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THE ROLE OF STATE AND LOCAL LAW ENFORCEMENT IN CRITICAL INFRASTRUCTURE PROTECTION

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The Role of State and Local Law Enforcement in Critical Infrastructure Protection

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Abstract

Local law enforcement agencies and their personnel are pivotal in helping secure and protect critical infrastructures within their jurisdictions. Critical infrastructure can be highly varied in nature, size, complexity, and needs of local law enforcement. Agencies, their leaders, and their personnel need to understand not only infrastructure in their jurisdiction but also infrastructure that might have implications, despite being located elsewhere. Awareness of critical infrastructure and its prevention, protection, mitigation, response, and recovery needs can be imperative in keeping communities safe, protecting the well-being of public safety personnel, protecting lives and property, avoiding disruptions to vital services, and neutralizing risks of criminal or terrorism events. There may be multiple ways agencies accomplish these objectives, from having a general awareness that a form of infrastructure exists to allocating the fixed deployment of personnel to secure a facility.

This report discusses critical infrastructure and its implications for local and state law enforcement agencies. First, it examines the various efforts agencies might engage in to protect critical infrastructure and surrounding communities. Second, it explores some of the challenges and barriers which impede agencies from engaging in appropriate critical infrastructure protection efforts. Third, it examines the major risks that can threaten the security and integrity of critical infrastructure. Finally, it offers a set of recommendations for how Texas law enforcement agencies can seek to protect critical infrastructure and the communities they serve.

Keywords: homeland security, critical events, prevention, protection, mitigation, response, recovery

[1] The author reports there are no competing interests to declare.

The Role of State and Local Law Enforcement in Critical Infrastructure Protection

Introduction and Overview

Local and state law enforcement agencies and their personnel are pivotal in securing critical infrastructure. This reality has been repeatedly reinforced in recent decades, from events known nationally (e.g., the bombing of the Muir Federal Building in Oklahoma City, the 9/11 terror attacks) to incidents that may only be known locally (i.e., utility failures, natural disasters). Additionally, local agencies and personnel have helped prevent innumerable events that might have caused substantial disruptions, if not extensive property damage and/or loss of life. Critical infrastructure exists in many communities and, at times, is not readily apparent to citizens, local government, or public safety personnel. While some infrastructure is under government control (i.e., defense facilities, dams, and wastewater systems) or are evident (i.e., commercial facilities, defense facilities, or nuclear reactors), others are less obvious. Local officials might not realize that some facilities exist within their jurisdiction.

The author once spoke with a police chief who was very surprised to learn his jurisdiction was home to one of the only facilities in the country that produced a vaccine for a serious bacterial disease. The facility was unassuming from the outside but was one of only a few production centers capable of manufacturing the vaccine. The facility operated for several years with no local awareness of its presence until some medical evidence suggested the bacterial disease might be poised for an outbreak that could have far-reaching implications. The chief and his agency found themselves thrust into the role of protecting a facility that could be playing a key role in mitigating the spread of a deadline disease. They had to quickly develop plans and locate resources to secure an infrastructure of national significance. Yet that facility had existed for years within the city's borders largely unknown to public safety and community leaders.

Despite these realities, agencies still often struggle to secure the personnel, training, equipment, expertise, and opportunity to engage in efforts to plan and prepare to secure critical infrastructure proactively. This report seeks to provide leaders and personnel in local law enforcement agencies with a basic understanding of what might constitute critical infrastructure, how to understand various forms of risk and responsibilities for those facilities, and resources that might assist agencies in embracing and expanding their role in critical infrastructure protection.

Defining Critical Infrastructure

Critical infrastructures are facilities and resources with a key value and/or that create elevated risks within a jurisdiction. The needs and demands these create for local public safety personnel and organizations can be complicated. After the 9/11 terror attacks, there have been understandable concerns about how critical infrastructure might be targeted for terror attacks. These concerns remain valid in contemporary times. Experience has shown, however, that communities and leaders should be as concerned about critical infrastructure in the context of extreme weather events, natural disasters, and accidents. Each event might present a different risk to a given critical infrastructure. Each event might require slightly different prevention, protection, mitigation, response, and recovery (PPMRR) efforts from local public safety organizations and their partners.

