



# LOUISIANA HOMELAND SECURITY STRATEGY

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# LOUISIANA HOMELAND SECURITY STRATEGY

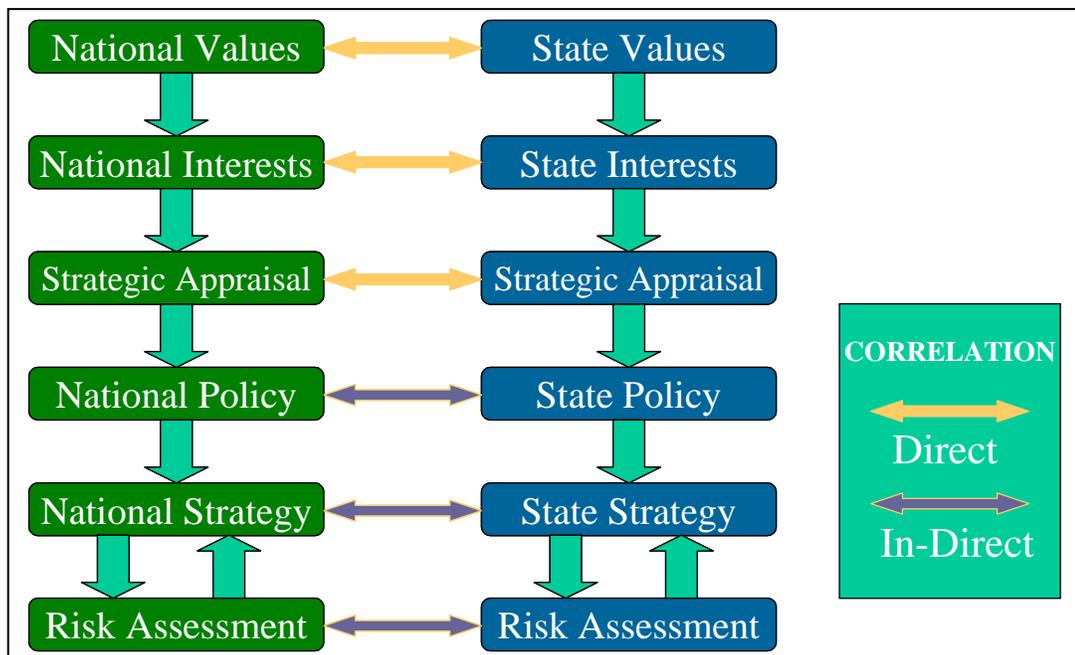
## Introduction

With the vicious terrorist attacks of Sept 11<sup>th</sup>, America's skyline and fiber were changed forever. No longer shielded from evil by two great oceans, Americans find themselves vulnerable to jackals that despise and threaten the very beliefs, values, and freedom we hold so dear. The choice is simple; we can join as a nation in strength or cower as individuals in fear...we choose to stand united.

In order to do our part, we in Louisiana must join with our fellow states and territories in this national struggle. Together our efforts at home to effectively and efficiently employ available resources will further enable the United States, as a nation, to commit needed national security resources abroad. The root of this ability to establish priorities and employ resources is the application of a strategy.

In July 2002, the United States published its first National Homeland Security Strategy with an expressed purpose of mobilizing and organizing our Nation in order to secure the American homeland from terrorist attacks. In pursuit of this very complex effort, the combined efforts of federal, state, and local government, the private sector and the American people must be focused and structured. This concept is the genesis of a National Homeland Security Strategy.

In an effort to positively contribute to the national effort, it is imperative that the State of Louisiana formulate a Homeland Security Strategy of our own. Our State strategy must be one that is a collaborative effort-merging the abilities, capabilities, and concerns at state and local levels-while exercising a strategic model that is in concert with the national strategy. An analysis of the correlation of National to State strategy is depicted below:



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To be viable, Louisiana's Homeland Security Strategy must be proactive and anticipatory. Our strategy should provide direction for the use of Louisiana's capabilities to achieve specified objectives. Once finalized, the Louisiana Homeland Security Strategy will serve as the foundation for implementing an overall coordinated effort to secure Louisiana. First, Louisiana's Strategy will provide direction to State government departments and agencies that have a role in Homeland Security. Next, through this Strategy, suggested steps that local governments, private companies, organizations and individuals can take to improve our security can be expressed. Third, a State Strategy should provide the framework for the contributions we all can make to secure Louisiana and America. And finally, a well-developed Louisiana Strategy must support an overall interconnected and complementary National Homeland Security Strategy.

Through this introduction we will outline Louisiana's interests, our strategic objectives, and elements of power-translated to State level application. As a state, Louisiana has *interests* that are derived from our collective innate values and perceived purpose. Our perceived needs and aspirations in relation to our environment are tied to our desired end states expressed through identification of interests. Through formulation and application of a Homeland Security Strategy the pursuit, protection, or advancement of these interests is put into practice. There are three levels of interest intensity: 1) Vital, 2) Important, and 3) Peripheral.

The first category, ***Vital***, refers to those interests that if unfulfilled will have immediate consequences for the State. The Vital interests identified for Louisiana are:

- Life and well-being of residents and visitors
- Governmental bodies and their ability to govern
- Uninhibited critical physical infrastructure

***Important*** interests are next in the hierarchal intensity of interests. If unfulfilled, important interests will result in damage that will eventually affect critical Louisiana interests. Identified Important interests include:

- Stable critical cyber infrastructure
- Economic stability
- Unconstrained Special Security Events
- Viability of Public/Private property
- Enduring Key Assets

The last category in the intensity of interests is ***Peripheral***. These interests will result in damage that is unlikely to affect critical Louisiana interests if unfulfilled. The identified Peripheral Louisiana interest is listed below:

- Life and property outside of Louisiana

Having identified the vital, important, and peripheral interests, the next step in the strategic formulation process is the identification of: What is to be done? How is it to be done? What resources are required to it in this manner? The answers to these strategic questions lead to the identification of *objectives*, the formulation of *concepts*, and the allocation of *resources*.

Strategic objectives outline what is to be accomplished. If accomplished, objectives (ends) create, or contribute to, the achievement of the desired end state and serve to the attainment of our state interests. The prevailing Louisiana Strategic Objectives are identified as:

- Prevent terrorist attacks within Louisiana
- Reduce Louisiana's vulnerability to terrorism
- Minimize the damage and recover from attacks that do occur

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Strategic concepts express how the objectives are to be accomplished. Our concepts (ways) must be explicit enough to provide planning guidance to those who must implement and resource them. Finally, in order to round out the strategic triad, the specific *resources*, or means, that will be used in applying the concepts to accomplish the objectives must be identified. The resulting dynamic of “ends, ways, means” conform to accepted strategic formulation techniques.

In the strategic formulation process, interests are pursued through the use of *elements of power*. Elements of power are the resources used to advance, promote, or achieve state interests elements of power include an extensive list of natural and social determinants. Natural determinants include geography, population, and natural resources and are less impacted by the external environment. However, social determinants can be defined and are adaptable for use in strategic planning. The five social determinant elements of power, or resources, upon which Louisiana can rely are: 1) Civil Authorities, 2) Economic, 3) Informational, 4) Governmental Agents, 5) Private Sector/State healthcare and 6) Prepared Populace.

- As an element of power, Civil Authorities would encompass those elected/appointed officials whose exercise of authority is vested by the citizenry. At each level of government these include the Executive, Legislative, and Judicial branches.
- Next, application of the Economic element of power would include allocation of funds, incentives, grants, and private industry infrastructure and its investments.
- Citizen morale and confidence, public information efforts, and dissemination of information are applicable under the Informational element of power.
- Governmental Agents include those officials whose duties that are protective in nature. The United States Homeland Security Strategy identifies the First Responder community as: 1) Law Enforcement, Fire, Emergency Medical Services, Public Works, and Emergency Management. Other Governmental Agents would include officials from State Agencies, supporting Federal Agencies, and the military, primarily National Guard and possible Department of Defense supporting components.
- Private Sector element of power relates to those critical infrastructure sites that are privately held. On average, 85 percent of critical infrastructure is privately owned. Efforts ongoing and initiatives to strengthen and further secure these sites are essential in their viability. State healthcare consists of the over 200 public and private hospitals and other acute and long term care facilities, medical societies, three schools of medicine, schools of allied health, two schools of public health, and non governmental healthcare providers that will be called upon to help prevent, mitigate, and respond to acts of terrorism and preserve the lives and well beings of our citizens as outlined in vital interests above.
- The final element of power addressed is a Prepared Populace. Citizens in the form of trained volunteers, disaster relief agencies are essential to this resource category. Additionally, citizens that possess situational awareness and remain prepared for emergencies are critical to overall family and community preparedness.

The organization of this strategy is closely aligned with the National Homeland Security Strategy. This structured approach effectively addresses the critical organization issues, mission areas and future initiatives.

Driven by innovation, enterprise and invention, today we are faced with a challenge that tears at the fiber that made us great—our national confidence. However, the collaborative development of a Louisiana Homeland Security Strategy will unify our efforts and thereby further strengthen our great country.

# Threat and Vulnerability

Government has no higher purpose than to ensure the security of our people and preserve our democratic way of life. Terrorism directly threatens the foundations of our Nation—our people, our democratic way of life, and our economic prosperity. In the war on terrorism, as in all wars, the more we know about our enemy, the better able we are to defeat that enemy. The more we know about our vulnerability, the better able we are to protect ourselves.



