TEXAS HOMELAND SECURITY STRATEGIC PLAN 2021-2025

LETTER FROM THE GOVERNOR

Fellow Texans:

Over the past five years, we have experienced a wide range of homeland security threats and hazards, from a global pandemic that threatens Texans' health and economic well-being to the devastation of Hurricane Harvey and other natural disasters to the tragic mass shootings that claimed innocent lives in Sutherland Springs, Santa Fe, El Paso, and Midland-Odessa. We also recall the multi-site bombing campaign in Austin, the cybersecurity attack on over 20 local agencies, a border security crisis that overwhelmed federal capabilities, actual and threatened violence in our cities, and countless other incidents that tested the capabilities of our first responders and the resilience of our communities.

In addition, Texas continues to see significant threats from international cartels, gangs, domestic terrorists, and cyber criminals. In this environment, it is essential that we actively assess and manage risks and work together as a team, with state and local governments, the private sector, and individuals, to enhance our preparedness and protect our communities.

The *Texas Homeland Security Strategic Plan 2021-2025* lays out Texas' long-term vision to prevent and respond to attacks and disasters. It will serve as a guide in building, sustaining, and employing a wide variety of homeland security capabilities.

As we build upon the state's successes in implementing our homeland security strategy, we must be prepared to make adjustments based on changes in the threat landscape. By fostering a continuous process of learning and improving, we can work together to ensure that Texas is employing the most effective and innovative tactics to keep our communities safe.

While we cannot be certain what challenges the next five years will bring, I know Texas will rise to meet them, and together we will continue to strengthen the security and resiliency of our great state.

Sincerely,

Greg Abbott
Governor of Texas

TABLE OF CONTENTS

EXECUTIVE SUMMARY

The *Texas Homeland Security Strategic Plan 2021-2025* is the state's framework for establishing homeland security priorities and focusing its broad range of efforts to develop, sustain, and employ homeland security capabilities. It builds upon the foundation established in the *Texas Homeland Security Strategic Plan 2015-2020* and includes many adjustments based on progress made in implementing that strategy and changes in Texas' risk landscape.

Securing Texas and enhancing its resilience to incidents that do occur requires close coordination among jurisdictions at all levels. This strategy applies to state and local agencies, and Texas also encourages and recognizes the critical importance of voluntary private sector cooperation. Effective implementation will require active monitoring, assessment, and management of homeland security risk, with corresponding adjustments to our priorities and activities.

Section I of the strategy explains its purpose and scope, establishing the state's vision for homeland security and the fundamental principles that will guide our actions.

Section II summarizes the breadth and magnitude of the homeland security challenges facing Texas. It describes the state's homeland security environment and discusses threats and hazards, vulnerabilities, potential consequences, and notable trends.

Section III establishes the Goals, Objectives, and Priority Actions that indicate our homeland security priorities over the next five years. It includes five Goals (one for each mission area of Prevent, Protect, Mitigate, Respond, and Recover), 25 Objectives, and 123 Priority Actions.

Texas Homeland Security Goals 2021-2025	
Goal 1: Prevent	Prevent terrorist attacks and organized criminal activity in Texas.
Goal 2: Protect	Reduce the state's vulnerability to terrorist and criminal attacks and natural and technological disasters.
Goal 3: Mitigate	Minimize the impact of terrorist and criminal attacks and natural and technological disasters through proactive mitigation planning and programs.
Goal 4: Respond	Increase the capability of the state's response system to minimize damage and loss of life from terrorist and criminal attacks and natural and technological disasters.
Goal 5: Recover	Ensure rapid, effective, and comprehensive community recovery following terrorist or criminal attacks and natural or technological disasters.

SECTION I: PURPOSE AND PRINCIPLES

SCOPE

The *Texas Homeland Security Strategic Plan* (THSSP) *2015-2020* provided an overarching framework for organizing the state's efforts to enhance its security and resiliency. Texas has been effective in implementing it over the past five years despite facing a wide variety of catastrophic incidents and other challenges. This document, the *Texas Homeland Security Strategic Plan 2021-2025*, supersedes the previous strategy. Given the enduring nature of its principles and intent, the overall structure and some areas of this document are unchanged from the previous version; however, it has been comprehensively updated to reflect changes in the risk environment, progress in implementing the previous strategy, organizational changes, new priorities, and other factors.

This strategy is intended to serve as a guide for managing homeland security risk in Texas by developing and sustaining capabilities, planning for their employment, and coordinating action at the state, regional, local, tribal, and private sector levels. It fulfills requirements established in Chapter 421 (Homeland Security) of the Texas Government Code and is aligned with federal strategic guidance including the National Security Strategy, National Preparedness Goal, National Planning Frameworks, and relevant Presidential Directives. While it establishes priorities that should be addressed through use of homeland security-related grant funding from multiple federal programs, these priorities can also be addressed in a number of additional ways, including state and local appropriations.

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

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

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

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

VISION

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

FOCUS

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

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

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

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

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

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

COORDINATION

Homeland security is a shared responsibility among government agencies, jurisdictions, the private sector, and individual citizens. Overall coordination of Texas homeland security capability development and operational efforts is the responsibility of the Governor, supported by the Texas Office of Homeland Security and many other partners. The Director and Deputy Director of the Office of Homeland Security currently serve as the Director and Deputy Director of the Texas Department of Public Safety. At the state level, homeland security operations and supporting functions are generally coordinated through entities including, but not limited to, the Texas Division of Emergency Management's State Operations Center; regional Disaster District Emergency Operations Centers; the Texas Department of Public Safety Operations Center; the Texas Fusion Center; the State Medical Operations Center, and the Network Security Operations Center. At the local level, operations are generally coordinated through county or city Emergency Operations Centers.

Success in protecting Texas requires close collaboration across a diverse group of partners and functions. Major stakeholders include the Texas Legislature, which authorizes funding for

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

PRINCIPLES

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

RISK-INFORMED DECISION MAKING

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

INFORMATION SHARING

With an ever-increasing amount of data available to decision makers, we must develop and sustain the ability to rapidly analyze and share relevant, actionable homeland security information with public and private stakeholders at all levels, and we must maintain a public safety culture that emphasizes communication and coordination. Effective information sharing requires information and intelligence collection and analysis systems that maximize use of automated processes; electronic systems that ensure the availability of secure data to those who need it; and public information and warning capabilities spanning multiple platforms. Information and data will be developed from multiple sources, including voluntary submission of information from the private sector. Sensitive information will be secured and protected from disclosure using all appropriate methods.

REGIONALISM

Threats, hazards, and capabilities vary widely across Texas, making a regional approach to homeland security a necessity. We must continue to strengthen regional-level capabilities for planning and operational coordination, along with processes for providing mutual aid within and among regions. Where feasible, state agencies should seek to align their regional boundaries within the state to enhance multi-agency collaboration on regional preparedness efforts.

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

MEASURING PROGRESS

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

STATE PLANNING ARCHITECTURE

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

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

Plan Type / Level	Strategic Guidance		
State	Texas Homeland Security Strategic Plan Texas Hazard Mitigation Plan Texas Cybersecurity Strategic Plan Strategic Plan for the Texas Emergency Healthcare System		
Regional	Urban Area and COG Region Strategic Plans		
Local	Local Hazard Mitigation Plans Local Health Department Strategic Maps		

Plan Type / Level	Capability Development Plans	Capability Delivery Plans *Operational*	Capability Delivery Plans *Tactical*
State	State Agency THSSP Implementation Plans State Agency Strategic Plans (for Legislative Budget Board) State Communications Interoperability Plan Texas Cybersecurity Framework	Texas Emergency Management Plan, with Emergency Support Function, Hazard, and Support Annexes Respiratory Viruses Having Pandemic Potential: Public Health Preparedness, Surveillance, and Response Plan for Texas	Agency Continuity of Operations Plans Agency or state plans for specific homeland security threats and hazards (e.g. DPS Terrorist Attack and Significant Criminal Attack Response Plan, Texas Cross Border Mass Migration Plan) Plans for specific border security operations
Regional	COG THSSP Implementation Plans Regional Interoperable Communications Plans Regional Training and Exercise Plans	Regional operational plans and concepts of operations addressing specific functions or threats/hazards Health Service Region Emergency Operations Plans	Regional Incident Action Plans
Local	Local Training and Exercise Plans Local Health Department Medical Countermeasures Distribution Plans	Local Emergency Operations Plans Local Health Department Emergency Operations Plans	Local Government Continuity of Operations Plans Local Incident Action Plans

Texas Homeland Security Planning Architecture

CORE CAPABILITIES

The 2015 National Preparedness Goal establishes 32 Core Capabilities for homeland security, organized under the five homeland security mission areas (Prevention, Protection, Mitigation, Response, and Recovery). Several Core Capabilities support more than one mission area. The National Planning Frameworks for each mission area provide more detail on these capabilities and the critical tasks associated with delivering them.

The concept of Core Capabilities is supplemented by related guidance, definitions, and standards. For example, the U.S. Department of Health and Human Services has developed lists of Public Health Emergency Preparedness and Response Capabilities and Healthcare Preparedness and Response Capabilities; the U.S. Department of Homeland Security has developed a list of 55 National Critical Functions related to critical infrastructure and a set of Critical Operational Capabilities and Enabling Capabilities for Fusion Centers; and the Federal Emergency Management Agency has developed a set of seven Community Lifelines to focus post-incident stabilization efforts. The Core Capabilities and supporting documents serve to orient and organize our homeland security capability development and delivery efforts.

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

Homeland Security Mission Areas and Core Capabilities

SECTION II: THE TEXAS HOMELAND SECURITY ENVIRONMENT

HOMELAND SECURITY RISK

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

DHS Risk Management Process

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

- The Threat and Hazard Identification and Risk Assessment (THIRA), a scenario-based process for assessing the potential impacts of major natural disasters, technological disasters, and human-caused incidents and establishing regional and statewide target levels across the 32 Core Capabilities;
- The Hazard Identification and Risk Assessment (HIRA), included in state and local Hazard Mitigation Plans, a process for assessing the natural hazards that could impact the state, the regions and populations that are the most vulnerable to each hazard, and the potential losses of state assets for each hazard, based on multiple sources including historical data;
- The Texas Public Safety Threat Overview, a state intelligence estimate that identifies and describes the most significant public safety threats to Texas;
- The Texas Gang Threat Assessment, a comprehensive overview and categorization of the criminal gangs that present the greatest threats to the state;
- The Texas Public Health Risk Assessment Tool (TPHRAT), which enables evidence-based assessment at the jurisdictional level of public health hazards, resources, and residual risk;

- Vulnerability assessments of critical infrastructure, which range from large-scale regional assessments to site-specific assessments conducted at the local level; and
- Cybersecurity assessments (including the Nationwide Cybersecurity Review, which is required to be completed annually by all jurisdictions receiving homeland security grant funds), penetration tests, and vulnerability scans performed on government agency information assets.

This section of the *Texas Homeland Security Strategic Plan 2021-2025* provides an overview of the homeland security environment in Texas and summarizes the extensive and diverse nature of the homeland security risks we face.

STATE DESCRIPTION

JURISDICTIONS

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

LOCAL GOVERNMENT

Texas has over 1200 incorporated municipalities, each responsible for providing essential homeland security services to citizens through city and/or volunteer capabilities or agreements with counties. There are 254 counties in Texas, the most of any state in the nation, and these counties are similarly responsible for homeland security services in unincorporated areas and, by agreement, in some incorporated municipalities. Texas law designates the presiding officer of municipal and county governments (city mayors and county judges) as the jurisdiction's Emergency Management Director and the governor's designated agent in the administration and supervision of emergency management duties for that jurisdiction. The chief elected official may designate an Emergency Management Coordinator to serve as an assistant to manage homeland security/emergency management programs.

Texas' cities and counties vary widely in size, population, and homeland security resources. Harris County, for example, has a population of over 4.7 million (3rd highest in the nation), while Loving County's population is less than 200 (2nd lowest in the nation). Brewster County is 6193 square miles, while Rockwall County is 147 square miles. Harris County has over 11,000 active Peace Officer licensees, while several counties have fewer than five. This variation results in dramatic differences in the local-level homeland security environment across the state. Higher-population areas generally have law enforcement and emergency management departments with a significant capacity for planning, coordinating, and directing homeland security operations, along with security, fire, public health and healthcare, and special response capabilities that handle the vast majority of homeland security emergencies within their jurisdictions. Cities and counties with limited organic capacity rely on assets available through mutual aid for effective response to

incidents and rely on regional support for planning and coordination of capability development efforts.

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

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

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

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

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

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

Public Health and medical operations are coordinated in a similar way. Local health departments are responsible for overseeing public health and medical responses within their jurisdictions. In counties that do not have a local health department, the eight Texas Department of State Health Services (DSHS) **Health Service Regions** (HSRs) coordinate public health and medical operations, supported by their Regional Health and Medical Operations Centers (RHMOCs). RHMOCs are staffed with local, regional, and state public health and medical response partners who coordinate with local and regional emergency response entities, serving as the public health and medical coordination points for Disaster Districts and the broader statewide emergency management structure during significant incidents. In addition, **Regional Advisory Councils** composed of medical facility representatives, practitioners, and community groups develop, implement, monitor, and coordinate among regional emergency medical services (EMS) and trauma systems.

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

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

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

STATE GOVERNMENT

There are over 180 state agencies (including state-funded higher education agencies) in Texas, each with defined roles and authorities. While all state agencies have a responsibility for internal workforce safety, continuity of operations planning, and cybersecurity, many have specific operational and/or regulatory responsibilities for law enforcement, emergency management, public health, hazardous materials safety, critical infrastructure protection, and other aspects of homeland security. Standing state-level councils and committees such as the Homeland Security Council, Emergency Management Council, Texas Association of Regional Councils, and Senior Advisory Committee coordinate multi-agency policy, planning, and information sharing efforts.

During incidents of such scope and complexity that state assistance for local or regional emergency management operations may be needed, the Texas State Operations Center (SOC) is activated to coordinate state agency support and ensure unified action. The SOC, in coordination with entities including, but not limited to, the Texas Department of Public Safety Operations Center and Texas Fusion Center for incidents with a significant law enforcement or intelligence component, the State Medical Operations Center for incidents with a significant public health and medical component, and the Department of Information Resources Network Security Operations Center for cybersecurity incidents, maintains liaison with federal partner agencies and coordinates resources from state agencies and other sources to meet local and regional needs.

GEOGRAPHY

Texas' size and geographic diversity create significant homeland security challenges. At 268,596 square miles, Texas is larger than the states of New York, Pennsylvania, Ohio, North Carolina, and all of the New England states combined. For context, El Paso is closer to San Diego, CA than it is to Houston, and Houston is closer to Tallahassee, FL than it is to El Paso. Texas shares 1254 miles of international border with Mexico (64% of the entire U.S.-Mexico border) and has 367 miles of coastline on the Gulf of Mexico. Natural environments include coastal plains, the semi-tropical Lower Rio Grande Valley, and mountains in far west Texas, all with associated weather hazards. Distance and geographic variation complicate statewide homeland security planning and demand a regional approach to preparedness.

DEMOGRAPHICS

For over 10 years, Texas has added more population annually than any other state. There are three main demographic trends at work. First, Texas is growing rapidly and substantially. Second, growth in Texas is not evenly distributed across its geography. Third, Texas continues to diversify, and although Texas is a relatively young state, it is also aging. Each of these dynamics has significant impacts for homeland security preparedness and places demands on public health, infrastructure, and vital public services in Texas.

The first trend is substantial and rapid population growth. Texas continues to be among the fastest growing states in the country. The Texas population is estimated to be just under 29 million (28,995,881), growing at an annualized rate of 1.7% between 2010 and 2019. In the last decade, Texas has grown almost evenly from natural increase (births minus deaths) and net migration. Population projections from the Texas Demographic Center indicate the Texas population could reach 32.2 million by 2025, and over 47.3 million by 2050. These population projections are based on the 2010 decennial census count; the ongoing 2020 census count could yield different projections for the state. However, there is no indication that the Texas population will not continue to grow, even if at a slower pace than seen during the mid-decade.

The second trend is uneven population change across the state, continuing a decades' long trend toward urbanization. Concurrent with Texas metropolitan areas and cities leading the nation in population increase and rate of growth, 104 (41%) of Texas counties lost population during the decade. Areas of the state adding the greatest population numbers can be found in the triangle anchored by the major metropolitan areas of Dallas-Fort Worth-Arlington, Houston-The Woodlands-Sugar Land, and San Antonio-New Braunfels up to Austin-Round Rock. The fastest growing areas in the state are the suburban ring counties of these major metro areas as well as the

Midland-Odessa, or Cline Shale, region. More sparsely populated areas of the state are losing population, particularly in parts of West Texas, East Texas, and South Texas between San Antonio and the Rio Grande Valley. If current trends continue, projections indicate 95% of the state's future growth will occur in metropolitan counties.

The third trend is the continued racial/ethnic diversification and concurrent aging of the Texas population. The Texas population increased by nearly four million between 2010 and 2019. More than 3.3 million (or 86.4%) of the total population change during this time period was driven by non-White population growth. During this same period, all race/ethnicity groups saw increases in every age group, except for non-Hispanic Whites. Specifically, non-Hispanic Whites experienced population declines in the under 18, 18-24, and 45-64 years age groups, but had the most significant growth in the 65 years plus age group. The 65 years and older population is projected to be the fastest growing age group in the state for all race/ethnicity groups, making up nearly 15% of the total state population by 2025 and over 17.5% by 2050. In addition, over 11% of individuals in Texas have a disability, including over 50% of individuals over the age of 75. The number of Texans with disabilities is therefore likely to increase as the total population grows and ages. The aging and diversification of the Texas population could have significant implications for housing, healthcare, and a range of social services.

ECONOMY

Texas' economy continues to be the engine of its population growth. With a 2019 gross state product of approximately $1.84 trillion, Texas has the second-largest economy of any state, and it would be the 10th largest economy in the world (ahead of Canada) if it were a nation. Texas is a national leader across multiple industries, including energy, agriculture, technology, financial services, and healthcare. The economic consequences of terrorist attacks, technological disasters, or natural disasters could be immense, making an understanding of economic trends and vulnerabilities essential to effective homeland security risk management. Highlights demonstrating the size and diversity of Texas' economy include:

- Texas is the leading exporter of all states, with a higher level (approximately $330 billion in 2019) than California and New York combined, and it is the second-largest importer of all states;
- Texas has 11 deep-draft and eight shallow-draft maritime ports, five of which (the Ports of Houston [2nd], Beaumont [4th], Corpus Christi [5th], Texas City [15th], and Port Arthur [17th]) are among the 20 largest in the nation by total tonnage. The Port of Beaumont is also the busiest military port in the United States;
- Texas has 29 official Ports of Entry, the most of any state. The Port of Laredo is the largest inland border port of entry in the country;
- Texas produces and consumes the most natural gas of any state, accounting for 25% of U.S. marketed natural gas production;
- Texas has the most proven oil reserves of any state and accounts for over 40% of the United States' daily crude oil production;
- Texas has 30 oil refineries (the most of any state), including four of the ten largest in the country;
- Texas leads all states in wind-powered generation capacity, with approximately triple the capacity of the closest state;

- Texas produces and consumes more electricity than any other state. Texas' electrical infrastructure is largely a separate grid that is isolated from the grids that power other states;
- Texas leads the nation in number of farms and ranches and in cattle, sheep, goat, and cotton production;
- Texas is responsible for approximately 21% of U.S. chemical manufacturing exports, leading the nation;
- Texas leads all states in exports of computer and electronic product manufacturing, accounting for over 23% of U.S. exports in the industry;
- Texas is home to 50 of the companies on the 2020 Fortune 500 list, including three of the top ten;
- The Texas Medical Center (Houston) is the largest medical complex in the world, with over 100,000 employees and 10 million patient encounters per year; and
- Texas has continued to lead the nation in job creation, adding over 340,000 new jobs and setting its all-time record low for unemployment in 2019.

CRITICAL INFRASTRUCTURE

Critical infrastructure includes a wide array of assets, systems, and networks that underpin the basic functions of communities and enable our state and nation to operate and prosper. The elements of these complex systems are organized according to sectors, sub-sectors, segments, sub-segments, and assets. Texas critical infrastructure systems span all 16 critical infrastructure sectors recognized by the U.S. Department of Homeland Security and represent the needs and opportunities associated with a geographically and demographically diverse state. The majority of critical infrastructure systems on which Texans rely are owned and operated by the private sector. The safety and security of critical infrastructure is a shared responsibility between these private sector owners and operators and public sector agencies, which fulfill regulatory roles and provide law enforcement and emergency management support before, during, and after incidents. Efforts to enhance the security and resilience of critical infrastructure systems in Texas depend on the ability and willingness of public and private sector partners to coordinate activities and share information through a collaborative framework. The two-way sharing of actionable information regarding threats, suspicious activity, and interdependencies, while protecting business-sensitive data, is the foundation for this collaborative relationship. The security and

Critical Infrastructure Sectors:

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

Sectors listed in red are lifeline sectors. All other sectors have dependencies on these lifeline sectors.

