRs in Texas span all 17 recognized sectors, from utility facilities to transportation hubs to commercial centers. Attacks on CI/KRs in Texas could cause devastating casualties and destruction and threaten the vitality of our economy. Our aim is to constantly improve security at these critical locations.

b. Senate Bill 9, which was passed and signed into law during the 78th legislative session, created three statewide advisory groups to support implementation of the homeland security strategic plan, particularly with respect to protecting CI/KRs. The Texas Critical Infrastructure Protection Council (CIPC) is composed of private and public sector representatives from all CI/KR sectors. The CIPC is solely dedicated to issues related to the protection of CI/KRs through building and leveraging public-private partnerships.

c. Texas will establish a statewide program to assess and reduce risk and vulnerabilities at CI/KRs across the state that is aligned with the Interim National Infrastructure Protection Program (NIPP) and integrated into the DHS risk management program. The CI/KR risk management framework for Texas will be closely coordinated with federal, state, local and private sector leaders.

d. The first step in securing our critical infrastructures is to identify, update and continually validate CI/KR data in Texas. This will occur through a systematic process that leverages public-private partnerships. The Texas Fusion Center will maintain a database that includes all pertinent CI/KR information. Maintaining CI/KR information in one location is essential for prioritizing vulnerabilities across all sectors, identifying interdependencies among locations and sectors, and appropriately reducing vulnerabilities.

e. Texas will ensure that each CI/KR site is assessed for homeland security threats, vulnerabilities and consequences. The majority of CI/KR sites are managed by the private sector, therefore the State must work closely with our private sector partners to deploy tools to conduct standardized assessments. Texas has embraced the DHS-developed web-based self-assessment tool, called ViSAT, which allows owners and operators of critical infrastructures and key resources to perform a multi-dimensional analysis of threats, vulnerabilities and consequences. TxDOT is currently using this tool to assess vulnerabilities in the transportation sector, and it will be expanded to other CI/KR sectors. The tool will allow on-site, mobile assessments and feed data from across the state into a secure database.

f. The Texas Fusion Center will maintain the centralized database of this sensitive threat, vulnerability and consequence information to prioritize vulnerability reduction efforts across the pool of CI/KRs, and provide a layer of data for the State's geospatial technology platform. Texas will work closely with DHS to deploy the self-assessment tool, which is already providing DHS and the State useful data in the transportation and commercial sectors, and it will be adopted to address all sectors to include soft targets such as schools.

g. DHS is an important homeland security partner for Texas, especially as it relates to reducing vulnerabilities at CI/KRs in the State. The State will fully leverage the expertise of the cadre of DHS Protective Security Advisors assigned to Texas, who are experienced security experts placed in communities to assist local efforts to protect critical assets and provide a local perspective to the national risk picture. In addition, Texas will work with DHS to provide targeted funding to local jurisdictions to purchase equipment that will extend the zone of protection beyond the gates of these critical facilities through the Buffer Zone Protection Program. The Buffer Zone Protection Program provides both funding and coordination in bringing federal, state and local levels of government, law enforcement and the private sector together to create Buffer Zone Plans to reduce vulnerabilities in areas surrounding prioritized critical infrastructure and key resources.

h. The protection of cyber infrastructure in Texas is also a homeland security responsibility. Texas will develop a statewide cyber security plan that will ensure cyber protection, detection and response capabilities. An important resource in this effort will be the Texas Attorney General's Office, which works with local, state, and federal authorities to prosecute crimes involving malicious and damaging computer intrusions.

2. OBJECTIVE 2.2: REDUCE THE RISK FROM NATURAL OR MAN-MADE CBRNE DISASTERS.

PRIORITY ACTIONS:

- 2.2.1. Establish a statewide monitoring network for biological events by assessing current gaps, strategically enhancing the BioWatch program throughout the state, and conducting regular network tests.**
- 2.2.2. Integrate and expand statewide human and animal health surveillance capabilities in order to detect public health, veterinary, and agriculture outbreaks and occurrences at the earliest state, whether naturally occurring or terrorist-related.**
- 2.2.3. Enhance statewide multi-agency early detection, confirmation, response and recovery capabilities for chemical, biological, radiological and nuclear events.**
- 2.2.4. Ensure adequate laboratory and analytical capacity for biological chemical incidents that affect people, agriculture and livestock.**
- 2.2.5. Ensure proper detection, inspection and controls of radiological materials in Texas.**

a. The citizens, health care workers, and first responders of Texas must be fully prepared to detect, confirm, respond to and recover from a biological, nuclear or chemical attack, infectious disease outbreaks, or other public health threats and emergencies. The potentially devastating results of a biological, chemical or nuclear weapon being successfully deployed in Texas are clear, as are the effects of other natural or man-made health-related disasters. Biological attacks and hazards are unique because pathogens can lie dormant or cause delayed effects, making detection and response more difficult. Health-related emergencies are a homeland security focus because optimal detection and rapid response can protect citizens from loss of life or adverse health effects.



b. Early detection of a biological or chemical event is essential in order to minimize loss of life. Texas participates in the national BioWatch Network to monitor for intentionally released biological agents. There are multiple Network sites in key areas throughout the State. Texas will 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 detection of a full range of highly toxic agents.

c. Human and Animal Health Surveillance

1) As stated above, human and animal health surveillance occurs when human and animal health data is consolidated and analyzed with information technology to provide forewarning of a public health or animal disease outbreak. For optimal detection, confirmation and response in the event of a biological or chemical attack, Texas will integrate and expand existing information technology systems into one human and animal health surveillance system. This will allow us to rapidly identify threats to public health and agriculture.

