



FLORIDA DOMESTIC SECURITY STRATEGIC PLAN 2018-2020

Approved by the Domestic Security Oversight Council on April 10, 2018.

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FLORIDA DOMESTIC SECURITY STRATEGIC PLAN 2018-2020



VISION STATEMENT

A safe, secure, and resilient Florida.

MISSION STATEMENT

Partnering to strengthen Florida's capability to prepare, prevent, protect, mitigate, respond, and recover from domestic security incidents.

MISSIONS

- Goal 1. **PREPARE** for domestic security incidents.
- Goal 2. **PREVENT**, preempt and deter acts of terrorism.
- Goal 3. **PROTECT** our residents, visitors and critical infrastructure against acts of terrorism.
- Goal 4. **MITIGATE** the impact of an incident to preserve life, property, and the environment.
- Goal 5. **RESPOND** Utilizing the Incident Command System framework; respond in an immediate, efficient and coordinated manner, focused on the survivors and their needs.
- Goal 6. **RECOVER** quickly and effectively following an incident.

Overarching Objectives:

Planning

Public Education & Awareness

Operational Coordination

INTRODUCTION

Florida responded to the horrific events on September 11, 2001 by examining and critically assessing our own vulnerabilities to a terror attack. Under the State's leadership, Florida produced the nation's first comprehensive counter-terrorism strategy in October 2001. Florida's *Domestic Security Strategic Plan* was developed in cooperation with state and local governments and key private sector partners to ensure a plan designed to integrate multi-agency needs, yet remain focused on one state and one mission.

To support the *Strategic Plan*, Florida built an inclusive structure designed to encourage and facilitate multi-jurisdictional and multi-disciplinary participation at all levels of government. Today, Florida is much more secure from, and prepared for incidents, than ever before. This is due, in large part, to our comprehensive plan, consensus-built funding strategy, inclusive structure and critical partnerships formed and enhanced over the past several years.

Today, the key elements of strategy, structure and partnerships continue to serve Florida well. The *Strategic Plan* is dynamic and continues to be refined as experience is gained. These refinements extend to the goals, objectives and implementation steps, which will be reviewed on a three-year schedule to reflect current capabilities, status, measurement of performance and sustainment. The *Strategic Plan* is structured to focus activities on the primary requirements for a safer and more secure future for Florida. This structure aligns policy objectives under six goals:

- 1.) PREPARE
- 2.) PREVENT
- 3.) PROTECT
- 4.) MITIGATE
- 5.) RESPOND
- 6.) RECOVER

A strategy is a planned, deliberate and comprehensive effort designed to achieve a specific set of goals. The purpose of this plan is to articulate an overall vision of preparedness for Florida, and to identify certain goals and objectives that will enable a realization of that vision.

Florida developed the *Domestic Security Strategic Plan* to provide a blueprint for comprehensive, enterprise-wide planning for domestic security efforts. In addition, the *Strategic Plan* provides guidance for the use of related federal, state, local, and private resources within the state before, during, and after events or incidents.

METHODOLOGY:

Florida's governance structure has three primary and equally vital components: Regional Domestic Security Task Forces; the Domestic Security Coordinating Group; and, and the Domestic Security Oversight Council.

Regional Domestic Security Task Forces (RDSTF) - Each RDSTF consists of local representatives from disciplines involved in prevention and response, including: law enforcement; fire/rescue; emergency medical services; emergency management; hospitals; public health; schools; and,

businesses. The RDSTFs work together with the Chief of Domestic Security, to prepare for, prevent, and respond to, terrorist incidents.

Domestic Security Coordinating Group (DSCG) - Representatives and subject matter experts from the RDSTFs, designated urban areas and other key agency liaisons come together by function to address domestic security issues identified by the RDSTFs or the Domestic Security Oversight Council.