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

Infrastructure failures can result from any number of natural hazards, technological failures, industrial accidents, criminal or terrorist threats, cyber threats, and capacity shortfalls. The examination of infrastructure risk in Texas must account for this wide spectrum of threats and vulnerabilities. The state must address infrastructure challenges through a well-organized, collaborative, analytical approach and ensure that infrastructure systems have the appropriate resilience strategies in place to minimize downtime and quickly restore critical services.

> **FEMA Community Lifelines:**
> 1. **Safety and Security** - Law Enforcement/Security, Fire Service, Search and Rescue, Government Service, Community Safety
> 2. **Food, Water, Shelter** - Food, Water, Shelter, Agriculture
> 3. **Health and Medical** - Medical Care, Public Health, Patient Movement, Medical Supply Chain, Fatality Management
> 4. **Energy** - Power Grid, Fuel
> 5. **Communications** - Infrastructure, Responder Communications, Alerts Warnings and Messages, Finance, 911 and Dispatch
> 6. **Transportation** - Highway/Roadway/Motor Vehicle, Mass Transit, Railway, Aviation, Maritime
> 7. **Hazardous Material** - Facilities, HAZMAT, Pollutants, Contaminants
>
> The four lifeline sectors for the State of Texas (Communications, Energy, Transportation Systems, and Water and Wastewater Systems) fit within these Community Lifelines.

Four of the 16 critical infrastructure sectors in Texas are considered "lifeline sectors," meaning that all of the other 12 sectors depend on these systems to operate. The four lifeline sectors are communications, energy, transportation systems, and water and wastewater systems. To illustrate the concept of lifeline sectors, a facility such as a hospital could not provide effective patient care without the ability to communicate, without power, without clean water, and without a transportation system to obtain supplies and bring patients in for care. FEMA identifies "community lifelines" as the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. These lifeline sectors and community lifelines help define infrastructure assets that must be prioritized when preparing for, responding to, or recovering from a disaster.

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

COMMUNICATIONS SECTOR

- Over 400 competitive local exchange carriers (CLECs) are certified by the Texas Public Utility Commission to provide local phone service in Texas.

- The FCC reported 3.8 million cable subscribers in Texas in 2016.

- There are just over 150 satellite transmission and 450 receiving earth stations located in Texas.

- There are 1304 radio stations and more than 140 full-power television stations in Texas.

- In August 2020, fixed broadband at download speeds of 100mbps or faster was available to approximately 25.6 million Texans, or 89.1% of the state's population.

ENERGY SECTOR

PETROLEUM SUB-SECTOR

- The majority of Texas' refineries are clustered near major ports along the Gulf Coast, including the Houston, Port Arthur, and Corpus Christi areas. These coastal refineries have access to local Texas production, foreign imports, and crude oil from the Gulf of Mexico.

- The complex of refineries in the Houston area, including the nation's largest refinery in Port Arthur, is the largest refining center in the United States.

- In 2019, the 30 petroleum refineries in Texas had a capacity of over 5.8 million barrels of crude oil per day and accounted for approximately 31% of total U.S. refining capacity.

- The Strategic Petroleum Reserve maintains two sites in Texas, one of which has a capacity of 247.1 million barrels and the other a capacity of 170 million barrels.

NATURAL GAS SUB-SECTOR

- Texas is the nation's leading natural gas producer, accounting for approximately 25% of total U.S. natural gas production.

- Texas has nearly 10 percent of the total natural gas storage capacity for the country. About half of the 36 active storage facilities are in depleted oil and gas fields converted for storage. Salt caverns offer the remaining natural gas storage capacity.

ELECTRICITY SUB-SECTOR

- Electricity in Texas is distributed by portions of all three U.S. electric grids. The vast majority of Texas electric infrastructure is on a grid managed by the Electric Reliability Council of Texas (ERCOT), with portions of far West Texas near El Paso on the Western Interconnection, and portions of East Texas and the Texas Panhandle on the Eastern Interconnection.

- ERCOT manages the flow of electric power to 24 million Texas customers, about 90% of the state's entire electric load. The ERCOT grid contains more than 46,500 miles of transmission lines and over 650 generation units.

- In 2019, natural gas-powered plants provided approximately 47% of the electricity to the ERCOT grid, while coal provided 20%, wind provided 20%, and nuclear power provided 11%.

- Texas ranks sixth in the nation in nuclear capacity and is responsible for approximately 5% of national nuclear power generation. Each of the state's two nuclear power plants, Comanche Peak in Somervell County and South Texas Project near Bay City, has two reactors.

- In 2019, Texas had more than 13,000 wind turbines, more than any other U.S. state, and the most installed wind capacity, at 24.2 gigawatts (GW).

- Texas used almost 77 million megawatt hours of electricity generated from wind energy in 2019.

AVIATION SUB-SECTOR

- Texas' general aviation sector includes more than 400 airports that are open to the public.

- Twenty-four commercial service primary airports are located across the state.

- Texas is home to six of the top 50 busiest airports in the nation by annual passengers boarded. These include Dallas/Fort Worth International (#4), Houston George Bush Intercontinental (#14), Austin Bergstrom International (#32), Dallas Love Field (#33), William P. Hobby (#36), and San Antonio International (#43).

MARITIME SUB-SECTOR

- Texas Gulf Coast ports handled more than 563 million tons of foreign and domestic cargo in 2015, approximately 22% of all U.S. port tonnage.

- The Port of Houston is consistently ranked first in the nation in foreign waterborne tonnage, first in U.S. imports, first in U.S. export tonnage, and second in the U.S. in total tonnage, and it is the nation's leading breakbulk port. More than 247 million tons of cargo move through the Port of Houston each year.

- The Port of Corpus Christi is the nation's largest exporter of oil.

- The Port of Beaumont is the fourth-busiest port in the United States and is also the busiest military port in the world.

- In 2018, Galveston was the nation's fourth busiest cruise port, and the cruise line industry contributed over $1.5 billion to the Texas economy.

MASS TRANSIT SUB-SECTOR

- In 2019, Texas maintained 126 transit agencies and 7942 transit vehicles (buses and rail) across the state.

- Texas features three intercity passenger trains; four commuter rail operations (three in the Dallas/Fort Worth region and one in Austin); six light rail streetcar transit operations (in Dallas, Houston, Galveston, and El Paso); and six tourism railroads.

- Texans took 274 million public transportation passenger trips in 2019. Public transit is especially important in rural areas of the state, where one-third of all public transportation trips are used to travel to and from medical appointments.

ROADWAYS SUB-SECTOR

- Texas has 679,917 total lane miles of public roads, more than any other state.

- With 54,338 bridges, Texas has the largest bridge inventory of any U.S. state and also has the smallest percentage (1.3%) of structurally deficient bridges in the nation.

- Texas is connected to Mexico by 25 international bridges. 15 of these crossings serve both commercial and privately-owned vehicles.

- Texas dominates U.S.-Mexico border crossings. In 2019, 4.5 million trucks crossed the Texas-Mexico border, representing nearly 70% of all 2019 truck traffic across the entire U.S. southern border.

PIPELINES SUB-SECTOR

- Texas has approximately 466,000 miles of pipelines carrying oil and natural gas, as well as many interstate pipelines.

- Refined-product pipelines spread out from Houston across the country, allowing Texas petroleum products to reach virtually every major consumption market east of the Rocky Mountains.

- The nation's second-largest interstate pipeline by capacity, the Transcontinental Gas Pipeline, can carry more than 17.3 billion cubic feet per day of natural gas from the Texas coast to the southeastern region of the United States.

- Each day, the Colonial Pipeline transports more than 100 million gallons of fuel from the refinery-rich region of the Gulf Coast. Colonial's network of pipelines crosses 13 states, serving more than 265 marketing terminals in the southern and eastern United States.

FREIGHT AND COMMUTER RAIL SUB-SECTOR

- In 2017, Texas ranked first in the nation for number of rail miles by state, with more than 10,500 miles.

- Texas is served by 58 freight railroads consisting of three Class I and 55 shortline railroad operators. The Class I railroads operating in Texas are Union Pacific, Kansas City Southern, and the Fort Worth-based BNSF Railway.

- Texas rail lines carry more than 9.9 million rail carloads each year. In 2016, Texas railroads moved more than 400 million tons of freight.

- In 2019, 93% of all rail container traffic between the United States and Mexico crossed the Texas-Mexico border.

- Two master-planned logistics complexes, Fort Worth's Alliance Texas and San Antonio's Port San Antonio, integrate high-capacity industrial airports, Class I rail terminals, and direct access to interstate highways.

WATER AND WASTEWATER SECTOR

- Groundwater in Texas comes from 31 aquifers. The nine major aquifers supply about 90% of the groundwater used by Texans.

- Approximately 75% of all groundwater used in Texas is used for crop irrigation.

- Texas has over 4600 community public water systems, defined as systems serving at least 15 residential service connections or 25 residents on a year-round basis.

- There are over 50 desalination plants in Texas. El Paso has the largest inland desalination plant in the world, with a production capacity of approximately 27.5 million gallons of potable water a day.

- There are 2513 active permits for public and private domestic wastewater treatment facilities in Texas.

THREATS AND HAZARDS

Because the priority of threats and hazards in Texas may shift over time, this section of the *Texas Homeland Security Strategic Plan 2021-2025* does not provide a comprehensive account of each of them. Instead, it highlights current trends in some of the most significant homeland security threats and hazards facing our state.

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

An evolving threat environment requires a dynamic assessment process that accounts for new information, changing conditions, and emerging threats. DPS collaborates with federal, state, and local partners to manage the state's threat assessment process, which benefits from proactive information sharing and collaborative analysis. The *Texas Public Safety Threat Overview* provides updated information on and analysis of the various threats to Texas, such as crime, terrorism, natural disasters, public health threats, and cyber threats.

CRIME

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

Trafficking and Exploitation of Children and other Vulnerable Victims

Human trafficking remains a prevalent threat to Texas, and it is often perpetuated by a variety of criminal organizations, including international cartels and transnational gangs, in addition to individual criminal actors. Human trafficking involves the recruitment, harboring, transporting, or procurement of a person for labor or services for the purpose of involuntary servitude, slavery, or forced commercial sex acts. Human traffickers in Texas largely target juvenile runaways, illegal aliens, individuals with substance addiction, and other vulnerable populations through force, fraud, or coercion. Traffickers exploit their victims' emotional or financial dependency on the trafficker for food, housing, access to drugs and other needs, and victims may also be subjected to physical violence. Human trafficking investigators face unique challenges, as victims of human trafficking can be difficult to identify and often do not report criminal activity due to intimidation, manipulation, and fear of retaliation instilled in them by their traffickers. More information about the threat of human trafficking in Texas is available in the *Assessing Human Trafficking Threats in Texas* report on the DPS website.

Hybrid and Juvenile Gang Membership

Texas faces a growing threat of criminally-motivated individuals, to include juveniles, who are avoiding membership in traditional gang structures, instead opting for smaller neighborhood-based gangs and cliques or concurrent membership in multiple gangs that lack centralized leadership (also known as hybrid gang membership). Freedom from traditional rules and restrictions allow gang members to have multiple, rapidly changing alliances and to engage in criminal activity with a broad variety of partners to maximize personal gain. Because members of these gangs are more free to act as self-proprietors and to engage in purely incentive-driven criminal activity without respect to alliances, Texas law enforcement agencies face challenges in identifying and tracking the criminal actions of hybrid gang members—particularly juveniles—or initiating large-scale criminal enterprise investigations to render these organizations ineffective. More information about the threat of gangs in Texas is available in the *Texas Gang Threat Assessment* on the DPS website.

TERRORISM

Domestic terrorism activities in Texas, as in the rest of the United States, have become more prominent in recent years, posing a varied and persistent threat. Based on recent attacks nationwide, White racially motivated terrorism is currently the most violent form of domestic terrorism. In addition, a number of domestic terrorist actors and movements across the ideological spectrum, such antigovernment extremists, have proven their capability to perpetrate crimes and advance their ideology while capitalizing on civil unrest and other types of high-profile public events. Decentralized, leaderless domestic terrorism movements, coupled with the potential for blurred motivations or blended ideologies, make it difficult for law enforcement to accurately identify domestic terrorism actors and prevent future attacks.

While Texas confronts a variety of domestic terrorist threats, Texas-based homegrown violent extremists continue to aspire to conduct attacks in Texas, and individuals sympathetic to foreign terrorist organizations continue to provide them material support in the form of recruitment, financial resources, and propaganda. All terrorist actors will continue to utilize digital media to facilitate radicalization/recruitment and communicate, and law enforcement's ability to detect planned criminal activity will be challenged as such actors move to more secure communication platforms. More information about the threats of terrorism in Texas is available in the *Texas Domestic Terrorism Threat Assessment* and *Assessing the Mass Attacks Threat to Texas* report on the DPS website.

NATURAL DISASTERS

Texas faces a diverse array of natural hazards and has had more disaster declarations than any other state since 1953. During this time span, Texas has averaged one major disaster every eight months. These hazards are particularly concerning in areas with significant vulnerabilities. According to the *State of Texas Hazard Mitigation Plan*, Texas has the second largest rural population in the United States, and rural communities often do not have the resources to cope with natural disasters without significant aid. There are many Texans living below the poverty line, especially in areas near the Texas-Mexico border; these individuals and their communities often lack the resources to build adequate resilience to disasters.

Overall, based on the Community Hazard Assessment and Mitigation Planning System 2018 report by the Texas Geographic Society, the natural disasters of greatest concern for Texas (in descending order by forecasted economic impact from 2019 – 2023) are as follows: hurricanes, tropical storms, and depressions; drought; hailstorms; severe coastal flooding; riverine flooding; tornadoes; severe winds; wildfire; winter weather; lightning; extreme cold; and extreme heat. One recent example of a particularly catastrophic natural disaster impacting Texas is Hurricane Harvey in 2017. Harvey, particularly due to its unprecedented rainfall and resulting flooding, caused over $125 billion in damage, including damage to over 250,000 homes in Texas.

Each of these natural hazards varies significantly from region to region within the state in terms of frequency and consequences, but all may result in loss of life and property and require a large-scale response. More information about the risk of natural hazards is available in the *State of Texas Hazard Mitigation Plan* developed by the Texas Division of Emergency Management.

PUBLIC HEALTH THREATS

Public health threats to Texas remain a significant concern, as tragically demonstrated by the COVID-19 pandemic. Additional public health threats identified by the U.S. Centers for Disease Control and Prevention (CDC) include lung injuries linked to e-cigarettes/vaping; illegal opioid use; antibiotic resistant and antimicrobial resistant microorganisms; foodborne outbreaks; disparities in pregnancy-related deaths; HIV; measles; low rates of immunization and vaccination; and Ebola. In addition, many public safety and homeland security threats often carry public health consequences. For example, a hurricane or wildfire that displaces residents and causes widespread electrical outages could have secondary impacts on the physical and mental health of affected Texans.

Risk of Emerging Infectious Diseases

As shown by the 2009 H1N1 pandemic (which first emerged in Mexico and quickly spread to Texas), the first-ever U.S. Ebola diagnosis and death in Dallas in 2014 (from an outbreak in West Africa), and particularly the 2020 COVID-19 pandemic (where the initial cases appeared in China), Texas faces an ongoing risk from emerging and re-emerging infectious diseases, including pandemics. Pandemics can present in Texas as waves of disease (sometime multiple waves) that last months and cause hundreds of thousands of illnesses and tens of thousands of deaths. The resulting societal disruptions due to high levels of absenteeism, supply shortages, and disease control measures can cause widespread unemployment and billions of dollars of economic impact. Emerging infectious diseases can enter the state via infected people or animals or via contaminated products at any national or international entry point, including airports, interstate crossings (roads and rail), seaports on the Texas Gulf Coast, or international Ports of Entry along the border with Mexico.

INDUSTRIAL ACCIDENTS

Texas is the nation's second leading producer of both durable and nondurable goods. Furthermore, Texas is the largest chemical producing state in the country and serves as the home of the largest petrochemical cluster in the world. The industrial base in Texas generally operates safely, with minimal homeland security impacts. However, due to the size and distribution of Texas industry and its economic importance, any significant accidents that occur could result in high

consequences. Industrial accidents have the potential to threaten the state's security, especially when they result in casualties, the destruction of critical infrastructure, or the disruption of the state's economy. For instance, the 2013 explosion in West, Texas at the West Fertilizer Company left 15 people dead, more than 226 people injured, and 150 buildings damaged or destroyed.

CYBER THREATS

Cyberattacks and intrusions can be used by criminals, terrorists, insiders, and hostile foreign nations to disrupt delivery of essential services, mask other attacks, or shake citizens' confidence in the government. Cyberattacks are relatively easy to execute and challenging to disrupt and investigate, as demonstrated in the August 2019 ransomware attack that impacted 23 local government entities in Texas, and the frequency of attacks and intrusions has increased significantly during the past five years. As the cyber threat continues to grow and evolve, a particular concern is the potentially severe consequence of an effective cyberattack against critical infrastructure facilities and systems. Cyber threats could also result in the denial or disruption of essential services, including utilities, public health, finance, or law enforcement networks.

SUMMARY: TEXAS IN 2025

The short-term impacts of the COVID-19 pandemic on the Texas economy have been significant, with a major rise in unemployment during 2020, losses in industries such as leisure and hospitality, services, construction, mining, and oil and gas, and a resulting decrease in state revenue. In the longer term, the fundamental strengths of the state's economy will likely support a rapid recovery once the pandemic has ended, and Texas companies will continue to play critical roles in the nation's energy, agriculture, technology, chemicals, financial services, and healthcare sectors.

By 2025, Texas will likely have 32 million people, representing population growth of approximately 10% from the current level. The vast majority of this growth will occur in metropolitan counties, with many rural areas continuing to lose population. This will create challenges for state and local agencies attempting to meet growing demand for public safety, emergency response, and other services in some areas while maintaining an appropriate level of capacity statewide. In addition, population growth will increase demands on infrastructure such as roads, bridges, ports, pipelines, and energy production; peak demand for electricity is likely to grow by over 8% between 2020 and 2025.

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

Border security, especially in the absence of increased federal resources, will remain a major public safety concern in Texas. Border-related crime, including drug smuggling, human trafficking, and violent crime, will continue to pose a threat not only to border communities, but to the state and nation as a whole. Violent crime by gangs will continue to challenge law enforcement agencies and communities across the state. The threat of mass shootings, particularly by self-radicalized domestic terrorists, is likely to continue to increase, demanding constant vigilance and coordination by law enforcement agencies and the public. Soft targets such as schools, commercial facilities, and public gatherings will remain a significant vulnerability across the state, particularly in areas of large population growth. Finally, cyber threats to government agencies and private businesses will grow in terms of number of actors, frequency of attacks, and consequences.

During the past five years, Texas has been impacted by multiple mass shootings, Hurricane Harvey and many less damaging natural hazards, a growing number of cyberattacks, and a global pandemic. We expect the Texas homeland security environment in the next five years to be equally challenging. Securing Texas will demand a thorough understanding of threats and hazards, vulnerabilities, and consequences as the foundation of effective risk management. In a resource-constrained environment (particularly given the ongoing economic challenge posed by COVID-19 and resulting drop in state revenue), we must focus our efforts on the activities and investments that will pay the highest dividend in terms of risk reduction. We must also enhance the resilience of our communities and the state as a whole, with the knowledge that attacks and disasters will inevitably take place. Success will require unprecedented levels of multi-agency and multi-jurisdictional planning and coordination, technology integration, information sharing, a commitment to constant improvement, and a vigilant and prepared public.

SECTION III: GOALS AND OBJECTIVES

INTRODUCTION

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

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

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

Priority Actions support each Objective and describe specific initiatives and activities needed to accomplish the Objective.

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

EVALUATION PLAN

For the guidance in this strategy to be meaningful, the strategy must remain a dynamic document used to assess progress and guide course corrections. The Texas Office of Homeland Security will be responsible for developing and managing a system to assess statewide implementation of the THSSP. The Office will work with stakeholders to develop metrics to gauge progress on each Objective and Priority Action and to develop an annual summary of implementation progress and remaining tasks. This process will involve assignment of a "lead agency for reporting" on each Priority Action. In most cases, these leads are not solely responsible for achieving all aspects of the designated Priority Action, but they are expected to maintain a statewide perspective on THSSP implementation in the assigned area through coordination with all stakeholders.

GOAL 1: PREVENT

<table>
<tr><td colspan="2" style="text-align:center">**Prevent terrorist attacks and organized criminal activity in Texas.**</td></tr>
</table>

	Objective
1.1	**Expand and enhance the statewide intelligence capability that reduces the threat of terrorism and criminal enterprises, with an emphasis on proactive intelligence.**
	Priority Actions
1.1.1	Enhance intelligence coordination and collaboration across the state's network of intelligence nodes and with federal partner organizations, to include development of common processes and standards for recognized fusion centers.
1.1.2	At the state and local levels, ensure close integration of intelligence analysis into all homeland security operations, to include use of technical situational awareness platforms.
1.1.3	Enhance the state's capacity to identify, assess, monitor, and disrupt potential domestic terrorism and other mass casualty threats, particularly those that could impact special events, soft targets, and crowded places.
1.1.4	Continue development of multi-agency teams at the regional and local levels focused on recognizing indicators of potential radicalization to violence and implementing early intervention strategies.
1.1.5	Expand and enhance the state's capacity to receive, analyze, and share actionable intelligence on potential cybersecurity threats with federal, state, local, and private sector partners.
1.1.6	Expand and enhance law enforcement intelligence and crime analysis training delivered to all law enforcement agencies in the state through development of common training standards, programs, and certification processes.
1.1.7	Develop systems, processes, and policies for the collection, storage, protection, collation, and resolution of large-scale data, moving from statewide to nationwide data sharing and access, while continuing to protect the privacy and civil rights of the people of Texas.