2) Currently, there are multiple systems in the health community that capture data relevant to human and animal health surveillance. Certain data elements of these stove-piped databases must be consolidated into one system. Consolidation will allow rapid detection of high-risk diseases like anthrax and avian flu, infectious diseases like influenza-like outbreaks and severe respiratory distress, animal infectious diseases including those related to hoof-and-mouth disease, as well as pests and other threats to agriculture. 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 mass consequences from a biological or chemical threat or a natural outbreak.

3) Our technology-empowered detection and alert system will only be as effective as the public health professionals who play a role in recognizing suspicious illnesses. Texas will ensure sufficient training

for medical personnel, veterinarians and school nurses to use the statewide human and animal health surveillance system to identify diseases and trends of concern.

4) In addition, Texas must ensure sufficient laboratory space and analytical capabilities for CBRNE detection 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.

d. Radiological Materials Detection

1) The detection and proper control of radiological materials in Texas must be assured. Texas will employ a multi-agency approach that leverages Department of Public Safety (DPS), the Department of State Health Services (DSHS), and federal CBP resources to detect radiological material, particularly at ports of entry along the Texas-Mexico Border. DSHS serves as the state radiation control agency.

2) DPS has armed 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, which has trained health physicists who serve as inspectors and also staff DSHS radiological incident response teams.

3) 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 throughout the State and provides radiological training for local and state responders in how to use those instruments.

3. OBJECTIVE 2.3: REDUCE VULNERABILITY TO MAN-MADE AND NATURAL THREATS TO THE AGRICULTURE INDUSTRY.

PRIORITY ACTIONS:

- 2.3.1. Amplify statewide pest, pesticide, agricultural disease, and food contamination monitoring capabilities.
- 2.3.2. Establish a statewide threat reporting system for threats against the agriculture industry.
- 2.3.3. Ensure sufficient laboratories and specialized facilities to analyze pest and disease samples.
- 2.3.4. Establish permanent road stations throughout the state to minimize the artificial introduction of plant and animal pests and diseases.



- a. Given the large role that agriculture and agricultural products play in our daily lives, we must take steps to prevent disasters due to animal and plant pests and diseases, pesticide hazards, and the contamination of the food supply. Certainly, agriculture is addressed as one of the fourteen CI/KR sectors as discussed in Strategic Objective 2.2. However, because of its potential impact on public health and the need for unique early detection capabilities, it is addressed separately.
- b. Threats to agriculture pose threats to people. Recent avian flu outbreaks in Asia underscore the importance of having a robust detection and monitoring capability for animal diseases. Further, Texas must be fully equipped as a State to quickly identify, confirm, respond and recover in the event that an agricultural disaster—no matter the cause—does occur. Agricultural terrorism is often considered a subset of biological terrorism that requires unique capabilities to address, especially

because it is often difficult to determine whether an agricultural disaster is naturally occurring or if terrorists introduced a catastrophic pest or disease or other hazard.



c. An extensive detection and monitoring capability is the foundation of agricultural disaster preparedness in Texas. Texas will continue to expand and improve the effectiveness of the existing system and will also establish permanent road stations located throughout Texas. These road stations

are essential points of interdiction for the protection our plant and animal products. However, they will serve as only one part of a broader monitoring strategy and will feed essential information directly into the Texas intelligence capability. Animal health data will be included in the statewide syndrome surveillance technology system, and agricultural threat data will be loaded onto the state's geospatial information system as part of our efforts to consolidate all threat data across the state.

4. STRATEGIC OBJECTIVE 2.4: ENHANCE THE SAFETY OF SCHOOLS IN TEXAS.

PRIORITY ACTIONS:

- 2.4.1. Provide schools with a web-based tool to conduct vulnerability self-assessments and meet security audit requirements.**
- 2.4.2. Provide schools with a web-based emergency operations planning tool to develop school safety and emergency response plans.**
- 2.4.3. Develop a train-the-trainer program to educate school officials on homeland security-related school safety.**
- 2.4.4. Ensure schools participate in drills and all-hazards exercises.**

a. Our children are the most precious resource in Texas. As such, the State must always seek ways to better protect our students from all threats in the 1,400 school districts across the state of Texas. The Texas School Safety Center is leading statewide efforts to deploy homeland security training and tools in order to help administrators develop tailored plans and procedures to better protect their students.



b. Texas will work with DHS to modify the ViSAT vulnerability assessment tool so that it is applicable to school facilities and their transportation systems. The Texas School Safety Center will coordinate with school officials to provide them access to ViSAT. ViSAT will allow them to identify and then systematically reduce vulnerabilities at their locations. Schools will also be provided with a template for all-hazards emergency management plans (EMP) so that every school can maintain plans and procedures for emergencies that meet a statewide standard. The template will compliment the ViSAT and be migrated into a web-based development tool.

c. Further, The Texas School Safety Center will develop web-based “best-practice” guidelines for drills and exercises so that school districts adopt and adhere to exercise standards. Emergency Operations Plans for each school campus will require the regular performance of drills and exercises.

d. Taken together, these efforts will help school districts continually build knowledge within their school system—through assessments, planning, training, drills, and exercises—on all-hazards prevention, protection, response and recovery in the event of an emergency.