Domestic Security Oversight Council (DSOC) - Established to review and provide guidance to the state's domestic security prevention, preparedness and response activities, to review and provide guidance to the RDSTFs, and to make recommendations to the Governor and Legislature regarding expenditure and allocation of resources related to the state's counter terrorism and domestic security efforts. The DSOC formally approves and directs state adoption of the Domestic Security Strategic Plan.

The *2018-2020 Domestic Security Strategic Plan* was updated from the 2015-2017 version following extensive feedback from representatives of these essential groups. Subject matter experts (SME), involved with the RDSTFs and DSCG, reviewed the *2015-2017 Strategic Plan* and provided input. The SME feedback was consolidated and reviewed to create the updated plan.

SME feedback was reviewed and changes to the *2018-2020 Strategic Plan* were made based on the reviewer majority. Following the compilation of this feedback and the collaborative assessment of proposed modifications, updates and changes were integrated into the *2018-2020 Domestic Security Strategic Plan* and the final draft was submitted to the DSCG Executive Board and the Domestic Security Oversight Council for approval.



Strategic Plan

GOAL 1: PREPARE FOR DOMESTIC SECURITY INCIDENTS.

Objective 1.1: Planning - Develop and maintain strategic, operational, and tactical plans to meet defined goals.

❖ Implementation Steps:

- Step 1:** Review and update the Florida Domestic Security Strategic Plan every three years to ensure alignment with federal, state, and local priorities. (FDLE/DSCG)
- Step 2:** Support the Multi-Year Training and Exercise Plan (MYTEP) to include all work groups and specialty teams. (FDLE/FDEM)
- Step 3:** Conduct annual capability assessments to identify gaps and develop solutions with a focus on state-wide assets and specialty team capabilities to ensure a coordinated response. (SRT)
- Step 4:** Review and update, on a biennial basis, Standard Operations Guides/Field Operation Guides/Plans/Protocols for RDSTF recognized specialty teams. (DSCG SRT)
- Step 5:** Support the update and review of the annual Threat Hazard Identification and Risk Assessment (THIRA) as required by federal guidelines. (FDLE/FDEM)
- Step 6:** Continually identify, plan, train, and exercise on current and emerging threats (RDSTF).

Objective 1.2: Public Education and Awareness- Support the development of coordinated, timely, reliable, and actionable information to prepare and educate the whole community as it relates to domestic security.

❖ Implementation Steps:

- Step 1:** Support a culture of preparedness by maintaining proactive public awareness, threat identification, and education campaigns. (DSCG P&A, RDSTF)
- Step 2:** Support the Bomb-Making Materials Awareness Program (BMAP) by maintaining qualified trainers throughout the state, conducting Community Liaison Courses, and providing awareness and education of the program to appropriate parties. (P&A/RDSTF)

Step 3: Encourage the use of established suspicious activity reporting mechanisms. (Fusion, RDSTF, P&A)

Objective 1.3: Operational Coordination- Encourage the use of a unified and coordinated operational structure that integrates identified stakeholders based on the incident.

❖ Implementation Steps:

- Step 1:** Maintain established procedures for Incident Management Teams (IMT) to support the Incident Command System (ICS). (FDEM)
- Step 2:** Ensure all DSOC approved plans, protocols, Field Operational Guides (FOGs), and Standard Operations Guides (SOGs) are current with the National Incident Management System (NIMS). (DSCG PRR)
- Step 3:** Enhance the credentialing system for IMTs and response personnel statewide. (FDEM)
- Step 4:** Adopt a statewide resource and asset management system that will maximize accountability and active tracking of all resources. (PRR)
- Step 5:** Buildout and implement a statewide virtual operational system to promote coordination amongst all response agencies. (FDEM)

Objective 1.4: Enhancing Capabilities- Plan, train, equip, and exercise new and existing capabilities.

