TEXAS DEPARTMENT OF PUBLIC SAFETY

5805 N LAMAR BLVD • BOX 4087 • AUSTIN, TEXAS 78773-0001
512/424-2000
www.dps.texas.gov

STEVEN C. McCRAW
DIRECTOR
DAVID G. BAKER
ROBERT J. BODISCH, SR.
DEPUTY DIRECTORS

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MANNY FLORES
FAITH JOHNSON
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RANDY WATSON

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Texas Homeland Security Stakeholders:

The recently-published *Texas Homeland Security Strategic Plan 2015-2020* includes the following directive:

"The Texas Office of Homeland Security will be responsible for developing and managing a system to assess statewide implementation of the THSSP. This process will include dissemination of Priority Actions for each Objective. These Priority Actions will describe specific initiatives and activities needed to accomplish the Objective. Texas Homeland Security will work with stakeholders to develop metrics to gauge progress on each Objective and Priority Action and will develop and share with them an annual summary."

This document fulfills this directive by listing the various Priority Actions essential to accomplishing each HSSP Objective. These Priority Actions have been developed through an extensive multi-agency coordination process and have been reviewed by the Governor's Office. They are described in more detail in the narrative portions of the THSSP under each Objective.

Moving forward, our intent is to use the Priority Actions as the basis for annual assessments of statewide progress in implementing the THSSP. As you are well aware, almost all important homeland security initiatives are multi-agency and multi-jurisdictional in nature, and all our organizations have a significant role to play. Texas Homeland Security looks forward to partnering with you in this important effort.

Thank you for all you do every day in working to build a more secure and resilient Texas.

Sincerely,

Robert J. Bodisch
Deputy Director
Texas Homeland Security

TEXAS HOMELAND SECURITY STRATEGIC PLAN 2015-2020: PRIORITY ACTIONS

INTRODUCTION

The purpose of this document is to list the Priority Actions aligned with each Objective in the *Texas Homeland Security Strategic Plan 2015-2020* (THSSP). A more detailed description of the Priority Actions and their importance is included in the narrative section following each objective in the THSSP. The relationship of these Priority Actions to the THSSP's Goals and Objectives is as follows:

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 most cases, implementing Priority Actions will require statewide, coordinated effort among multiple state agencies, jurisdictions, and the private sector.

Goal 1: Prevent terrorist attacks and organized criminal activity in Texas.

Objective	
1.1	Expand and enhance the statewide intelligence capability that reduces the threat of terrorism and criminal enterprises. *Lead for reporting: Texas Department of Public Safety*
Priority Actions	
1.1.1	Establish technical and relationship networks to enhance and manage the statewide intelligence capability, to include threat identification and prioritization, collection requirements development and management, resource allocation, distributed analytical production, and product dissemination.
1.1.2	Expand and enhance multi-agency, multi-jurisdictional intelligence fusion and sharing capabilities throughout the state, to include establishment of a common operational picture among state and local law enforcement agencies, establishment of a Highway Safety Operations Center, and other data sharing initiatives.
1.1.3	Expand the situational awareness of the statewide homeland security community by enlisting partners in public health, agriculture, animal health, the private sector, and other critical infrastructure stakeholders as collectors and consumers of intelligence through Threat Liaison Officer and Infrastructure Liaison Officer programs.
1.1.4	Expand and enhance law enforcement intelligence and crime analysis training available to all law enforcement agencies in the state through development of common training standards, programs, and certification processes.
1.1.5	Develop the capability to provide deployable intelligence surge support for critical operations across the state, to include joint operations with state and federal law enforcement and intelligence agencies.
1.1.6	Create sustainable strategies, policies and processes for the collection, storage, and distribution of large-scale data, with a focus on protecting privacy, civil rights, and civil liberties of the people of Texas.

Objective	
1.2	Enhance investigative capability to address terrorism and criminal enterprises. *Lead for reporting: Texas Department of Public Safety*
Priority Actions	
1.2.1	Expand and enhance integrated, multi-agency counter crime and counter terrorism joint investigations.
1.2.2	Establish and enhance multi-agency anti-gang centers in regions throughout the state to integrate and enhance the efforts of law enforcement agencies to identify, deter, disrupt, and dismantle criminal organizations.
1.2.3	Expand and enhance the network of human sources that can provide detailed and relevant information on known or suspected terrorist and criminal enterprises.
1.2.4	Update statewide crime fighting, counter terrorism, and intelligence training programs for law enforcement and other homeland security personnel to reflect current and emerging threats.