STRATEGIC OBJECTIVE 2.5: USE MITIGATION PROGRAMS TO REDUCE THE THREATS THAT NATURAL DISASTERS POSE TO PEOPLE AND PROPERTY.

PRIORITY ACTIONS:

- 2.5.1. Establish a multi-year statewide hazard vulnerability assessment process.
- 2.5.2. Establish a system to update State mitigation strategies based upon vulnerability assessments across all jurisdictions.
- 2.5.3. Ensure jurisdictions complete hazard mitigation plans and implement local-level mitigation projects.

a. Hazard mitigation is when a community takes specific actions to reduce or eliminate long-term risk from hazards and their effects. The goal of mitigation is preventative—to decrease the need for response as opposed to simply increasing the response capability. Mitigation could include building safely within the floodplain or removing homes altogether if necessary. The State will continually assess the risk from all hazards across the state through the use of the national planning scenarios, with the goal of identifying the disasters most likely to strike and estimating the potential impact of the disaster on the surrounding community. These efforts will enable the State to prioritize potential disasters based on likelihood and scale with the development of high-priority projects that will reduce damage in the event of likely disasters.

b. The statewide risk-analysis effort can be used as a starting point for local mitigation plans, enabling communities to use their resources most effectively for mitigation. Local leaders have consistently participated in statewide mitigation efforts, and the State will continue to encourage and support mitigation activities. The State will continue to encourage and support mitigation activities through cooperation, education, and incentive grants.



STRATEGIC OBJECTIVE 2.6: ENSURE THE SECURITY AND EFFICACY OF GOVERNMENT IDENTIFICATION INSTRUMENTS IN TEXAS.

PRIORITY ACTIONS:

- 2.6.1. Enhance security features in state driver licenses and identification cards to include the use of biometrics.
- 2.6.2. Ensure sufficient investigative capabilities to address duplicate applications for driver licenses and other identification cards.
- 2.6.3. Work closely with DHS to implement the TWICS Program.
- 2.6.4. Work closely with DHS to support HazMat and other national driver license security programs.

a. Texas has the fourth highest per-capita rate of identify theft in comparison to other states, ranking behind the three other states along the Texas-Mexico border. Although identity theft is a devastating crime that can destroy the lives and livelihood of victims, it is also a homeland security-related matter due to the convergence of crime and terror. Identity theft can be a tool for terrorists, either as a way to generate funding for operations or by allowing terrorists and foreign criminals to move more freely in our society and conduct criminal activities.



b. Driver licenses are sought by identity thieves and terrorists; therefore the security features of a driver license must be enhanced to ensure that the individual applying for and using a driver license is doing so under a legitimate identity. DPS is undergoing a reengineering project that will incorporate biometric data in the form of fingerprints in its driver licenses. This will enable the state to immediately identify individuals

seeking duplicate identification. Furthermore, the fingerprints database will be compared with the federal Integrated Automated Fingerprint Identification System (IAFIS) to identify felony criminals and terrorists attempting to obtain a Texas driver license. Facial recognition technology will also be used to minimize the abuse of Texas drive licenses by criminals and terrorists. In addition to driver licenses, certain professional identifications for sensitive critical infrastructure sectors, primarily the transportation sector, are vulnerable to terrorist exploitation. Texas will work closely with DHS to implement the Transportation Worker Identification Credential system and HazMat driver license security programs.

C. Goal 3:

RESPOND AND RECOVER—MINIMIZE DAMAGE AND QUICKLY RECOVER FROM TERRORIST ATTACKS AND OTHER DISASTERS.

Although Texas has dedicated significant resources to the prevention of terrorist acts as well as the protection of our critical infrastructures and key resources, not every disaster can be prevented. The State must continue to prepare to respond to and recover from disasters whether natural or man-made.

Addressing the consequences of a disaster requires a unified effort encompassing multiple jurisdictions and disciplines, including emergency management, law enforcement, firefighting, public works, public health, citizen volunteers, recovery workers, health and safety, emergency medical services, and the private sector. Our goal is to minimize loss of life in the event of a disaster and normalize life during the recovery process as rapidly as possible.

Linked National Priorities:

Strengthen Interoperable Communications Capabilities: Achieve interoperability not only in terms of communications, but also in the broad ability of systems and organizations to provide service and to accept service from one another across jurisdiction lines, enabling them to operate effectively together.

Implement the National Incident Management System and National Response Plan: Implement the National Incident Management System and National Response Plan nation-wide.

Expanded Regional Collaboration: Strengthen regionally-based preparedness by focusing our finite resources on expanded regional collaboration centered on urban areas with the greatest density of population, critical infrastructure, and other significant risk factors.