One fact dominates all homeland security threat assessments: terrorists are strategic actors. They choose their targets deliberately based on the weaknesses they observe in our defenses and our preparations. They can balance the difficulty in successfully executing a particular attack against the magnitude of loss it might cause. They can monitor our media and listen to our policymakers as our Nation discusses how to protect itself—and adjust their plans accordingly. Where we insulate ourselves from one form of attack, they can shift and focus on another exposed vulnerability.

We remain a Nation at war. Even as we experience success in the war on terrorism, the antipathy of our enemies may well be increasing, and new enemies may emerge. The United States and Louisiana will confront the threat of terrorism for the foreseeable future.

## Our Free Society Is Inherently Vulnerable

The American people and way of life are the primary targets of our enemy, and our highest protective priority. Our population and way of life are the source of our Nation's great strength, but also a source of inherent vulnerability.

Our population is large, diverse, and highly mobile, allowing terrorists to hide within our midst. Americans congregate at schools, sporting arenas, malls, concert halls, office buildings, high-rise residences, and places of worship, presenting targets with the potential for many casualties. Much of America lives in densely populated urban areas, making our major cities conspicuous targets. Americans subsist on the produce of farms in rural areas nationwide, making our heartland a potential target for agro-terrorism.

## OUR WAY OF LIFE

The responsibility of our government extends beyond the physical well-being of the American people. We must also safeguard our way of life, which involves five key elements: democracy, liberties, security, economics, and culture.

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**Democracy** – Our way of life is both defined and protected by our democratic political system. It is a system anchored by the Constitution, which established a republic characterized by significant limits on governmental power through a system of checks and balances, a distribution of state and federal rights, and an affirmation of the rights and freedoms of individuals. Our democratic political system is transparent and accessible to the populace. It requires that all actions adhere to the rule of law. And it relies on the stability and continuity of our government, which is ensured by constitutionally prescribed procedures and powers.

**Liberties** – Liberty and freedom are fundamental to our way of life. Freedom of expression, freedom of religion, freedom of movement, property rights, freedom from unlawful discrimination—these are all rights we are guaranteed as Americans, and rights we will fight to protect. Many have fought and died in order to establish and protect these rights; we will not relinquish them.

**Security** – Our federal system was born, in part, out of a need to “provide for the common defense.” Americans have enjoyed great security from external threats, with no hostile powers adjacent to our borders and insulated from attack by two vast oceans. Our approach to security has had both external and internal dimensions. Externally, the United States has over the course of the past six decades sought to shape the international environment through strong global political, economic, military, and cultural engagement. Internally, we have relied primarily on law enforcement and the justice system to provide for domestic peace and order.

**Economy** – Our country’s economy is based on a free market system predicated on private ownership of property and freedom of contract, with limited government intervention. We ask our able population to work for their individual prosperity, as our government ensures that all have equal access to the marketplace. Our formula for prosperity is one that has succeeded: we are the most prosperous Nation in the world.

**Culture** – America, and especially Louisiana, is an open, welcoming, pluralistic, diverse society that engages in dialogue rather than the dogmatic enforcement of any one set of values or ideas. Our culture is also characterized by compassion and strong civic engagement.

## The Means of Attack

Terrorism is not so much a system of belief, like fascism or communism, as it is a strategy and a tactic— a means of attack. In this war on terrorism, we must defend ourselves against a wide range of means and methods of attack. Our enemies are working to obtain chemical, biological, radiological, and nuclear weapons for the stated purpose of killing vast numbers of Americans. Terrorists continue to employ conventional means of attack, such as bombs and guns. At the same time, they are gaining expertise in less traditional means, such as cyber attacks. Lastly, as we saw on September 11, our terrorist enemies are constantly seeking new tactics or unexpected ways to carry out their attacks and magnify their effects.

**Weapons of Mass Destruction** – The knowledge, technology, and materials needed to build weapons of mass destruction are spreading. These capabilities have never been more accessible and the trends are not in our favor. If our terrorist enemies acquire these weapons and the means to deliver them, they are likely to try to use them, with potential consequences far more devastating than those we suffered on September 11. Terrorists may conceivably steal or obtain weapons of mass destruction, weapons-usable fissile material, or related technology from states with such capabilities. Several state sponsors of terrorism already possess or are working to develop weapons of mass destruction, and could provide material or technical support to terrorist groups.

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Chemical weapons are extremely lethal and capable of producing tens of thousands of casualties. They are also relatively easy to manufacture, using basic equipment, trained personnel, and precursor materials that often have legitimate dual uses. As the 1995 Tokyo subway attack revealed, even sophisticated nerve agents are within the reach of terrorist groups.



Biological weapons, which release large quantities of living, disease-causing microorganisms, have extraordinary lethal potential. Like chemical weapons, biological weapons are relatively easy to manufacture, requiring straightforward technical skills, basic equipment, and a seed stock of pathogenic microorganisms. Biological weapons are especially dangerous because we may not know immediately that we have been attacked, allowing an infectious agent time to spread. Moreover, biological agents can serve as a means of attack against humans as well as livestock and crops, inflicting casualties as well as economic damage.

Radiological weapons, or “dirty bombs,” combine radioactive material with conventional explosives. They can cause widespread disruption and fear, particularly in heavily populated areas. Nuclear weapons have enormous destructive potential. Terrorists who seek to develop a nuclear weapon must overcome two formidable challenges. First, acquiring or refining a sufficient quantity of fissile material is very difficult—though not impossible. Second, manufacturing a workable weapon requires a very high degree of technical capability—though terrorists could feasibly assemble the simplest type of nuclear device. To get around these significant though not insurmountable challenges, terrorists could seek to steal or purchase a nuclear weapon.

**Conventional Means** – While we must prepare for attacks that employ the most destructive weapons, we must also defend against the tactics that terrorists employ most frequently. Terrorists, both domestic and international, continue to use traditional methods of violence and destruction to inflict harm and spread fear. They have used knives, guns, and bombs to kill the innocent. They have taken hostages and spread propaganda. Given the low expense, ready availability of materials, and relatively high chance for successful execution, terrorists will continue to make use of conventional attacks.

**Cyber Attacks** – Terrorists may seek to cause widespread disruption and damage, including casualties, by attacking our electronic and computer networks, which are linked to other critical infrastructures such as our energy, financial, and securities networks. Terrorist groups are already exploiting new information technology and the Internet to plan attacks, raise funds, spread propaganda, collect information, and communicate securely. As terrorists further develop their technical capabilities and become more familiar with potential targets, cyber attacks will become an increasingly significant threat.

**New or Unexpected Tactics** – Our terrorist enemies are constantly seeking new tactics or unexpected ways to carry out attacks. They are continuously trying to find new areas of vulnerability and apply lessons learned from past operations in order to achieve surprise and maximize the destructive effect of their next attack. Our society presents an almost infinite array of potential targets, allowing for an enormously wide range of potential attack methods.

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## The Terrorists

Our enemies seek to remain invisible, lurking in the shadows. We are taking aggressive action to uncover individuals and groups engaged in terrorist activity, but often we will not know who our enemy is by name until after they have attempted to attack us. Therefore, we must uncover more than just the identities of our enemy. We need to analyze the characteristics shared by terrorists to help us understand where our enemies are weak and where they are strong.

***Terrorists and Their Tactical Advantages*** – Terrorists enjoy certain tactical advantages. They are able to choose the time, place, and method of their attacks. As we reduce our vulnerabilities in one area, they can alter their plans and pursue more exposed targets. They are able to patiently plan their attacks for months and years. Plans are undoubtedly underway today by terrorist cells that we have not yet eliminated.

Terrorists also exploit the advantage of relative anonymity. They hide throughout the world, using the cover of innocent civilians as a shield. Weak states will remain susceptible to terrorist groups seeking safe haven, and may even cooperate with or actively support terrorists.

***Known Terrorist Groups*** – Al-Qaeda remains America’s most immediate and serious threat despite our success in disrupting its network in Afghanistan and elsewhere. While we have captured or killed hundreds of Al-Qaeda operatives, many remain at large, including leaders working to reconstitute the organization and resume its operations. Al-Qaeda operatives and cells will continue to plan attacks against high-profile landmarks and critical infrastructure at home and against targets in Europe, the Middle East, Africa, and Southeast Asia. Those attacks may use both conventional and unconventional means in an effort to create as much destruction and kill as many people as possible.

Al-Qaeda is part of a dangerous trend toward sophisticated terrorist networks spread across many countries, linked together by information technology, enabled by far-flung networks of financial and ideological supporters, and operating in a highly decentralized manner. Unlike traditional adversaries, these terrorist networks have no single “center of gravity” whose destruction would entail the defeat of the entire organization. While we have denied Afghanistan as a safe haven for Al-Qaeda, unrest in politically unstable regions will continue to create an environment conducive to terrorism and capable of providing sanctuary to terrorist groups. Moreover, an unknown number of terrorist cells operate from within Western democracies, where the safeguarding of civil liberties protects them as well as their potential victims.

Al-Qaeda is only part of a broader threat that includes other international terrorist organizations with the will and capability to attack the United States. The most dangerous of these groups are associated with religious extremist movements in the Middle East and South Asia. Until September 11, Hezbollah was responsible for more American deaths than all other terrorist groups combined, including those killed in the 1983 bombing of the U.S. Marine Corps barracks in Lebanon. Hezbollah has never carried out an attack within the United States, but could do so if the situation in the Middle East worsens or the group feels threatened by U.S. actions. Other terrorist groups, from Hamas to the Real Irish Republican Army, have supporters in the United States. To date, most of these groups have largely limited their activities in the United States to fundraising, recruiting, and low-level intelligence, but many are capable of carrying out terrorist acts within the United States.