Objective	
1.3	Prevent terrorists and criminal enterprises from exploiting Texas' international borders, including land, air, and sea. *Lead for reporting: Texas Department of Public Safety*
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	Conduct and support integrated multi-agency, multi-jurisdictional investigations to disrupt and dismantle criminal organizations operating in the Texas border region.
1.3.3	Expand the use of event-driven devices capable of detecting and responding to physical stimuli such as movement to maximize efficiency in monitoring the border, particularly in remote areas.
1.3.4	Develop an effective security technology testing and evaluation capability to find the most efficient solutions and share best practices with statewide law enforcement agencies.
1.3.5	Expand the program to establish full-time border prosecutor positions focused on cases involving violent crime and criminal organizations, and enhance state-federal prosecution partnerships in the border region.
1.3.6	In coordination with federal, local, and private sector partners, enhance the security of Texas seaports through multi-agency planning and incorporation of threat detection technology.

	Objective
1.4	Increase public awareness and reporting of suspicious activities related to crime and terrorism, with emphasis on drug trafficking, human trafficking, and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) threats. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
1.4.1	Work with the local law enforcement community to raise public awareness for recognizing and reporting suspicious activities related to terrorism and organized crime through the iWATCH system.
1.4.2	Increase participation in homeland security vigilance programs such as Suspicious Activity Reporting systems and local law enforcement Threat Liaison Officer training.
1.4.3	Expand and enhance statewide law enforcement efforts to combat human trafficking to include joint operations against human trafficking organizations, specific training for agents, and expanded information sharing with public and private partners.

Goal 2: Reduce the state's vulnerability to terrorist and criminal attacks and natural and technological disasters.

	Objective
2.1	Enhance the security and resiliency of Texas critical infrastructure systems, networks, facilities, and assets, with particular emphasis on the lifeline sectors of communications, energy, transportation, water, and financial services. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
2.1.1	Expand and enhance the ability to provide actionable and relevant threat information and assessments to critical infrastructure stakeholders.
2.1.2	Enhance the ability to identify, validate, and update data on all critical infrastructure in Texas through coordination with federal, state, regional, and local partners and voluntary support from private sector partners, to include development and implementation of criteria for state, regional, and local-level critical infrastructure.
2.1.3	Establish and update a Texas critical infrastructure database from existing sources and data submitted voluntarily from the private sector to provide select data to state, regional, and local law enforcement agencies and emergency responders.
2.1.4	Develop a dedicated capability to assess and analyze critical infrastructure threats, vulnerabilities, and consequences, including cross-sector interdependencies, to enable risk-informed decision making.
2.1.5	Implement structural and non-structural security measures to protect critical infrastructure facilities against identified threats and hazards, and support implementation of security measures by private sector critical infrastructure owners and operators.
2.1.6	Operationalize public-private partnerships through the establishment of Sector Working Groups to encourage the development and implementation of solutions to physical/cyber security and resilience issues associated with each of the critical infrastructure sectors.
2.1.7	Encourage business continuity planning among private sector stakeholders across all critical infrastructure sectors, with particular focus on lifeline sectors.

Objective	
2.2	Reduce the risk of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incidents by enhancing control and early detection capabilities. *Lead for reporting: Texas Department of State Health Services and Texas Commission on Environmental Quality*
Priority Actions	
2.2.1	Strengthen statewide capability to detect, confirm, analyze, and assess chemical, biological, radiological, and nuclear events.
2.2.2	Expand statewide public health, agricultural, and plant surveillance capabilities in order to detect outbreaks and occurrences at the earliest point.
2.2.3	Ensure coordinated inspection and controls of commercial CBRNE materials in Texas.

Objective	
2.3	Reduce vulnerability to natural hazards and manmade threats to the agriculture industry. *Lead for reporting: Texas Animal Health Commission and Texas Department of Agriculture*
Priority Actions	
2.3.1	Enhance the statewide threat reporting system for threats against the agriculture industry through integration of agriculture stakeholders.
2.3.2	Ensure the continued availability of sufficient capacity in trained personnel, laboratories, and/or specialized facilities to identify, and analyze agricultural pests and disease, Foreign and Emerging Animal Diseases (FEAD) and high consequence animal diseases.
2.3.3	Maintain the network of road stations used throughout the state to surveil, monitor, and minimize the artificial introduction of plant and animal pests and diseases.

Objective	
2.4	Enhance the Safety of Schools in Texas. *Lead for reporting: Texas School Safety Center*
Priority Actions	
2.4.1	Ensure Texas schools conduct vulnerability self-assessments and develop school-centric safety and emergency operations plans.
2.4.2	Expand the availability of training, technical assistance, and job aids to support educators and community partners in implementing school safety best practices in keeping with the Texas Unified School Safety and Security Standards.
2.4.3	Ensure schools participate in drills and all-hazards exercises with first responders, appropriate emergency management personnel, and community stakeholders.
2.4.4	Expand school-based emergency preparedness activities through training, technical assistance, and outreach in schools to emphasize student and staff preparedness and safety.
2.4.5	Establish partnerships among law enforcement agencies, educators, parents, policy makers, and the larger community to develop programs to counter gang recruitment in schools.