1.1.8	Ensure a continuing public-private dialogue on issues associated with monitoring terrorist and criminal communications on social media and other platforms to disrupt potential attacks while protecting civil liberties.
1.1.9	Expand and enhance the network of human sources that can provide detailed and relevant information on known or suspected terrorist and criminal enterprises.

Terrorism and mass casualty attacks continue to pose a threat to Texas, as demonstrated by the November 2017 Sutherland Springs church shooting that killed 26 people and wounded 20 others; the May 2018 Santa Fe school shooting that killed ten and injured 14; the racially motivated violent extremist attack in El Paso in August 2019, which killed 23 people and injured more than 20; the August 2019 Midland-Odessa shooting that killed seven and injured 25; and the May 2020 attack at Naval Air Station Corpus Christi.

Law enforcement success in identifying threats and pre-attack indicators depends on the ability to collect and analyze information from a variety of sources, including members of the public; federal, state, and local law enforcement officers; private sector partners; and online indicators. A cadre of skilled and well-trained analysts is an integral element of law enforcement intelligence and information sharing programs, and the establishment of common training standards facilitates interoperability among partner agencies. Texas will continue to create additional training curricula that promote the development of the analytic profession and its role in law enforcement intelligence and crime analysis.

In response to Governor Abbott's September 2019 Executive Orders following the attacks in El Paso and Midland-Odessa, Texas has increased staff at fusion centers to ensure expedient and comprehensive collection of and response to Suspicious Activity Reports (SARs) and has enhanced the public's and law enforcement's understanding of how SARs are used to identify potential mass shooters or terrorist threats. The state has expanded the number of personnel focused on detecting, analyzing, and creating leads related to domestic terrorism and mass casualty threats. As a result, more SARs are being forwarded to law enforcement partners to fully investigate and take appropriate actions against validated threats.

Local, state, and federal law enforcement officers will continue to work together to implement early intervention strategies and will continue to submit threat indicators to the Texas DPS Intelligence and Counterterrorism (ICT) Division through SARs. Law enforcement will train and use available resources in an effort to prevent domestic terrorism and mass casualty threats. Additionally, Texas law enforcement will leverage relationships with mental health professionals, school districts, and citizens to enhance threat detection capabilities. Multidisciplinary threat assessment teams will continue to coordinate these efforts in each Texas Department of Public Safety region.

Since 2015, Texas has continued to expand integration of intelligence in support of law enforcement and homeland security operations by adding information sharing partners at all levels. Along with traditional means of communication, situational awareness platforms such as the Homeland Security Information Network (HSIN) provide a valuable resource for sharing and

receiving information across both Texas and the United States. While technological tools continue to assist intelligence analysts, the Texas Department of Public Safety is offering analysis training to enhance analytic tradecraft and standards across the state. This training is available to analysts representing other homeland security partners, such as state agencies, local law enforcement, and regional fusion centers.

Texas recently added an eighth recognized fusion center, located in Fort Worth, providing another important source of intelligence sharing and dissemination in North Texas. The eight fusion centers in Texas form part of the National Network of Fusion Centers, serving as focal points for the receipt, analysis, and sharing of threat-related information between the federal government and state, local, tribal, territorial, and private sector partners. The Texas Fusion Center Policy Council is working to further enhance the fusion center network in Texas by developing common processes and standards for recognized fusion centers in the form of rules governing their operations. These rules will establish baseline standards for fusion center operations and the treatment of intelligence by fusion centers, consistent with established federal standards.

To combat increasingly complex cyber threat actors, there must be an organizational structure in place to receive, analyze, and share cyber threat information from all levels of government and the private sector partners. This information includes trends, indicators of compromise (IOCs), and tactics, techniques, and procedures (TTPs) that can be shared with the entire community to combat evolving and emerging cybersecurity threats. Texas will continue to leverage the Texas Information Sharing and Analysis Organization (TxISAO) as a mechanism to increase the state's capacity to share actionable cyber threat intelligence. TxISAO membership will be expanded to include members from the law enforcement and emergency services sectors, including regional intelligence or fusion centers. Threat reporting will be expanded, and analysis and outreach will continue with TxISAO partners.

The need to protect the privacy and civil rights of the people of Texas is of utmost importance due to the constant evolution of technology and its applicability to homeland security. As technologies such as facial recognition, predictive analytics, and cloud computing become more effective and affordable, comprehensive measures to protect privacy and civil rights must be implemented and maintained. Continued coordination with the Department of Information Resources Statewide Chief Data Officer will help ensure appropriate protocols are used when working with large-scale data sets.

Objective	
1.2	**Combat the activities of criminal enterprises through coordinated law enforcement operations, investigations, and supporting programs.**
Priority Actions	
1.2.1	Conduct and support integrated multi-agency, multi-jurisdictional investigations to disrupt and dismantle domestic and transnational drug trafficking organizations operating in Texas.
1.2.2	Expand and enhance statewide law enforcement efforts to combat human trafficking, to include joint operations against human trafficking organizations, specific training for agents and officers, and information sharing with public and private partners.
1.2.3	Integrate the counter-gang efforts of law enforcement agencies at all levels through coordination at Texas Anti-Gang Centers.
1.2.4	As needed, conduct coordinated state and local law enforcement surge operations to target identified high-crime areas across the state.
1.2.5	Enhance programs to counter radicalization to violence and gang recruitment in correctional facilities and ensure sharing of relevant intelligence on potential threats with law enforcement agencies.
1.2.6	Expand and enhance capabilities to conduct investigations on groups and networks advocating domestic terrorism.

Narcotics and human trafficking continue to be major concerns for law enforcement in Texas. Large quantities of methamphetamine, cocaine, marijuana, heroin, and fentanyl continue to be smuggled into Texas from Mexico by transnational drug organizations with ties to Mexican drug cartels. The organizations responsible for drug trafficking activity are also involved in other crimes that impact the public, including murder, kidnapping, human trafficking, robbery, and assault. The Texas-Mexico border—particularly the Rio Grande Valley—has become the center of gravity for international cartel-related smuggling operations in Texas, including drugs, weapons, bulk currency, and people.

State and local investigators in Texas target the leadership and financial networks supporting drug trafficking organizations and work with law enforcement from across the United States and around the world to disrupt and dismantle these organizations. These efforts are enhanced by the use of collaborative multi-agency environments, including High Intensity Drug Trafficking Areas (HIDTA) Program-funded drug task forces, FBI Safe Street Programs, HSI Border Enforcement Security Task Forces, Texas Anti-Gang Centers, Violent Crime Task Forces, and various fusion centers and other intelligence-sharing nodes.

Since 2015, Texas has expanded human trafficking education and awareness for law enforcement, businesses, and the general public. State law enforcement agencies hired additional investigators to specialize in human trafficking investigations, with a focus on conducting domestic child sex trafficking investigations and developing international and labor trafficking cases. Texas law enforcement efforts have revealed the presence of human trafficking enterprises involving financiers, money launderers, traffickers, and high-volume purchasers of commercial sex. These enterprises subject adult and minor victims to forced labor and sexual exploitation in bars, hotels, massage parlors, private residences, and elsewhere. On average, the state exceeds 100,000 commercial sex ads on the internet per month, and child pornography continues to be a major component in the trafficking and exploitation of children. In 2018, the National Human Trafficking Hotline identified 2108 victims in Texas as well as 701 traffickers and 399 trafficking businesses.

State investigators will continue to work with other law enforcement agencies to maximize all available resources to identify and arrest those involved in criminal organizations in Texas. As education and investigative strategies increase, state investigators will strengthen their ability to pursue human trafficking investigations while utilizing a trauma-informed approach with survivors. State investigators will also continue to work in partnership with local, state, and federal law enforcement partners, prosecutors, and NGOs to leverage resources to arrest traffickers and recover trafficking victims.

Multi-agency Texas Anti-Gang (TAG) Centers throughout the state enhance the ability of law enforcement agencies to identify, deter, disrupt, and dismantle criminal organizations operating in or impacting communities in Texas. Texas will continue to support TAG Centers with staffing and other resources to facilitate and promote information sharing among agencies, maximize all available resources and partnerships, and enable investigators to work together to identify, arrest, and seek prosecution of gang members and associates who pose a significant threat to the state, targeting their organizations in an effort to disrupt their operations and render them ineffective.

In recent years, major integrated state and local law enforcement anti-crime surge operations have been successfully conducted in Harris County, San Antonio, Dallas, and Fort Worth. State resources also played a significant role in assisting the Austin Police Department with maintaining public safety during incidents of civil unrest in 2020. Moving forward, Texas will be prepared to provide surge law enforcement assistance to local jurisdictions at the direction of the Governor whenever needed, using the lessons of previous operations to refine processes and tactics.

Prison gangs have the power to organize and command street-level crime throughout the state. Proactive methods to counter extremists' efforts to recruit, radicalize, and mobilize followers in Texas Department of Criminal Justice (TDCJ) prisons are critical, considering that a high percentage of the inmate population will return to Texas communities. Younger gang members, to include confirmed gang members or youths connected with gangs in the Texas juvenile justice system, can potentially work within gang networks in Texas to exacerbate gang threats to public safety. Texas law enforcement will continue to obtain intelligence via all legal methods including monitoring the offender telephone system, monitoring offender correspondence, reviewing and documenting offender tattoos, attending and conducting intelligence training, strengthening law enforcement relationships, and sharing gang information and intelligence. The Texas Juvenile Justice Department (TJJD) will continue to work to enhance programming directed at countering

gang recruitment and will continue to partner with the Texas public safety community through intelligence exchanges, information sharing, and enforcement collaboration.

Domestic terrorists and violent extremists pose a persistent and varied threat to the state. Racially Motivated Violent Extremist (RMVE) groups and individuals have been active in Texas; for example, an RMVE attacker was responsible for the August 2019 mass shooting incident at an El Paso Walmart, which killed 23 people. Law enforcement agencies will continue to gather intelligence by leveraging human sources and technological strategies. Local, state, and federal law enforcement agencies in Texas will continue to staff FBI Joint Terrorism Task Forces (JTTFs) across the state with analysts, investigators, linguists, and other specialized personnel. Intelligence will be gathered and analyzed to identify groups that merit monitoring and groups or individuals that require law enforcement intervention. Collaborative investigations will identify and arrest individuals and networks that are responsible for terrorism-related crimes.

Objective	
1.3	**Prevent terrorists and criminal enterprises from exploiting Texas' international borders, including land, air, and sea.**

Priority Actions	
1.3.1	In conjunction with federal agencies, conduct unified state and local law enforcement operations to deny the use of the Texas border region to terrorists and criminal organizations, particularly between the ports of entry.
1.3.2	Employ appropriate technology to detect and monitor potential threats in the border region, particularly in remote areas, and ensure shared situational awareness among law enforcement partner organizations.
1.3.3	Conduct coordinated planning, training, and exercises to ensure preparedness for high-risk border scenarios including cross-border violence and mass migrations.
1.3.4	Enhance the security of Texas seaports through integrated federal, state, local, and private sector planning and coordination of security and protection strategies.

Border-related crime poses a significant threat to Texas and the nation as a whole. Mexican cartels and affiliated trafficking organizations and gangs exploit the Texas-Mexico border to dominate drug and human trafficking in the border region, and their networks impact public safety throughout the country. To successfully combat border threats, Texas must deter, detect, and interdict border-related crime and simultaneously dismantle the command and control networks of the cartels and affiliated criminal organizations operating in the state. The key to effectiveness is employing a multi-agency state, federal, and local approach that builds strong partnerships and ensures coordinated action.

As part of Texas' border security effort, we will strive to enhance detection effectiveness at the border—particularly in remote areas—through the use of cost-effective devices capable of detecting and responding to physical stimuli such as movement. One such program that has proven its utility is Operation Drawbridge. The low-cost Drawbridge camera array uses motion-activated game cameras to capture and report drug and human smuggling events in real time, with instant target confirmation. Over the last five years, Texas has improved and expanded Operation Drawbridge. Currently, the state has approximately 4500 cameras deployed along the Texas Mexico border. From January 2015 to July 2020, these cameras led to the seizure of 372,461 pounds of drugs, the apprehension of 286,528 undocumented aliens, and the arrest of hundreds of criminal gang members. From October 2018 to July 2020, Drawbridge activations led to the arrest of 91 MS-13 gang members in the Rio Grande Valley. Over the past several years, Texas has incorporated the use of Unmanned Aerial Systems (UAS) to further increase the state's capability to protect critical infrastructure and detect and respond to border incursions, criminal smuggling attempts, and other incidents across the state.

GOAL 1: PREVENT

Over the next five years, Texas will continue to develop and leverage UAS platforms, Operation Drawbridge, and other technologies as force multipliers during multi-agency border security operations. While working to secure Texas' border, the state will continue to collaborate with law enforcement, intelligence fusion centers and nodes, and qualified vendors to identify new tools, test them, and share results across the law enforcement community.

It is critical that Texas, in coordination with federal partner agencies, is prepared to respond to high-risk contingencies in the border region. While border security is a federal responsibility, incidents such as mass migrations and cross-border violence may quickly overwhelm federal capacity and directly impact the people of Texas; the large migration surges of 2018-2019 provide a recent example. Texas updated its state-level Cross-Border Mass Migration Plan in 2019 and has responded to multiple situations involving escalated risks of violence and lawlessness. These complex scenarios require a rapid surge of state resources to protect the border region, and operations must be closely coordinated with local and federal partners, including law enforcement and public health authorities. While continuing to execute daily steady-state operations, state and local agencies with responsibilities in the border region should build and maintain plans and conduct training and exercises focused on anticipating and preparing for the unique requirements of high-risk border security scenarios.

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

Objective	
1.4	**Increase public awareness and reporting of suspicious activities related to crime and terrorism.**
Priority Actions	
1.4.1	Conduct public outreach activities to raise public awareness and understanding of the importance of suspicious activity reporting and methods for reporting, including the iWatch Texas system.
1.4.2	Ensure statewide standardization and integration of processes and standards for receipt, analysis, and sharing of suspicious activity reports.
1.4.3	Expand the number and scope of Threat Liaison Officer and similar outreach programs statewide to increase the amount of law enforcement and other personnel trained on recognizing and reporting suspicious activity.
1.4.4	Enhance law enforcement collaboration with schools to facilitate reporting of suspicious activity and potential threats to students and staff members.
1.4.5	Increase retail sector awareness and reporting of suspicious transactions through expansion of the Bomb-Making Materials Awareness Program throughout the state.

Traditional law enforcement work has focused on the apprehension and prosecution of offenders after the commission of a crime. Today, law enforcement also seeks to identify, assess, and manage the risk of future planned criminal activity. The ability to collect and analyze this information in an organized way, then act on intelligence as appropriate, is essential to public safety in Texas. One important tool in accomplishing this task is a process to manage suspicious activity reports (SARs), defined as official documentation of observed behavior reasonably indicative of preoperational planning related to terrorism or other criminal activity. SARs may be reported by anyone who observes such behaviors, including law enforcement officers and members of the public. SARs are received by local law enforcement agencies and the state's network of Fusion Centers. Texas launched the iWatchTexas program as the state's SAR system in 2013. Since that time, the public has been able to report suspicious activity through the iWatchTexas website. In 2016, a statewide toll-free number was created specifically for the public to report suspicious activity and to support statewide public awareness campaigns. A standalone mobile iWatchTexas app was launched in June 2018. Using a single, statewide reporting system ensures that tips from different parts of the community are integrated in order to link critical data.

Texas will continue to work to increase awareness of the iWatchTexas capability and the importance of suspicious activity reporting through public outreach including development of materials such as information cards and how-to videos to educate the general public and the media. Texas will leverage partnerships among state agencies as well as local and federal law enforcement to gain their support in amplifying suspicious activity reporting messages on social media and

through their respective spokespeople in the community. Through building a technology structure and implementing awareness training for first responders and citizens, Texas will increase reporting of suspicious activities statewide.

Following the May 2018 Santa Fe high school shooting, a school safety-specific capability was added to the iWatchTexas app and website. Multimedia products promoting iWatchTexas for School Safety have been developed, including a tri-fold brochure, an informational card for students, and a how-to video. These products have been posted to the iWatchTexas website and app and shared with the Texas Education Agency and Texas School Safety Center. Texas has established three pilot projects between school districts and regional fusion centers since 2018, and feedback from these pilot projects will help improve collaboration efforts between law enforcement, schools, and fusion centers. Texas will continue to work to increase awareness of the iWatchTexas School Safety capability and the importance of suspicious activity reporting through outreach to Independent School Districts across the state. Multimedia products will be used for awareness campaigns through print, television, radio, and social media. DPS will coordinate with the Texas Education Agency (TEA) and the Texas Higher Education Coordinating Board (THECB) on these awareness campaigns. Additionally, Texas will work to develop and enhance a Fusion Center School Safety Working Group to refine school-related threat intelligence gathering activities.

Texas continues to face significant threats from targeted violence and domestic terrorism and must continue to enhance state and local law enforcement's ability to detect, deter, and prevent these incidents. Incidents in Dallas (2016), Sutherland Springs (2017), Santa Fe (2018), Austin (2018), El Paso (2019), Midland-Odessa (2019), and elsewhere have killed and wounded dozens. Threat actors from across the ideological and motivational spectrums are active in Texas, including racially motivated attackers, radical anti-government militants, and others. Detecting, deterring, and preventing crime and future acts of terrorism in Texas requires cooperation among law enforcement agencies at all levels and in all communities. Education and awareness regarding information sharing tools such as the Texas Suspicious Activity Reporting Network (TxSARNet) and the recognized fusion center system will increase the ability to collect relevant SAR data to bolster the TxSARNet and strengthen relationships among communities, law enforcement, and fusion centers.

Recent attacks nationally and in Texas show that there is a continuing need to further expand awareness of and education on pre-attack indicators among the law enforcement and first responder community and the public. Texas law enforcement agencies have established Threat Liaison Officer (TLO), Fusion Liaison Officer (FLO), and/or Infrastructure Liaison Officer (ILO) programs to encourage suspicious activity reporting. These programs enhance information and intelligence sharing between law enforcement agencies and public and private sector critical infrastructure entities. Texas will continue to work to expand the number and scope of TLO, FLO, ILO programs over the next five years.

The Bomb-Making Materials Awareness Program (BMAP) is a U.S. Department of Homeland Security initiative (with no cost to the state) designed to increase public and private sector awareness of everyday products for sale at retail establishments that threat actors can use to make improvised explosive devices (IEDs) or homemade explosive (HMEs). Trained BMAP Community Liaisons visit retailers and educate them about suspicious buying patterns and

behaviors and processes for reporting suspicious activity, empowering our private sector partners to help detect and disrupt potentially lethal attacks before they can be set in motion. In Texas, we have seen this approach prevent terrorist activity: In 2011, Nasser Jason Abdo was arrested near Fort Hood while preparing to launch a terrorist attack against U.S. soldiers stationed there; his arrest was the result of a gun store owner alerting police to Abdo's suspicious behavior in his establishment.

Since the beginning of BMAP implementation in Texas in 2015, the state has seen a steady increase in the number of participants. Currently, over 200 individuals drawn from law enforcement, emergency management, and other stakeholder communities support Texas BMAP as Administrator Trainers or Community Liaisons. Home Depot has become a valuable BMAP partner in Texas, working directly with the Texas Fusion Center and other partners to address suspicious activity in their Texas stores. Texas will continue to work to increase the number of trained BMAP Community Liaisons in the state and increase the number of visits to retail establishments by these personnel.

GOAL 2: PROTECT

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

	Objective
2.1	**Enhance the security and resiliency of Texas critical infrastructure systems, networks, facilities, and assets, with particular emphasis on the lifeline sectors of communications, energy, transportation, and water.**
	Priority Actions
2.1.1	Regularly provide relevant products on physical and cyber threats to critical infrastructure to appropriate public and private sector stakeholders.
2.1.2	Collect and securely maintain data to identify, characterize, and prioritize critical infrastructure in Texas through coordination with federal, state, local, and private sector partners.
2.1.3	Enhance statewide capability to support critical infrastructure owners and operators during disasters, to include identification of potential impacts within and across sectors and coordination with stakeholders on information and resource needs.
2.1.4	Support public and private sector critical infrastructure stakeholders in their security and business continuity planning efforts through the provision of relevant training and best practices, and include critical infrastructure stakeholders in exercises where appropriate.
2.1.5	Establish routine coordination processes between government and critical infrastructure sector representatives through the Private Sector Advisory Council and other forums to promote information sharing and collaboration on physical and cybersecurity issues.
2.1.6	Enhance identification and awareness of threats and vulnerabilities to critical supply chains in order to protect against potential disruptions.