❖ Implementation Steps:

- Step 1:** Build memoranda of understanding (MOUs/MOAs) among medical examiners to expand surge capacity. (DOH/FDLE)
- Step 2:** Sustain healthcare coalitions throughout Florida with diverse and engaged members who participate in identification and prioritization of hazards and risks, and address gaps through planning, training, exercising, and managing resources. (DOH)
- Step 3:** Conduct multi-disciplinary and multi-agency scenario-based training and exercises to enhance response capabilities. (All RDSTFs)
- Step 4:** Train statewide first response resources to awareness level training for mass search and rescue operations. (State Fire College)

Step 5: Complete SRT self-evaluations annually and create a process to allow Specialty Response Teams to complete reciprocal peer-evaluations. (DSCG SRT)

Step 6: Capitalize on already existing state trainer/training assets to allow for more frequent multiagency/multidisciplinary training throughout the state primarily using state Fire Colleges and/or other state assets.(FDEM, All RDSTFs)

GOAL 2: PREVENT, PREEMPT AND DETER ACTS OF TERRORISM.

Objective 2.1: Information and Intelligence Sharing - Gather, Analyze, and share terrorism information and intelligence with public and private partners incorporating the established fusion process. (Fusion Centers and DSCG P&A)

❖ Implementation Steps:

Step 1: Encourage educational programs focused on reporting, analysis and dissemination of suspicious activity and domestic security information to public and private partners through established protocols (i.e. Fusion Centers, local law enforcement agencies, etc.). (Fusion, P&A).

Step 2: Work with public and private partners to recognize and report indicators and behaviors of potential terrorist-related activity to include attacks that are not limited to cyber, chemical, biological, radiological, nuclear and explosive as well as home grown extremist with knife, vehicle and gun attacks. (P&A, RDSTFs).

Step 3: Build law enforcement counter-terrorism capabilities through the purchase and sustainment of specialized equipment and technology, including information sharing systems.

Objective 2.2: Interdiction of Threats - Ensure collaboration with public and private partners to share, investigate, and interdict actionable threats. (All RDSTFs)

❖ Implementation Steps:

Step 1: Use the current RDSTF organizational structure to coordinate the collection and dissemination of investigative and intelligence information.

Step 2: Conduct targeted outreach and coordination with public and private partners and stakeholders to facilitate investigations.

Step 3: Enhance existing efforts to support the regional and state teams, through capability assessments, acquisition of equipment, training and exercise.

Objective 2.3: Threats and Violent Extremism - Monitor, identify, analyze, and investigate known and potential threats. (All RDSTF's, DSCG P&A/Fusion)

❖ Implementation Steps:

Step 1: All RDSTF members will work with their fusion centers and respective public and private partners to monitor, analyze, identify and investigate threats and patterns. To include but not limited to emerging and actionable threats, with the emphasis on prevention.

Step 2: Ensure coordination of Federal, State, and local law enforcement investigations through Joint Terrorism Task Forces (JTTFs) and other related structures.

Objective 2.4: Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Prevention - Continue support for the regional and State Bomb Squads and Explosive Detection Canine Teams to further enhance our Improvised Explosive Device (IED) prevention and response efforts.

GOAL 3: PROTECT OUR RESIDENTS, VISITORS AND CRITICAL INFRASTRUCTURE AGAINST ACTS OF TERRORISM.

Objective 3.1: Access Control and Identity Verification - Control unauthorized access to physical and/or virtual environments using a broad range of security measures.

❖ Implementation Steps:

Step 1: Promote security awareness through current state and federal programs. (DSCG CI)

Objective 3.2: Cyber Terrorism - Protect against the unauthorized access to, use of, release of, or damage to electronic communications systems, data, and services.

❖ Implementation Steps:

Step 1: Develop and implement a Cyber Annex for the State Comprehensive Emergency Management Plan (CEMP). (Cyber).