Critical Infrastructure Sectors:

- Chemical
- Commercial facilities
- Communications
- Critical manufacturing
- Dams
- Defense industry bases
- Emergency services
- Energy
- Financial services
- Food & agriculture
- Government facilities
- Healthcare
- Information technology
- Nuclear reactors, materials, & waste
- Transportation systems
- Water and wastewater systems

Source: Texas Homeland Security Strategic Plan, 2021-2025

Understanding the Implications of Critical Infrastructures

Three of the primary challenges for law enforcement agencies in seeking to understand the implications of critical infrastructures are that: 1) facilities hold varied risks; 2) agencies might have varied potential responsibilities for PPMRR efforts; and, 3) agencies need to understand not only the infrastructure within their jurisdiction but also infrastructure found regionally that might have effects for that agency if a critical event occurred. For example, an issue at a nuclear facility or dam might cause consequences for facilities downwind or downstream. An issue at a chemical manufacturing or transportation facility might push residents into neighboring communities as they seek safety and shelter.

In understanding law enforcement and public safety responsibilities for critical infrastructure protection, agencies, leaders, and personnel should understand that efforts normally center on five core focus areas. Critical infrastructure protection efforts are centered on prevention, protection, mitigation, response, and recovery. While not all five efforts will be relevant for all agencies and every critical infrastructure, an understanding of PPMRR efforts can help us to understand the varying responsibilities and roles law enforcement agencies might have to adopt.

First, law enforcement agencies need to work proactively to **prevent** certain critical infrastructure facilities from being targeted for terrorism and/or criminal activity. For example, commercial facilities, such as malls and shopping centers, might be the intended target for a foreign or domestic terrorism event, the target for an organized criminal act (such as a robbery), or the venue for a planned public protest event. Law enforcement agencies must

understand those facilities, their layouts, their security and safety resources, their existing vulnerabilities, and the measures and attributes that might harden those facilities and spaces against unlawful or disruptive actions. A key role for law enforcement agencies is working to help prevent malicious or accidental events.

Second, law enforcement agencies must be involved in efforts to **protect** critical infrastructures from illicit attacks, natural disasters, and technological failures. For example, water and wastewater systems might be the target of a terror attack but can also be susceptible to natural disasters (i.e., floods, hurricanes, or tornados). These facilities might also be vulnerable to technological failures, such as large-scale power disruptions (blackouts or brownouts). A key role for law enforcement agencies is working to help protect facilities from risks and vulnerabilities. This might involve advising facilities as they secure themselves, providing law enforcement presence or resources to thwart unlawful or disruptive acts, or helping ensure facilities are hardened against intentional harm or threats from natural disasters.

Third, agencies need to know how incidents at critical infrastructure can be **mitigated** to limit injury, minimize disruption, and reduce loss of life and property damage. For example, suppose a healthcare system experiences a loss of power and access to its crucial information technology systems due to a hurricane. How will that facility meet the needs of patients it is currently housing or serving? How will it protect the well-being of its entire patient base? What plans are in place to transfer critical patients to receive services elsewhere? What plans does the facility have to protect its employees, physical plant, and other resources? What role would local law enforcement need to play in securing such a facility as it transitioned services when demands for those services might increase due to the natural disaster? A key role for law enforcement agencies is having the knowledge, partnerships, and plans to proactively help reduce harm if an incident occurs to critical infrastructure.