Critical infrastructure is vital to the security, governance, public health, safety, economy, and morale of the state or the nation. It includes public and private assets, systems, and networks that are constantly threatened by natural hazards, the potential for accidents, and criminal, nation-state,

or terrorist entities. Disruptions to critical infrastructure can affect our way of life and cause cascading impacts within and across sectors. This is particularly the case with "community lifeline" infrastructure and the "lifeline sectors"—concepts that underscore the importance of and our dependency on specific services (communications, energy, transportation services, and water and wastewater systems). It is imperative that governments work hand-in-hand with private industry stakeholders to protect Texas' critical infrastructure. This can only be accomplished by enhancing physical security and cybersecurity and by strengthening resilience to attacks, disasters, and technological incidents.

To this end, Texas will continue to ensure the availability of timely, relevant, and actionable information to critical infrastructure stakeholders through relationship-building and the expanded use of the Homeland Security Information Network (HSIN) and other secure information platforms. Texas fusion centers, state-level sector-specific agencies, and federal partners such as the Federal Bureau of Investigation (FBI) and the U.S. Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA) will share situational awareness information, actionable intelligence products, and strategic threat assessments with other law enforcement agencies and critical infrastructure partners, as appropriate. This information can trigger immediate life-saving actions and inform ongoing risk assessments. At the state and local levels, Texas will expand outreach to critical infrastructure owners and operators and foster a reliable two-way exchange of information with these partners. For example, fusion center liaison officer (FLO) programs statewide will continue to grow by recruiting and training infrastructure partners for the reciprocal sharing of suspicious activity reports and threat information.

In order to enhance awareness and understanding of critical infrastructure, Texas will continue to build an inventory of its critical infrastructure assets, systems, and networks across the 16 critical infrastructure sectors. Additionally, Texas will partner with CISA and regional and local stakeholders to assess the criticality of key infrastructure assets. This data will inform efforts to prepare for, mitigate the effects of, respond to, and recover from disasters impacting critical infrastructure by building awareness of the dependencies/interdependencies and relative importance of infrastructure throughout the state. This data will be made available as needed to law enforcement and emergency management personnel and will be protected to the fullest extent allowed by law.

During manmade, natural, and technological disasters, coordination with critical infrastructure partners is key to effective response and recovery. While impacts to critical infrastructure can exacerbate an incident, support from infrastructure stakeholders can yield valuable information and resources. Texas will seek to further integrate critical infrastructure partners with emergency operations centers in order to quickly assess disaster impacts, restore service disruptions, support business continuity activities, enhance security at vulnerable assets, re-establish supply chains, and anticipate and prevent cascading impacts. This includes plans to establish a dedicated state-level Business Emergency Operations Center (BEOC) and to assess the response capabilities and self-sustainability of key infrastructure assets across the state in coordination with regional and local partners. Furthermore, Texas will continue to build data sets that can provide responders with pertinent information regarding the location and significance of critical infrastructure assets. This work will be coordinated by the DPS Office of Critical Infrastructure Protection, the Natural

Disaster Operational Workgroup (composed of numerous state and federal agencies), and the Texas Division of Emergency Management (TDEM) Disaster Recovery Task Force.

In order to build statewide resilience and protect critical infrastructure assets from future threats and disasters, Texas will support critical infrastructure partners in planning, protection, and preparedness activities. For instance, Texas will support and provide training and exercises that prepare critical infrastructure partners for emergencies. The state will also allocate grant funding for appropriate critical infrastructure protection projects. In addition, Texas will continue to convene the Texas Continuity Working Group to promote continuity of operations and business continuity planning. Finally, Texas will work to implement House Bill 2320, which calls for the state to identify methods to reduce risks to and harden utility facilities and critical infrastructure. On the federal side, CISA will continue to provide security consulting through Protective Security Advisors and an extensive variety of no-cost training and exercise support to state, local, and private sector partners.

The success of all of these efforts relies on effective coordination with private sector partners. Texas regularly engages critical infrastructure stakeholders via one-on-one meetings, workshops, training seminars, conferences, stakeholder exercises, working groups, professional organizations, and the Texas Infrastructure Liaison Officer Program. Likewise, CISA field and regional personnel actively participate in a variety of information sharing and collaborative public and private sector forums, such as governor's task forces, Council of Governments (COG) committees and working groups, and Maritime Security Committees. Both Texas and CISA will continually work to coordinate and expand these outreach activities. We will reconvene the Texas Private Sector Advisory Council (PSAC), which will be facilitated by DPS, as a permanent special advisory committee. The PSAC will include representatives from each of the critical infrastructure sectors and will advise the state on homeland security issues relevant to the private sector.

Finally, it is vital for the state to coordinate with private sector stakeholders to understand potential supply chain vulnerabilities and develop mitigation strategies. Not only can supply chain interruptions disrupt daily life, they can also impact disaster response and recovery efforts. For example, incidents such as Hurricane Maria's impact on saline production facilities in 2017 and personal protective equipment shortages in the midst of the 2020 global pandemic underscore the importance of supply chain resilience. To address these concerns, Texas will build on prior workshops and leverage its relationships with private sector partners to better identify and understand supply chain vulnerabilities. Entities such as the PSAC and BEOC will be integral in these efforts.

Objective	
2.2	**Reduce the risk of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incidents by enhancing control and early detection capabilities.**
Priority Actions	
2.2.1	Strengthen statewide capability to detect, confirm, analyze, and assess chemical, biological, radiological, and nuclear incidents.
2.2.2	Ensure coordinated inspection and controls of commercial CBRNE materials in Texas.

Texas communities could be devastated by a major chemical, biological, radiological, nuclear, or high-yield explosives (CBRNE) attack. Health care workers, first responders, and other authorities across the state must be fully prepared to detect, confirm, respond to, and recover from a CBRNE incident. In addition, the detection, proper control, and disposal of radiological materials in Texas must be assured through comprehensive programs.

Texas employs a multi-agency approach to detect radiological material, particularly at ports of entry along the Texas-Mexico border and the Gulf Coast. DSHS serves as the state's lead radiation control agency, and conducts inspections as part of a nationwide initiative. TCEQ participates in the annual emergency response exercises lead by DSHS at the two Nuclear Power Plants in Texas and provides radiation training, including the use of radiation survey instruments, to its regional staff. DSHS inspectors work closely with CBP officials to deploy detection and inspection equipment at all ports of entry in Texas, and DSHS distributes state-owned radiological detection instruments to local governments and provides radiological training for local and state responders. DPS has equipped Texas Highway Patrol Troopers and investigative personnel with radiological detection devices at key locations across Texas, particularly along the border. In addition, Houston is one of five cities receiving federal funding through the Securing the Cities (STC) Program, which seeks to establish robust, sustainable nuclear and radiological detection and interdiction capabilities in high-risk areas.

TDEM partners with Pantex, the nation's only nuclear weapons assembly, disassembly and life-cycle maintenance plant, via the Agreement in Principle (AIP) program. The AIP program establishes a partnership among local elected officials and emergency managers, state agencies, and federal agencies to enhance preparedness and response capabilities and to ensure the protection of the health and welfare of the surrounding communities should an incident take place at the Pantex Plant.

The U.S. Department of Energy Waste Isolation Pilot Plant (WIPP) transports transuranic (TRU) waste from U.S. Department of Energy sites by truck through the State of Texas and into New Mexico. While in transit, these WIPP shipments are constantly monitored by the State Operations

Center (SOC). Communities along the WIPP route are notified two hours prior to the shipment entering the state and upon exiting the state. On occasion, these shipments need to be inspected and pass the Commercial Vehicle Safety Alliance (CSVA) Level VI Inspection (radiological inspection) as well as all other Commercial Vehicle Enforcement inspections. Coordination between TDEM and DPS allow these inspections to take place. The WIPP Program also creates a partnership between DSHS and TDEM through which communities along the WIPP route are provided with planning assistance for radiological incidents as well as training for first responders.

Texas participates in and provides critical infrastructure support for the National BioWatch network to monitor for intentionally-released biological agents. TCEQ oversees and coordinates BioWatch field activities in conjunction with private sector partners, local jurisdictions, and the U.S. Department of Homeland Security. Texas also ensures sufficient laboratory space and analytical capabilities for chemical, biological, radiological, nuclear, and explosives detection to support rapid response to these threats. DSHS, TCEQ, DPS, and other state agencies have expanded Preventive Radiological/Nuclear Detections (PRND) capabilities through training, education, and ongoing regulatory activities aimed at the security of radioactive material users and locations. DSHS and the Office of the State Chemist participate in the national food defense network, including the Food Emergency Response Network and Laboratory Response Network.

TCEQ is the lead state agency for hazardous materials and oil spill response in Texas and works closely with other agencies such as the Texas General Land Office, Texas Railroad Commission, Texas Military Department, and the Office of the Texas State Chemist to ensure a safe, effective, and comprehensive approach to natural or manmade disasters involving chemicals. Federal, state, local, and private sector partners have increased and expanded chemical facility and fertilizer plant inspections to improve safety and security of dangerous chemicals. Texas' Tier II Chemical Reporting Program has been enhanced and improved by rulemaking pursuant to the Texas Health and Safety Code, which incorporates by reference the Federal Emergency Planning and Community Right to Know Act and applies to certain Texas public employers and private facilities. This program protects public health and the environment by providing information about hazardous chemicals and their health effects and enhances the preparedness of local first responders during manmade or natural disasters. High-risk areas of the state, such as the border and the Gulf Coast regions, remain the priority for safety and security inspections, and licensed chemical facilities along the Gulf Coast must submit status reports to agencies during and after tropical storms or hurricanes.

TDEM focuses on continuous improvement of local capabilities regarding hazardous materials. Through the U.S. Department of Transportation Pipeline and Hazardous Materials Safety Administration's (PHMSA) Hazardous Materials Emergency Preparedness (HMEP) Grant, TDEM supports local awareness regarding the threat of incidents involving hazardous materials through various academic and technical studies, enhancing and streamlining planning efforts, and building response, preparedness, and mitigation capacity. The primary focus of HMEP training is on enhancing the ability of local jurisdictions to evaluate scenes, identify hazardous materials, initiate evacuations, and take other protective measures until the arrival of specialized response teams. In addition, Local Emergency Planning Committee (LEPC) formation and development has been an ongoing project across the country, and Texas has seen a dramatic increase in LEPC activity and responsiveness across the state.

Moving forward, Texas will continue to work with local jurisdictions to train and further develop their BioWatch programs and will also continue to work and train with other federal, state, and local partners to detect, confirm, analyze, and assess CBRNE events. In addition, we will work to enhance the capability for detection of radiological materials through deployment of new field screening instruments, training, and participation in exercises. The state will ensure the capability of qualified responders to detect radiological materials and will maintain staffing to support the ongoing and anticipated increases of inspections of licensed facilities, license applicants, and job sites related to CBRNE materials.

Objective	
2.3	**Strengthen statewide capability to detect, confirm, analyze, assess, and contain threats to public health.**
Priority Actions	
2.3.1	Enhance statewide capability for syndromic surveillance of potential pandemics and other public health outbreaks through coordination and information sharing among all public health and healthcare stakeholders.
2.3.2	Enhance statewide capability to prevent, detect, trace, and contain outbreaks of foodborne illness, to include development of a state strategy for Food Safety Modernization Act implementation.

Early detection and identification of potential pandemics, foodborne illness outbreaks, and other public health threats through a robust disease surveillance system enhances the ability to develop an effective and coordinated response among all public health and healthcare stakeholders in Texas. Integrated reporting systems for enhanced surveillance of emerging public health conditions, early detection of abnormal disease patterns, and monitoring of highly contagious viruses strengthen the state's capacity to detect, confirm, analyze, assess, and contain threats to public health.

Through the efforts of health care providers and laboratories in Texas and across the country, the CDC develops a national picture of influenza virus activity, the geographic distribution of influenza viruses, and the clinical impact of the circulating viruses. Texas Syndromic Surveillance (TxS2) is the statewide syndromic surveillance system hosted by the Texas Department of State Health Services (DSHS) for use by state and local public health stakeholders for enhanced surveillance of emerging public health conditions and threats. There are currently three syndromic surveillance systems in Texas: the North Texas Syndromic Surveillance System (NTXSS) hosted by Tarrant County Public Health; the Southeast Texas Syndromic Surveillance System (STSSS) hosted by Houston Health Department; and the statewide TxS2 system. NTXSS is fully incorporated into TxS2, and STSSS is currently working with TxS2 to become fully integrated. These systems analyze trends and issue alerts when aberrations are detected.

TxS2 is working to connect other data providers to integrate syndromic data from across the state into one system. Ongoing goals include developing and executing memorandums of understanding (MOUs) for TxS2 data submission and access; conducting user training; onboarding data providers; monitoring data submission into the system to ensure stable connectivity and receipt of the data; and monitoring usage of TxS2 to determine if additional training and data feeds are necessary.

Texas reports the estimated level of statewide influenza activity to the CDC every week during the annual October to May influenza season. The DSHS Emerging and Acute Infectious Diseases Unit, in cooperation with the DSHS Medical Virology Laboratory, monitors influenza around the state

through sentinel surveillance by health care providers. Additionally, Texas participates in the national outpatient Influenza-Like Illness Surveillance Network (ILINet), enrolling providers who voluntarily report outpatient influenza-like illness to the CDC. In 2019, 19 new providers were recruited and enrolled in ILINet. Annual statewide Influenza Surveillance Workshops are planned to update flu surveillance coordinators on influenza surveillance practices, examine the epidemiology of recent flu seasons, and collaborate on projects and best practices.

Each year, around 48 million people in the United States become ill due to contaminated or improperly prepared food; approximately 128,000 are hospitalized, and approximately 3,000 die. Common threats include *Cyclospora*, *Salmonella*, *Listeria*, and *E. coli*, in addition to allergens that can cause dangerous reactions. Standards and safeguards to prevent food contamination at all stages of production and distribution are an essential first line of defense against foodborne illness. When outbreaks of foodborne illness occur, it is essential that state and local agencies in Texas be prepared to rapidly identify them, conduct tracing to determine their cause and origin, and contain their spread in collaboration with federal partners.

Texas is focused on implementing the Food Safety Modernization Act (FSMA), which became law in 2009. TDA adopted the Produce Safety Rule provisions of FSMA in January 2011, and DSHS adopted provisions of FSMA applicable to food manufacturers, food wholesalers, and food warehouses in August 2017. FSMA implements preventive control measures from the farm through food production with a risk-based focus that identifies hazards that are most likely to occur based on factors such as outbreak history, the type of food, the production process, and the scale of production. Texas will promote training and coordination with private sector partners and local health departments and conduct risk-based inspections and facility monitoring through DSHS, TDA, and the Office of the State Chemist. The DSHS Texas Meat Safety Program provides oversight and monitoring of meat production facilities in coordination with the U.S. Department of Agriculture (USDA).

Texas will continue to increase the number of trained FSMA inspectors and inspections, identifying important safety risks and working with private sector partners to address them. The state will also seek opportunities to provide free or low-cost training and assistance to industry partners on food safety planning and FSMA implementation to ensure a common understanding of preventive standards and requirements.

In addition to individual agency response capability, the Texas Rapid Response Team (TRRT) may coordinate multi-jurisdictional responses to foodborne illness outbreaks and food-related emergencies. The TRRT includes DSHS, TDA, the Office of the State Chemist, and the U.S. Food and Drug Administration (FDA), with support from regional and local health departments. In addition to responding to incidents, the TRRT—supported by federal funding—conducts training to enhance foodborne illness investigation capabilities. The TRRT will continue to conduct training and exercises with public and private sector partners, increasing its focus on incidents of intentional contamination that require coordination with additional partners from the law enforcement and public safety communities.

Laboratories are critical to identifying food contaminants and enabling rapid responses. The DSHS laboratory is the primary servicing laboratory for analyzing food, environmental, and clinical samples related to food response. The Manufactured Foods Regulatory Program Standards/TRRT

cooperative agreement provides funding support to the DSHS lab for *Salmonella* and *Listeria* testing. The DSHS laboratory, with support from the TRRT, will seek to increase its capabilities for genetic sequencing and molecular analysis and develop capability to test for the presence of *Cyclospora* on produce. The TRRT has access to additional laboratory capacity through TRRT state and federal partner labs.

Objective	
2.4	**Reduce the vulnerability of the agriculture industry to natural hazards and manmade threats.**
Priority Actions	
2.4.1	Strengthen the statewide reporting system for threats against the agriculture industry through enhanced coordination among federal, state, local, and private sector stakeholders.
2.4.2	Ensure the continued availability of sufficient capacity in trained personnel, laboratories, and/or specialized facilities to identify, and analyze agricultural pests and disease and high consequence animal diseases.
2.4.3	Maintain inspection and control programs used throughout the state to protect against the introduction of plant and animal pests and diseases.
2.4.4	Enhance capacity for pest and animal disease screening in the Texas-Mexico border region.

Agriculture plays a critical role in the Texas economy and the national food supply. Partnerships and open communication among the Texas Animal Health Commission (TAHC), Texas Department of Agriculture (TDA), U.S. Customs and Border Protection (CBP), U.S. Department of Agriculture (USDA), industry, and other stakeholders are imperative in the prevention of, early detection of, and response to threats impacting the Texas agricultural sector.

In an effort to build closer relationships and more effective reporting and communication systems among agriculture infrastructure partners at all levels in the public and private sectors, Texas has participated in numerous national exercises. These exercises have helped identify communication and information sharing needs that led to training initiatives for the integration of ArcGIS, the Emergency Management Response Services (EMRS) application, and WebEOC information systems utilized by state partners. Additional recent efforts to strengthen stakeholder coordination include the creation of guidance documents for local jurisdictions during an animal disease incident; the promotion of Secure Food Supply programs for continuity of business operations during disease incidents; and cooperative compliance activities between Texas, the USDA, and CBP.

Texas will focus on continued cross-training, exercising, and planning with private, local, state, and federal partners related to communication, coordination, and reporting processes. Exercises such as the 2021 Foreign Animal Disease Southern Agricultural Functional Exercise will allow TAHC, TDA, USDA, and other partners to identify ways to better integrate various internal databases and information management systems for cross-communications between agencies. Texas Fusion Centers, CBP, USDA, TDA, and TAHC will integrate their enforcement programs for agricultural threats to enhance mitigation and prevention programs.

Texas has a long history of dealing with animal and plant diseases, pests, and other threats to agriculture. Infestations of Texas Cattle Fever Tick, tuberculosis in dairies, influenza in poultry, Citrus Greening, and Canker require the dedication of trained staff and state resources for detection, containment, and eradication. TAHC has established an internal program for creating animal disease-focused Incident Management Teams (IMTs) and has used state and national exercise programs to strengthen partnerships with other response agencies. The TDA maintains two laboratories for the testing and analysis of plant disease and pest concerns. TDA and TAHC regularly engage in cross-training efforts to ensure the availability of staff for response to their respective programs' needs.

On the recommendation of the Texas Sunset Commission, the TAHC will transition animal diagnostic laboratory services from the Texas State and Federal Laboratory to other testing facilities in Texas. The TAHC will work with the Texas A&M Veterinary Medical Diagnostics Laboratory (TVMDL) and USDA to identify National Animal Health Laboratory Network (NAHLN) capabilities available to Texas and will recruit additional personnel for the TAHC IMTs. Continued partnerships with other state and federal animal health and agricultural agencies on Secure Food Supply (SFS) initiatives will further develop, test, and update SFS Plan and Program standards in Texas. The TDA is working in cooperation with the Texas Department of Public Safety (DPS) and the Texas Nursery and Landscape Association (TNLA) to expand the network of Agriculture Inspection Stations along Texas borders for the inspection of plants and produce entering the state.

Inspection and disease surveillance are central to Texas' agriculture security operations. Texas maintains inspection and surveillance networks at livestock sales and congregate animal events and regularly inspects feedlots, calf ranches, feral swine holding and hunting facilities, live bird markets, state meat processing plants, and other facilities. Joint animal disease control and eradication programs are administered in partnership with USDA's Animal and Plant Health Inspection Service (APHIS). The TAHC works with CBP and USDA port agents to detect and inspect international imports that may introduce foreign animal and plant diseases or pests to Texas.

Texas will continue to identify new ways to administer existing inspection and surveillance programs and will collaborate with other agencies on disease inspection and surveillance. Educational efforts will include awareness programs for foreign animal diseases, biosecurity practices for producers, and the implementation and use of the TDA seed lab and other TDA programs. The new TAHC TexCORE software system will capture surveillance and inspection field data and allow Texas to more effectively analyze disease patterns, importation and exportation trends, and other factors.

The Texas-Mexico border region is a high-threat area for the introduction of plant and animal diseases into the state. There have been increasing occurrences of insect infestations and disease outbreaks in the area over the past five years, such as Texas Cattle Fever Tick (CFT), Citrus Greening, and Citrus Canker. Additionally, New World Screwworm (NWS) has appeared in Florida, raising concerns of the possibility of its spread to Texas. In addition to a permanent Quarantine Zone established by the USDA stretching from Del Rio to Brownsville, border screening and inspection measures are conducted in Brownsville, Laredo, and El Paso by USDA and TDA staff. The TAHC has robust representation within the Binational Committee (BNC) –

formed to address animal disease issues between the United States and Mexico – through state and cattle industry participation, and the USDA employs tick riders to patrol the border and apprehend stray cattle and horses to slow the spread of CFT.