Step 2: Utilize public and private partnerships to achieve consistency in security standards and best practices and incident response and mitigation. (PRR, CI)

Step 3: Develop, implement, and maintain cyber security awareness training to address evolving cybersecurity threats.(Cyber)

Step 4: Monitor notification, and response to cyber threats, on an on-going basis, by means of coordinated efforts of the Fusion Center and appropriate stakeholders. (Fusion)

Objective 3.3: Physical Protective Measures - Reduce risks by protecting borders and critical infrastructure.

❖ Implementation Steps:

Step 1: Identify, assess, and prioritize the risk to critical infrastructure. (Local EM)

Step 2: Share information with stakeholders on significant and specific security enhancements, suspicious activity or incidents, to assist in the protection of critical infrastructure. (CI, Fusion Centers, and RDSTF)

GOAL 4: MITIGATE THE IMPACT OF AN INCIDENT TO PRESERVE LIFE, PROPERTY, AND THE ENVIRONMENT.

Objective 4.1: Community Resilience - Promote resiliency through education, participation, and informed decision making. (RDSTF/DOH/PRR)

❖ Implementation Steps:

Step 1: Enhance resilient capabilities through education and planning throughout the whole community.

Step 2: Encourage individuals and communities to maintain disaster-related volunteer programs.

Objective 4.2: Long-Term Vulnerability Reduction - Build and sustain resilient systems to reduce the likelihood, severity, and duration of adverse consequences from domestic security incidents (RDSTFs, CI, P&A, PRR).

❖ Implementation Steps:

Step 1: Identify and share best practices for reducing vulnerability.

Objective 4.3: Risk and Resilience Assessment - Promote the use of risk assessments to improve disaster resilience. (Local, regional, and state agencies; RDSTFs, SRT)

❖ Implementation Steps:

- Step 1:** Ensure the use of standardized methodologies and available tools to conduct risk assessments and gap analyses.
- Step 2:** Provide assessment information and options for consideration to authorized partners.
- Step 3:** Develop and implement plans to mitigate identified gaps.
- Step 4:** Ensure that the State Hazard Mitigation Strategy contains a section on domestic security.(FDEM)
- Step 5:** Cultivate private and public relationships through risk assessment awareness. (RDSTFs, P&A)

Objective 4.4: Threats and Hazards Identification - Identify the threats and hazards that exist in assigned areas of responsibility. (RDSTF)

❖ Implementation Steps:

- Step 1:** Continuously evaluate and update threats and hazards, in collaboration with stakeholders, using federal guidelines and identified best practices.
- Step 2:** Incorporate identified threats and hazards into long-term vulnerability and risk assessments.

GOAL 5: RESPOND UTILIZING THE INCIDENT COMMAND SYSTEM FRAMEWORK, IN AN IMMEDIATE, EFFICIENT AND COORDINATED MANNER, FOCUSED ON THE SURVIVORS AND THEIR NEEDS.

Objective 5.1: CRITICAL TRANSPORTATION - Support transportation services are available including the evacuation of people and animals, and the delivery of vital response personnel, equipment and services into the affected areas.

- Step 1:** Ensure that responders have necessary equipment, training, education, exercises, and resources to comply with safety protocols.

Objective 5.2: Environmental Response/ Health and Safety - Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of

terrorism and natural disasters in support of the responder operations and the affected communities. (FDEM/Local EM/Fusion)

Objective 5.3: Infrastructure Systems - Suggest best practices to stabilize critical infrastructure functions and minimize health and safety threats.

❖ Implementation Steps:

Step 1: Provide outreach and assessments to nonprofits, public and private industry in order to identify gaps, vulnerabilities, and promote best practices for protecting infrastructure. (RDSTF/CI)

Step 2: Provide a report annually on the status of critical infrastructure, Per Florida Statute 943.0311. (FDLE/CI)

Objective 5.4: Enhance Emergency Management and Response Capabilities Including Mass Search and Rescue Operations - Have the ability to deploy search and rescue capabilities with the goal of saving the greatest number of endangered lives in the shortest time possible. (SRT)

❖ Implementation Steps:

Step 1: Sustain team capabilities for search and rescue operations through training and exercises.