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Terrorist groups also include domestic organizations. The 1995 bombing of the Murrah Federal Building in Oklahoma City highlights the threat of domestic terrorist acts designed to achieve mass casualties. The U.S. government averted seven planned terrorist acts in 1999—two were potentially large-scale, high-casualty attacks being organized by domestic extremist groups. Both domestic terrorist groups (such as the National Alliance, the Aryan Nation, and the extremist Puerto Rican separatist group Los Macheteros) and special interest extremist groups continue to pose a threat to the peace and stability of our country.

### SUMMARY

With its numerous ports, petro-chemical & agricultural industry and multi-ethnic population, Louisiana is a particularly vulnerable state. The sheer volume of materials imported and exported through our ports, river infrastructure, railroads and interstate highways offers a significant challenge to control and monitor. This difficulty, along with the potential economic and social impacts across the national and global economy, makes the threat to Louisiana extremely high.

## Organizing for a Secure Homeland

The tactics of modern terrorists are unbounded by the traditional rules of warfare. Terrorists transform objects of daily life into weapons, bringing death and destruction on unsuspecting civilians. Defeating this enemy requires a focused and organized response. The President of the United States took a critical step by creating the Department of Homeland Security. The creation of the Department, the most significant reorganization of the federal government in more than a half-century, will give the United States a foundation for our efforts to secure the homeland. The Department would serve as the unifying core of the vast national network of organizations and institutions involved in homeland security. The Governor of Louisiana has undertaken similar steps to organize a secure Louisiana by creating a Louisiana Domestic Terrorism Advisory Council and directing the establishment of a Homeland Security Division under the Office of Emergency Preparedness.

### American Federalism and Homeland Security

American democracy is rooted in the precepts of federalism—a system of government in which our state and local governments share power with federal institutions. Our structure of overlapping federal, state, and local governance—the United States has more than 87,000 different jurisdictions—provides unique opportunities and challenges. The opportunity comes from the expertise and commitment of local agencies and organizations involved in homeland security. The challenge is to develop complementary systems that avoid duplication and ensure the threat is met. To meet the terrorist threat, we must increase collaboration and coordination—in law enforcement and prevention, emergency response and recovery, policy development and implementation—so that public and private resources are better aligned to secure the homeland.

### Louisiana Citizens

All of us have a key role to play in America's war on terrorism. Terrorists may live and travel among us and attack our homes and our places of business, governance, and recreation. In order to defeat an enemy who uses our very way of life as a weapon—who takes advantage of our freedoms and liberties—every American must be willing to do his or her part to protect our homeland. Since September 11, thousands of individuals have stepped forward to ask, "What can



I do to help?" The President launched Citizen Corps in January 2002 to help channel this volunteerism, and Louisiana has signed in support. As part of Citizen Corps, the Federal Emergency Management Agency's Community Emergency Response Team program trains volunteers to support our first

responders by providing immediate help to victims and by organizing volunteers at disaster sites. Citizen Corps is expanding the Neighborhood Watch Program to incorporate terrorism prevention and education into its existing crime prevention mission. Volunteers in Police Service will encourage the use of civilian volunteers to support resource-constrained police departments. The Medical Reserve Corps will provide communities with medical volunteers—both active and retired—who can assist health care professionals during a large-scale local emergency. Finally in Louisiana, the Department of Public Safety, U.S Coast Guard, local governments and river transportation entities have signed up for the "RiverWatch" program which ensures the Mississippi River and related waterways have similar protection.

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## Private Sector

Given our traditions of limited government, the American private sector provides most of our goods and services. Private companies are a key source of new ideas and innovative technologies that will enable us to triumph over the terrorist threat. Particularly in Louisiana, the private sector also owns the vast majority of our critical infrastructure. It includes crucial systems such as the oil and petrochemical infrastructure, agricultural and food distribution, utility companies and transportation system. The private sector also includes many of our academic institutions and a host of scientific, medical, engineering, and technological research facilities.

A close partnership between the government and private sector is essential to ensuring that existing vulnerabilities to terrorism in our critical infrastructure are identified and eliminated as quickly as possible. Towards that goal, the Louisiana Office of Homeland Security and Emergency Preparedness is working closely with the private sector to conduct risk assessments, determine security vulnerabilities and counter-measures and develop contingency plans for state assistance. The internalization of these costs is not only a matter of sound corporate governance and good corporate citizenship but also an essential safeguard of economic assets for shareholders, employees, and the Nation.

## Local Governments

Parish, municipal, and local governments fund and operate the emergency services that would respond in the event of a terrorist attack. Ultimately, all manmade and natural disasters are local events—with local units being the first to respond and the last to leave. Since September 11, Louisiana has capitalized upon its excellent and tested system of state and local parish offices of emergency preparedness. The system developed in Louisiana to respond to natural disasters has worked seamlessly in countering terrorism and sharing information and resources to combat potential threats. This coordination and cooperation among local and state entities minimizes redundancies in homeland security actions and ensure integration of efforts.

In Louisiana, there are four metropolitan areas that have a large enough population to qualify for Federal Grants that were established prior to the tragic events of September 11<sup>th</sup>, 2001. The grants were awarded to New Orleans, Metairie, Baton Rouge and Shreveport. These cities received approximately \$800,000 to purchase personal protective equipment, decontamination equipment, detection equipment and medical supplies to increase their capabilities in responding to a WMD event. These four cities currently have the greatest response capability in the state and will serve as the bedrock of any response to a WMD event.

## State Government



The Governor's most important job is to protect the people of Louisiana. To do so, he relies on the state departments and agencies, particularly the Department of Public Safety, the Office of Homeland Security and Emergency Preparedness and the Military Department.

**Department of Public Safety** – The Louisiana State Police is the lead law enforcement agency for Louisiana. The State Police has adopted the unified incident management system that coordinates the efforts of fire, emergency medical, hazardous materials response services, and law enforcement in a unified structure to support incident commanders. The LSP

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will be the lead state agency and provide the incident commander in response to a WMD event.

The Louisiana State Police have one Emergency Response Team structured under the Emergency Services Division of the Transportation and Environmental Safety Section (TESS). The unit consists of 24 highly trained personnel equipped to provide a Level A response, upon the request of local authorities. The HAZMAT Section also directs trained State Police personnel who conduct inspections of all transports entering the State of Louisiana.

The Louisiana State Police have an Explosives Ordinance Detachment (EOD) consisting of 12 highly trained personnel that can be readily deployed anywhere in the State. The Bomb Squad deals with explosives, improvised explosives, and shock sensitive and suspect explosive devices. The Bomb Squad is required to maintain trained personnel, meet FBI bomb squad qualification and training criteria, and possess a specified minimum amount of equipment including X-ray, bomb suit, and transport capabilities. LSP has also taken the lead in administering the Domestic Preparedness First Responders Equipment Grant (administered through the Department of Justice's Office of Domestic Preparedness). The State has been awarded \$3.5 million to assist first responders in the purchase of personal protection equipment, decontamination equipment, detection equipment and communications equipment. First responders in one of the seven safety disciplines (fire, public health, emergency medical services, hazmat, law enforcement agencies, public works, and office of emergency management) were eligible to apply for the grants. Each Parish was required to complete a Threat Vulnerability Assessment and a 3-year plan on the purchasing of equipment, identification of training, and the conduction of exercises. LSP, along with LOEP, has taken this information and compiled it into a Louisiana 3-Year strategy for the implementation of the program. Following September 11<sup>th</sup>, 2001, an additional \$5.2 million has been made available for the continued implementation of the program.

***Louisiana Office of Homeland Security and Emergency Preparedness/Division of Operations & Homeland Security*** – The Director of LHS/EP serves as the states single point-of-contact for Homeland Security Matters. In response to this appointment, LOEP has implemented several programs to better position the state and agency to deal with terrorism related events. LHS/EP has reorganized in order to better be able to prepare for and respond to a WMD event. Under the new organization, the responsibilities of Homeland Security were added to the Operations divisions. A 24-hour Homeland Security Situation Cell was created to serve as a bridge to disseminate information between Federal, State and local entities and to monitor the day-to-day capabilities of all state agencies and critical infrastructure.



LHS/EP is continuing its traditional role in plans, training and exercise but is emphasizing WMD related events in addition to natural disasters. LHS/EP has taken the lead on administering planning money to local jurisdiction to develop and enhance current terrorism strategies. The agency is also taking an active part in coordinating multi-agency and multi-jurisdictional exercises.

LHS/EP, along with the Louisiana Military Department, has implemented a Critical Infrastructure Protection Plan to augment current security and assist facilities deemed critical to the nation and state in reducing their vulnerabilities. The program consists of establishing a critical infrastructure list for the state, establishing a dialogue with those facilities and assisting them in developing a plan to augment current security forces in place. Information is also gathered on each site to ensure all means of communications are available and an understanding is recorded of why each site is critical to the nation and/or state.