Fourth, agencies must know how to **respond** to events in critical infrastructures. While some events might result in relatively normative tactical law enforcement responses (i.e., active shooter situations), others can be far more complicated and present risks to responding personnel. For example, a malfunction at a nuclear power facility might place law enforcement personnel at risk of being exposed to radiation. The tendency of law enforcers to run toward danger might place them at increased harm while doing little to ameliorate the situation. It might create risks to second waves of responders who now need to seek to render aid or evacuate affected personnel from the first wave of responders. The latter can divert resources from mitigating harm and aiding citizens. A key role for law enforcement agencies is to provide front-line personnel and first-line supervisors the training and procedures necessary so they can safely, efficiently, and effectively respond to an event in a way that maximizes efforts to save lives, preserve property, and prevent and incident for escalating or cascading.

Fifth, agencies need to plan how to support efforts to **recover** in the aftermath of an event at a critical infrastructure facility. For some events, this might be aided by providing perimeter security or traffic control. For other events, agencies might need to be prepared to feed, water, and house their personnel in the aftermath of water or utility disruptions or other natural disasters. In the case of terrorist or criminal attacks, these recovery operations can involve supporting the process of locating and recovering human remains, as well as helping process an active crime scene that may also be an active search and rescue operation. A key

role for law enforcement agencies is knowing how to help critical infrastructure facilities and, in some cases, entire communities as they seek to recover from an incident.

All of these conditions fall outside of normal law enforcement operations. However, many still have touchpoints with tasks agencies and personnel are used to carrying out (i.e., tactical operations, perimeter control, traffic regulation, crime scene processing, and rendering emergency aid). Agencies cannot presume those routine tasks are the entirety of the skillset and tools personnel need to engage in PPMRR efforts.

Problem Statement

The size and scope of Texas create both challenges and opportunities for critical infrastructure protection. The state's large and diverse geography and topography mean there is a large volume of critical infrastructure with numerous risks, be they manmade, natural disasters, or accidents. The state's large population means events can have sweeping effects on many residents, as well as economic activities. This is accelerated by increased urbanization in select population centers across the state, creating economic growth, new industry, and new infrastructure. This acceleration creates opportunities for regional collaboration and partnership while also increasing the number of individuals who might be at risk during events that affect critical infrastructure.

The growth in the state's economic power creates new resources but also makes the state a more attractive target for manmade events and places more resources at risk during all events that place critical infrastructure at risk. Greater population density means a single event might threaten more residents than before. In areas with very rapid population growth, it can be difficult for agencies to include critical infrastructure awareness and planning within their efforts to grow all aspects of their operations. This might be even more challenging in an era of diminished interest in law enforcement careers, which strains workforces and resources.

Conversely, the size of Texas' government means there are many state and regional entities with expertise and resources to assist agencies in their planning, training, preparation, and equipment needs. What matters is that agencies work to understand the available expertise and resources, working with partners and peers to leverage expertise and collaboration to keep Texas and Texans safe. As discussed later, there are important resources and opportunities to support law enforcement agencies and personnel as they seek new, expanding, and improved methods for securing critical infrastructure.

There are any number of challenges that can complicate law enforcement planning efforts related to critical infrastructure. Not all of these challenges will be relevant for all agencies at all times. However, because critical infrastructure incidents frequently affect multiple jurisdictions, even agencies that do not experience these challenges to a large extent might find implications for their operations if these challenges constrain their regional peers. Among the most important problems agencies might experience in these processes are the following:

- In addition to being aware of the facilities within their jurisdictions, agencies must understand how to properly support the security and safety of those facilities across multiple potential threats. Engaging in up to five PPMRR efforts across multiple critical infrastructure facilities with different risk profiles across different events can be a demanding process. In some circumstances, agencies can feel the demands are

overwhelming and must resist the impulse to throw up their hands and do nothing metaphorically.