	Objective
2.5	Enhance statewide cyber security efforts to protect information assets. *Lead for reporting: Texas Department of Information Resources*
	Priority Actions
2.5.1	Develop a state cyber security strategy to define and coordinate public and private sector responsibilities and expectations, to include identification of key personnel, agencies, and vendors that would manage the state's response to a significant cyber-attack.
2.5.2	Institutionalize the Texas Cyber Security Framework within all state agencies to mitigate risks and improve the resiliency of state information systems against cyber-attacks.
2.5.3	Continue to develop and expand private sector partnerships that enhance the effectiveness and efficiency of the state's cyber security program through the Texas Cyber Security Framework.
2.5.4	Develop and implement a cyber-security intelligence capability for receipt, analysis, and dissemination of threat information to state agencies, institutes of higher education, and other public and private partners.
2.5.5	Develop and implement a robust cyber exercise program for the state including monthly exercises that will be provided to all state agencies, training for agency personnel, and an annual cyber security exercise to gauge the effectiveness of state and local agencies to respond to cyber-attacks.

Goal 3: 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. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
3.1.1	Update the multi-year State Hazard Mitigation Plan, including the hazard vulnerability assessment, every five years.
3.1.2	Improve the process used to update state mitigation strategies through the incorporation of local level plans and the use of computer simulations.
3.1.3	Provide technical assistance and training to local jurisdictions to encourage the development of hazard mitigation plans based on vulnerability assessments.

	Objective
3.2	Enhance the resilience of mission critical systems and infrastructure through vulnerability identification, community engagement, and coordination on potential legislative action. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
3.2.1	Encourage the implementation of local-level mitigation projects that maximize the effectiveness 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.

	Objective
3.3	Enhance the social resilience of Texas communities. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
3.3.1	Expand and enhance local jurisdiction 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 citizens and public and private community organizations.
3.3.3	Expand community long-term planning programs that include strategies for supporting vulnerable populations before, during, and after an attack or disaster.

Goal 4: Increase the capability of the state's response system to minimize damage and loss of life from terrorist and criminal attacks and natural and technological disasters.

Objective	
4.1	Maximize response capabilities by enhancing statewide regional response resources and the state and regional mutual aid network. *Lead for reporting: Texas Department of Public Safety*
Priority Actions	
4.1.1	Develop a regionally focused multi-discipline, all hazards response system that ensures each region statewide has the necessary response teams and resources.
4.1.2	Promote and provide guidance on the use of the Resource Typing Library Tool (RTLT) across all levels of government.
4.1.3	Ensure statewide understanding of all inventory and resource management systems currently in use, and promote adoption of new inventory and resource management systems and processes where needed.
4.1.4	Maintain a database of all NIMS-typed response teams statewide, to include typing, equipment, and contact information.
4.1.5	Integrate web-enabled crisis information management systems that are currently in use with TxMAP to provide a common operational picture of local, tribal, regional, state and FEMA Region VI data and resources.
4.1.6	Continue the use of trained and vetted volunteers, from private, public, non-profit and faith-based organizations, for state, regional, local, and tribal homeland security response activities.

	Objective
4.2	Improve coordination structures, support systems, and teams for managing all hazards response operations. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
4.2.1	Continually improve proficiency in incident management software for the systems currently in use to coordinate and support incidents throughout the state and FEMA Region 6, and employed in all incident command centers – state, regional, local, and tribal.
4.2.2	Increase the number of typed Incident Management Teams, ensure regular integration of IMTs into exercises and operations, and facilitate training and qualifications for all IMTs.
4.2.3	Develop and begin implementation of a plan to create and maintain a secure and standardized Application Programming Interface (API) for functional connectivity between local, regional, state and federal systems.
4.2.4	Develop and maintain critical information technology and communications capabilities to connect regional and state operations centers.
4.2.5	Ensure personnel in all response agencies statewide are trained on and credentialed in the Incident Command System in accordance with agency, jurisdiction, or national standards.
4.2.6	Complete development of a Business Emergency Operations Center (BEOC) that provides direct private sector expertise to the state in preparation for, response to, and recovery from natural disasters and manmade emergency events.

