

**Homeland Security Task Force  
Strategic Directions Committee**

# **Strategic Planning Framework**

**FY 2017-FY 2018**

## Background

In August and September of 2016, the CAPCOG Homeland Security Task Force Strategic Directions Committee met to discuss the current threats and hazards facing our region and build consensus on where new or additional capacity was needed to meet those threats. The group met in two sessions to discuss risk and preparedness issues. The output from the meetings was a vision statement on the purpose of CAPCOG related to homeland security along with a proposed re-organization outline for the HSTF to consider as a means to address future needs.

## The Vision

The below vision statement was created to communicate our common goals:

To develop and enhance the homeland security capacity and resiliency in our region to support preparedness, efficient disaster response, recovery and long-term economic sustainability of our communities.

## Primary Hazards

The below hazards were identified as presenting a clear and significant risk to the people and economy in the CAPCOG region. The list of hazards did not vary in major way with the hazards identified in previous Threat Hazard Identification Risk Assessment (THIRA) planning, with the exception of calling out the risk posed by the loss of critical infrastructure:

- Terrorism/Violent Extremism
- Mass Violence/Riots/Civil Disobedience
- High Consequence Infectious Disease and Pandemic
- Critical Infrastructure Loss (power, water, etc.)
- Cyber Threats
- Wildland Fire
- Flooding
- CBRNE/Hazardous Material Accidents

## Regional Capacity to Address Risks and Hazards

Planning team members were asked to identify areas where additional capacity was required to address risks. Capacity was defined as necessary training, equipment and plans required to positively impact response and recovery to identified hazards. The list below contains both specific actions and general initiatives where regional action could potentially reduce the risk from the identified hazards.

- Community Wildfire Protection Planning
- PPE / Force Protection for all responders
- Individual Preparedness
- Critical Infrastructure Protection and Redundancy

- Public Information, Social Media Coordination, JIC, Public Education
- Automatic Aid Agreements – Regional Assistance
- Health System Coordination
- Data Sharing – CAD, 911, EOC information, Radio, GIS
- Regional Data Network
- Cyber Security Prevention and Response

The planning team reviewed the list of actions and initiatives above to clarify terms and understanding. The outline below attempts to group like activities/initiatives together to suggest an organizational strategy.

#### Planning

*Mitigation*

*Wildfire Response Planning*

*Auto aid / Regional Assistance Plan*

*Medical Preparedness (Pre-hospital, hospital, surge, mass casualty, bioterrorism)*

#### Technology and Communications

*CAD Data Sharing Efforts*

*Regional Radio Interoperability*

*EOC Data Sharing Efforts*

*Regional 911*

*Regional Data Network*

*Emerging New Technologies and Best Practices*

#### Response Coordination

*Regional Equipment Standardization Planning (RESET/LESET)*

#### Recovery and Resiliency

*Cyber Protection / Ransom Ware*

*Pre- and Post-Disaster Mitigation*

#### Training and Outreach

*Public Information Coordination*

*Training and Exercises*

*Regional PIO/Joint Information System/Social Media Planning*

*Elected Official Briefings on Regional Strategies*

*Regional Wildfire Protection Plan*

*Flood Forecasting Initiative(s)*

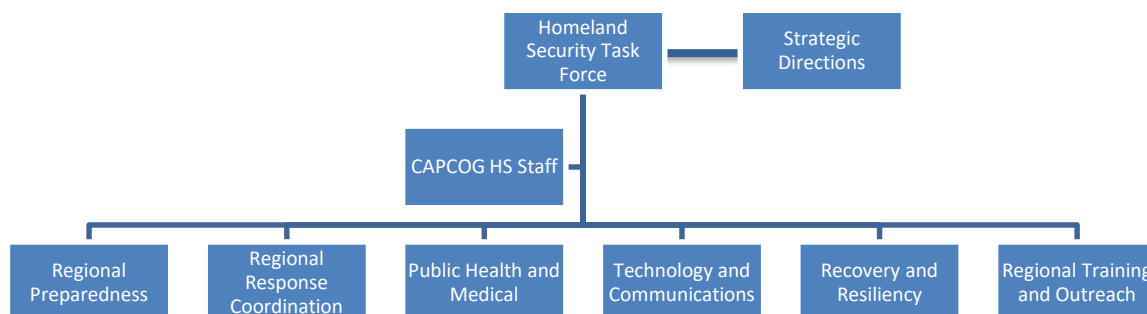
To address the range of actions and initiatives identified, several focus areas were identified as ongoing needs for the HSTF to support capabilities through regional project ownership. Following is a list of proposed HSTF committees to address ongoing and anticipated activity areas required to build regional capacity:

1. Regional Planning – Focus on issues, policies and planning related to mitigation activities, threat and risk assessment, wildfire protection, auto aid, health system coordination, legislative issues, etc.
2. Technology and Communications – Focus on issues, policies and planning related to data sharing (CAD, 911, EOC), cybersecurity issues, regional radio interoperability, etc.
3. Regional Response Coordination – Focus on issues, policies and planning related to regional equipment standardization and placement, response protocols/standards, medical/pre-hospital/surge/mass casualty, bioterrorism, etc.
4. Recovery and Resiliency – Focus on issues and planning related to cyber-attacks, economic recovery, mitigation projects, etc.
5. Regional Training and Outreach – Focus on issues and planning related to wildfire prevention, individual preparedness, public information/social media, multi-year training and exercise scheduling

The proposed standing committees will provide a focus for executing the broad planning and coordination activity of the HSTF. These standing committees or the HSTF can create ad hoc committees and work groups as required to address specific issues of concern.

**Moving Forward**

Seven standing committees are proposed as a starting point to address the range of activities where regional capacity is needed to address regional risks. The HSTF should review and refine this list of proposed committees with the goal of building a manageable structure to address regional homeland security planning needs into the future.



## Proposed HSTF Standing Committee and Sub-Committees Structure

After discussions with SDC members and HSTF stakeholders, the following recommendations have emerged:

### 1. Committee – Regional Preparedness

Current Mission - Facilitate regional planning, training and exercise activities, including coordination of regional citizen preparedness activities and oversight of the ongoing implementation of the Regional Notification System and WebEOC®.

Recommendation - Focus on issues, policies and planning related to multi-jurisdiction coordination, regional planning, mitigation activities, threat and risk assessment, wildfire protection, auto aid, health system coordination, etc.

Transfer regional training and exercise activities, including coordination of regional citizen preparedness activities and oversight of the ongoing implementation of the Regional Notification System and WebEOC® to the proposed Regional Training and Outreach Committee.

### 2. Committee - Technical Response

Current Mission - Facilitate and coordinate the preparedness activities of the disciplines that are involved in the operation of the CBRNE (Chemical, Biological, Radiological, Nuclear and Explosive) Strike Teams and discipline specific issues.

Recommendation – Rename committee **Regional Response Coordination**. Focus on issues, policies and planning related to regional equipment standardization and placement, response protocols and standards for special response teams. Continue to facilitate and coordinate the preparedness activities of the disciplines that are involved in the operation of the CBRNE (Chemical, Biological, Radiological, Nuclear and Explosive) Strike Teams and discipline specific issues.

Committee may continue to operate sub-committees as appropriate to conduct work (LESET, RESET, Medical, etc.)

### 3. Committee – Public Health and Medical

Current Mission - Also known as the Capital Area Public Health and Medical Preparedness Coalition — cooperate with the Capital Area Trauma Regional Advisory Council (CATRAC), the Texas Department of State Health Services and other groups to ensure that regional public health and medical preparedness activities are coordinated.

Recommendation – No changes recommended.

### 4. Committee – Strategic Directions

Current Mission - Maintain an ongoing strategic planning effort to guide HSTF activities; work with the chairs of HSTF standing committees to recommend funding priorities to the HSTF; and review and

recommend policy for consideration by the CAPCOG Executive Director. Members are requested to participate by the CAPCOG Executive Director.

Recommendation – No changes recommended.

### **New Committees**

The following three committees are recommended to address the wide range of planning issues facing the region. Additionally, it is recommended that subject matter experts be recruited to support the work of the committee.

#### **5. Committee – Technology and Communications**

Mission – Focus on issues, policies and planning related to regional data sharing (CAD, 911, EOC to EOC), cybersecurity, regional communications planning radio interoperability, etc.

#### **6. Committee – Recovery and Resiliency**

Mission – Focus on issues and planning related to disaster recovery, economic recovery and resiliency, mitigation projects, etc.

#### **7. Committee – Regional Training and Outreach**

Mission – Focus on issues and planning related to individual and organizational preparedness, public information/social media, multi-year training and exercise scheduling,

### **Sunset**

#### **8. Committee - Long-Term Telecommunications Interoperability (LTI)**

Current Mission - Assess the level of telecommunications interoperability; developing plans for implementation of communication systems that facilitate efficient, effective public safety communications; and recommending allocation of funds to meet telecommunications needs.

Recommendation – Sunset the LTI committee. Many of the activities, as well as funding, are being duplicated by the Capital Area Emergency Communications District. Planning related to tactical communications should be transferred to the proposed Regional Response Committee, Regional Response Committee or Technology and Communications Committee.