The TAHC and TDA continue to enhance regulatory programs along the Texas-Mexico border by working collaboratively with local, state, federal, and international partners to implement screening and preventative measures for pest and disease concerns. The TAHC is working with the Binational Committee towards the establishment of the Rio Bravo Cattle Fever Tick Buffer Zone in Mexico to replicate the Permanent Cattle Fever Tick Zone in the United States, which will reduce tick infestation in the Texas border region. The TAHC continues to cooperate with the USDA Agricultural Research Service (ARS) and other researchers on projects related to the development and implementation of new tools to aid in the advancement of the CFT Program. The TDA will support the opening of a new USDA Livestock Export pen in Del Rio by 2023. Continued outreach and education to local producers on disease and pest control in the area is a priority for both TDA and TAHC, and the TAHC will continue to support incentive programs to help offset the expense of CFT eradication on impacted industries.

Objective	
2.5	**Enhance the safety of Texas schools against all threats and hazards.**

Priority Actions	
2.5.1	Ensure Texas school districts, charter schools, junior colleges, and universities develop and maintain Multi-hazard Emergency Operations Plans based on comprehensive risk assessments.
2.5.2	Ensure all campuses conduct required safety training and drills at all facilities, and expand school participation in exercises with first responders and key community stakeholders.
2.5.3	Educate, train, and provide best practices to school districts, charter schools, junior colleges, and universities on conducting and utilizing school safety and security audits, and ensure required audits are completed to standard.
2.5.4	Expand the availability of training, technical assistance, and resources to support schools and first responders in implementing school safety best practices.
2.5.5	Provide schools with evidence-based behavioral threat assessment training, and develop multi-agency threat assessment teams at the regional level.
2.5.6	Increase the presence of uniformed law enforcement officers on school campuses through improved partnerships and coordination between law enforcement agencies and schools.
2.5.7	Enhance community partnerships and programs to counter gang recruitment in schools.

A safe, secure, and healthy school environment is a critical foundation for a positive school climate and essential to the academic and emotional success of students in all Texas communities. The Texas School Safety Center (TxSSC) is the designated state lead for training, research, and technical assistance related to school safety. This work is also supported by various agencies including, but not limited to, TEA, TDEM, DSHS, and DPS. Through collaboration with state, regional, and local partners, Texas will develop effective, integrated, and high-quality training and resources to be delivered in multi-modal formats. This process will support the needs of the diverse educational environments across Texas.

For Texas schools to effectively protect against and respond to all hazards, they must have access to continuous training in the development and maintenance of high-quality emergency operations plans in coordination with local and regional first responders. TxSSC reviews and verifies Emergency Operations Plans (EOPs) for school districts, charter schools, and junior community colleges, ensuring that schools take a multi-hazard approach to the planning process and account for manmade, natural, and technological hazards. Additionally, the TxSSC is working with TDEM to evaluate the adoption of consistent reporting platforms for the submission and review of

emergency plans across the state and will also work with TEA to establish accountability measures to ensure compliance with EOP standards established by the TxSSC.

Ongoing training and regular participation in drills and exercises help to reduce the possibility that staff and students become victims in an emergency and ensure a well-executed response. Since 2015, the TxSSC has provided numerous statewide trainings—often co-hosted by TDEM or the Texas A&M Engineering Extension Service (TEEX)—in areas such as emergency operations planning, safety and security audit procedures, school-behavioral threat assessment, school-based policing practices, and drills and exercises. In addition, the TxSSC maintains a website of school safety resources and best practices, accessible to stakeholders across Texas. The TxSSC will continue to provide training on new school safety drill requirements and best practices in specific action protocols; update all resource materials and toolkits to reflect new drill requirements; and develop an annual data collection process to track participation in drills and exercises throughout the school year. The TxSSC plans to increase its statewide training offerings by providing virtual educational opportunities in conjunction with in-person delivery.

Under Texas statute, public school districts, charter schools, and public junior college districts must conduct a safety and security audit every three years. The TxSSC, in coordination with TEA, uses the audit results to ensure districts are in compliance with school safety standards. The TxSSC has updated the self-assessment safety and security audit process for K-12 schools and is developing training and updating safety and security audit procedures for charter schools and junior community colleges. During the next five years, the TxSSC will provide training and resources on the safety and security audit process; begin the collection of safety and security audit data for junior community colleges and charter schools; and continue to engage Education Service Centers (ESCs) and TEA to coordinate audit support efforts.

Research conducted on past U.S. school shootings indicates that violent events in schools are generally planned in advance and that perpetrators often communicate their intent to conduct violence ahead of time. Behavioral threat assessments provide a proactive, evidence-based approach to detect and deter violent incidents before they occur. Texas school districts and charter schools are required to establish multi-disciplinary safe and supportive teams to conduct behavioral threat assessments; the TxSSC has trained approximately 700 school districts and over 4,000 school personnel on the behavioral threat assessment process. To increase state capacity, the TxSSC will continue to partner with ESCs to provide on-going statewide training in behavioral threat assessment. The TEA will provide guidance to help school districts and charter schools enhance the implementation of their safe and supportive teams and will establish and implement reporting procedures for the annual data collection of school threat assessments. The TxSSC will engage other coordinating agencies, such as the DPS Criminal Investigations Division (CID) and Intelligence and Counterterrorism Division (ICT), on the development of regional multi-agency threat assessment teams.

Governor Abbott's School Safety Action Plan, developed in 2018 in the wake of the tragic Santa Fe school shooting incident, emphasizes the importance of increasing the presence of law enforcement officers on school campuses by ensuring schools are part of regular patrol routes and encouraging schools to dedicate office space for use by law enforcement officers conducting routine work. Beyond enhancing the deterrence of potential incidents, this type of partnership also ensures that officers are more familiar with schools when a response is necessary and builds trust

between students and police. Texas Department of Public Safety officers have conducted approximately 30,000 school visits during each of the past two school years, with special emphasis on rural schools without ISD police forces. As of April 2020, over 160 schools have provided offices for use by DPS personnel. Based on the success of this program, Texas will continue to increase the routine presence of state law enforcement officers at schools and encourage local law enforcement agencies to do so as well, ensuring that officers receive appropriate training for dealing with juvenile students.

Texas gangs recruit new members in schools through direct contact with students and through social media. Youth education and engagement programs can help to reduce the risk of gang recruitment. The most effective programs are partnerships among law enforcement agencies, educators, parents, and community groups that have a multi-dimensional focus including fostering resiliency, increasing coping/prevention skills, and facilitating youth civic engagement and community service opportunities. At the state level, specially-trained Texas Highway Patrol troopers work with local partner organizations to identify high-risk areas in which gang affiliation is prevalent and deliver gang awareness training, among other outreach programs. At the local level, many law enforcement agencies sponsor a variety of youth engagement programs, and some jurisdictions such as Houston are implementing the Gang Resistance Education Awareness Training (G.R.E.A.T) program, a national-level program through which officers teach an anti-gang curriculum to students at target schools. Texas will continue to encourage and deliver these types of programs in coordination with all stakeholders to reduce the influence of gangs on schools and students.

Objective	
2.6	**Enhance statewide cybersecurity efforts to protect information assets.**

Priority Actions	
2.6.1	Continue to expand and strengthen the Texas Information Sharing and Analysis Organization as a trusted hub for the collection and sharing of cybersecurity risk information among state, local, higher education, and private sector stakeholders.
2.6.2	Maintain the Texas Cybersecurity Framework to mitigate risks and improve the resiliency of state information systems, and encourage adoption of the Framework's standards by local jurisdictions.
2.6.3	Create a culture of security among all government agencies through development and implementation of training programs and outreach efforts focused on threat awareness and good cyber hygiene practices.
2.6.4	Develop and implement cybersecurity exercise programs to encourage preparedness at all levels of government and ensure sharing of best practices and lessons learned.
2.6.5	Enhance collaboration with higher education institutions to build the future cyber workforce for Texas.
2.6.6	Ensure the integrity of Texas elections by protecting electoral systems against compromise or interference.

Cybersecurity is a critical issue in Texas, impacting the safety, livelihood, voting rights, and critical services of communities across the state. Information sharing, education, and training are cornerstones of the Texas cybersecurity strategy, highlighting the importance of coordination and cooperation among public and private sector stakeholders at all levels to reduce the quantity and impact of cyberattacks. When all levels of government participate in and are familiar with the incident response process, recovery time is shortened. Involving a diverse group of stakeholders at each level of government, including representatives from information security, legal, public affairs, and organizational leadership, creates a sense of ownership and support for further preparedness activities.

The Texas Information Sharing and Analysis Organization (TxISAO), created through legislation passed in 2019, is an initiative led by the Texas Department of Information Resources (DIR) to encourage public and private stakeholders to share actionable and timely information regarding cybersecurity threats, best practices, and remediation strategies. The TxISAO is available to all Texas organizations, whether public, private, or non-profit, at no cost to the member organizations. In 2019, DIR partnered with two universities to provide Security Operations Center (SOC) services

and educational services to TxISAO members. In 2020, DIR created a multiphase plan for the TxISAO to expand services, share information, and build private/public partnerships, and DIR has launched a website with information about the TxISAO. TxISAO members can submit threat information to DIR and university partners for analysis. The TxISAO hosts monthly meetings to assist members in maturing their cybersecurity programs.

Future TxISAO activities include creating an information sharing portal to provide members access to more detailed information on cybersecurity threats, best practices, strategies, and services offered by TxISAO partners. DIR expects to expand partnerships with additional Texas universities, making these universities' services—including cyber threat feeds—available to all TxISAO members.

The Texas Cybersecurity Framework is a set of critical security control objectives for protecting information resources and is key to an improved and coordinated cybersecurity response capability. As of 2020, 212 state agencies and institutions of higher education (including junior colleges) use the Texas Cybersecurity Framework as the foundation of their security planning process. Local governments can obtain assessments and other security services through the DIR Managed Security Services program to better align with the Texas Cybersecurity Framework. In 2019, the State of Texas completed the Nationwide Cybersecurity Review to identify and prioritize actions to reduce cybersecurity risk. The Texas Legislature passed Senate Bill 820, requiring each Texas school district to adopt a cybersecurity policy and appoint a cybersecurity coordinator to serve as a liaison between the district and the Texas Education Agency (TEA).

DIR will continue to expand the Texas Cybersecurity Framework, adding additional security objectives to encourage the expansion of agency planning efforts. DIR will also encourage the use of the Texas Cybersecurity Framework by local governments through templates, resources, and coordination with organizations including the Texas Association of Counties, the Texas Municipal League, and the Texas Association of Governmental Information Technology Managers, as well as local and regional 9-1-1 Public Safety Answering Points. Texas Cybersecurity Framework assessments and other services will continue to track the progress of state level organizations to mitigate risks, improve their resiliency, and inform DIR's biennial information security progress reports to state leadership.

People are the most important resource in any security program. Creating a culture of security in all government organizations is critical to securing Texas' systems and data. Organizational support to increase threat awareness and good cyber hygiene practices can be institutionalized through statewide training and outreach programs. To this end, DIR has established an InfoSec Academy to educate information security officers and security staff at state agencies, institutions of higher education, and public community colleges to improve their organizations' cybersecurity capabilities. Course curriculum includes security risk management, incident preparedness, cybersecurity incident management protocols, developer training, secure coding methods, and the design and conduct of cyber-focused training exercises. In response to bills passed by the Texas Legislature, DIR is required to certify cybersecurity awareness training programs to be completed annually by employees and contractors of state agencies, institutions of higher education, independent school districts, cities, counties, and quasi-governmental organizations. DIR also provides a security awareness training program to state agencies, universities, and public junior

colleges to enable their end users to recognize threats and become more vigilant in protecting the organization against cybersecurity threats.

Further support of the InfoSec Academy will continue to provide direct training to the state's information security professionals. Planned initiatives include training state agency executives on the importance of a culture of cybersecurity, the development of an Information Security Officer mentorship program, and continuation of the required cybersecurity training program.

Highly visible and well-attended training events for information security professionals across the state, such as the annual Information Security Forum, offer additional opportunities to share best practices for information security. Monthly webinars conducted for both state-level organizations and TxISAO members provide continued advanced threat awareness and good cyber hygiene principles. DIR will offer phishing simulation services at no cost to state agencies, universities, and public junior colleges, helping end users to recognize and report potential phishing emails and further secure their organizations.

A cybersecurity exercise program focused on response coordination with all partners supports identification of vulnerabilities and sharing of best practices and lessons learned. Since 2018, DIR has provided a security tabletop exercise module at each of its monthly security meetings, where participants receive a simulated security incident and a checklist to prepare their organization for an actual incident. DIR has expanded this offering to cities, counties, and other governmental organizations through the TxISAO and has conducted ransomware tabletop exercises facilitated by industry experts at its statewide conference. Local and state-level stakeholders have participated in cybersecurity response tabletop exercises in coordination with DHS, DIR, and TDEM.

Over the next five years, DIR will continue to grow the state's cybersecurity incident exercise program, providing tabletop exercises to the state, regional, and local security partners and addressing lessons learned from real-world incidents. Additionally, Texas will continue to participate in national-level cybersecurity exercises. Coordination among TDEM, TEEX, and DIR will increase participation in cybersecurity exercises by emergency management practitioners to enhance whole community engagement.

Cybersecurity workforce staffing shortages are an ongoing challenge for state and local agencies in Texas. As information systems become more complex and threat actors become more advanced, the need for trained and experienced cybersecurity practitioners continues to grow. The Texas Higher Education Coordinating Board has published strategies to increase the development of cybersecurity programs in higher education. Additionally, some state agencies offer internships focused on cybersecurity to current students and recent college graduates. Texas school districts continue to participate in the DIR-coordinated CyberStart US initiative, offering cybersecurity education to female high school students; in 2019, Texas girls placed second, third, and fourth in the Girls Go CyberStart US national competition.

Texas will increase its efforts to enhance collaboration with institutions of higher education to build its cybersecurity workforce. A report from the Texas Higher Education Coordinating Board recommends creating partnerships with industry, developing standardized curriculum, and clearly articulating a pathway from high school to college for cybersecurity programs. The TxISAO will work to expand cybersecurity educational opportunities to students, veterans, and unemployed

personnel. Further activities between private corporations and universities via the TxISAO may provide internship pathways for university students, and DIR is working with private entities and the Texas Education Agency to provide guest speakers, cybersecurity competitions, and other resources to public schools across the state.

Safeguarding the integrity of elections is a fundamental priority for Texas, as it is essential for citizens to trust that electoral systems are accurate, secure, and free from external interference. Led by the Secretary of State's Office, Texas is implementing multiple measures to this end. The state has provided federal funding to counties to conduct an Election Security Assessment that addresses physical security, cybersecurity, storage, compliance with state laws, and other factors; these assessments are completed or in progress. In addition, state law requires that counties conduct security training for election officials and report any incidents. At the state level, software is in place to detect anomalies in the election registration database, and additional safeguards such as two-factor authentication have been implemented to enhance the security of the database. Two trainers are working with counties to ensure awareness of and access to all state and federal tools and resources available to support election security.

In the coming years, Texas will continue to work with county officials to remediate risks identified during their Election Security Assessments and ensure appropriate policies, procedures, and capabilities for protection and response are in place and actively maintained at the local and state levels. Counties are eligible to apply for additional funding for this purpose. The Secretary of State's Office will seek to maintain its training program even if federal funding is not available in order to continue this critical line of support for counties.

GOAL 3: MITIGATE

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

Objective	
3.1	**Use mitigation planning to reduce the threats disasters pose to people, property, and critical functions throughout the state.**
Priority Actions	
3.1.1	Update the multi-year State Hazard Mitigation Plan, including the hazard vulnerability assessment, every five years, and develop a FEMA-approved Enhanced Hazard Mitigation Plan.
3.1.2	Improve the process used to update state mitigation strategies through the incorporation of local level plans and the use of new technologies and data, available academic resources, and planning studies.
3.1.3	Provide technical assistance and training to local jurisdictions to encourage the development of hazard mitigation plans based on vulnerability assessments, and ensure planning integration at the regional level.

While it is not feasible to eliminate the risk of all threats and hazards, effective mitigation planning can help to minimize their impact by prioritizing actions that reduce or prevent damage and loss of life. Planning partnerships among state agencies and local jurisdictions are essential to maximize the effectiveness of mitigation activities. These partnerships should be based on routine communication and coordination among urban planning, transportation, infrastructure, and emergency management stakeholders.

The *State of Texas Hazard Mitigation Plan* is the strategic policy document, approved by the Governor, establishing guidance for reducing future losses from all types of disasters and making communities more resilient within the State of Texas. The plan also provides access for all state jurisdictions to apply for federal grants under the Hazard Mitigation Assistance Program, which includes the Hazard Mitigation Grant Program, the Building Resilient Infrastructures and Communities Program, and Flood Mitigation Assistance Program. Additionally, the State Hazard Mitigation Plan risk assessment provides all jurisdictions across the state with key information

about the wide array of natural hazard risks, the probability and extent of future natural disaster events, and the state's strategies to proactively manage these risks.

Local hazard mitigation plans provide guidance for reducing future losses from all types of disasters; help make communities more resilient from disaster events; and provide clear and concise information related to overall hazard risk in every region of Texas. Additionally, local hazard mitigation plans identify community-based vulnerabilities and provide mitigation strategies consisting of proposed actions to reduce the impact of future disasters. In order to develop well-informed hazard mitigation plans, many local jurisdictions benefit from technical assistance and training to understand the complicated federal requirements involved in local mitigation planning. TDEM provides recommendations on the creation of multi-jurisdictional hazard mitigation plans addressing regional mitigation strategies. State and local mitigation strategies are also informed by state agencies, academic institutions, and planning studies offering feedback on the best methods for addressing hazard risks in Texas. TDEM will work with the newly formed Institute for a Disaster Resilient Texas to leverage the expertise of the academic community to develop a comprehensive risk and vulnerability analysis in support of state and local mitigation planning.

One goal of the next State Hazard Mitigation Plan is to more accurately assess the risk from natural hazards in Texas and to develop and coordinate a comprehensive framework of strategies to proactively manage those risks by reducing vulnerability and working with local governments to improve the resilience of communities statewide. The Texas Division of Emergency Management will work directly with the Institute for a Disaster Resilient Texas to identify hazard data and research from state agencies and academic institutions that will be utilized in the development of the hazard risk and vulnerability assessment for the next iteration of the state hazard mitigation plan. TDEM will also work with all partners on the State Hazard Mitigation Team to identify capabilities and planning efforts to inform the state's mitigation strategy for implementing mitigation actions across Texas. Additionally, TDEM will work with the Texas Water Development Board to fully integrate the State Flood Plan effort into the State Hazard Mitigation Plan.

Another goal will be to qualify the State of Texas for Enhanced status by fulfilling additional FEMA requirements that focus on integrating and coordinating mitigation efforts across the state. Enhancing the State Hazard Mitigation Plan will provide an increase of available Hazard Mitigation Grant Assistance funding from 15% to 20% of the total amount from every Presidentially Declared Disaster.

Local hazard mitigation plans will benefit directly from improved risk assessment and mitigation strategies in the state hazard mitigation plan, and TDEM will continue to work directly with all local jurisdictions to improve the quality of their planning processes. TDEM will also work with the Texas Water Development Board to fully integrate regional flood planning efforts into local hazard mitigation plans; coordinate with the Texas A&M Forest Service to integrate Community Wildfire Protection Plans (CWPPs) into local hazard mitigation plans; and work with the Texas Commission on Environmental Quality (TCEQ) Dam Safety Program to implement the local planning requirements for jurisdictions participating in FEMA's High Hazard Potential Dam (HHPD) program.

TDEM is developing a remote delivery method for the G-318 Local Hazard Mitigation Workshop. The remote workshop will provide key information on requirements for developing local hazard mitigation plans and will identify resources available for the development of effective risk and vulnerability assessments. Texas will also encourage local jurisdictions to coordinate and integrate the National Flood Insurance Program (NFIP) with local hazard mitigation plans, especially when dealing with FEMA Community Rating System (CRS) requirements that can be met by implementing specific mitigation actions. In addition, TDEM is working to incorporate local mitigation planning into its recently-implemented online planning tool. Finally, Texas will continue to coordinate with local jurisdictions so that at least 85% of the state's population remains covered under a local hazard mitigation plan, which is a requirement to receive federal grants for mitigation projects.

Objective	
3.2	**Enhance the resilience of mission critical systems and infrastructure throughout Texas.**
Priority Actions	
3.2.1	Encourage the implementation of local-level mitigation projects that maximize the impact of pre-disaster and post-disaster funding.
3.2.2	Review ways to address community vulnerabilities through legislative means and recommend amendments to building codes, insurance regulations, and land use regulations when appropriate.
3.2.3	Identify and maintain a list of potential regional and local mitigation projects, including projects to improve watershed resilience and floodplain management, to be submitted for available funding opportunities.
3.2.4	Enhance state- and regional-level coordination across all major mitigation programs to maximize efficiency and effectiveness.