Strengthen Medical Surge and Mass Prophylaxis Capabilities: Establish emergency-ready public health and healthcare entities across the Nation.

1. STRATEGIC OBJECTIVE 3.1: ACHIEVE STATEWIDE RADIO INTEROPERABILITY IN TEXAS.

PRIORITY ACTIONS:

3.1.1. Establish a statewide network of interoperable radio systems by January 2007.

3.1.2. Ensure all future radio system acquisitions are interoperable and in compliance with the Texas Radio Communications Interoperability Plan.

3.1.3. Test the efficacy of interoperable radio systems as part of the statewide all-hazards exercise program.

3.1.4. Ensure redundant communications capabilities in the event of a disaster.

a. As the terrorist attacks of September 11 clearly demonstrated, first responders must have real-time radio communications across disciplines and jurisdictions. Obstacles to radio communications interoperability have vexed the first responder community for several decades. Radio interoperability in Texas is particularly challenging because of its size and its geographic and demographic diversity.

b. The Texas Radio Communications Interoperability Plan serves as a roadmap to achieve a level of interoperability that will allow fire fighters, emergency medical responders, police officers, deputy sheriffs and state troopers to go anywhere in the state and have immediate radio communications with each other using their own equipment on established channels. This level of interoperability is called level-four interoperability. Texas has built its Interoperability Plan in a manner that is aligned with SAFECOM, the DHS umbrella program that oversees all initiatives and projects pertaining to public safety communications and interoperability. Texas has adopted SAFECOM standards as a tool to measure the level of interoperability on public radio communications channels across the State.

c. Texas will employ a network approach using the demonstrated leadership at local and regional levels through the Texas Councils of Governments (COGs) and adherence to DHS technical requirements for wireless public safety communications and interoperability. This plan leverages existing radio systems rather than the costly replacement of the existing public safety radio infrastructure in Texas.

d. Regions have developed strategies to achieve level-four radio communications interoperability, which has been validated and approved by a statewide Technical Advisory Group (TAG) for radio interoperability. Regions have been provided two funding cycles to achieve level-four radio interoperability and their progress will be tracked.

e. In addition to interoperable radio systems, all regions must plan for redundant communications. In the event of a catastrophic event, the radio and other communication systems may be damaged or incapacitated. Alternate communication capabilities must be available, specifically satellite communications for first responders.

2. STRATEGIC OBJECTIVE 3.2: IMPLEMENT THE NATIONAL INCIDENT MANAGEMENT SYSTEMS (NIMS) AS THE STATE STANDARD INCIDENT COMMAND SYSTEM FOR DEALING WITH ALL HAZARDS.

PRIORITY ACTIONS:

- 3.2.1. Fully implement NIMS throughout the state by providing guidance, coordination and training opportunities to state agencies and to regional and local jurisdictions.**
- 3.2.2. Adopt and train with a statewide software standard for incident management in all incident command centers.**

a. Natural and manmade disasters usually do not affect just one community; rather, they affect entire regions and sometimes several states. It is important that planning, communications equipment, management systems, and training are compatible across jurisdictions whether they are counties, regions, states, or federal in order to respond to large-scale disasters. The National Incident Management System (NIMS) unifies and institutionalizes a system of preparedness and response across the state and nation.

b. This system is the nationally accepted framework for preparing for and responding to hazards, regardless of size or complexity. NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. NIMS allows local officials in jurisdictions across the nation to use common terminology and command structures, and share resources when responding to a hazard. NIMS is comprised of several components, including command and management, preparedness, resource management, communications and information management, supporting technologies, and ongoing management and maintenance. NIMS incorporates common systems for Incident Command, Multi-Agency Coordination, and Public Information.

c. The President has directed all Federal departments and agencies to adopt the National Incident Management System (NIMS), and to use it in domestic incident management. Governor Perry has by executive order designated NIMS as the state standard to ensure an optimum, interlocking regional response system. A system is in place to track the progress of NIMS implementation in all jurisdictions in Texas. With stakeholder input, the State will select a standardized incident management software application to support unified incident management.

3. STRATEGIC OBJECTIVE 3.3: MAXIMIZE FIRST RESPONDER CAPABILITIES WITH AN INTERLOCKING, STATEWIDE REGIONAL RESPONSE NETWORK.

PRIORITY ACTIONS:

- 3.3.1. Standardize, update and track all mutual aid agreements throughout Texas to create interlocking, cooperative emergency response jurisdictions statewide.
- 3.3.2. Manage statewide data on first responder equipment and specialized teams through the Texas Regional Response Network. Ensure first responders statewide are trained to access the information.
- 3.3.3. Establish a periodic review process to ensure regional and local emergency plans are updated, meet state emergency planning standards, and address all hazards including WMD and IED.
- 3.3.4. Develop bilateral regional response plans for disasters that occur along the Texas-Mexico Border.

a. Mutual Aid Agreements

1) Texans always respond to their neighbors' needs in times of crisis, whether they are in the next city, county, region or state. Most jurisdictions could not optimally respond to the impact of terrorist or CBRNE incident without a broad regional approach to preparedness. This is due to the size and scope of a potential incident, as well as the potential need for specialized resources. Mutual aid agreements



among the more than 1400 cities and counties help create an interlocking network of aid that provides jurisdictions with the capability to identify and procure essential emergency management resources in the event of an emergency.