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Finally, LHS/EP has been actively involved in the administering of several terrorism-related grants to include:

- Department of Justice FY 1999 County and Municipal Domestic Preparedness Program (Nunn-Lugar-Domenici Grant) – This program provided \$1.15 Million for jurisdictions located in Louisiana to purchase specialized equipment to enhance the capability of emergency services personnel to respond to incidents of WMD terrorism. The four jurisdictions to receive this money were New Orleans, Metairie, Shreveport, and Baton Rouge.
- Federal Emergency Management Agency (FEMA) – FEMA provided funding to Louisiana through the Terrorism Consequence Management Preparedness Assistance (TCMPA) program. These funds are to be used for projects and programs that develop and improve the capabilities of the State and political subdivisions to prepare for, respond to, and recover from acts of terrorism involving WMD. For example, FEMA guidelines allow states to use a portion of the TCMPA funding to pay salaries, benefits, and other expenses of emergency management personnel assigned exclusively to implement these preparedness activities. Preparedness activities should ensure that emergency management organizations throughout a state are capable of responding to, and managing consequences of terrorist incidents.
- Metropolitan Medical Response System (MMRS) – Louisiana received a total of \$2.2 million from the U.S. Public Health Service/Office of Emergency Preparedness. The purpose of these monies is to support cities, through the MMRS group, in addressing the health and medical consequences of terrorism involving a WMD. The funding is intended to provide personal protective equipment for emergency medical responders, decontamination equipment for responders, hospitals, and clinics, pharmaceuticals for emergency stockpiles, and training. The four jurisdictions to receive this money were New Orleans, Metairie, Shreveport, and Baton Rouge.
- FEMA Planning Grant – Monies to assist in a) planning b) EOC upgrades, and c) Citizen Corps. The planning grant Provide for consequence management planning that will enhance the State’s—and it’s political subdivisions’—ability to prepare for, respond to, and recover from all hazards with emphasis on WMD terrorism preparedness. The purpose of the EOC grant is to identify improvements to the State EOCs, which are needed to reduce vulnerability of and risks to the facility and improve the survivability, security, interoperability, sustainability, and operational capabilities of the EOC. The Goal of the Citizen Corp grant is to form a State Citizens Corps Council to provide statewide planning and guidance for Citizens Corps activities. Assist in the establishment and support of new and existing local Citizens Corps Councils to promote community preparedness, family safety, and homeland security through public outreach, education, and new and existing volunteer organizations.

**State Military Department** – The Military Department contributes to homeland security through its homeland defense operations, support to civil authorities, and emergency response abilities. The Military Department provides unique capabilities that other agencies do not have. The Military Department is managed by the Adjutant General (the state’s point-of-contact for Homeland Security) who oversees three



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departments that have a direct involvement in the states implementation of homeland security mitigation efforts. These departments include the Louisiana Army National Guard, the Louisiana Air National Guard, and the Louisiana Office of Homeland Security and Emergency Preparedness.

The Military Department's major instrument in response to any terrorism related event is the 62<sup>nd</sup> Civil Support Team. The 62<sup>nd</sup> Civil Support Team (WMD) has the mission of assessing a suspected nuclear, biological, chemical, or radiological event in support of the local incident commander. The CST also advises civilian responders of appropriate actions, and facilitates requests for assistance to expedite arrival of additional State and federal assets to save lives, prevent human suffering, and mitigate great property damage. In addition, the 62<sup>nd</sup> CST has implemented an outreach program where it has traveled around the state to train first responders on responding to a WMD event.

In order to enable better response to a terrorist threat, the Adjutant General has increased the states capabilities by organizing two elements to assist the state in providing manpower and resources. A new Louisiana National Guard Special Reaction Team (SRT) has been formed to provide the state with a readily available resource to enhance the protection of critical infrastructure and assist state and local law enforcement. The SRT consists of four 25-personnel teams with specialized training in law enforcement. The team has the capability to react on four hours notice after initial notification of deployment. The teams operate on a red, amber, green status, with two teams always available.

In addition to the SRT, the Adjutant General has created eleven 125-personnel Ready Reaction Force (RRF) Teams. The teams are spread across nine metropolitan areas to give the state an additional resource and manpower to respond to large scale threats or terrorist events. The RRFs are fully equipped with communications, internal transportation, equipment and weapons with a response time of 3 hours.

The Louisiana Air National Guard has been actively involved in Homeland Security measures since September 11, 2001. On that day, the 159<sup>th</sup> Fighter Wing provided an air escort to Air Force One as the President of the United States made his way back to Washington D.C. Since September 11<sup>th</sup>, the 159<sup>th</sup> Fighter Wing continues to conduct air combat patrols over Louisiana and other Southern states.



Finally, the Military Department has established a full-time Intelligence capability and is working closely with the Louisiana State Police in providing intelligence updates to appropriate law enforcement personnel. The Military Department will attach one full-time personnel to work side-by-side with the Louisiana State Police to facilitate the sharing of information between the two agencies. In addition, the new Intelligence cell will publish a weekly terrorism summary.

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***Department of Public Health and Hospitals*** – LDHH has formed the Hospital Bio-terrorism Advisory Committee. The committee serves to advise the Department of Health and Hospitals and the State Health Officer Jimmy Guidry, M.D. The Hospital Bio-terrorism Advisory Committee will work to develop a Hospital Model Plan that is JCAHO compliant to ensure that all systems within a hospital can interface quickly for mobilization. The following programs have been initiated by LDHH.

***State Medical Assessment Team*** – The State Medical Assessment Team deploys to provide on-site guidance. The team responds on-site along with HAZMAT and other emergency responders to emergencies requiring protection of community health. Pending the hiring of a physician to head the team, the Louisiana Office of Public Health (OPH) Regional Medical Directors have been identified to provide stress consultation to the emergency responders.

***Public Health Emergency Response Program (PHERP)*** – PHERP was established in October 2001 to address the need to coordinate the intra- and inter-agency Public Health emergency response in Louisiana using a qualified, interdisciplinary team approach. The public health system follows internal/external communication protocols established in the State public health bio-terrorism preparedness plan to respond to threats of bio-terrorism and other emergencies. OPH notifies the Louisiana Office of Emergency Preparedness, local public health agencies, LDHH management, the Regional U.S. Public Health Service Office, the CDC, and the FBI in response to threats of bio-terrorism or unexplained illness. The OPH Emergency Response Plan has been integrated into the State's Disaster Preparedness Plan.

Public Health response to bio-terrorism involves detection as a result of surveillance and tracking suspicious infections. This includes Epidemiological investigation, case finding and laboratory identification. Goals are achieved by coordinating assistance to local health departments, provision of workshop scenarios and regular training for Public/private sector including infectious diseases, bio-terrorism agents, incident identification, handling and aftermath. It requires the mobilization of a response force for detection, immunization, medication delivery or other hands-on control techniques depending on the situation. In addition, standards are in place to design, operate, maintain, and monitor water systems on a regular basis to protect the public's health. Louisiana receives regular communications from the FBI's National Infrastructure Protection Center and is kept well informed of any potential threats to our drinking water systems.

PHERP coordinates the development of electronic networks, databases and information systems for widespread health alerts including provision of feedback loops to responders and reporting parties. The program also coordinates development of system and capacity at local level for rapid communication among federal, State and local health agencies, including high-speed Internet access, satellite distance-learning capability, and videoconferencing.

An important role for PHERP is to communicate widely with professionals and the public to ensure accurate, complete, and up to date information is available. PHERP also assures access to OPH around the clock through an emergency operations number that provides information, advice, and support assistance to citizens of Louisiana. The PHERP works to enhance physical security at Public Health facilities and to accumulate and maintain an inventory of pharmaceutical supplies.

To enhance local and State response capabilities the Centers for Disease Control and Prevention maintain the National Pharmaceutical Stockpile (NPS) that includes eight "push-packages" of vaccine and/or antibiotics and antivirals at strategic, undisclosed locations around the country. These push packages will be delivered within 12 hours of a federal decision to approve the Governor's request for the NPS. If the NPS is needed, OPH will receive the push-packages and administer and manage the mass distribution of pharmaceuticals on a 24 hours a day, 7 days a week basis.

## LOUISIANA HOMELAND SECURITY STRATEGY

OPH is currently enhancing its infrastructure to provide rapid regional response team coverage in all geographical regions of the State. The PHERP Response Team development includes:

- Advanced On-site Assessment,
- Epidemiological Response and Surveillance,
- Medical Assessment,
- In-Place Decontamination Team,
- Biological Augmentation,
- Chemical Augmentation,
- Pharmaceutical Augmentation,
- Administrative Support/Augmentation,
- Environmental Health Augmentation,
- Immunization,
- Communications Enhancement and Mental Health Teams, and
- Public Affairs Officials.

***Bio-terrorism Advisory Committee*** – Within LDHH, the Louisiana Office of Public Health has established the Bio-terrorism Advisory Committee as a collaborative and unified body, the committee convenes at the discretion of the State Public Health Assistant Secretary and/or the Public Health Bio-terrorism Preparedness and Emergency Response Director to advise on matters pertinent to bio-terrorism, outbreaks of infectious disease and other emergent health threats. The Mission Statement of this advisory committee is: Build an integrated network of health care, laboratory and emergency response capacities that enables and empowers Louisiana's public health infrastructure to rapidly identify and counter a bio-terrorist incident or other emergent health threat. The committee serves to advise and assist the Office of Public Health in:

- Addressing and assessing the State health department's capacity to respond to a terrorist attack.
- Developing and reviewing emergency plans and procedures at the State, regional, and community level that might apply to a terrorism event.
- Identifying resources such as poison control centers, media, information and communication systems, and subject matter experts that could play a role in a public health response to a terrorist event.
- Identifying capacities of the local and State public health workforce to determine their preparedness and training needs.
- Identifying national and state level education and training curriculum relevant to bio-terrorism preparedness and response.
- Ensuring that Public Health's regional and local units are active members of appropriate multi-agency bio-terrorism task forces, advisory councils, and community planning teams.
- Providing ongoing training, programmatic and technical assistance in planning and exercise development to enhance preparedness at the local/Parish department level for response to acts of chemical or biological terrorism.
- Establishing communications working groups to ensure Office of Public Health, State Police, Office of Emergency Preparedness, National Guard, EMS, and hospital's have integrated and seamless communications infrastructure.
- Ensuring enrollment and participation of emergency response agencies in the Health Alert Network.
- Ensuring hospital emergency rooms, laboratories, infection control practitioners, physicians, coroners, veterinarians, and other infectious disease surveillance and reporting agencies are part of the Louisiana Public Health Bio-terrorism

## LOUISIANA HOMELAND SECURITY STRATEGY

Preparedness Network and have the equipment and internet capabilities needed to report and receive pertinent information.