- Critical infrastructure can create unfunded or underfunded mandates for law enforcement agencies and their partners. While some critical infrastructure facilities have financial arrangements to support their PPMRR needs and demands, this is not always true. Agencies must determine how to balance risk with their resources, including equipment, personnel, staffing, and training. Ideally, agency leaders and key personnel can access training and subject matter expertise to help in making those evaluations to achieve the best possible decisions, efforts, and outcomes.
- At times, agencies might struggle to engage in PPMRR activities with limited financial and material resources and/or with little or no cooperation from key partners, including those who directly control critical infrastructure facilities. It can be difficult for agencies to be proactive or even understand a critical infrastructure when those operating that facility are not interested in collaboration. While hopefully an uncommon event, agencies need to understand that their responsibilities do not cease simply because they have non-cooperation or resistance from others.
- Responding at some facilities (i.e., nuclear reactors or chemical manufacturing facilities) can create health and safety concerns for responding personnel. Communication, collaboration, and planning are key to keeping personnel safe from harm and to avoid devoting precious resources and energy into rescue efforts for personnel who find themselves in avoidable peril.
- Other facilities (i.e., defense industry bases and commercial venues) can be large and complex. Personnel might not routinely have access to such areas, hampering response efforts based on a lack of contextual knowledge. In other situations, responding personnel might have difficulty accessing buildings or areas that might have strong security or that might be in lockdown due to the nature of the incident.
- Even where knowledge is developed and plans are created, it is a continual effort for agencies to keep current on the PPMRR efforts for the major potential risks to the critical infrastructure in their jurisdiction and region. Risks, opportunities, needs, and resources can change, so plans and preparatory measures should be revisited and reviewed regularly. How frequently that occurs is likely a function of the infrastructure category and the level of engagement with partner organizations. The planning needs of an earthen dam are likely subject to less change than the needs of a large shopping or entertainment venue that has changing stores, exhibitors, performers, staff, and clientele. Agencies have to balance their resources, risk profiles, and other demands in determining how best to keep safe their community and its residents.

Caring for the well-being of personnel goes beyond just ensuring they do not inadvertently wander into risky situations when responding to a critical infrastructure event. The well-being of law enforcement personnel supporting event mitigation, response, and recovery operations can no longer be taken cavalierly. While it might be expected that law enforcers will go into harm's way to protect and aid others, those personnel do not have a duty to place their long-term well-being at risk. Agencies and leaders must ask themselves how best

to address their workforce's physical, psychological, and personal needs during response and recovery.

Personnel providing recovery and crime scene support at the Muir Federal Building and Twin Towers experienced not just long-term mental health effects of that work but also (for some) long-term physical health risks. Personnel supporting communities in the aftermath of devastating hurricanes and natural disasters often live in those same affected areas. They have families and friends who need to be evacuated and assisted during the aftermath of events. They have houses and property that might have been damaged or destroyed. It might be necessary for those personnel to have the opportunity to check on their own family, friends, and property as soon as is practical after a large-scale event has occurred in a jurisdiction.

When engaging in PPMRR efforts, agencies do not exist in isolation. Other law enforcement authorities, public safety organizations, public agencies, private entities, and volunteer groups might play roles in prevention, protection, mitigation, response, and recovery efforts. Law enforcement agencies should consider who their partners might be engaging in PPMRR activities involving critical infrastructure. At least some of those partners will vary based on either the type of infrastructure under consideration or the type of event for which planning is occurring. Agencies should understand that while some prevention and planning activities might fall primarily on their shoulders, they should often look to regional peers and public safety agencies as they consider mitigation, response, and recovery. All of these activities are likely to require assistance, support, and expertise from others.

Likewise, agencies should be open to understanding how they might need to be prepared to assist those same regional partners and peers in mitigation, response, and recovery needs in other local jurisdictions. Awareness of who can provide mutual aid, being prepared to provide mutual aid to others, and having conversations, plans, relationships, and partnerships will help keep all communities safer. Agencies should recognize, and perhaps take some comfort in, that they will not always play a primary role in PPMRR activities. Other organizations might be in roles of leadership and might leverage key expertise. Agencies must, however, be aware of local risks and PPMRR efforts and need to ensure they have seats at the table (and use those seats) to be active, informed, and prepared partners.