2) The Governor's 24 state planning regions, individually and grouped into larger regions with similar interests, form the geographical areas for implementing county-wide, regional, and multi-region mutual aid agreements which address all-hazards prevention, preparedness, response and recovery. Texas' 24 regional

Councils of Government (COGs) are assigned responsibility for bringing local governments together within regions to agree upon and execute mutual aid agreements and related implementation protocols. COGs are also charged with preparing and executing linked agreements between and among regions. Senate Bill 9, which was passed and signed into law during the 78th Texas Legislature, includes statutory support for COGs to enter into agreements to provide mutual aid assistance with other regional planning commissions.

b. The Texas Regional Response Network

There is a need for first responders to rapidly identify the availability and location of specific equipment and capabilities. The TRRN is a web-based data tool developed by the State that contains information on specialized equipment and resources located throughout Texas that are available for mutual aid assistance. The TRRN assists jurisdictions to identify and request resources and equipment for use in a large-scale incident. Specialized equipment may include decontamination assets, swift water rescue equipment, hazardous materials response equipment and personnel, and urban search and rescue equipment. A statewide effort to ensure all jurisdictions participate in the TRRN is underway.

c. Local and Regional Emergency Response Plans

Local and interjurisdictional emergency management plans must be updated and aligned with the Texas Homeland Security Strategic Plan. This includes the requirement that all emergency management plans the unique responses required for a WMD or an IED attack. The State will establish a process that provides for the periodic review and validation of those plans. Recognizing that disasters do not respect boundaries, it is imperative that Texas and Mexico are prepared to act as partners to minimize loss of life and damage to property if a catastrophic event occurs along the border.

4. STRATEGIC OBJECTIVE 3.4: AMPLIFY PUBLIC HEALTH COMMUNITY CAPABILITIES TO SUPPORT MULTI-AGENCY AND MULTI-JURISDICTIONAL RESPONSE AND RECOVERY EFFORTS FOR CBRNE EVENTS AND ALL OTHER HAZARDS.

PRIORITY ACTIONS:

- 3.4.1. Implement NIMS and standardized Incident Command System (ICS) at all local and regional medical facilities and ensure that personnel are fully trained.**
- 3.4.2. Fully implement the City Readiness Initiative (CRI) and the Strategic National Stockpile (SNS) Initiative to ensure sufficient mass prophylaxis capabilities statewide.**
- 3.4.3. Assess medical surge capabilities statewide and build capabilities in a prioritized manner based upon risk.**
- 3.4.4. Ensure that decontamination assets are accessible throughout the state and provide the appropriate capacity.**

a. Public health departments at the state, regional, and local levels have developed flexible plans for response and recovery in the event of a public health emergency. These plans include detailed preparations to rapidly administer vaccines and other pharmaceuticals, perform healthcare facility-based triage and provide short-term acute psychosocial interventions as well as longer-term services to large populations. The State will work toward fully integrating response and recovery plans across all jurisdictions, and ensuring local jurisdictions continually build the necessary capabilities to respond to and recover from all hazards.

b. Integrated response planning requires that local jurisdictions, including public health jurisdictions, adopt a uniform command system for responding to chemical and biological events. As part of the statewide adoption of NIMS, all public health entities must adopt the medical services branch of the Incident Command System (ICS), which is called the Hospital Emergency ICS, or HEICS. Adoption of HEICS will help public health entities understand functional roles in the context of an emergency and develop a common approach to planning, communicating, training, and incident management for public health emergencies.

c. ICS is central to successfully responding to large disasters, such as those that would require Texas to use the Strategic National Stockpile. The Strategic National Stockpile Initiative is a national repository

of antibiotics, chemical antidotes, antitoxins, life-support medications, IV administration, airway maintenance supplies, and medical/surgical items. The SNS is designed to supplement state and local public health agencies in the event of a public health emergency. The Cities Readiness Initiative helps cities prepare to deliver medicines and medical supplies during a large-scale public health emergency. The State will continue to help local and regional leaders fully leverage these two important programs and ensure that first responders are trained in the event that mass prophylaxis is required.

d. The statewide human and animal health surveillance system and the Texas intelligence capability together will provide an invaluable information sharing pathway for responding to and recovering from CBRNE events. Texas will fully integrate the capabilities of the human and animal health surveillance system and the statewide intelligence structure into CBRNE response and recovery strategies.

e. Decontamination capabilities are essential tools for minimizing loss of life in the event of a chemical emergency and in selected events involving contamination with biological agents and radioactive or nuclear contaminants. Gross decontamination should be performed before patients reach a hospital environment and results in the removal of most external decontamination. Gross decontamination is usually the responsibility of first responders; however, hospitals must be prepared to perform gross decontamination for individuals who self present to the hospital without previously being seen by first responders. Technical decontamination involves a more thorough process which must take place before definitive medical care can begin. Technical decontamination is usually the responsibility of hospital personnel. The State must ensure an interlocking decontamination capability across Texas that allows first responders and hospital personnel to work together seamlessly when executing a mass decontamination. Maintaining plans for mass decontamination that are exercised and updated, with realistic projections of throughput capacity; sufficient quantities of chemical agent monitoring equipment; sufficient and adequate facilities and equipment to conduct the decontamination; and the human capital to staff and operate the facility and equipment, including ongoing training, are essential to an effective mass decontamination program.