- Organizing working groups and planning committees to address specific bio-terrorism preparedness and response related issues.
- Developing chains of command and structural interfaces that enable emergency response agencies to function in an integrated and seamless fashion during a bio-terrorism event, disease outbreak, or other emergent health threat.
- Defining and standardizing agency roles and responsibilities for responding to a bio-terrorist event, disease outbreak, or other emergent health threat.

**Bio-terrorism Surveillance and Epidemiology Committee** – The LDHH/OPH Bio-terrorism Surveillance and Epidemiology Committee, composed of state epidemiologists provides the state with comprehensive public health surveillance and epidemiology plans for early identification of potential biological terrorism events. The committee provides the data to OPH who works with other state and federal agencies, key partners and liaisons with CDC to ensure a coordinated response to an emergency.



**CDC Bio-terrorism Initiatives for Public Health Preparedness and Response** – OPH/LDHH has received \$14.949 Million in continuation funding from the Centers for Disease Control (CDC) for initiatives for public health preparedness and response for bio-terrorism. The funding is provided for the seven areas listed below.

TABLE 1. – CDC Funding for Public Health Bio-terrorism Initiatives

Initiative Area	Amount
Preparedness and Planning	\$2,989,829
Surveillance and Epidemiology	\$2,989,829
Laboratory Capacity: Biologics	\$1,943,389
Laboratory Capacity: Chemical	\$0.00
Health Alert Network/ Communications and Information Technology	\$1,793,897
Risk Communication & Health Information Dissemination	\$747,457
Education and Training	\$1,494,915
First Allocation	\$2,989,829
<b>Total</b>	<b>\$14,949,145.00</b>

**Health Resources and Services Administration (HRSA)** – LDHH has also applied to Health Resources and Services Administration (HRSA) for approximately \$1.9 million in funding for hospital preparedness for bio-terrorism. This will allow LDHH to integrate the capabilities of contiguous communities and jurisdictions as well as State and national assets into response planning. LDHH will develop a plan to interface with Level I Trauma systems and MMRS programs. LDHH is an active participant in the MMRS organization and works closely with LHS/EP in developing plans and procedures for emergency medical response.

**Metropolitan Medical Response System (MMRS)** – Louisiana received a total of \$2.2 million from the U.S. Public Health Service/Office of Emergency Preparedness. The purpose of these monies is to support cities, through the MMRS group, in addressing the health and medical consequences of terrorism involving a WMD. The funding is intended to provide personal

## LOUISIANA HOMELAND SECURITY STRATEGY

protective equipment for emergency medical responders, decontamination equipment for responders, hospitals, and clinics, pharmaceuticals for emergency stockpiles, and training. The four jurisdictions to receive this money were New Orleans, Metairie, Shreveport, and Baton Rouge.

**Other State Departments and Agencies** – Many other government departments and agencies support homeland security as part of their overall mission. The Department of Agriculture has important homeland security responsibilities for preventing agro-terrorism. The Louisiana Department of Agriculture was awarded \$938,642 to support critical efforts to strengthen the food supply infrastructure. The money is available for the following four areas:

- Animal Disease Surveillance \$35,530
- Animal Disease Response \$103,112
- Plant, Pest and Disease Detection \$50,000
- Rapid Detection and Diagnostic Network \$750,000

In addition to the Department of Health and Hospitals other programs, the EPA has awarded DHH \$90 million dollars to improve the safety and security of the Nation's water supply. The funding is intended to reduce the vulnerability of water utilities to terrorist attacks and to enhance their security and ability to respond to emergency situations. Funds of \$115,000 per water treatment plant have been allocated to provide direct support to publicly-owned drinking water treatment utilities that regularly serve populations greater than 100,000. In Louisiana, the following facilities have been awarded and have already received funding: 1) Lafayette Utilities System 2) West Jefferson Water Treatment Facility 3) East Jefferson Water Treatment Facility 4) Sewage and Water Board of New Orleans 5) The City of Shreveport Amiss Water Treatment Plant.

**Intergovernmental coordination** – There is a vital need for cooperation between the federal, state and local governments on a scale never before seen in the United States. Cooperation must occur both horizontally (within each level of government) and vertically (among various levels of government). In Louisiana, the Office of Homeland Security and Emergency Preparedness will simplify the process by which the Governor, mayors, parish leaders and private industry interact with government. Because of our federalist traditions and our large number of local governments, the federal government must look to state governments to facilitate close coordination and cooperation among all levels of government—federal, state, and local. The Louisiana Office of Homeland Security and Emergency Preparedness provides a collaborative, cost-effective structure for effectively communicating to all organizations and citizens. They streamline and coordinate all federal, regional, and local programs and fit neatly into the regional emergency response network and military Northern Command structure.

### Regional Concept

In order to better posture ourselves for all hazards, we anticipate adopting a regional approach in planning and preparing for and responding to incidents. The Department of Public Safety and the Office of Public Health have previously adopted a regional approach for planning, preparation and response. This regionalized approach will provide many tangible advantages.

**Planning** – Roughly aligned along State Police Troop areas, the implementation of a regional concept will better enable Louisiana develop regional plans that best meet the capabilities and unique regional requirements. Each region will have a designated Regional Coordinator who will facilitate the integration of Parish Emergency Plans into an overall Regional Emergency Plan.

## LOUISIANA HOMELAND SECURITY STRATEGY

**Preparation** – Based upon the unique requirements and capabilities resident in each region, tailored equipment packages can be developed and fielded. Training within these regions will strengthen existing Mutual Aid agreements through training and exercises conducted. These training and exercise events will foster heightened preparedness while strengthening habitual relationships.

**Response** – Additionally, through regional response efforts mutual aid can become further relied upon in times of incidents. Most importantly, anticipated increased response capabilities and decreased response times will be gained via tiered response.

- Local response will be the initial responders and should further assess the incident. If the scope of necessary response is beyond local capabilities then Regional assets could be deployed.
- The Regional effort would be the next tier of a measured response and within two to four hours provide the necessary resources to the incident scene.
- Based upon the scope of the incident the next tier, State Response, would further support crisis management. These state resources would be available within four to eight hours.
- The final level of a tiered response concept would be the involvement of Federal Response resources. If necessary, these resources would be available on the incident scene in eight to twenty-four hours.

## Critical Mission Areas

The Louisiana Homeland Security Strategy aligns and focuses homeland security into six critical mission areas: Intelligence and Warning, Border and Transportation Security, Domestic Counter-Terrorism, Protecting Critical Infrastructure, Defending against Catastrophic Terrorism and Emergency Preparedness and Response. These critical mission areas provide focus to our efforts and establish clear responsibility and procedures for pro-active deterrence.

***Intelligence and Warning*** – Terrorism depends on surprise. With it, a terrorist attack has the potential to do massive damage to an unwitting and unprepared target. Without it, the terrorists stand a good chance of being preempted by authorities, and even if they are not, the damage that results from their attacks is likely to be less severe. Louisiana will take every necessary action to avoid being surprised by another terrorist attack. We must have an intelligence and warning system that can detect terrorist activity before it manifests itself in an attack so that proper preemptive, preventive, and terrorism, as well as steps to deter and defeat terrorist activities. The Louisiana Homeland Security Strategy identifies the following initiatives in this critical mission area:

- Implement the Homeland Security Advisory System.
- Utilize “Dual-use” analysis to prevent attacks.
- Employ “Red-Team” techniques.

***Border and Transportation Security*** – America historically has relied heavily on two vast oceans and two friendly neighbors for border security, and on the private sector for most forms of domestic transportation security. The increasing mobility and destructive potential of modern terrorism has required the United States to rethink and renovate fundamentally its systems for border and transportation security. Indeed, we must now begin to conceive of border security and transportation security as fully integrated requirements because our domestic transportation systems are inextricably intertwined with the global transport infrastructure. Virtually every community in America is connected to the global transportation network by the seaports, airports, highways, pipelines, railroads, and waterways that move people and goods into, within, and out of the Nation. We must therefore promote the efficient and reliable flow of people, goods, and services across borders, while preventing terrorists from using transportation conveyances or systems to deliver implements of destruction. The Louisiana Homeland Security Strategy identifies three initiatives in this critical mission area:

- Establish a systematic link between State Office of Emergency Preparedness, local Parish Offices of Emergency Preparedness and the federal government in order to foster cooperation and timely reporting of information.
- Increase inter-governmental and inter-private industry cooperation to facilitate continuous threat assessment, identification of critical vulnerabilities and ensure prompt flow of information and resources to support border and transportation security.