The positive impact of mitigation planning depends on the implementation of effective mitigation projects that are prioritized through the planning process. Most mitigation projects are funded and implemented at the county and municipal levels, and these investments can more than pay for themselves by limiting the consequences of disasters. Federal programs such as the Pre-Disaster Mitigation Grant Program, Building Resilient Infrastructure and Communities Program, Hazard Mitigation Grant Program (HMGP), and Flood Mitigation Assistance Program provide funding for mitigation projects before and after disasters and are critical to supporting mitigation activities statewide. Sharing information on mitigation best practices and facilitating an active dialogue among governments, community organizations, and private sector businesses such as insurance companies and builders will promote a more mitigation-aware culture throughout the state. When appropriate, local jurisdictions may review current legislation and codes to identify any potential areas for improvement related to disaster mitigation. As larger-scale hazards (such as droughts, hurricanes, floods, wildfires, and extreme heat incidents) continue to affect larger geographic areas, it is imperative that state and regional stakeholders strive for maximum efficiency and effectiveness in the application of mitigation programs.

Texas will continue to assist local jurisdictions in funding feasible and effective mitigation actions in accordance with their mitigation plans. TDEM will implement a fully online application process for hazard mitigation grant programs. The GLO has completed the Texas Coastal Resiliency Study, which led to the development of a list of projects with an emphasis on Community Development Block Grant-Mitigation and Recovery eligibility. The Texas Coastal Resiliency Master Plan (TCRMP) is an ongoing, state-led coastal planning effort coordinated by the GLO that provides a vision to boost long-term resiliency of the state's coastal communities, infrastructure, and ecological assets from hazards resulting from both natural processes and human activities. The TCRMP recommends specific statewide and regional actions while ultimately prioritizing 123 "Tier 1" projects for funding and implementation. Additionally, TDEM is developing a

comprehensive collection of mitigation project development and administration guides to assist local governments in developing and administering hazard mitigation projects.

Texas will continue to support local jurisdictions in assessing their capabilities and improving codes and regulations through the mitigation planning process. The GLO has completed the Hurricane Harvey Housing Study, which surveyed the general population of housing needs among residents and victims in the 49 Texas counties affected, and will continue to support the Disaster Impact Visualization Study, which gives communities the ability to better observe incidents and make informed planning decisions. GLO will recommend techniques to mitigate hazards and risks in regions of Texas affected by major flooding incidents with the Texas Disaster Information System (TDIS), a critical tool used to assist Texas communities in the development of better disaster mitigation and recovery plans, and will support TDIS Phase 2 development. Additionally, TDEM will help jurisdictions add mitigation actions to their mitigation plans, increasing their CRS score in the NFIP program.

Texas will also work with FEMA to implement the new Building Resilient Infrastructure and Communities (BRIC) program. Replacing the Pre-Disaster Mitigation program, the BRIC program will support states, local communities, tribes, and territories as they undertake hazard mitigation projects. Texas agencies will manage the implementation of major mitigation funding programs such as TDEM's Hazard Mitigation Grant Program (HMGP); Flood Mitigation Assistance (FMA), administered by TWDB; and Rehabilitation of High Hazard Potential Dams (HHPD), administered by TCEQ. TDEM will improve the catalog of proposed mitigation projects that did not receive grant funding in order to assist jurisdictions with submitting a request under a subsequent solicitation or through another program.

The structure for expanded coordination and collaboration across all mitigation programs will be provided through the Flood Information Clearinghouse, the recently reconfigured Texas Emergency Management Advisory Committee Mitigation Subcommittee, and a collaborative effort among TDEM, TWDB, and GLO related to the layering and sequencing of hazard mitigation project funding and the sharing of grant opportunities and hazard mitigation studies. These agencies will coordinate to strategically assist local governments with obtaining funding from different programs.

GOAL 3: MITIGATE

Objective	
3.3	**Enhance the social resilience of Texas communities.**

Priority Actions	
3.3.1	Expand and enhance local jurisdiction and citizen capabilities through participation in Citizen Corps and other individual and community preparedness programs.
3.3.2	Increase public education on homeland security risk and mitigation through media and communication outreach to stakeholders.
3.3.3	Expand community long-term planning programs that include strategies for supporting vulnerable populations before, during, and after an attack or disaster.
3.3.4	Maintain outreach and education programs to encourage insurance coverage based on risk.
3.3.5	Develop and implement proactive programs to improve public health and resiliency in at-risk communities.
3.3.6	Expand the availability and delivery of training focused on individual civilian response to attacks and emergencies.

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

Programs that support social resilience can help to ensure effective community response to incidents, and they contribute directly to FEMA's strategic goal of building a nationwide culture or preparedness. Texas will encourage whole community preparedness initiatives, enhancing awareness of risks and potential mitigation measures, and ensuring that communities consider the needs of their most vulnerable groups. Citizen Corps and other preparedness programs enhance the resiliency of communities through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to terrorist attacks, criminal incidents, public health emergencies, and disasters.

Texas boasts a variety of community preparedness programs consisting of 54 Citizen Corps Councils, 160 Community Emergency Response Teams (CERTs), 154 Fire Corps programs, 178 Volunteers in Police Service programs, 35 Medical Reserve Corps programs, and 1583 registered Neighborhood Watch programs. Since 2015, over 922 Citizen Corps-related training events have been held, and there have been an average of 3734 volunteers reported every quarter. More than 297 local community preparedness events have been held across the state, including nine CERT Train-the-Trainer courses. Over the next five years, Texas will prepare and train more citizens to assist their families, communities, and first responders. TDEM will continue to coordinate with Voluntary Organizations Active in Disaster (VOADs), develop Long-term Recovery Groups, and train local organizations on coordinating services and managing volunteers and donations during disasters.

Community preparedness programs are best coordinated locally where communities can work together to prepare for any emergency. These programs educate volunteers about disaster and community preparedness for the hazards that may impact their area and provide training for members in basic disaster preparedness and response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. These local community programs supplement first responder activities and allow first responders to focus on their primary missions. Volunteers can reduce jurisdictions' operating expenses, and properly documented volunteer hours can be used to obtain matching funds for FEMA requirements if volunteers are activated to support disaster response operations. In the first quarter of 2020, the estimated value of volunteer time from community preparedness and Citizen Corps programs across the state was $1,267,533.

Over the next five years, the Texas Association of Regional Councils (TARC) aims to enhance community preparedness by providing information, training, and assistance to COGs, local elected officials, and community volunteers. TARC will continue to ascertain training and equipment needs to ensure existing team sustainment and the development of new Citizen Corps programs. TARC will work toward partnering with the Texas Parks and Wildlife Department to train and assist Citizen Corps programs in state parks for the benefit of the park system and surrounding local communities. TARC is also partnering with the National CERT Association and the City of Galveston to host the 2022 National CERT Association Conference, which is expected to have over 650 participants and will provide educational opportunities in program management, community preparedness, response, and recovery activities.

Texas has utilized the State of Texas Emergency Assistance Registry (STEAR) to assist local governments with obtaining information on the needs of citizens during an emergency event. STEAR is a free registry that provides local emergency planners and responders with additional information on their communities' needs. Information on this program available through the TDEM website includes up-to-date resources for both public interests and local governments. TDEM will translate the STEAR flyer into additional languages, update the Functional Needs Support Services (FNSS) information pages accessed through the TDEM website, and coordinate STEAR/Hazard Mitigation Actions.

Homeowner and business insurance provides a key resource in being able to recover quickly from any disaster that severely damages property. Home and business owners must be aware of the risk of flooding and other weather incidents to ensure they maintain adequate insurance

coverage to protect their financial investment and support disaster recovery. The Texas Insurance Code directs the Texas Department of Insurance (TDI) to raise awareness of the agency's Help Line to answer consumer insurance questions and to maintain and publicize a website to help consumers make informed decisions when purchasing home, auto, and other insurance. To achieve this, the agency will continue to produce web resources, videos, and a social media campaign to increase consumer awareness of risks; promote the agency Help Line; encourage consumers to evaluate their insurance needs; help consumers with insurance questions after disasters; and send information on claims filing, fraud prevention, and other issues to local officials and media in affected areas after an incident.

Communities with the highest levels of social resilience are those that have adequately addressed the known and anticipated needs of at-risk and vulnerable populations (e.g. children, the elderly, individuals with access and functional needs, non-U.S. citizens, and individuals with a primary language other than English) before disaster strikes. The state will continue to provide planning and technical support where vulnerable populations are at greatest need. Website and social media platforms will be maintained to provide education and information on best practices in planning and responding to disasters. TDEM will include current social vulnerability data into the risk and vulnerability assessment of the next update to the *State of Texas Hazard Mitigation Plan*. The increased use of social vulnerability data will help Texas determine areas of the state that would receive the greatest benefit from mitigation projects to improve the resiliency of at-risk communities.

Individual and family preparedness is the foundation of community resilience. As civilians are generally the first on scene to any disaster, it is imperative that Texas support and deliver training to assist them in taking appropriate actions until trained professional first responders can arrive. The "Run-Hide-Fight" video developed by the City of Houston is one example of this type of training. Other important training programs include Civilian Response to Active Shooter (CRASE) training and Stop the Bleed classes. TDEM, DPS, and other agencies will engage with local and regional partners to encourage and make available these and similar training opportunities.

GOAL 4: RESPOND

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

Objective	
4.1	**Enhance the systems and organizational structures that coordinate and manage response operations to ensure unified, efficient effort.**
Priority Actions	
4.1.1	Strengthen the state's regionally focused, multi-discipline, all hazards response system that ensures each region statewide has access to the necessary response teams and resources, to include enhancement of resource request and mutual aid processes.
4.1.2	Develop and maintain critical information technology and communications capabilities to connect local, regional, and state operations centers and enable data sharing with partner organizations at all levels.
4.1.3	Continually improve proficiency in incident management software for the systems used to coordinate and support incidents throughout the state and FEMA Region VI and employed in all incident command centers.
4.1.4	Enhance connection and integration of common operational picture, resource management, and other decision support tools across agencies and operations centers to ensure shared federal, state, and local situational awareness during incidents.
4.1.5	Complete development of a Texas Business Emergency Operations Center (BEOC) as a forum for coordination and information sharing between the state and private sector partner organizations during operations.
4.1.6	Enhance shared awareness among all stakeholders of available response assets through resource typing and asset inventory initiatives.

Timely, well-coordinated operations in response to all threats and hazards limit damage and save lives. The effectiveness of response operations, which may be managed at the local, regional,

and/or state level based on the scope of an incident, depends on many factors including having appropriate systems and structures in place to communicate and share information; the ability to coordinate mutual aid across jurisdictions; use of common terminology and processes for describing response capabilities; establishment of a common operational picture among all responders during incidents; and integration of community capabilities into public sector response activities.

The ability to transfer emergency management resources among regions in Texas is vital. Regionalization creates a responsive and effective state system for supporting local jurisdictions. TDEM and other state agencies will continue to expand and fill regional positions and will continue to move from a centralized system based in Austin to a regional system in which personnel and assets are distributed across the state. Texas will continue to work to ensure its resource request and mutual aid coordination processes are clear, efficient, responsive, and well-understood by all stakeholders.

Effective information sharing is central to effective emergency management, and operations centers at all levels must maintain a robust capacity to communicate and share data. The connectivity of multiple data sharing platforms among agencies ensures that all stakeholders have situational awareness. Connecting WebEOC (to include its chat/message functions) and ArcGIS Online (AGOL) for deployed personnel will build a common operational picture for response and recovery. Texas has successfully connected the State of Texas Assistance Request (STAR) process to the statewide Sheltering/Mass Care Emergency Tracking Network (ETN), and the Texas LoneStar WebEOC server has been deployed to over 60% of Texas jurisdictions, covering areas that do not have local WebEOC access. All five FEMA Region VI states are connected via the TDEM Texas WebEOC FUSION server so that communication can occur during regional incidents. The AGOL Common Operating Pictures connected to WebEOC can be shared with other states, such as California for EMAC Fire support requests or Louisiana for sheltering operation support.

Moving forward, Texas will expand and upgrade WebEOC applications based on after-action reports and other feedback. The state will also improve training on these applications and revise their FAQ sections to enhance the user experience.

Quarterly training and exercising within the state, and at least annually between states, ensures the fidelity of processes and lines of communication and determines which jurisdictions are best able to meet the need for sheltering support and other functions. ETN training will be conducted annually ahead of hurricane season, and jurisdictions will confirm their ability to evacuate and/or shelter residents. Texas will enhance stakeholder training on the STAR process, the use of the Texas LoneStar WebEOC server, the use of Disaster Summary Outlines (DSOs), and other WebEOC/AGOL processes, with all trainings saved and offered as online review materials.

The private sector maintains robust capabilities to support the state's emergency response and recovery operations, and Texas is committed to building and enhancing public-private partnerships. Incorporation of the private sector into the emergency management framework increases two-way information sharing between the private and public sectors on priorities, needs, and capabilities. One mechanism for coordination is establishing tailored teams to draw on relevant private sector expertise during incidents; for example, Dell and the Lower Colorado River

Authority (LCRA) led a team focused on supply chain management for personal protective equipment (PPE) during the COVID-19 response. The Texas Business Emergency Operations Center (TBEOC) website, coordinated by TDEM, is under development and will provide another forum for cooperation and coordination with the private sector during disasters.

During and after future disasters, Texas will update businesses on the application process and status of federal, state, and local response and recovery programs and of volunteer organizations ready to support businesses in affected communities. This will foster a cooperative and mutually supportive environment and will help avoid conflicting or redundant partnership development efforts. Texas will also create Continuity of Operations (COOP) plan templates for private sector stakeholders, provide training and guidance on COOP activities, and develop an online COOP certification course, all of which will help regional and local stakeholders more quickly restore business operations in areas affected by disasters.

Maintaining a common understanding of available equipment and personnel resources to aid in incident response improves emergency management efforts in Texas. A catalog of available state agency assets, categorized by NIMS type and kind, will facilitate mission assignment requirements and streamline the resource ordering process at the state, regional, and local levels. TDEM has implemented an inventory system at its warehouses to maintain better inventory visibility, and this system will be continually updated.

Disciplines across both the public and private sectors, such as Fire, EMS, and Incident Management Teams, continue to type their resources. In coordination with partner agencies, the Texas Military Department (TMD) has refined and certified its Mission Ready Packages (MRPs) and has published an updated catalog. In addition, the Texas A&M Forest Service (TFS) has developed a Mission Ready Package Catalog and now uses Incident Qualification System (IQS) software to track responder qualifications, experience, and fitness levels; both systems will be refined and updated in coming years. The Texas Department of Public Safety (DPS) has also developed an Operational Asset Catalog and will continue to update it. TDEM will partner with a wide set of agencies for coordination of future planning activities on resource typing and asset inventories.

GOAL 4: RESPOND

Objective	
4.2	**Build and maintain the response teams and qualified personnel essential to all-hazard response operations.**

Priority Actions	
4.2.1	Ensure personnel in all response agencies statewide are trained and qualified on the Incident Command System in accordance with agency, jurisdiction, or national standards, to include implementation of the National Qualification System where appropriate.
4.2.2	Enhance training on Texas response processes and systems for personnel staffing emergency operations centers statewide, to include additional focus on the transition period from response to recovery operations.
4.2.3	Ensure sustainment of response teams across Texas, to include personnel replacement, training to maintain proficiency, and replacement of equipment as needed.
4.2.4	Make investments in personnel, training, and equipment to build new response team capabilities where possible, based on assessments of needs.
4.2.5	Continue the use of trained and vetted volunteers from private, public, non-profit and faith-based organizations for statewide homeland security response activities.
4.2.6	Facilitate training and qualifications for Incident Management Team (IMT) personnel, and routinely integrate IMTs into exercises and operations.

Trained and qualified response teams and personnel at the state, regional, and local levels are the essential building blocks for all response operations. The National Incident Management System (NIMS) and the Incident Command System (ICS) enable diverse stakeholder agencies and organizations to coordinate incident response under a commonly-understood management structure. Thousands of Texas emergency management and first responder personnel have received training in NIMS and ICS, to include in-person instruction and independent study courses offered through the FEMA Emergency Management Institute (EMI). Texas will continue to engage with local emergency managers, District Coordinators, and elected officials to ensure Texans receive NIMS and ICS training opportunities and will coordinate with Councils of Governments (COGs) and other homeland security partner agencies to schedule training events. In addition, National Qualification System (NQS) certification cards are being provided to first responders in Texas to aid rapid identification of qualifications during emergency response.

An emergency operations center (EOC) is where emergency management staff coordinate information and resources to support on-scene incident management. EOC public sector staff may encourage EOC participation by the private sector, NGOs, academia, community associations, advocacy groups, and other relevant stakeholders. At the local level, coordinating structures are

usually composed of entities supporting specific functional areas, such as public works, law enforcement, emergency medical services, and fire departments. On-scene integration among these structures may occur at incident command posts (ICPs) and at local EOCs, usually in accordance with NIMS and ICS protocols. A State Operations Center (SOC) course has been developed to ensure that all agency representatives in the SOC are familiar with EOC operations, roles, and responsibilities. Texas will continue to offer classes to help local communities effectively respond to local disasters through an enhanced understanding of EOC operations.

All-hazard incident response increases in complexity as the operational environment expands and the number of organizations engaged increases. Focused investments in personnel, teams, and equipment—based on assessments of risk and gaps—are necessary to sustain and build capabilities. These investments may be funded by federal and state grants and state and local appropriations. Texas continues to develop response teams from various disciplines, including the multi-jurisdictional Public Works Response Team (PWRT) and Texas Emergency Management Assistance Team (TEMAT), increasing jurisdictional participation through memorandums of understanding (MOUs). The Texas A&M Forest Service (TFS), through administration of Texas Intrastate Fire Mutual Aid System (TIFMAS) and Volunteer Fire Department (VFD) grants, has increased firefighting capacity across the state. Plans anticipate that Urban Search and Rescue Texas Task Force 3 (TX-TF3) will be stationed in the Rio Grande Valley. At the local level, jurisdictions take a variety of actions, including training, exercising, and replacing equipment, to sustain special response team capabilities. Texas will continue to track training of new personnel and teams on new tactics and equipment.

Volunteers are central to Texas' emergency response operations. Volunteer Organizations Active in Disasters (VOADs), non-governmental organizations (NGOs), and private sector partners provide the state with a trained and dedicated emergency workforce. These groups can provide specialized resources and subject matter expertise to the state, such as shelter, food, medical, case management, debris removal, and recovery support. Texas will continue to coordinate emergency management training and planning with VOADs, NGOs, and the private sector and ensure state agency plans and processes are in place for the effective utilization of these partners in preparedness, response, recovery, exercise, and training efforts. Local jurisdictions will receive training on the benefits of including VOADs, NGOs, and the private sector in emergency management preparedness. Texas will continue to maintain and market the Texas Disaster Volunteer Registry (TDVR) and Medical Reserve Corps (MRC) to increase the volunteerism necessary to support local public health and healthcare providers during disasters and will identify health professionals available to serve the most vulnerable areas of the state in the event of a disaster.

TFS is responsible for developing, training, maintaining, and mobilizing Incident Management Teams (IMTs) to provide incident management support for state, disaster district, and/or local operations. The agency currently manages 18 IMTs, located strategically throughout the state, as part of both the Regional IMT program and the Lone Star State IMT program. TDEM provides financial and coordination support for the Regional IMT program, and IMTs are rostered and mobilized in coordination with TDEM for all-hazard missions. To ensure effectiveness in supporting a broad stakeholder community, IMTs regularly participate in Texas emergency management training and exercise events. Since 2015, IMT members have responded to hurricanes, tropical storms, tornadoes, wildfires, explosions, flood events, and public health

emergencies. TFS has also delivered 96 IMT-related courses to 1,560 students and held an IMT conference each year, totaling 632 IMT attendees. Texas will continue to maintain and develop the 18 IMTs by recruiting members and delivering targeted training, workshops, and exercises. TFS will focus on strengthening depth where critical position shortages exist and identifying new opportunities to develop IMT members' skillsets.

GOAL 4: RESPOND

Objective	
4.3	**Achieve statewide communications operability and interoperability in Texas.**

Priority Actions	
4.3.1	Enhance partnerships with regional radio systems across the state to ensure radio system coverage and connectivity for interoperability.
4.3.2	Ensure radio systems, equipment, owners, and users are in compliance with the Statewide Communications Interoperability Plan and Regional Interoperable Communications Plans.
4.3.3	Expand end-user communications system training and exercises at the state, regional, local, and tribal levels.
4.3.4	Ensure mobile communications assets across the state are regularly tested at the local and/or regional level and ready for deployment.
4.3.5	Make strategic investments in statewide communications infrastructure to strengthen operability and interoperability.
4.3.6	As public safety broadband is expanded, continue to work with the public safety community statewide to incorporate mobile broadband applications that enable interoperable data and information sharing into state and regional communications response plans and governance.