	Objective
4.3	Achieve statewide communications operability and interoperability in Texas. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
4.3.1	Establish partnerships with regional radio systems across the state to enhance radio system coverage for interoperability.
4.3.2	Facilitate the Texas Public Safety Broadband build-out for mission critical data communications.
4.3.3	Ensure radio systems, owners, and users are in compliance with the Statewide Communications Interoperability Plan.
4.3.4	Expand end-user communications system training at the state, regional, local, and tribal levels.
4.3.5	Strengthen the redundancy of state and regional radio systems through security and hardening to ensure reliable voice and data communications during incidents.
4.3.6	Ensure mobile communications assets across the state are regularly tested at the local and/or regional level and ready for deployment.

	Objective
4.4	Ensure continued enhancement of public health and medical emergency response systems. *Lead for reporting: Texas Department of State Health Services*
	Priority Actions
4.4.1	Enhance public health disease containment capabilities including public health risk communication, isolation, quarantine, social distancing, 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	Improve capacity to monitor the status of healthcare facilities during incidents to anticipate needed resources.
4.4.4	Enhance current systems and develop new systems for meeting the demand for public health and medical surge capacity.

	Objective
4.5	Integrate and coordinate multiple methods to warn and keep the public and local leaders informed about emergencies in their communities. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
4.5.1	Enhance the 2-1-1 information and referral system by expanding access options.
4.5.2	Develop and maintain the capability to provide emergency information to persons with disabilities and functional and access needs.
4.5.3	Develop and adopt innovative means of using public warning systems to assist in public alert and information sharing.
4.5.4	Continue expanding the use of social media and emerging communication mediums to provide consistent and timely emergency information to the public.
4.5.5	Ensure coordinated messaging to the public by developing standard operating guidelines for virtual and physical Joint Information Centers and exercising this capability at the state and regional level.
4.5.6	Implement Next Generation 9-1-1 to enable Public Safety Answering Points to receive information, warning, and/or instructions on large-scale events and to receive text and video to inform and enhance emergency response.

Objective	
4.6	Ensure updated and validated emergency plans are in place at public agencies that provide vital public services, and encourage such planning within private entities. *Lead for reporting: Texas Department of Public Safety*
Priority Actions	
4.6.1	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.
4.6.2	Develop new annexes for the Texas Emergency Management Plan to address all hazards described in the State Hazard Mitigation Plan.
4.6.3	Update standards and guidance for development of local emergency management plans.
4.6.4	Conduct periodic reviews of local emergency plans to ensure they are updated, meet state emergency planning standards, and address all hazards.
4.6.5	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.

Objective	
4.7	Ensure access to and adequate support for homeland security and emergency preparedness and response training across all agencies, jurisdictions, and disciplines. *Lead for reporting: Texas Department of Public Safety*
Priority Actions	
4.7.1	Ensure adequate homeland security training is available to and completed by leaders with homeland security responsibilities, first responders, and key stakeholders throughout the state.
4.7.2	Periodically assess homeland security training to identify any gaps at the state, regional, local, and/or tribal levels, and update training plans to address shortfalls.

Objective	
4.8	Conduct exercises across the state that include tribal, regional, and local entities and support the National Exercise Program (NEP) Principals' Objectives. *Lead for reporting: Texas Department of Public Safety*
Priority Actions	
4.8.1	Use homeland security exercises conducted throughout the state as a vehicle to provide an accurate assessment of preparedness and resiliency within each region through a comprehensive process of developing, gathering, and analyzing After Action Reviews and Improvement Plans.
4.8.2	Use Homeland Security Exercise and Evaluation Program (HSEEP) guidelines to execute, monitor and evaluate homeland security exercises in Texas to ensure alignment with applicable National Principals' Objectives.
4.8.3	Design and conduct a minimum of one major state-level homeland security exercise each year, rotating among regions and addressing critical functions such as mass care, response to widespread power outages, and hurricane response.

Goal 5: 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. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
5.1.1	Encourage and 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	Develop community networks to foster more complete understanding of potential recovery challenges and priorities.

	Objective
5.2	Strengthen preparedness for whole community recovery through outreach programs, training, and exercise. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
5.2.1	Integrate recovery issues into current state-level preparedness and response exercise programs.
5.2.2	Encourage local and regional training and exercises focused on post-incident recovery, and share post-exercise analyses and best practices.
5.2.3	Provide training to local officials on recovery preparedness activities.

	Objective
5.3	Coordinate rapid and effective delivery of post-incident recovery assistance to impacted communities. *Lead for reporting: Texas Department of Public Safety*
	Priority Actions
5.3.1	Enhance the capability to assist communities with post-incident damage assessment efforts, including housing, infrastructure, public health and economic impact.
5.3.2	Assist communities in identifying sources of public and private funding and direct aid following an incident.
5.3.3	Improve resilience and sustainability in impacted communities by incorporating current best practice standards into planning, construction and budgeting.