Topic Discussion

Securing critical infrastructure is an element of broader homeland security efforts. Such efforts are frequently multi-agency and multi-jurisdictional. Understanding a given infrastructure, its context, its potential risks, how it should be protected, and how incident response and recovery might need to operate may fall beyond the scope and expertise of most law enforcement agencies. Successfully protecting critical infrastructure requires that law enforcement organizations identify and work with a wide range of partners, both public and private. Critical infrastructure is quite often in the hands of private entities, and law enforcement agencies might be limited in their ability to ensure partnerships and cooperation are functional.

Securing and planning for incidents at critical infrastructure often requires that agencies collaborate with a range of other entities. This can include other local, state, and regional law enforcement or public safety agencies, as well as a range of allied organizations, some of which might be private entities. For example, meeting the needs of transportation systems such as

airports or railway yards can involve other law enforcement agencies, fire services, emergency medical systems, federal law enforcement and security organizations (i.e., the Amtrak police or TSA), as well as local, state, and federal government and non-government organizations involved in transportation operations (i.e., the FAA, local airport districts, airline and railway corporations, and commercial entities operating within those spaces).

Several types of threats and hazards can cause risks or emergency events located at, or otherwise affecting, critical infrastructure. Each might have different implications for at least some PPMRR efforts involving that infrastructure. Common threats and hazards that can affect critical infrastructure include:

Terrorism: Concerns about homeland security primarily date back to the 9/11 terror attacks. The growth of concerns about homeland security emerged in the aftermath of those events. Terrorism has always been a prominent concern in conversations around homeland security. Not all infrastructure faces an equal risk for terrorist attacks, but agencies should be aware of local risks and possible vulnerabilities. Terrorism concerns often focus on these events targeting commercial and entertainment facilities. For example, upon further contemplation and inquiry, vulnerabilities can often be observed in areas that are not immediately considered risks and/or might be more difficult to secure, such as food and agricultural facilities, manufacturing and chemical facilities, and water systems.

Crime: Critical infrastructure can represent the source or site of various criminal activities. Crime might target commercial facilities for traditional offenses (i.e., robberies), but many communities have seen increased crime targeting agricultural and manufacturing facilities. The theft of portable and in-demand commodities and precursors, many of which are difficult or impossible to trace, can be a lucrative operation for criminal enterprises.

Natural Disasters: Texas has experienced many natural disasters that have challenged the integrity and operations of critical infrastructure. Hurricanes and tornadoes represent clear threats, and Texas has deep experience planning to protect or mitigate critical infrastructure risks due to these events. Evidence shows that increasing wildfire, winter weather, and other natural disasters might create new risk levels that some agencies must integrate into their critical infrastructure planning based on their geography, topography, and proximate critical infrastructure. Agencies might also consider how traditional and emergent natural disaster risks might intersect with vulnerabilities experienced by those in their jurisdiction. The rising risk of hurricanes or wildfires in an area where many residents might lack the resources and means to evacuate quickly might inform how local public safety and allied agencies prepare to minimize loss of life in a worst-case scenario.

Public Health Emergencies: In the context of critical infrastructure, threats to a community's public health can come from both a primary event, but also secondary effects of events that have occurred elsewhere. Communities accepting those displaced by a critical infrastructure event need to be prepared to ensure the displaced population is in good health and can stay healthy. Suppose displaced groups live in ad hoc communal facilities. In that case, there might be risks to the group based on the transmission of disease through food, water, hygiene facilities, and other viral or bacterial illnesses. Those transmission events can spread into the population of the host community. The message to communities is not to turn away those in need of aid but rather to understand how to preserve community well-being while providing aid to displaced populations.

Accidents: Risks due to accidents and human error pose an appreciable danger to critical infrastructure. Accidents at nuclear or chemical facilities can create risks to many residents. Human error, mistakes, or inattention might cause an accident at a transportation facility or turn a train derailment into a major fire event. While law enforcement agencies might be limited in preventing such accidents, they should be actively working to understand likely events that might be a risk to critical infrastructure in their jurisdiction.