5. STRATEGIC OBJECTIVE 3.5: FULLY INTEGRATE HOMELAND SECURITY TRAINING ACROSS ALL JURISDICTIONS AND DISCIPLINES.

PRIORITY ACTIONS:

- 3.5.1. Ensure adequate homeland security training is available to all first responders and key stakeholders throughout the state.**
- 3.5.2. Determine the homeland security training requirements within the state, and develop an implementation strategy to address shortfalls.**
- 3.5.3. Ensure all training courses, where appropriate, address the requirements of the special needs population.**

a. In the event of an emergency, agencies across all jurisdictions and disciplines must respond as a team; thus it is essential that they train and exercise as a team. The Texas homeland security strategy is intended to support jurisdictions through the process of training first responders and emergency management personnel throughout the state. The training strategy will be a consolidated training system to meet a growing need within the State.

b. Texas will follow the national standards for emergency response training and preparedness. These guidelines will require individuals to receive designated coursework to maintain certifications in order for local jurisdictions to receive homeland security grant funding.

6. STRATEGIC OBJECTIVE 3.6: FULLY INTEGRATE HOMELAND SECURITY EXERCISES ACROSS ALL JURISDICTIONS AND DISCIPLINES, TO INCLUDE EXERCISES RELATED TO THE NATIONAL PLANNING SCENARIOS, MEDICAL SURGE AND MASS PROPHYLAXIS, AND HURRICANE EVACUATION.

PRIORITY ACTIONS:

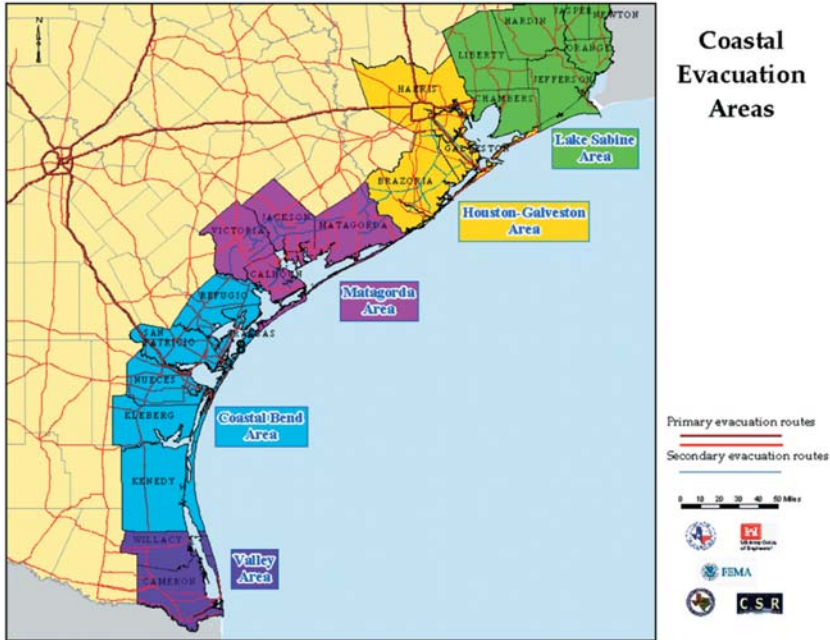
- 3.6.1. Identify and evaluate the homeland security exercises planned and delivered in the state to provide an accurate assessment of the needs within each region.**
- 3.6.2. Establish state guidelines to monitor and evaluate homeland security exercises in Texas to ensure they are aligned with the appropriate national planning guidance.**
- 3.6.3. Ensure all exercise disciplines are addressed and each region of the state is represented in the exercise program, including along the border.**
- 3.6.4. Perform a multi-disciplinary evaluation of ways to improve urban area evacuations in Texas that address all aspects of evacuation, including traffic flow and motorist fuel supply.**

a. A comprehensive exercise program is essential in the preparation in response to a threat whether the threat is natural or CBRNE. This program should provide doctrine that will support the Homeland Security Exercise and Evaluation Program (HSEEP) to enhance prevention, response, and recovery capabilities of the state.

b. Local governments are encouraged to conduct or participate in exercises that provide for realistic training of emergency response personnel. They will conduct at least one exercise per year that meets the requirements of the HSEEP program.

c. The State of Texas has a robust Homeland Security Exercise program. Over the past 3 years numerous jurisdictions have been assisted with planning, conducting, and evaluating realistic weapons of mass destruction exercises. The intent of this strategy is to make available exercises that span regions and reflect the current threat environment. The exercise program will increase in rigor to include critical assessments of performance and capabilities in support of the National and State homeland security strategic plans. In addition, these evaluations will provide jurisdictions with a means to determine areas for improvement that will enhance their response to both natural and man-made incidents.

d. Hurricanes Katrina and Rita reinforced the importance of having optimal plans and exercises for urban area evacuations. Although Texas has always maintained an evacuation planning and exercise regimen, the Governor has established a task force to study recent lessons learned and make recommendations for ways to optimize evacuation effectiveness and efficiency throughout the state.