***Domestic Counter-Terrorism*** – The attacks of September 11 and the catastrophic loss of life and property that resulted have redefined the mission of federal, state, and local law enforcement authorities. While law enforcement agencies will continue to investigate and prosecute criminal activity, they should now assign priority to preventing and interdicting terrorist activity within Louisiana. The state and local law enforcement officers will be critical in this effort. Louisiana will use all legal means—both traditional and nontraditional—to identify, halt, and, where appropriate, prosecute terrorists. We will pursue not only the individuals directly involved in terrorist activity but also their sources of support: the people and organizations that knowingly fund the terrorists and those that provide them with logistical assistance. Effectively reorienting law enforcement organizations to focus on counterterrorism objectives requires decisive action in a number of

## LOUISIANA HOMELAND SECURITY STRATEGY

areas. The Louisiana Homeland Security Strategy identifies the following initiatives in this critical mission area:

- Improve law enforcement coordination between federal, state and local law enforcement agencies.
- Facilitate apprehension of potential terrorists.

**Protecting Critical Infrastructure and Key Assets** – Protection of critical infrastructure requires a continuous function of identification, threat assessment, and contingency planning to identify and protect local, state and national critical infrastructures. Our society and modern way of life are dependent on networks of infrastructure—both physical networks such as our energy and transportation systems and virtual networks such as the Internet. If terrorists attack one or more pieces of our critical infrastructure, they may disrupt entire systems and cause significant damage to the Nation. We must therefore improve protection of the individual pieces and interconnecting systems that make up our critical infrastructure. Protecting Louisiana’s critical infrastructure and key assets will not only make us more secure from terrorist attack, but will also reduce our vulnerability to natural disasters, organized crime, and computer hackers. Louisiana’s critical infrastructure encompasses a large number of sectors. Our government will seek to deny terrorists the opportunity to inflict lasting harm by protecting the assets, systems, and functions vital to our security, governance, public health and safety, economy, and national morale. The Louisiana Homeland Security Strategy identifies the following six initiatives in this critical mission area:

- Build and maintain a complete and accurate assessment of Louisiana’s critical infrastructure and key assets.
- Enable effective partnership with state and local governments and the private sector.
- Develop a state infrastructure protection plan.
- Securing cyberspace.
- Harness the best analytic and modeling tools to develop effective protective solutions
- Guard Louisiana’s critical infrastructure and key assets against “inside” threats.

**Defending against Catastrophic Threats** – Defense against catastrophic terrorism includes all steps to prepare, train and respond to weapons of mass destruction or catastrophic damages. The expertise, technology, and material needed to build the most deadly weapons known to mankind—including chemical, biological, radiological, and nuclear weapons—are spreading inexorably. If our enemies acquire these weapons, they are likely to try to use them. The consequences of such an attack could be far more devastating than those we suffered on September 11— a chemical, biological, radiological, or nuclear terrorist attack in the United States could cause large numbers of casualties, mass psychological disruption, contamination and significant economic damage, and could overwhelm local medical capabilities. Currently, chemical, biological, radiological, and nuclear detection capabilities are modest and response capabilities are dispersed throughout the country at every level of government. While current arrangements have proven adequate for a variety of natural disasters and even the September 11 attacks, the threat of terrorist attacks using chemical, biological, radiological, and nuclear weapons requires new approaches, a focused strategy, and a new organization. The Louisiana Homeland Security Strategy identifies the following initiatives in this critical mission area:

- Detect chemical and biological materials and attacks.
- Harness the scientific knowledge and tools to counter terrorism.

**Emergency Preparedness and Response** – A multi-echelon response to mitigate and recover from any attack, our state and local governments must be prepared for emergency responses to any variety of natural and man-made disasters. We must prepare to minimize the damage and recover from any future terrorist attacks that may occur despite our best efforts at prevention. An effective response to a major terrorist incident—as well as a natural disaster—depends on being

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prepared. Therefore, we need a comprehensive state wide system to bring together and coordinate all necessary response assets quickly and effectively. We must plan, equip, train, and exercise many different response units to mobilize without warning for any emergency. Many pieces of this emergency response system are already in place. Louisiana's first line of defense in the aftermath of any terrorist attack is its first responder community—police officers, firefighters, emergency medical providers, public works personnel, and emergency management officials. Our state and local governments must ensure that all response personnel and organizations are properly equipped, trained, and exercised to respond to all terrorist threats and attacks. Our emergency preparedness and response efforts must also engage the private sector and our citizens. The Louisiana Homeland Security Strategy identifies the following initiatives in this critical mission area:

- Integrate separate response plans into a single all-discipline incident management plan.
- Adopt the national incident management system.
- Improve tactical counterterrorist capabilities.
- Enable seamless communication among all responders.
- Prepare health care providers for catastrophic terrorism.
- Prepare for chemical, biological, radiological, and nuclear decontamination.
- Plan for military support to civil authorities.
- Build the Citizen Corps.
- Implement the First Responder Initiative within Louisiana.
- Build a State multi-discipline training and evaluation system.
- Enhance the victim support system.

## Intelligence and Warning

Terrorism depends on surprise. With it, a terrorist attack has the potential to do massive damage to an unwitting and unprepared target. Without it, the terrorists stand a good chance of being thwarted by authorities, and even if they are not, the damage from their attacks is likely to be less severe.

It follows that Louisiana must take every appropriate action to avoid being surprised by a terrorist attack. To secure the state, we must have an intelligence and warning system that is capable of detecting terrorist activity before it manifests itself in an attack so that proper preemptive, preventive, and protective action can be taken.

Early warning of an impending terrorist attack is a difficult and complex mission. The indications of terrorist intent are often ambiguous. Terrorists are able to infiltrate and move freely within democratic countries making themselves effectively invisible against the backdrop of an enormously diverse and mobile society. Efforts to gather intelligence on potential terrorist threats can affect the basic rights and liberties of Louisiana citizens.

Moreover, the question of how to achieve early warning of terrorist threats is inseparable from the question of what to do with some warning information once it is in hand. What preventive action should be taken? What protective action should be taken? To whom should the information be provided on a confidential basis? Should the public be informed and, if so, how and by whom? These very concrete decisions can have life-or-death implications. Unfortunately, the ambiguous nature of most intelligence on terrorist threats means that these decisions must often be made in conditions of great uncertainty.



Our intelligence and law enforcement community must identify, collect, and analyze the new observables that will enable us to better understand emerging unconventional threats.

The *Louisiana Strategy for Homeland Security* reflects the concept that intelligence and information analysis is not a separate, stand-alone activity but rather an integral component of our State's overall effort to protect against and reduce our vulnerability to terrorism. The basic roles and responsibilities in this *Strategy* are depicted in Figure 1.

This framework recognizes four interrelated but distinct categories of intelligence and information analysis, as well as three broad categories of actions that can follow from this analysis. The analytic categories are as follows.

**Tactical threat analysis** – Actionable intelligence is essential for preventing acts of terrorism. The timely and thorough analysis and dissemination of information about terrorists and their current and potential activities allow the government to take immediate- and near-term action to disrupt and prevent terrorist acts and to provide useful warning to specific targets, security and public safety professionals, or the general population.

**Strategic analysis of the enemy** – Our law enforcement and homeland security agencies must have a deep understanding of the organizations that may conduct terrorist attacks against Louisiana. Knowing the identities, financial and political sources of support, motivation, goals, current and future capabilities, and vulnerabilities of these organizations will assist us in preventing and preempting future attacks.

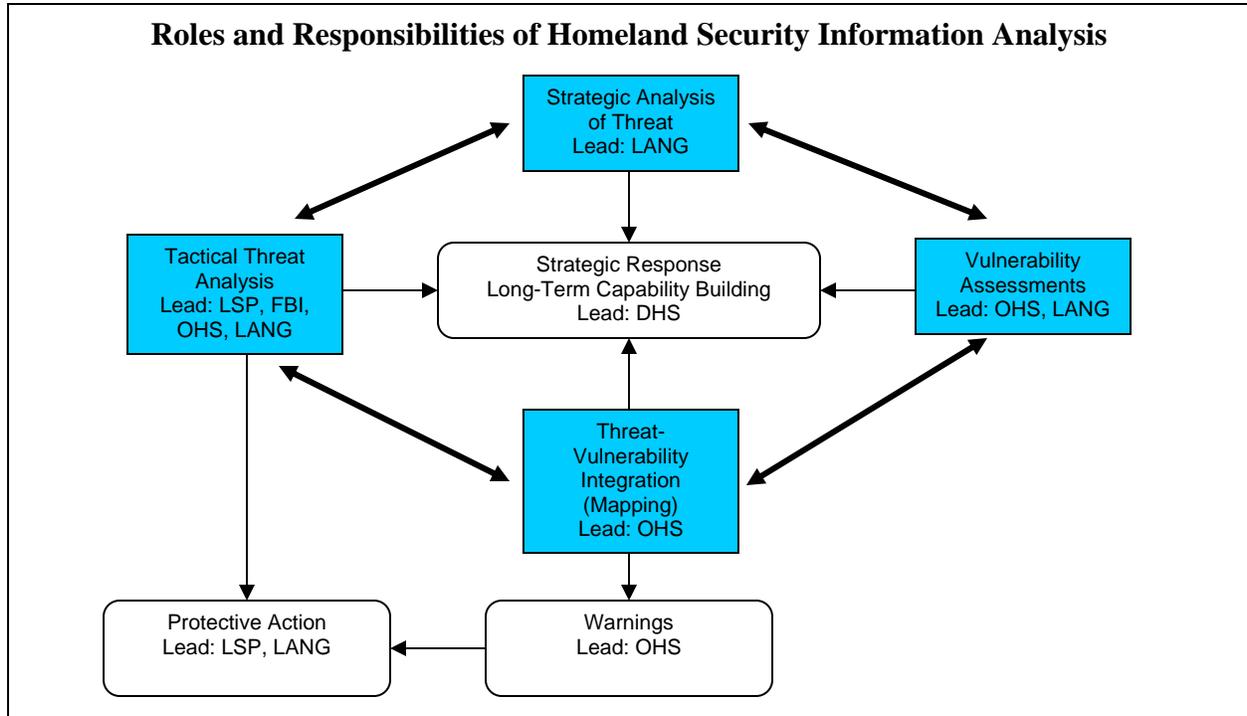
# LOUISIANA HOMELAND SECURITY STRATEGY

**Vulnerability assessments** – Vulnerability assessments must be an integral part of the intelligence cycle for homeland security issues. They allow planners to project the consequences of possible terrorist attacks against specific facilities or different sectors of the economy or government. These projections allow authorities to strengthen defenses against different threats. Such assessments are informed by the use of tools such as computer modeling and analysis.