Cyber Threats: A growing area of risk and threats is in system failures or intentional attempts to disrupt cyber-related systems or traditional infrastructure that relies on the Internet to facilitate operations. Acts of crime and terrorism might target critical infrastructure to disrupt operations. Foreign nations might seek to interrupt online operations or intercept communications. As with public health events, cyber threats can arise as secondary or tertiary effects. A disruption to power networks due to natural disasters might result in losing online data systems, control systems, or similar operations. Cyber threats can be a challenging area for law enforcement agencies to address within the realm of critical infrastructure. The means of attack and exploitation can be difficult to understand. The methods of PPMRR can be difficult to identify or may fall well outside the expertise and control of law enforcement agencies and personnel.

Way Forward

One of the best paths toward resiliency and safety is for law enforcement agencies and leaders to cultivate and sustain partnerships. Agencies should ensure they have strong working relationships with partner public safety organizations and other entities involved in the operation and preservation of specific critical infrastructures. Having relationships with key personnel responsible for critical infrastructure can ensure leaders understand risks and potential vulnerabilities, have established relationships and lines of communication, and can guide personnel to protect key facilities, residents, and personnel. Relationships can enable agencies and personnel to conduct drills and training to understand better the physical plant of a facility should a response be necessary. Coordination and communication can facilitate training opportunities. It can also spread the demands of developing and maintaining response plans while ensuring all relevant expertise is at the table in those processes.

Law enforcement leaders should encourage their front-line personnel to develop individual relationships within their patrol areas. Officers should work to cultivate relationships with facility and security personnel, but also with operational personnel. This might be especially useful for personnel working overnight and weekend shifts, when top leaders from both law enforcement and critical facilities are less likely to be on duty. Such relationships can help to streamline communication and trust in the face of a threat or incident. For example, a deputy sheriff who has cultivated a relationship with the night shift personnel operating an energy or water facility may be better prepared to respond to an event at that location. Shift supervisors should be encouraged to develop relationships and share contact information with their counterparts. While following a chain of command can be important during a critical incident, there can also be times when direct communication will help save lives and mitigate harm.

Given the complexities identified in this report, what other steps can law enforcement agencies, leaders, and personnel take to ensure they do as much as possible to protect critical

infrastructure, communities, and lives? While not all-encompassing, there are a set of steps that can be taken to maximize the protection of critical infrastructure with finite resources.

1. Understand threats and hazards that might exist in a jurisdiction, as well as those outside the jurisdiction but with the potential to generate consequences. This can be complicated because threats can target specific infrastructures or result from broader weather-related or natural disasters that might create simultaneous risks for multiple critical infrastructure facilities.
2. Share information and work regionally. Cooperation with local peers, including the pooling of equipment, resources, personnel, and expertise, can be an efficient way to offset the demands of developing and maintaining a range of PPMRR efforts across various critical infrastructures and potential risks.
3. Understand possible accidents, their mitigation, and their responses. While critical infrastructure can be targeted for criminal or terroristic intents, and might be affected by natural disasters, some facilities also have risks from accidents and human errors. Be aware of the most likely types of accidents and how law enforcement specifically, and public safety more broadly, might need to assist in mitigating and responding to such disasters.
4. Seek training opportunities for key personnel. Leaders should recognize where to develop knowledge and skills among their personnel, as well as where they can augment existing talent. Training does not have to be a cost-prohibitive process. The State and Local Anti-Terrorism Training (SLATT) program provides a wide variety of free online and in-person training with the support of the federal government. Their website also features an extensive library of resources and toolkits.
5. Look for grants that might support equipment and training. Federal and state grant programs can help agencies acquire resources to support infrastructure protection efforts. Many of these programs have relatively straightforward application processes and the funders seek to distribute resources as equally as possible. Applying in coordination with local partners, where allowed, can enhance an application. In addition, agencies might explore whether corporate, philanthropic, or other partners might help support the cost of training and equipment acquisition.
6. While extensive planning might be a laudable ideal, some level of preparation and planning is better than none. Agencies should seek at least some minimal level to implement partnerships and plans relevant to critical infrastructure. Even minimal efforts might go a long way to improve the ability of agencies to protect their jurisdiction and its residents while protecting lives and property.