7. STRATEGIC OBJECTIVE 3.7: ENSURE UPDATED AND VALIDATED CONTINUITY OF OPERATIONS (COOP) PLANS ARE IN PLACE AT AGENCIES THAT PROVIDE VITAL PUBLIC SERVICES.

PRIORITY ACTIONS:

- 3.7.1. **Develop a process to validate state agency COOPs.**
- 3.7.2. **Develop a process to identify local agencies that should maintain an updated COOP and validate their COOP.**
- 3.7.3. **Ensure that all critical facilities, including water and sewage systems and publicly-owned hospitals, law enforcement headquarters and government offices, have alternate sources of energy in the event that power lines are damaged or destroyed.**

a. COOP planning is an internal effort to ensure the capability exists to continue essential functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies. COOP planning facilitates the performance of State and local government and services during an emergency that may disrupt normal operations. Elements of a COOP include Identification of Essential Functions, Delegations of Authority, Orders of Succession, Communications, Vital Records and Data, and Alternate Operating Locations.

b. COOP planning is important because a range of incidents—from large-scale disasters to smaller-scale events like local power outages—could threaten essential government services. Departments and agencies must be able to maintain minimum essential functions without power, primary facilities, key personnel, and other critical resources. The threat of terrorism poses new challenges to state and local governments. Terrorists may focus their efforts on the disruption of essential government and/or economic functions. Critical infrastructure such as communications, water, transportation, and energy may be targeted, incapacitating many government agencies. State and local governments should be prepared to continue their minimum essential functions throughout the spectrum of possible threats from natural disasters through acts of terrorism.

c. State agencies are required to maintain COOPs, and the State will ensure that processes are in place to ensure they are regularly updated and validated. Similarly, the State will work with regional and local partners to assess COOP needs at the regional and local level. With regional and local partners, the State will implement a process to ensure that essential COOPs are developed and regularly updated and validated. The state will also require local jurisdictions to acquire, maintain and periodically test back-up sources of power, such as a generator and fuel to run it, in the event of an emergency loss of power.

8. STRATEGIC OBJECTIVE 3.8: INCREASE CITIZEN PARTICIPATION IN STATEWIDE PREPAREDNESS EFFORTS.

PRIORITY ACTIONS:

- 3.8.1. Expand the Texas Citizen Corp by establishing and sustaining Citizen Corps Councils in each of the Governor's 24 state Councils of Government (COGs).
- 3.8.2. Develop and execute a state-level media and communications campaign to increase participation in the Texas Citizen Corps.
- 3.8.3. Conduct regional train-the-trainer classes to expand the capabilities of Citizen Corps and Community Emergency Response Teams (CERTs).

a. The citizens of Texas are the most important homeland security stakeholders; all statewide homeland security efforts are designed to protect the lives and property of Texans in the event of a natural or manmade disaster. Texans have a long history of community involvement. Citizens are a valuable source of prevention, preparedness, response and recovery capabilities. By getting citizens involved in homeland security efforts, every community will be safer and better prepared.

b. The Texas Citizen Corps program, which is managed locally by local Citizen Corps Councils, helps drive local citizen participation by coordinating various disaster preparedness programs, developing community action plans, assessing possible threats and identifying local resources. Citizen Corps programs include the Community Emergency Response Team (CERT) Program which trains people in basic disaster response skills; the new Fire Corps Program which allows citizens to assist local fire departments in a range of activities including fire safety outreach, youth programs, and administrative support; the Volunteers in Policing (VIPs) Program which connects citizens to law enforcement volunteer opportunities; the Neighborhood Watch Program which incorporates terrorism awareness education into its existing neighborhood crime prevention organizations; and the Medical Reserve Corps Program which allows medical, public health and other volunteers offer their expertise to their communities, particularly during emergencies and other times of need.

c. In Texas there are currently 54 Citizen Corps Councils, 179 CERTs, 33 Fire Corps Programs, 63 VIP Programs, and 427 Neighborhood Watches that leverage Citizen Corps resources. Texas ranks first in the nation in CERT and Fire Corps involvement. This level of citizen participation across the State is evidence that Texans are eager to play a role in homeland security. Texas will continue to expand and fully leverage citizens to help protect our communities from all threats and hazards.

9. STRATEGIC OBJECTIVE 3.9: MAINTAIN EFFECTIVE WAYS TO ALERT LOCAL LEADERS AND THE PUBLIC ABOUT ALL HAZARDS IN THEIR COMMUNITIES.