**Threat-Vulnerability Integration** – Mapping terrorist threats and capabilities—both current and future—against specific facility and sectoral vulnerabilities will allow authorities to determine which organizations pose the greatest threats and which facilities and sectors are most at risk. It will also allow planners to develop thresholds for preemptive or protective action. Figure 1 also depicts three broad categories of action that can result from this analysis.

**Tactical Preventive Action** – Analysis can, and must, be turned into action that prevents terrorists from carrying out their plots. Louisiana has at its disposal numerous tools that allow for the disruption of terrorist acts in Louisiana and the detention of the terrorists themselves. These tools can be deployed as soon as the analysis uncovers evidence of terrorist planning. This analysis and assessment will help support and enable the actions taken by the Louisiana government to prevent terrorism.

**Warning and Protective Action** - Inclusive and comprehensive analysis allows the government to take protective action, and to warn appropriate sectors and the public. Defensive action will reduce the potential effectiveness of an attack by prompting relevant sectors to implement security and incident management plans. In addition, defensive action works as a deterrent to terrorists weighing the potential effectiveness of their plans. Warnings allow entities and citizens to take appropriate actions to meet the threat, including upgrading security levels in any affected sectors, activating emergency plans, dispatching state and local law enforcement patrols, and increasing citizen awareness of certain activities.



**Strategic Response (Policy)** – We need to develop and create new capabilities specifically designed to defeat the enemy of today and the enemy of the future. This immediate- and long-term strategic capability building will be shaped through budgetary allocations, and will be informed by the careful

# LOUISIANA HOMELAND SECURITY STRATEGY

analysis and assessment of homeland security information. Understanding terrorist organizations will allow policymakers to fashion policies that build a legal framework, regional partnerships, and cooperation among federal, state, and local agencies to present a united front against terrorism.

## Major Initiatives

**Enhance the analytic capabilities of the State Military Department as the key fusion cell for anti-terrorism intelligence** – The Governor of Louisiana has tasked the Louisiana Military Department with overseeing the state function of homeland security. The Louisiana Military Department has the technical skills in its force to create an intelligence fusion element to analyze and disseminate homeland security information based on reports from law enforcement, Department of Defense, and federal and state agencies involved in homeland security. The Military Department will have to hire some of their trained analysts on a full-time basis to support this expansion of their role as the key provider of homeland security analysis. The Military Department will also have to expand its communications capability to be able to quickly disseminate classified information to those that need to take action.

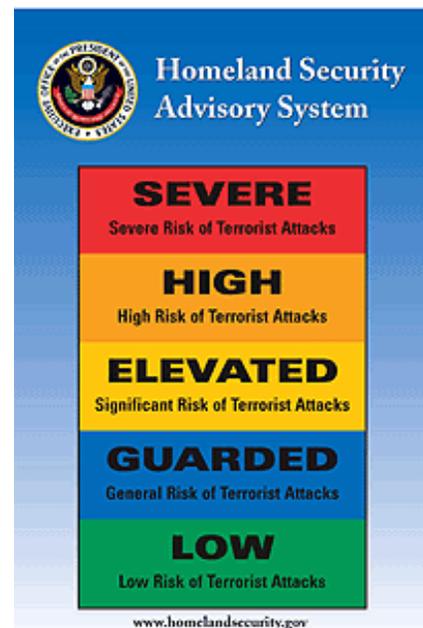
**Build new capabilities for Louisiana through the centralization of information analysis** – Currently, many agencies in Louisiana collect intelligence on threats in order to prevent criminal activity. This information, however, is not centrally analyzed and catalogued with the purpose of determining future terrorist activity and possible warnings of impending attacks. A centralized intelligence fusion cell is the only way to ensure that indicators which may seem insignificant in one area are seen in the correct perspective when analyzed with state-wide information and previous activity.

The vulnerability assessments, important in their own right, are also building blocks for a key homeland security function that currently is not being performed: threat-vulnerability integration. Today, no government entity is responsible for analyzing terrorist threats to Louisiana, mapping those threats against our vulnerabilities, and taking protective action. Our law enforcement agencies focus on the detection and disruption of each individual threat. The Division of Operations & Homeland Security, informed by intelligence and information analysis and vulnerability assessments, would focus on longer-term protective measures, such as the setting of priorities for critical infrastructure protection and “target hardening.”

To perform this function, the Chief of the Division of Operations & Homeland Security would have broad authority to access intelligence information, as well as other types of information, relevant to the terrorist threat to our State. The Division would also work with state and local law enforcement and the private sector to leverage the critical homeland security information in the possession of these entities.

In addition to transforming homeland security information into long-term protective action, the Division of Operations & Homeland Security would also turn the information into useful warnings. The Division would serve as the primary provider of threat information to local public safety agencies and to private sector owners of key targets, thereby minimizing confusion, gaps and duplication. The combination of these new capabilities within the Division of Operations & Homeland Security and the enhanced capabilities of our National Guard intelligence and law enforcement communities would enable the state government to combat terrorism with maximum effect.

**Implement the Homeland Security Advisory System** – The Homeland Security Advisory System disseminates information regarding the risk of terrorist acts to federal, state, and local



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authorities, the private sector and the American people. The Advisory System creates a common vocabulary, context, and structure for the ongoing national discussion about the nature of the threats that confront the homeland and the appropriate measures that should be taken in response. It seeks to inform and facilitate decisions appropriate to different levels of government and to private citizens at home and at work. The Division of Operations & Homeland Security would be responsible for managing the Advisory System at the State level.

The Advisory System provides a national framework for public announcements of threat advisories and alerts to notify law enforcement and state and local government officials of threats. They serve to inform the public about government preparations, and to provide the public with the information necessary to respond to the threat. The Advisory System characterizes appropriate levels of vigilance, preparedness, and readiness in a series of graduated threat conditions. Each threat condition has corresponding suggested measures to be taken in response. Such responses include increasing surveillance of critical locations, preparing to execute contingency procedures, and closing public and government facilities.

***Utilize Dual-Use Analysis to Prevent Attacks*** – Terrorists use equipment and materials to carry out their criminal acts. Such equipment and material can include items such as fermenters, aerosol generators, protective gear, antibiotics, and disease-causing agents. Many of these items are “dual-use” items—they have not just terrorist applications, but also legitimate commercial applications, and can often be bought on the open market. If suspect dual-use acquisitions are identified, cross-referenced with intelligence and law enforcement databases, and mapped against threat analyses, the Louisiana government’s ability to detect terrorist activities at the preparation stage will be enhanced. Therefore, government of Louisiana, led by the Division of Operations & Homeland Security, will evaluate and study mechanisms through which suspect purchases of dual-use equipment and materials can be reported and analyzed.

***Employ “red team” techniques*** – The Division of Operations & Homeland Security, working with National Guard intelligence and federal, state and local law enforcement, would utilize “red team” techniques to improve and focus our state’s defenses against terrorism. Applying homeland security intelligence and information, the new Division would have certain employees responsible for viewing Louisiana from the perspective of the terrorists, seeking to discern and predict the methods, means and targets of the terrorists. The new Division would use its capabilities and analysis to learn how our enemies think in order to set priorities for long-term protective action and “target hardening.” Employing “red team” tactics, the new Division would seek to uncover weaknesses in the security measures at our State’s critical infrastructure sectors during government-sponsored exercises.

## Border and Transportation Security

Historically, America has relied heavily on two vast oceans and two friendly neighbors for border security, and on the private sector for most forms of domestic transportation security. The increasing mobility and destructive potential of modern terrorism has required the United States to rethink and rearrange fundamentally its systems for border and transportation security. Indeed, we must now begin to conceive of border security and transportation security as fully integrated requirements because our domestic transportation systems are intertwined inextricably with the global transport infrastructure. Virtually every community in America is connected to the global



transportation network by the seaports, airports, highways, pipelines, railroads, and waterways that move people and goods into, within, and out of the Nation. We therefore must promote the efficient and reliable flow of people, goods, and services across borders, while preventing terrorists from using transportation conveyances or systems to deliver implements of destruction.

Because of its geographical position and cultural history, Louisiana is a particularly important point of border and transportation security. With enormous oil & petro-chemical industry, road, rail, air and maritime transportation infrastructure, and unique tourism appeal, Louisiana presents significant security

challenges. A large volume of people and goods move through our state that presents a tempting target to any terrorist.

### State Vision

**A close cooperation with the U.S. government, local government and private industry to secure the transportation systems which link Louisiana to the world, preventing the entry of terrorists and the instruments of terror while facilitating the legal flow of people, goods, and services upon which our economy depends.**

### Major Initiatives

**Information Sharing** – Establish a systematic link between the State Office of Homeland Security and Emergency Preparedness, local Parish Offices of Homeland Security and Emergency Preparedness and the federal government in order to foster cooperation and timely reporting of information.