In addition to the strategies above, agencies are encouraged to take advantage of regional, state, and federal opportunities and resources. The Texas Homeland Security Strategic Plan provides important frameworks for understanding critical infrastructure and how agencies and personnel can effectively manage homeland security risks, including critical infrastructures. The Institute for Homeland Security at Sam Houston State University provides resources, research, partnership, and training opportunities with a Texas focus and is available within the state. Many of their training and resources are freely available to public safety personnel.

More than ever before, it is key for Texas law enforcement agencies to partner with their local, regional, state, and federal public safety partners. It is also more important than ever that law enforcement agencies partner with private entities that have touchpoints with critical infrastructure protection. Some infrastructure protection, response, and recovery fall outside of the direct expertise and capacity of law enforcement agencies and personnel. Agencies can, however, play central roles in supporting others in doing needed PPMRR efforts. While there might be little law enforcement agencies can do during a large-scale power outage or internet disruption, agencies need to understand the likelihood of such events, the risks they pose to communities (including the agency's communications and operations), and the pathway to restoration of those services.

In all this, agencies and leaders need to recognize that some events simply cannot be fully anticipated, planned/trained for, or workshopped in tabletop sessions. In June 2023, a tanker truck hauling thousands of gallons of gasoline overturned at an underpass beneath I-95 in Pennsylvania. The resulting fire caused a portion of that interstate to collapse, creating a short-term public safety crisis and a long-term traffic hazard in that region. The interstate had to be rerouted indefinitely while repairs were made. The key for local law enforcement authorities would not be to anticipate that specific set of events and how to respond and recover but rather to have partnerships and relationships with other public safety agencies, state and federal authorities, and transportation organizations (among other partners). Such partnerships and relationships can help agencies develop mitigation, response, and recovery plans on the fly to preserve life, protect property, and minimize disruptions, all while caring for the well-being of personnel (both law enforcement personnel and others).

Appendix

Useful resources regarding critical infrastructures in Texas and their protection

State and Local Anti-Terorrism Training (SLATT) Program
A federally-supported set of free training opportunities (virtual and in-person) and an extensive library of resources to support personnel and agencies in protecting critical infrastructure and providing homeland security.
https://www.slatt.org/

Texas Water Development Board
Critical Infrastructure maps
https://twdb-flood-planning-resources-twdb.hub.arcgis.com/pages/critical-infrastructure

Texas Commission on Environmental Quality, Office of Compliance and Enforcement
Maps, programs, and key resources for infrastructure protection in Texas
https://www.tceq.texas.gov/agency/organization/oce.html

Texas Homeland Security Strategic Plan 2021-2025
https://gov.texas.gov/uploads/files/press/HSSP_2021-2025.pdf

Texas Department of Public Safety, Infrastructure Liaison Officer (ILO) Program
https://www.dps.texas.gov/section/intelligence-counterterrorism/infrastructure-liaison-officer-ilo-program

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The Institute for Homeland Security at Sam Houston State University is focused on building strategic partnerships between public and private organizations through education and applied research ventures in the critical infrastructure sectors of Transportation, Energy, Chemical, Healthcare, and Public Health.

The Institute is a center for strategic thought with the goal of contributing to the security, resilience, and business continuity of these sectors from a Texas Homeland Security perspective. This is accomplished by facilitating collaboration activities, offering education programs, and conducting research to enhance the skills of practitioners specific to natural and human caused Homeland Security events.

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