Objective 5.5: On-Scene Security and Protection - Ensure a safe and secure environment through law enforcement and related security and protection operations for people and resources located within affected areas and for response personnel. (RDSTF/SRT/PRR)

❖ Implementation Steps:

Step 1: Support training for on-scene security protection and preparation for potential secondary targets and complex coordinated attacks (i.e. hospitals).

Objective 5.6: Operational Communications - Establish the capacity for timely communications in support of operations between affected communities and all response forces.

❖ Implementation Steps:

Step 1: Maintain effective communications, including interoperable systems, across all statewide stakeholder agencies. (RDSTF/Communications/Communications Unit {COMU})

Step 2: Establish and implement procedures and processes for integrating new technology (i.e., Broadband, social media, and alerts and warnings). (Communications)

Objective 5.7: Public and Private Services and Resources – Maintain the ability to provide essential public and private services and resources to an affected population and surrounding communities (i.e., emergency power to critical facilities, fuel support for emergency responders, access to community staples and other emergency response services, etc.).

❖ Implementation Steps:

Step 1: Maintain and update logistics plans, policies, procedures, and systems to enhance capabilities and support effective interaction with stakeholders. (EM)

Objective 5.8: Healthcare System Response - Operate resilient healthcare systems to ensure that patients receive timely and appropriate care during emergencies.

❖ Implementation Steps:

Step 1: Support the implementation of medical surge plans for the healthcare system, including hospitals, EMS, outpatient, specialty, and support providers, including transition to contingency and crisis surge response. (RDSTF)

Step 2: Sustain Florida's public health infrastructure, including epidemiology, laboratory services, and environmental health. (DOH)

Objective 5.9: Command and Control – Maintain capability to provide all decision makers with decision-relevant information regarding the nature and extent of an incident, any cascading effects and the status of the any response

❖ Implementation Steps:

Step 1: Enhance the training, education, exercise, and resources necessary to create an all hazards incident management approach to include concepts outlined within the NIMS. (RDSTF)

Objective 5.10: Fatality Management Services - Provide fatality management services, including body recovery and victim identification, temporary mortuary solutions, family reunification, and counseling services.

❖ Implementation Steps:

- Step 1:** Share the Florida Emergency Mortuary Operations Response System (FEMORS) plan and database for reunifying family members and caregivers with missing persons/remains with all medical examiners within the state. (FDLE/DOH)

Objective 5.11: Chemical, Biological, Radiological, Nuclear, and Explosive materials (CBRNE) - Strengthen CBRNE Preparedness and Response Capabilities By acquiring the necessary equipment, training, and other resources needed by first responders to effectively detect, interdict, and respond to acts of terrorism or accidents involving CBRNE materials or agents, CBRNE preparedness and response capabilities. (SRT/PRR/RDSTF)

❖ Implementation Steps:

- Step 1:** Ensure CBRNE response plans, including regional county and local Plans, are updated regularly and include planning for catastrophic events that overwhelm statewide capabilities.
- Step 2:** Enhance capacity for decontamination, both on-scene and at secondary locations (such as hospitals), including triage, medical management, antidote administration and care of non-ambulatory and ambulatory contaminated patients.
- Step 3:** Enhance radiological detection capabilities, to include wirelessly mapping radiological readings and utilizing environmental surveillance equipment.
- Step 4:** Improve statewide capability to respond to transportation emergencies involving hazardous materials.

GOAL 6: RECOVER QUICKLY AND EFFECTIVELY FOLLOWING AN INCIDENT.

Objective 6.1: Economic Recovery- Ensure the capability to return the economy and critical commerce to viable operation levels by encouraging economic restoration throughout the affected communities. (RDSTF)

❖ Implementation Steps:

- Step 1:** Encourage local communities to have post disaster recovery plans. (FDEM/Local EM)
- Step 2:** Provide templates for post disaster recovery plans to communities.