Reliable, resilient, and interoperable communications platforms are needed on a regional and statewide level to support a coordinated multi-agency response to natural, technological, and human-caused threats and hazards across Texas. Achieving and maintaining statewide communications interoperability is challenging due to the size and complexity of Texas' terrain and the need for sustained funding for the design, planning, and deployment of radio system infrastructure, along with maintenance and upkeep of current equipment and assets. Texas is moving forward with its goal to fully implement the Texas Statewide Communications Interoperability Plan and has adopted the DHS Office of Emergency Communications Interoperability Continuum as a guide to assist emergency response agencies and policy makers to plan and implement communications interoperability.

Texas is working through the Texas Interoperable Communications Coalition (TxICC) to establish statewide interoperable communications policy, training, and operational procedures; identify network solutions; link existing systems; develop deployment options; create metrics and milestones; pursue communications financial options and grant funding; and provide end-user training on regional radio systems. The state has conducted annual Secure Communications Interoperability Protocol (SCIP) Conferences and TxICC meetings; held Regional Interoperable Communications Plan (RICP) workshops to update the statewide communications plan; worked with law enforcement and first responder agencies to understand the SCIP; and updated the Texas

Statewide Interoperability Channel Plan (TSICP) according to federal regulations. Moving forward, Texas will maintain interoperability communications plans and schedule SCIP workshops and conferences on an annual or bi-annual basis; work with tribes and COGs to update their RICPs; and continue to enhance interoperable communications capabilities among all three tribes in the state. Continued progress will depend on sustainable and reliable funding to ensure consistent operation and enhancement of state and regional radio systems. The ultimate goal is to create a statewide, fully interoperable voice communications system-of-systems.

Communications interoperability training is vital for all local, regional, state, federal, and tribal stakeholders. Texas will routinely schedule and conduct Communication Unit Courses throughout the state, as well as regional communications training exercises to ensure personnel are trained to coordinate communications during an emergency. Train-the-trainer courses will enable Texas communications personnel to carry the training mission forward to all communities in the state. Texas routinely holds regional communications exercises to allow regional partners to practice deployment of their mobile assets and has deployed state mobile command platforms to Hurricane Harvey, wildfires, active shooter incidents, and other disasters.

Texas will continue to establish working relationships with regional radio systems across the state and explore communications infrastructure partnerships with regional partners in order to leverage co-located resources. The state will also identify opportunities for targeted investments in communications infrastructure to ensure operability, interoperability, and redundancy. One source of funding for investments is the Statewide Emergency Radio Infrastructure grant program, under which the Legislature allocated $20 million for developing, enhancing, and maintaining communications infrastructure to address identified gaps.

As the buildout of the nationwide Public Safety Broadband Network using Long Term Evolution (LTE) standards continues through FirstNet, Texas will provide continued leadership and coordination of statewide effort through the SWIC office. The state will form working groups for training, usage, and governance to identify needed policies and guidance related to LTE Broadband and work through TxICC governance to examine issues associated with social media, usage, data exchange, storage, and emerging technologies available to first responders on the FirstNet network.

Objective	
4.4	**Ensure continued enhancement of public health and medical emergency response systems.**
Priority Actions	
4.4.1	Enhance public health disease containment education and capabilities including public health risk communication, control measures to prevent the spread of diseases, and decontamination.
4.4.2	Maintain the state's ability to rapidly distribute and dispense medical material and countermeasures during a public health emergency.
4.4.3	Enhance capacity to monitor the status of healthcare facilities during incidents to anticipate needed resources.
4.4.4	Expand and enhance capabilities for delivering public health and medical surge capacity, including teams, equipment, and processes, when required for incident response.
4.4.5	Expand the availability of trained and vetted disaster behavioral health services personnel to support impacted populations.

Texas strives to coordinate public health and medical emergency response systems across the state at the highest level of service. The level of quality across jurisdictions must be consistent, from the smallest local jurisdictions to state levels of responsibility. Understanding the level of readiness of a community's public health and emergency medical response capabilities is key to building capacity where needed. The state has learned important lessons regarding public health risk communication, isolation, quarantine, social distancing, and decontamination of facilities during the COVID-19 pandemic.

Ongoing training, education, planning, and exercises are designed to address several areas of response efforts around pandemic influenza and medical surge capacity. The state will continue to carry out required training and exercises in the deployment of the state's Strategic National Stockpile (SNS) and will continue to expand Infectious Disease Response Unit (IDRU) capacity to respond to simultaneous large-scale infectious disease outbreaks. Texas will continue to work to complete and exercise medical countermeasures standard operating guidelines to ensure consistent standards of service are maintained across all jurisdictions. Training and exercises addressing points of distribution, warehouse inventory training, and medical countermeasures are scheduled. The response to COVID-19 and the SNS Program will be reviewed through an after-action report process, with findings on any areas for improvement addressed.

Texas has worked with public and private hospitals and healthcare providers to expand facility capabilities and train staff on medical surge challenges and strategies. Working with federal and state partners, hospitals and healthcare providers have exercised bed availability reporting, healthcare coalition surge testing, and supply chain integrity. Texas has built a statewide healthcare

coalition network, with over 750 members working collaboratively to enhance the state's medical emergency response system. During COVID-19, Texas' hospital reporting system was tested and certified to receive reporting information from all Texas hospitals.

Texas has expanded its capabilities to allocate public health and medical emergency response resources including a wide range of assets. TDEM and DSHS purchased durable medical equipment to assist in hospital surge capacity, including patient monitors, medical beds, ventilators, high flow oxygen systems, and specimen collection supplies. The creation, equipping, rostering, and deployment of IDRUs during outbreaks highlights the enhanced capability of the state to respond to infectious disease events. Ongoing expansion of the Emergency Medical Task Forces (EMTFs) has prepared the state to respond to public health threats. The Texas Mass Fatality Operational Response Team (TMORT) was deployed to mass shooting attacks in El Paso and Midland-Odessa in 2019. Medical surge of resources to hospitals has been the primary effort of the State Medical Operations Center during the COVID-19 pandemic. The state will continue to support and participate in annual conferences, workshops, and online trainings for specialty areas including Hospital Preparedness, Infectious Disease Response Units, Foodborne Epidemiologist Teams, and Disaster Volunteer Organizations, as well as local, regional, and state Disaster Response Teams. Additionally, Texas will maintain and support deployable state assets used for response and recovery, such as the AMBUS and ZUMRO fleet; continue to expand the Texas Disaster Volunteer Registry and Medical Reserve Corps capabilities; and identify logistical, storage, and maintenance requirements for assets acquired during the COVID-19 response.

As the state mental health authority, HHSC maximizes and prioritizes coordinated disaster behavioral health response and recovery efforts with mental health agencies and other partners to support community resilience before, during and after incidents. Residents of impacted areas may be displaced, living in temporary emergency shelters and separated from their usual support systems. The exposure of disaster responders and volunteers to widespread destruction, to the injury or death of others, or to hazardous materials may result in mental and emotional distress and a need for support. Behavioral health professionals trained in disaster response often work in shelters or medical and psychiatric facilities and may engage in outreach and educational activities. The HHSC Disaster Behavioral Health Services (DBHS) program has increased its presence within the state and across the country. DBHS oversaw the FEMA-funded Crisis Counseling and Training Program (CCP) grant and received $13,987,907 for Hurricane Harvey operations. In addition, DBHS responded and connected with Local Mental Health Authority (LMHA) offices throughout the state during weather emergencies; the Hurricane Charlie statewide exercise; Hurricane Harvey; active shooter events in Sutherland Springs, Santa Fe, El Paso, and Midland-Odessa; the COVID-19 pandemic; and other incidents.

The 13-agency Disaster Behavioral Health Consortium facilitates communication and coordination among disaster behavioral health response agencies during and after incidents. DBHS continues to update training as a result of the evolution of best practices in service delivery, and the program also has a database of professionals trained as trainers that will be used as a resource across the state. DBHS is also in the process of finalizing disaster behavioral health incident management team types consisting of DBH and Critical Incident Stress Management (CISM) Response teams. Once built, these teams will provide on-scene behavioral health incident management support during incidents that exceed a jurisdiction's or agency's capacity.

GOAL 4: RESPOND

Objective	
4.5	**Expand statewide capacity to rapidly and effectively assist government agencies in responding to cyberattacks.**
Priority Actions	
4.5.1	Build and maintain a dedicated Cyber Incident Response Team and other incident response capabilities for Texas.
4.5.2	Build and maintain an inventory of all federal, state, local, and private sector resources that may be available to assist in responses to cyber incidents, including capabilities and limitations on their use.
4.5.3	Develop and maintain statewide cyber incident response plans, to include organizational responsibilities, coordination mechanisms, and principles to guide response prioritization.
4.5.4	Enhance awareness and encourage mapping of network architectures at all levels of government to enable more effective operations in response to cyber incidents.

Cyber incidents pose unique challenges to response efforts due to the technical complexity of detection, containment, and remediation efforts. The growth in cyberattacks targeting Texas government agencies creates a clear need for effective, well-coordinated responses engaging a variety of stakeholders and capabilities.

A dedicated cyber incident response team (CIRT) capacity is critical to supporting organizations or jurisdictions impacted by ransomware or other cyberattacks. Many local jurisdictions have limited or no capability to respond to and recover from cybersecurity incidents. A dedicated CIRT would provide resources to engage with impacted partners more quickly, mitigate active threats, and eradicate threat actors in partners' systems, enhancing statewide cyber response operations.

Government Code Section 2054.512 directs the Texas Cybersecurity Council to consider the costs and benefits of establishing a CIRT to address cyberattacks in Texas during routine and emergency situations. This report identified the benefit of a CIRT to support impacted entities during cyberattacks and to conduct training and preparedness activities when not supporting incident response. Previous efforts to develop cybersecurity incident response teams have been focused on leveraging the resources of other state agencies, specifically the Texas Military Department (TMD). DIR will continue to increase statewide incident response capacity by leveraging existing resources, exploring new partnerships, and identifying additional funding streams. The state will explore the use of TMD's cyber mission packages, TDEM's Texas Emergency Management Assistance Team, and TxISAO university partnerships to bolster cybersecurity preparedness, response, and recovery capabilities. DIR will coordinate with TxISAO partners to implement a regional security model to increase comprehensive cybersecurity protection and response capabilities in close geographic proximity to jurisdictions across the state.

GOAL 4: RESPOND

Facing an ever-increasing number of cyberattacks, affected entities often find that they are unprepared to respond. This shifts the burden of response to insurance companies, volunteers, the taxpayers, or state responders. Creating an inventory of known resources that are available to assist with cyberattack response and recovery will help to quickly identify cyber response resources and allow for better cost estimations, pre-planning, coordination, and improved response times. In 2019 and 2020, DIR established relationships with statewide organizations that serve local government IT members, such as the Texas Association of Counties, Texas Association of School Boards, Texas Municipal League, and the Texas Association of Governmental Information Technology Managers. Each organization, along with the TxISAO, has the potential to act as a mechanism to help coordinate the collection of available resources for the cyber response inventory. The TxISAO will develop a vetting process to confirm the knowledge, skills, and abilities of cybersecurity resources. A centralized inventory of the resources will be created and integrated into the state's incident response plans and the TxISAO's response capabilities.

Maintaining and improving a comprehensive cyber incident response plan, developed with community partners, is critical to the state's cybersecurity preparedness posture. The state's ability to successfully respond to the August 2019 statewide cybersecurity incident was largely due to the extensive planning efforts undertaken as part of the DIR Cybersecurity Incident Plan. The Cybersecurity Incident Plan outlines the assignment of responsibilities, defines coordination mechanisms, and lists basic response prioritization principles. The DIR Incident Response Redbook helps organizations develop their own incident response teams and cybersecurity plans, and it will be reviewed and updated periodically. DIR will continue to support cybersecurity incident response planning statewide by providing foundational templates, best practices, and other policy guidance; conducting outreach through the TxISAO; participating in interagency collaboration and planning efforts; and coordinating with local and regional planning initiatives. Additionally, DIR will update its Cybersecurity Incident Plan and revise the Cyber Hazard Annex of the State of Texas Emergency Management Plan in coordination with TDEM.

Network mapping and documentation is critical to defending against and responding to cybersecurity threats and attacks. Documented network architecture allows information technology and security professionals to understand the complex interactions between infrastructure and applications and how third-party systems interact with the organization. Past activities have prioritized network documentation for state agencies completing the Texas Cybersecurity Framework and the Information Resources Deployment Review, a biennial report submitted to DIR that catalogs their databases, servers, and applications. These reporting requirements are statutorily mandated for state agencies. As part of an incident response toolkit, DIR will provide network diagram templates, best practices, and other guidance to make network documentation more accessible for all organizations. DIR will leverage partnerships with state agencies, non-governmental organizations, and routine agency communications to enhance awareness and encourage the mapping of organizations' networks to support cybersecurity preparedness and incident response.

GOAL 4: RESPOND

Objective	
4.6	**Integrate and coordinate multiple methods to warn and keep the public and local leaders informed about emergencies in their communities.**
Priority Actions	
4.6.1	Continue expanding the use of the 2-1-1 Texas Information Referral Network by public sector and volunteer agencies for sharing and collecting information during incidents.
4.6.2	Enhance the capability to provide emergency information to persons with disabilities and functional and access needs and persons with limited English proficiency.
4.6.3	Enhance public warning systems and processes to ensure timely, comprehensive alerts and information sharing.
4.6.4	Continue expanding the use of social media and new technology platforms to provide accurate and timely emergency information to the public.
4.6.5	Strengthen plans and processes for establishing and operating Joint Information Centers, and exercise this capability at the state and regional levels.
4.6.6	Complete the statewide implementation of Next Generation 9-1-1 to enhance the capability of Public Safety Answering Points to receive information and data to inform emergency response operations.

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

The 2-1-1 Texas Information and Referral Network (2-1-1 TIRN) has a key role in connecting Texans to services in times of terrorist and criminal attacks, natural and manmade disasters, and other emergencies. As a representative to the State Operation Center, 2-1-1 TIRN provides comprehensive and accurate resource information to the public. This resource information is added to the call specialists' database and website, 211texas.org, for all Texans to access. 2-1-1 TIRN also captures real-time data from the public about their needs (e.g. food, shelter, or points of distribution) during disasters and passes this information to relevant state agencies.

In April 2020, 2-1-1 TIRN implemented web-based chat on 211texas.org, adding a mode to access information and referrals in times of disaster. Additionally, in fiscal year 2020, 2-1-1 TIRN established interstate memorandums of understanding (MOUs) with three states to solicit support for interstate call handling capacity if needed during a disaster. To support call handling capacity and provide proactive information, 2-1-1 TIRN is investigating the possibility of offering clients information and referral services by way of one-way text messaging.

Persons with disabilities, functional and access needs, and limited English proficiency are more vulnerable in emergency situations. Improved communication empowers this population to respond proactively in an emergency, reduces the commitment of first responder assets, and potentially saves lives. The Disability Task Force on Emergency Management consists of stakeholder organizations that represent individuals with disability and access and/or functional needs. The task force is charged with identifying how to effectively provide emergency information to these populations, and significant progress was made during the response to Hurricane Harvey in 2017. The task force is also responsible for developing and maintaining an Effective Communications toolkit available to local emergency managers on best practices in communicating with individuals with disabilities and/or access and functional needs. In addition, the Functional Needs Support Services (FNSS) Toolkit provides guidance for interacting with individuals with disabilities and access and functional needs. Texas will continue to identify current technologies and platforms that can be utilized to communicate emergency information, which will include development of video content utilizing closed captioning and an update of the current Effective Communications toolkit and the FNSS Guide. The state also will integrate the FEMA Region VI Office of Disability Integration into planning meetings to ensure best practices are used and will require local emergency operations plans to include accessible communication of emergency information to individuals with disabilities and access and/or functional needs. Research programs at institutions of higher education, such as the Texas A&M University and University of Texas Centers for Disability Studies, along with resources including DIR's Information and Communications Technology accessibility guidance, will be leveraged to enhance communications with vulnerable populations during emergencies.

During an emergency, alert and warning officials need to provide the public accurate and effective life-saving information quickly. The Integrated Public Alert and Warning System (IPAWS) represents a modernization and integration of the nation's alert and warning infrastructure and will save time when time matters most, protecting life and property. 63 Texas jurisdictions became IPAWS alerting authorities between 2015 and 2020. Participation as an alerting authority in the IPAWS program is voluntary; it requires a local jurisdiction to purchase IPAWS-compatible alerting and warning equipment. The state will continue to conduct outreach via conferences, workshops, and other venues to promote IPAWS awareness and assist those local jurisdictions wishing to participate in the program.

TDEM has hosted workgroup meetings at the State Operations Center to develop standards for the use of social media as a communication tool by government entities during and after a disaster, in accordance with House Bill 2325. Workgroup members include members of the Texas Emergency Management Council, totaling over 30 state agencies and volunteer organizations, and representatives from social media platforms. The HB 2325 workgroup will continue to meet and collaborate on ways to expand the use of social media and new technology platforms to provide

accurate and timely emergency information to the public. This information will be shared with PIOs throughout the state and will be used to create additional communications capabilities.

An effective Joint Information Center (JIC) enhances the flow of public information in an emergency situation. By collocating Public Information Officers (PIOs), the JIC accelerates information release time, enhances information coordination and analysis, reduces misinformation, maximizes resources, and helps build public confidence in response efforts. Exercising this capability builds relationships, enables process improvements, and maximizes the accurate flow of information. A virtual JIC has been established in the State Operations Center (SOC) during real-world disaster events, and JIC activations with multiple Emergency Management Council organizations have occurred since 2015. TDEM holds weekly communications calls with the Governor's Office to ensure all agencies have coordinated messaging and shared awareness during SOC activations. The TDEM Joint Information System Operations Guide (JISOG) will be used to assist agencies with coordination and dissemination of accurate, critical, timely, accessible, and uniform information to the public and other stakeholders affected during an emergency, disaster, or major event. Texas will work to create a training program for media/communications teams to ensure that PIO personnel are trained in the National Incident Management System (NIMS), Incident Command System (ICS), and other public information systems and tools as needed. Exercises, drills, and tests will validate training and evaluate information coordination operations. The updated Public Information Annex (ESF-15) to the *State of Texas Emergency Management Plan* will be completed by early 2021.

National telecommunications infrastructure is changing, as is the way the public communicates and adopts new technology. These changes have a direct impact on the ability of 9-1-1 systems to support and serve the public. The current analog 9-1-1 system is not interoperable with other public safety communications systems or able to effectively and efficiently respond to threats and hazards. The Commission on State Emergency Communications (CSEC) is working to complete the new digital 9-1-1 system known as Next Generation 9-1-1 (NG 9-1-1), which will enable Public Safety Answering Points to receive information, warning, and/or instructions on large scale incidents as well as to receive text and video to inform and enhance emergency response. Since 2013, the CSEC has made significant progress in the planning, procuring, contracting, and implementation of many objectives. For example, services have been procured to assist Regional Planning Commissions (RPCs) in improving the accuracy of 9-1-1 mapping and location information and to prepare for data transition necessary for NG 9-1-1; the Enterprise Geospatial Data Management System (EGDMS) II has been completed; NG 9-1-1 GIS Data Standards were developed and approved, as was the State Level Digital 9-1-1 Network Security Policy; and the CSEC State-level Governance Model and ESInet Policy and Standards Roadmap have been completed. In the coming years, CSEC will ensure the full implementation of NG 9-1-1 for the PSAPs in the CSEC program.

Objective	
4.7	**Ensure updated and validated emergency plans are in place at public agencies that provide vital services, and encourage such planning within private entities.**
Priority Actions	
4.7.1	Periodically review, update, and upgrade emergency and disaster-related plans statewide, and ensure these plans account for people with disabilities or other access and functional needs.
4.7.2	Update all annexes to the Texas Emergency Management Plan at least every five years, with particular focus on planning for lifeline functions, and develop new annexes as necessary.
4.7.3	Continue to enhance standards, guidance, and supporting resources for development of local emergency management plans.
4.7.4	Conduct periodic reviews of local emergency plans to ensure they are updated, meet state emergency planning standards, and address all hazards.
4.7.5	Facilitate and monitor implementation of state policy guidance on continuity planning by state agencies, and encourage and assist with continuity planning at the regional, local, and tribal levels.
4.7.6	Develop or refine plans and policies guiding government agency use of unmanned aerial systems and operations to counter unmanned aerial systems, with a focus on protecting privacy.
4.7.7	Enhance local jurisdictions' preparedness to secure special events and soft targets and to respond to mass casualty attacks, and provide guidance and templates to support local planning.
4.7.8	Expand homeland security and emergency management collaboration with institutions of higher education, to include coordination on planning studies, development of research agendas, and internship programs.

Effective planning for emergency operations at all levels clarifies roles and responsibilities, defines key tasks, and synchronizes activity among organizations. Quality planning processes enhance stakeholder coordination and increase awareness of capabilities and challenges. Clear, accurate emergency plans help enable unified effort to save lives, protect property, and stabilize incidents.

In 2015, TDEM defined a new process for updating, revising, and creating state planning documents, with the goal of ensuring comprehensive stakeholder buy-in and whole community involvement. The new process, format, and structure will help enhance state disaster response through improved coordination among stakeholder organizations. As of August 2020, six annexes to the *State of Texas Emergency Management Plan* that meet the new standard have been completed, and four projects are underway. TDEM will continue to create new hazard annexes

and additional Emergency Support Function annexes in the coming years, significantly increasing the scope of the plan. TDEM works closely with the Disability Task Force to ensure that newly revised or created documents account for people with disabilities and other functional or access needs.