PRIORITY ACTIONS:

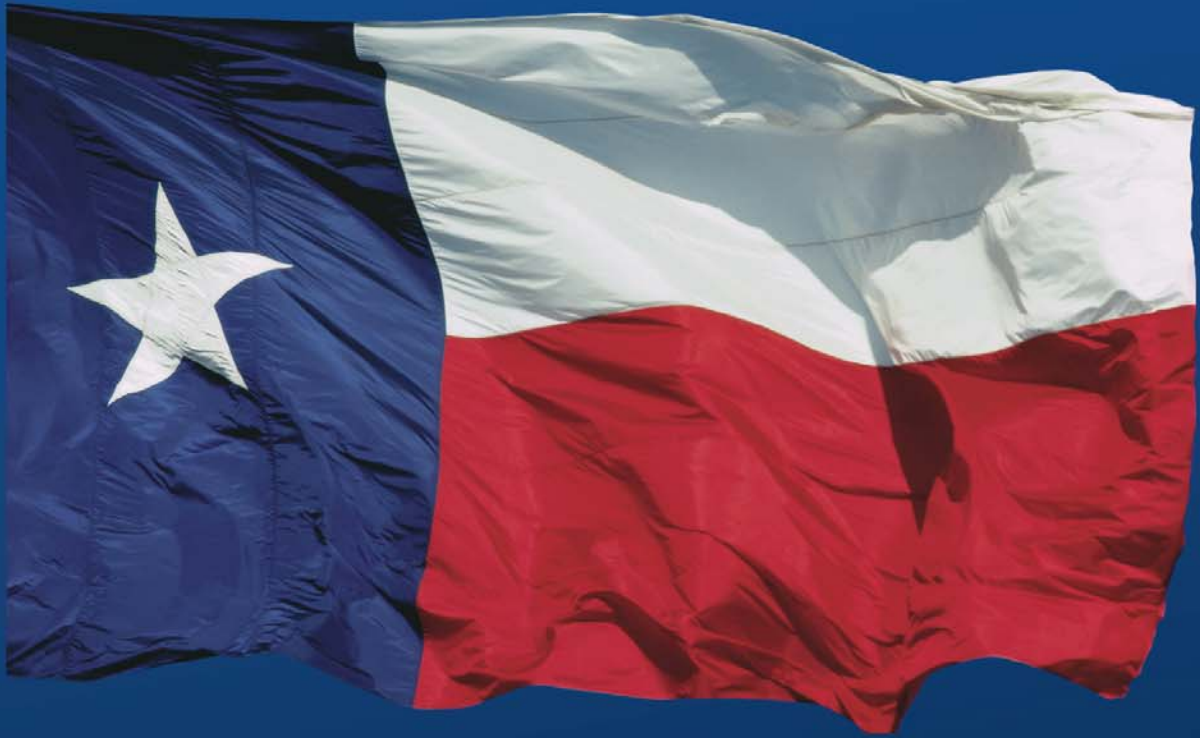
- 3.9.1. Leverage the Texas Fusion Center and the statewide intelligence capability to alert local leaders of hazards in their communities**
- 3.9.2. Leverage the 2-1-1 information and referral system to provide hazard and emergency information to the public.**
- 3.9.3. Ensure Texans with special needs receive emergency information, and facilities that care for individuals with special needs maintain evacuation and transportation plans.**
- 3.9.4. Establish a reverse telephone public alert system for hazard information.**

a. The Texas Health and Human Service Commission (HHSC) has leveraged statewide assets to build and operate the 2-1-1 system. The completed system offers an effective and unique solution to providing information and referral services to the people of Texas while simultaneously providing a critical support and workload-sharing role in cooperation with a large number of state and local government and community based entities. Across the State, 2-1-1 Area Information Centers have been established to collect and maintain a database of local resource information. 2-1-1 is positioned to play a critical role during an emergency event. It can also be positioned as a critical support role to these government entities by operating as the statewide resource available to take calls from the general public, inform and instruct them in relation to the emergency event, and to refer them to the appropriate response and recovery resource, if necessary. State and local governments will be encouraged to use this system to the fullest extent possible to keep the public informed.

b. Providing warning to special needs populations is vitally important and often a challenge. Local governments should work with public health professionals and other resources to maintain a list of individuals within their jurisdictions that require special notification during emergency events, as well as facilities in their jurisdictions that care for individuals with special needs, including nursing homes and hospitals. All special needs facilities must maintain emergency evacuation and transportation plans. In addition, they should maintain a working relationship with all commercial, city, and county facilities where special needs populations reside to ensure the facility managers have established an emergency management plan to respond to emergency events. Local emergency responders should be aware of the needs for these individuals in order to facilitate care during events.

c. Public officials statewide fight a constant battle against time to get the right message to the public during emergency events. The ability to notify affected citizens in the event of an emergency is a public safety imperative, and can minimize loss of life in a dangerous situation. A reverse telephone notification system may provide the State and local officials with an effective and efficient tool to provide rapid notification to citizen in the event of an emergency. Some jurisdictions have this capability, and the State will assess the need for this service statewide at a reduced cost.

d. The State will maintain redundant alert notification systems, which 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, direct phone contact, SWERN, TLETS, or any of the above systems. The transmission of information to the public and local leaders during an emergency is of utmost importance.



THE TEXAS HOMELAND SECURITY STRATEGIC PLAN

2005-2010

GOVERNOR RICK PERRY