Local and tribal emergency management plans focus on the emergency operations that are essential for protecting the public during a disaster. TDEM partners with local and tribal emergency managers, private business, volunteer organizations, and FEMA to ensure the emergency operations plans are connected to relevant prevention, protection, mitigation, response, and recovery planning efforts. TDEM uses the Texas All Hazards Planning System (TAHPS) to assist with emergency management planning efforts at the local and tribal levels. TAHPS is a flexible planning tool for emergency managers that allows them to create and upload emergency management plans to TDEM as required by Texas Government Code Chapter 418. In the future, TDEM regional representatives will continue to visit with jurisdictions to support planning efforts, provide technical assistance, and train statewide partners on TAHPS. Texas will continue to develop guidance and plans to help local preparedness efforts, ensuring that the whole community is involved in the planning process.

State agencies submit their continuity of operations plans and exercise reports to the State Office of Risk Management (SORM) every other year on an alternating cycle. Over 100 agencies in Texas have submitted at least one COOP plan, and an updated Continuity Policy Letter reflecting the growth, advancement, and new challenges in the state's program is in development. The Continuity Council of Texas was developed to expedite networking, learning, information sharing, and partnership building among continuity practitioners from the public and private sectors. This group meets quarterly, with trainings conducted in the intervening months. Members advise on continuity program development and have helped advance programs significantly. The Council has collaborated on development of a Texas-centric continuity planning template and toolkit to help organizations build detailed, executable plans that describe how personnel and functions can work through and recover from a disaster. Texas contributed heavily to the updating of FEMA's Continuity Guidance Circular (2017), template (2018), and Continuity Excellence Series training programs (2019 and 2020). SORM will continue to foster an environment where continuity practitioners from all sectors can work together, creating partnerships that facilitate the development of whole community resilience through Council meetings and individual advising sessions. State continuity professionals will continue to work with FEMA to create program and learning improvements that benefit practitioners from all levels of the public and private sector. Activities include advising on pilot training programs, helping instruct continuity certification programs, and participating as evaluators in the federal Eagle Horizon continuity exercises to further share and develop skills and build cross-sector relationships.

As the adoption of unmanned aircraft programs increases among the public safety community, there is a need to create policies and standards to outline Unmanned Aircraft Systems (UAS) operational requirements during incidents and large-scale events. These policies will ensure the safe use of the National Airspace System (NAS) by both manned and unmanned aviation and will also emphasize the proper use of UAS to protect the privacy rights of Texans. In 2019, TDEM was tasked with the coordination of the Unmanned Aircraft Study Group as outlined in House Bill 2340. The purpose of this study group, which includes members of state, county, and municipal government agencies, is to define and issue policies for the use of UAS in responding to and

recovering from a disaster, and the group has developed a draft report. In addition, Texas Administrative Code Chapter 38, Unmanned Aircraft Systems Regulations, has been drafted and is under review. These regulations will define the guidelines for the use of unmanned aircraft by law enforcement authorities in Texas.

The Texas Department of Public Safety (DPS) will continue to engage with Federal partners on the evaluation and use of counter-UAS mitigation capabilities. In 2023, the Federal Aviation Administration (FAA) will deploy Remote ID, which will require all UAS to broadcast their location and registration ID. Law enforcement agencies will have the ability to utilize technology to scan the airspace and identify all UAS. Texas will continue to assist the FAA with policy development, testing, and use of this technology.

Special events and soft targets are attractive to terrorists and other violent extremists because attacks on them often require little planning or preparation. In recent years, we have seen the deadly consequences of such incidents in Las Vegas, NV (2017), Gilroy, CA (2019), El Paso, TX (2019), and elsewhere. Texas hosts numerous special events each year, to include rodeos, state and county fairs, music festivals, cultural and historical celebrations, sporting events, and other mass gatherings, any of which could be targets for violent actors. DPS conducts planning to address the threat to special events and soft targets in coordination with local and regional partners across the state. Using DHS grant funds awarded in 2017, the Texas Office of Homeland Security at DPS is working with the Texas A&M Engineering Extension Service (TEEX) to develop the Texas Complex Coordinated Terrorist Attack (CCTA) Preparedness Toolkit, an online resource for jurisdictions of all sizes. The toolkit provides planners with templates, checklists, guides, case studies, and other resources to help them develop plans and conduct exercises to address the threat of CCTAs in their communities. In 2019, DPS initiated the Texas Mass Casualty Response Workshop Series, working with local jurisdictions to examine the public safety and emergency management challenges of attacks against special events and soft targets. DPS will maintain and continue to develop the Texas CCTA Preparedness Toolkit and will work to expand the Texas Mass Casualty Response Workshop Series to include jurisdictions across Texas.

Homeland Security, Emergency Management, and Intelligence are growing fields of study in higher education, helping to build the workforce in these fields and providing research on and solutions to challenges related to human-caused incidents and natural disasters. State and local agencies in Texas will seek to expand coordination and collaboration with academic institutions moving forward. As one example of this type of effort, since TDEM's 2019 move from being a unit within the DPS to a standalone agency under the Texas A&M University System (TAMUS), the agency has developed a closer working relationship with partners such as TEEX, Texas A&M AgriLife Extension Service, and the Texas A&M Forest Service and begun new collaborations with research entities within TAMUS, including the Hazard Reduction and Recovery Center at Texas A&M University, the Harte Research Institute at Texas A&M University-Corpus Christi, and the Center for Texas Beaches and Shores at Texas A&M University-Galveston. TDEM has hosted the first in a series of meetings between emergency management practitioners and researchers across TAMUS' universities and agencies. TDEM provides subject matter expertise and guidance for the research grant proposal process, and by fall 2020, TDEM will maintain an online research database to allow researchers to share findings with each other and the public. TDEM has also developed a new internship program for university students and will expand its research consortium to include institutions of higher learning from across Texas.

Objective	
4.8	**Ensure access to and adequate support for homeland security and emergency preparedness and response training across all agencies, jurisdictions, and disciplines.**
Priority Actions	
4.8.1	In coordination with partner agencies at all levels, ensure appropriate training is available to and completed by first responders and other critical personnel throughout the state.
4.8.2	Ensure appropriate training is available to and completed by leaders with homeland security and emergency management responsibilities throughout the state.
4.8.3	Enhance processes for evaluating homeland security training needs and availability to identify gaps at the state, regional, local, and/or tribal levels, and request or build additional training as appropriate.
4.8.4	Continue to hold annual Integrated Preparedness Plan Workshops at the regional level to ensure coordinated planning and scheduling of preparedness activities.

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

TDEM and the State Training Office work with other state agencies and national training partners such as FEMA and the National Domestic Preparedness Consortium (NDPC) to provide training to all disciplines of first responders. The NDPC and the State of Texas have trained over 150,000 first responders. Texas will continue to offer classes to local leaders, communities, and volunteers to better prepare local jurisdictions for incident response. The state will engage with local emergency managers to ensure Texans receive training opportunities and coordinate with Councils of Governments (COGs) and other homeland security partner agencies to identify training needs and gaps and to schedule training events, developing new training when required.

FEMA's Emergency Management Performance Grant (EMPG) program requires recipients to develop an Integrated Preparedness Plan (IPP), the foundation on which all preparedness activities are built. The IPP lays out activities based on risk-informed decision making, sets core capability-grounded achievement goals, identifies training to support progression toward these goals, and requires exercises to assess proficiency. Annual Training and Exercise Planning Workshops at the

regional level, leading to development of a Training and Exercise Plan, have historically been conducted across Texas, and these events will now be known as Integrated Preparedness Planning Workshops. An IPP workshop will be held annually with regional stakeholders either in person or virtually, and workshop outcomes will be compiled in the annual IPP, reflecting risk-informed goals for the region's preparedness activities.

Objective	
4.9	**Conduct exercises across the state that include tribal, regional, and local entities and support the National Exercise Program (NEP) Principals' Objectives.**
Priority Actions	
4.9.1	Use exercises throughout the state to assess and strengthen preparedness and resiliency within each region, and ensure lessons from exercises inform future planning and training efforts.
4.9.2	Use Homeland Security Exercise and Evaluation Program (HSEEP) guidelines to develop, conduct, and evaluate all exercises in Texas, ensuring alignment with applicable National Principals' Objectives.
4.9.3	In coordination with partner agencies at all levels, annually develop and conduct a minimum of one major statewide exercise and support a minimum of one exercise in each region of the state, with an emphasis on addressing lifeline response functions.
4.9.4	Enhance processes for the review and analysis of exercise and real world incident After Action Reports and sharing of best practices and lessons learned across jurisdictions to facilitate continuous improvement.

As plans are developed and updated and new capabilities are fielded, it is essential to ensure they are validated through exercises. Texas maintains a robust exercise program that helps stakeholders throughout the state plan, conduct, and evaluate prevention, protection, response, and recovery activities based on realistic scenarios of all types, including natural disasters, criminal and terrorist attacks, and other catastrophic incidents.

Texas has transitioned to a regional all-hazards approach, conducting more regional exercises than in previous years and supporting local exercise efforts. Regional exercises will increase community and regional resiliency, and these exercises will be planned, conducted, and evaluated in coordination with federal, tribal, state and local stakeholders. Lessons learned will be shared with communities throughout the state. The state will continue to develop and conduct an annual hurricane exercise, rotating it among potentially impacted regions, and will support at least one significant exercise in each region of the state annually. When possible, these exercises will emphasize the lifeline response functions that are critical to establishing stability following an incident.

Homeland Security Exercise and Evaluation Program (HSEEP) guidance is based on national lessons learned and best practices. It provides a proven framework for exercise development, conduct, and evaluation, while giving stakeholders flexibility to adjust to current needs. In a rapidly changing environment, it empowers communities to align exercises to emerging threats and hazards. Texas has incorporated revised HSEEP guidance into its program management,

transitioning from a limited number of HSEEP classes in winter and spring to year-round offerings based on need. The state will continue to base exercise activities on HSEEP guidance and principles, develop revisions and updates as needed, and offer HSEEP classes to jurisdictions and partner agencies upon request.

Jurisdictions rely on timely and accurate information for grant compliance and planning efforts. In 2015, the average turnaround time for an After-Action Report or Training and Exercise Plan was 30 to 60 days. Streamlining the review process and eliminating unnecessary regulations decreased the review time to an average of a week to ten days in 2017. With changes in EMPG funding requirements in 2018 and the release of user-friendly report templates, the review time was further decreased to an average of two to three days in 2020. Texas will continue to evaluate document review processes and streamline those processes when possible, eliminating unnecessary procedures and enhancing customer service. The state will develop additional user-friendly exercise and real-world incident After-Action Report templates across the all-hazards spectrum, as well as a Texas-centric Integrated Preparedness Plan template to enhance jurisdictional planning. Finally, Texas will continue to promote and facilitate the analysis and sharing of post-exercise best practices and lessons learned among all partners in order to support continuous improvement in response operations.

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

Objective	
5.1	**Support effective, community based post-incident recovery by ensuring plans, structures and processes are in place at all levels of government and coordinated with private sector partners, as appropriate.**
Priority Actions	
5.1.1	Support the development and enhancement of regional and local recovery plans that incorporate all community stakeholders and identify structures, processes, priorities, available resources, and responsibilities for coordinating recovery efforts.
5.1.2	Enhance statewide planning for critical recovery functions such as housing, catastrophic debris management, economic restoration, and public health.
5.1.3	Develop and support community networks and planning groups to foster more complete local and regional analysis of potential recovery challenges, priorities, and planning gaps.

Recovering from a natural or catastrophic disaster requires a coordinated effort across multiple stakeholders to provide disaster survivors the resources they need to rebuild. The level of pre-incident planning and preparedness greatly impacts the ability of communities to quickly and effectively restore full functionality and strengthen their readiness for future incidents. Early identification of necessary resources and capabilities will enhance recovery activities and accelerate what is often a lengthy long-term recovery effort. Local communities, private businesses, local health authorities, and public service agencies all play a large role in providing services to disaster survivors, and a whole community approach to recovery planning is critical. Texas is continuing to explore new ways to address recovery needs and support regional and local recovery plans.

In the years following Hurricane Harvey and the *Eye of the Storm* report, Texas state agencies and local jurisdictions have made significant efforts to enhance recovery plans through the collaborative efforts of various stakeholders who perform recovery functions. Several working groups involving multiple state and federal agencies have developed numerous recovery-focused

documents, including: Federal Legislative and Policy Recommendations Regarding Disaster Assistance, Response and Recovery Guide; the Local Catastrophic Debris Management Guide; Local Restrictions that Impede Disaster Recovery Efforts; the Temporary Housing Standard Operating Guide; and the Disaster Housing Standard Operating Guide. Texas will continue to work in collaboration with community stakeholders to clearly identify and assign responsibilities to successfully coordinate recovery efforts. The Texas Emergency Management Council will continue to support all recovery efforts and coordinate with stakeholder agencies to make Texas more resilient and better prepared to rebuild and recover following incidents. Annual meetings are planned and scheduled to strengthen existing recovery plans as well as to identify the potential for new or improved recovery capabilities.

Texas will continue to work with state agencies, local governments, non-profit organizations, and private sector partners to increase statewide planning for critical recovery functions. 32 Long-Term Recovery Groups have been established to aid communities in the disaster recovery process. TDEM, GLO and DSHS will support statewide coordination, planning, and training across all critical recovery functions. Additionally, state agencies will continue to implement the 31 bills signed by the Governor that address recommendations made in the *Eye of the Storm* report, including areas affecting communication, planning, agency coordination, disaster services, mitigation, resilience, technology, data, and training.

Texas has increased its emphasis on recovery planning, with statewide identification of challenges and development of solutions. Through the creation of new recovery staff throughout TDEM, there are several opportunities for enhancement of local recovery planning. TDEM will continue to provide guidance to local partners on the importance of creating or growing local Long Term Recovery Groups to coordinate recovery planning and identification of needs within jurisdictions. Additionally, GLO is developing analytical tools that will help all stakeholders in recovery planning. Pursuant to Senate Bill 289, which was passed by the 86th Texas Legislature, the GLO will coordinate with TDEM and the Texas A&M University Hazard Reduction and Recovery Center to help local jurisdictions develop, certify, and maintain local housing recovery plans. Bolstering local housing recovery plans across Texas will make participating jurisdictions more resilient to future disasters by enhancing their ability to keep communities together, economies afloat, and people safely housed following an incident.

Objective	
5.2	**Strengthen preparedness for whole community recovery through outreach programs, training, and exercise.**
Priority Actions	
5.2.1	Integrate recovery issues into state and local exercise programs, and share post-exercise analysis and best practices.
5.2.2	Provide training to local officials and communities on recovery preparedness activities.

The recovery phase starts the second a disaster or other catastrophic incident occurs, but historically, training and exercise programs have primarily focused on response, with less concentration on recovery. Recovery preparedness should occur well before the incident and include all parts of a community including housing, private businesses, public infrastructure, public health and community services, and natural and cultural resources. The level of pre-incident planning and preparedness greatly impacts the ability of communities to quickly and effectively rebuild, restore full functionality, and enhance readiness for future incidents. Renewed emphasis on the transition from response to recovery has led to a more streamlined approach, allowing local partners to more quickly and effectively address economic and housing needs immediately following an incident.

Texas will continue to integrate recovery issues into state and local exercise programs to better prepare local communities and jurisdictions to recover from natural disasters and other catastrophic incidents. Recovery stakeholders from state agencies will participate in at least one statewide exercise or annual event in the State Operations Center with the Texas Emergency Management Council. Additionally, TDEM recovery staff will continue participating in all State Operations Center activations. TDEM regional staff will also integrate with local jurisdictions to ensure critical recovery functions are addressed in local disaster exercises. These exercises will help ensure local jurisdictions have personnel adequately trained to perform recovery-related duties.

Texas will continue to work with state agencies, local governments, non-profit organizations, and private sector partners to deliver training on critical recovery functions. Recovery training topics offered to these groups will include disaster finance, damage assessments, disaster contracting, debris management, and skills needed to participate in federal assistance programs. Additionally, state agencies will support statewide coordination, planning, and training across all critical recovery functions.

GOAL 5: RECOVER

Objective	
5.3	**Coordinate rapid and effective delivery of post-incident recovery assistance to impacted communities.**
Priority Actions	
5.3.1	Enhance the capability to assist communities with post-incident damage assessment efforts, including housing, infrastructure, public health and economic impacts.
5.3.2	In coordination with federal partners, assist communities and individuals with identifying potential sources of public and private funding and direct aid following an incident, and facilitate effective case management.
5.3.3	Coordinate with partner organizations at all levels of government and the private sector to enhance the speed and efficiency of processes to deliver short-term and long-term housing assistance following major incidents.
5.3.4	Improve resilience and sustainability in impacted communities by incorporating current best practice standards into planning, construction and budgeting.
5.3.5	Implement the Disaster Recovery Task Force concept to strengthen recovery support to local jurisdictions and other partners.

Rapid recovery in housing, services, and infrastructure is the most critical element to restoring the mental, physical and financial health of a community. Without the confidence that a community will rapidly return to functionality, citizens, community, and state will suffer. Recovery from disasters and other catastrophic incidents is a complex process requiring significant planning, time, and resources. Post-incident damage assessment information is critical for local, state, federal, and volunteer organizations providing assistance to the affected area. This information allows for adequate resources and personnel to be requested and allocated in an effort to facilitate more efficient response and recovery efforts.

Texas has recently improved its damage assessment and information collection processes and will continue to do so moving forward. TDEM created, trained, and implemented a new Self Reporting Damage Assessment tool that is distributed to disaster survivors. Within this document, residents can provide information on the level of damage to their residences, interruption of utility services, their ability to reside within the home, additional unmet needs, and whether there are volunteer or crisis counseling needs for the disaster survivors. This first step in the damage assessment process has provided all partners with more detailed and expedited information to drive recovery efforts. The GLO is working to develop a damage estimation tool that will be available to all agencies and communities. DSHS will continue to support local jurisdictions in post-incident public health community assessment needs through coordinated statewide epidemiologist calls, development of online Community Assessment for Public Health Emergency Response (CASPER) training modules, and technical support when necessary. The Office of the Texas State Chemist will

support the agricultural community by testing agricultural goods for biological and chemical contaminants to facilitate post-incident marketing or disposition of flood-impacted crops.

Texas will continue to work with local, state, federal, and private sector partners to assist communities and individuals with identifying potential sources of public and private funding and direct aid following an incident. TDEM, GLO, HHSC, and other state-level recovery experts will continue to conduct outreach and provide training on recovery funding resources and disaster case management before and immediately following a disaster. State agencies will participate in multiple task forces or study groups on topics including the use of federal recovery grants, infrastructure resiliency, disaster housing, and business advisory and case management practices. State and federal agencies will also continue improving the damage assessment process and the speed with which recovery programs are communicated to and coordinated with local jurisdictions and disaster-impacted individuals.

A return to adequate housing for all citizens is critical to the recovery process. The GLO will continue to refine and automate its processes, with a focus on rapid implementation of new grants and temporary housing assistance, and will also complete pilot programs and studies to explore methods to provide safer, more resilient, quality housing that can be rapidly emplaced after a disaster. These initiatives will help to ensure effective and resilient short- and long-term housing solutions.

The GLO will continue to improve the resiliency of communities by enhancing housing standards and assisting communities with infrastructure improvements, especially in low to moderate income areas. The studies and database begun in the previous five years will be expanded into other areas as funds become available. This will allow detailed resilience planning at all levels and will allow for the long-term availability of environmental and loss data from past disasters to aid in managing consequences, planning pre-event actions, and developing zoning and construction regulations. Starting in 2020, TDEM will be administering FEMA's newest mitigation grant program, Building Resilient Infrastructure and Communities (BRIC). This program will emphasize funding actions from hazard mitigation plans that will improve building codes and standards for reducing the impact of future disasters.

The Disaster Recovery Task Force (DRTF) program was implemented within TDEM in the fall of 2019 and currently has 11 full time staff members throughout the state to aid in local response and recovery efforts. The DRTF will continue to expand with additional staff, and local emergency management personnel will be recruited to join as contract members. DRTF staff and members will continue to provide tailored assistance to local jurisdictions and organizations on planning, preparedness, response, and recovery, and they will serve as liaisons to state and national nonprofit organizations.

CONCLUSION

The *Texas Homeland Security Strategic Plan 2021-2025* provides the strategic framework to guide the state's development and employment of homeland security capabilities. The Goals, Objectives, and Priority Actions listed and described in Section III represent an ambitious but achievable homeland security agenda for the state for the next five years. Performing the many tasks required to implement each Priority Action and achieve each Objective will demand continuous, focused leadership and management, along with comprehensive multi-agency, multi-jurisdictional, and public-private coordination across a wide variety of issue areas. The dangerous and complex threats and hazards Texas faces will continue to evolve; we must monitor and assess them and evaluate the impact of our activities as part of a responsive risk management program.

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