Increase inter-governmental and inter-private industry cooperation to facilitate continuous threat assessment, identification of critical vulnerabilities and ensure prompt flow of information and resources to support border and transportation security.

**RiverWatch** – The United States Coast Guard, Louisiana Office of Homeland Security and Emergency Preparedness and the Louisiana State Police have combined efforts to create the Homeland Security River Watch Program. This program, like the Neighborhood Watch program, is meant to inform, educate, and enlist the assistance of all persons who witness suspicious

## LOUISIANA HOMELAND SECURITY STRATEGY

activities on Louisiana's waterways. It provides information on what to look for and who to call and is meant to cause uncertainty in the minds of potential terrorists and criminals.

***Counter-Drug Program*** – The Louisiana National Guard is actively involved with the U. S. Customs through the Guard's Counter-Drug Program. The Louisiana National Guard provides manpower and resources to help conduct searches & seizures of narcotics of suspicious vessels and containerized cargo coming into the Louisiana Ports.

## Domestic Counterterrorism

The attacks of September 11 and the catastrophic loss of life and property that resulted have redefined the mission of federal, state, and local law enforcement authorities. While law enforcement agencies will continue to investigate and prosecute criminal activity, they should now assign priority to preventing and interdicting terrorist activity within the United States.

Effectively reorienting law enforcement organizations to focus on counterterrorism objectives requires decisive action in a number of areas. Many of the necessary steps have already been taken, although additional work remains to be done before law enforcement agencies collectively can pursue the counterterrorism mission with maximum effect. The federal and state governments have already instituted initiatives that have increased information sharing and the



coordination of operations throughout the law enforcement community. Not only are the federal, state and local law enforcement and U.S. intelligence agencies communicating better with each other, the entire law enforcement and emergency management community—international, federal, state, and local—is now sharing more information. In addition, law enforcement agencies at all levels of government have worked to enhance coordination of their counterterrorism operational activities so that our collective efforts complement each other.

While the intelligence and law enforcement communities have made progress in the areas of information sharing and coordination, major shortcomings continue to exist in other important areas. Our government's ability

to identify key sources of funding for terrorist activity and the methods used to finance terrorist operations remains inadequate. The U.S. government has not yet developed a satisfactory system to analyze information in order to predict and assess the threat of a terrorist attack within the United States. The federal government needs to do a better job of utilizing the distinct capabilities of state and local law enforcement to prevent terrorism by giving them access, where appropriate, to the information in our federal databases, and by utilizing state and local information at the federal level. The FBI-led Joint Terrorism Task Forces, by including participants from state and local law enforcement as well as federal agencies, draw on state and local capabilities, and enhance intergovernmental coordination.

### **State Vision**

***We will redefine our law enforcement mission to focus on the prevention of all terrorist acts within the United States, whether international or domestic in origin. We will use all legal means— both traditional and non-traditional—to identify, halt, and, where appropriate, prosecute terrorists. To achieve these aims, we will strengthen the***

# LOUISIANA HOMELAND SECURITY STRATEGY

*coordination efforts in our law enforcement community and augment the scope and quality of information available to all law enforcement entities. When we have identified any suspected terrorist activities, we will then use all the tools in our legal arsenal, including investigative, criminal, civil, immigration, and regulatory powers to stop those who wish to do us harm.*

## Major Initiatives

***Improve law enforcement coordination between federal, state and local law enforcement agencies*** – The rapid flow of timely information is the biggest asset in the effort to facilitate the apprehension of potential terrorists. Since a lot of this information must derive from international and federal resources, the ability to receive, analyze and communication classified information becomes a paramount consideration. Towards that goal, the first initiative was to establish a Homeland Security Situation Center in the Office of Homeland Security and Emergency Preparedness as the synchronization center for the receipt, analysis and transmission of classified information. Additionally, the development of secure, redundant and reliable communications networks that link all law enforcement will be required. Finally, cooperative initiatives among federal agencies, military department, law enforcement, and private entities will be encouraged to facilitate innovative means to foster such cooperation. The Military Department and the Department of Public Safety are in the process of already implementing this strategy. The State Military Department will provide a terrorism analyst to work side-by-side with the Louisiana State Police's Intelligence section. The intelligence cell will be able to share data on a daily basis and will also co-author a weekly terrorism summary.

***Facilitate Apprehension of Potential Terrorists*** – In order to apprehend suspected terrorists before they have the opportunity to execute their plans, we must ensure that law enforcement officers are able to access information on suspected terrorists. Several initiatives are underway to create fully accessible sources of information relating to suspected terrorists. First, the Department of Justice has expanded and will continue to expand the data included in the FBI's National Crime Information Center (NCIC) database, which is accessible to approximately 650,000 state and local law enforcement officers. The names and identifying information of subjects of domestic and foreign terrorism investigations have already been entered into the database. The Department of Justice is adding to the NCIC database the names of over 300,000 fugitive aliens in violation of final orders of deportation. In addition, the Attorney General has directed the FBI to establish procedures with the Department of State to enable inclusion of data from the TIPOFF System—which provides information on known or suspected terrorists to immigration and consular officers—into the NCIC database. The ultimate objective of this effort is to ensure that the “cop on the beat” has access to pertinent information regarding potential terrorists.

## LOUISIANA HOMELAND SECURITY STRATEGY

# Protecting Critical Infrastructures and Key Assets

Protecting Louisiana's critical infrastructure and key assets is a formidable challenge. It is impossible to protect completely all targets, all the time. On the other hand, we can help deter or deflect attacks, or mitigate their effects, by making strategic improvements in protection and security. Thus, while we cannot assume we will prevent all terrorist attacks, we can substantially reduce Louisiana's vulnerability, particularly to the most damaging attacks.

Protecting Louisiana's critical infrastructure and key assets requires an unprecedented level of cooperation throughout all levels of government-with private industry and institutions, and with the citizens of Louisiana. The state government has the crucial task of fostering a collaborative environment, and enabling all of these entities to work together to provide Louisiana the security it requires.

### **What must we protect?**

The USA PATRIOT Act defines critical infrastructure as those "systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters."

Louisiana possesses critical infrastructures that are particularly important because of the functions or services they provide to our country.

Louisiana's critical infrastructure encompasses a large number of sectors. Our agriculture, food, and water sectors, along with the public health and emergency services sectors, provide the



essential goods and services which Louisiana citizens need to survive. Our institutions of government, both state and local, guarantee our security and freedom, and administer key public functions. Our defense industrial base provides essential capabilities to help safeguard our population from external threats. Our information and telecommunications sector enables economic productivity and growth, and is particularly important because it connects and helps control many other infrastructure sectors. Our energy, transportation, banking and finance, chemical industry, and postal and shipping sectors help sustain our economy and touch the lives of Louisianans everyday.

# LOUISIANA HOMELAND SECURITY STRATEGY

## Critical Infrastructure Sectors

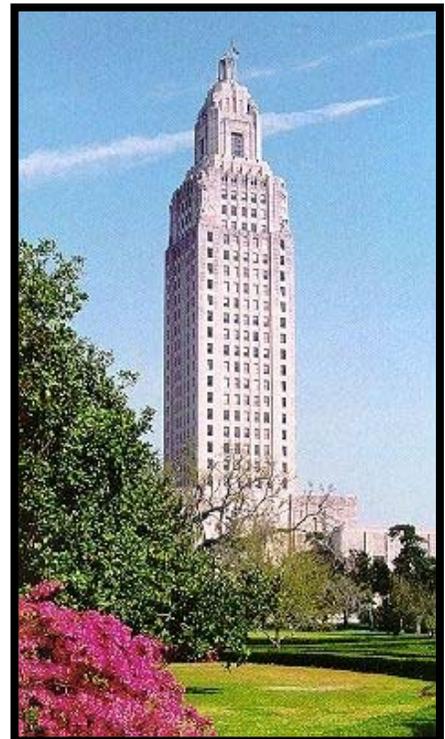
- Agriculture
- Food
- Water
- Public Health
- Emergency Services
- Government
- Defense Industrial Base
- Information and Telecommunications
- Energy
- Transportation
- Banking and Finance
- Chemical Industry
- Postal and Shipping

The assets, functions, and systems within each critical infrastructure sector are not equally important. The transportation sector is vital, but not every bridge is critical to the Louisiana as a whole. Accordingly, the State Division of Homeland Security, along with State and Local Government, will apply a consistent methodology to focus its effort on the highest priorities, and the state budget will differentiate resources required for critical infrastructure protection from resources required for other important protection activities. The Division will work closely with state and local governments to develop and apply compatible approaches to ensure protection for critical assets, systems, and functions at all levels of society. For example, local schools, courthouses, and bridges are critical to the communities they serve.

Protecting Louisiana's critical infrastructure and key assets requires more than just resources. The state government can use a broad range of measures to help enable state, local, and private sector entities to better protect the assets and infrastructures they control. For example, the state government can create venues to share information on infrastructure vulnerabilities and best-practice solutions, or create a more effective means of providing specific and useful threat information to non-federal entities in a timely fashion.

Key assets include symbols or historical attractions, such as prominent national, state, or local monuments and icons. In some cases, these include quasi-public symbol that are identified strongly with the United States as a Nation, and fall completely under the jurisdiction of state and local officials or even private foundations. Key assets also include individual or localized facilities that deserve special protection because of their destructive potential or their value to the local community.

Finally, certain high-profile events are strongly coupled to our national symbols or national morale and deserve special protective efforts by the federal government.



# LOUISIANA HOMELAND SECURITY STRATEGY

## State Vision

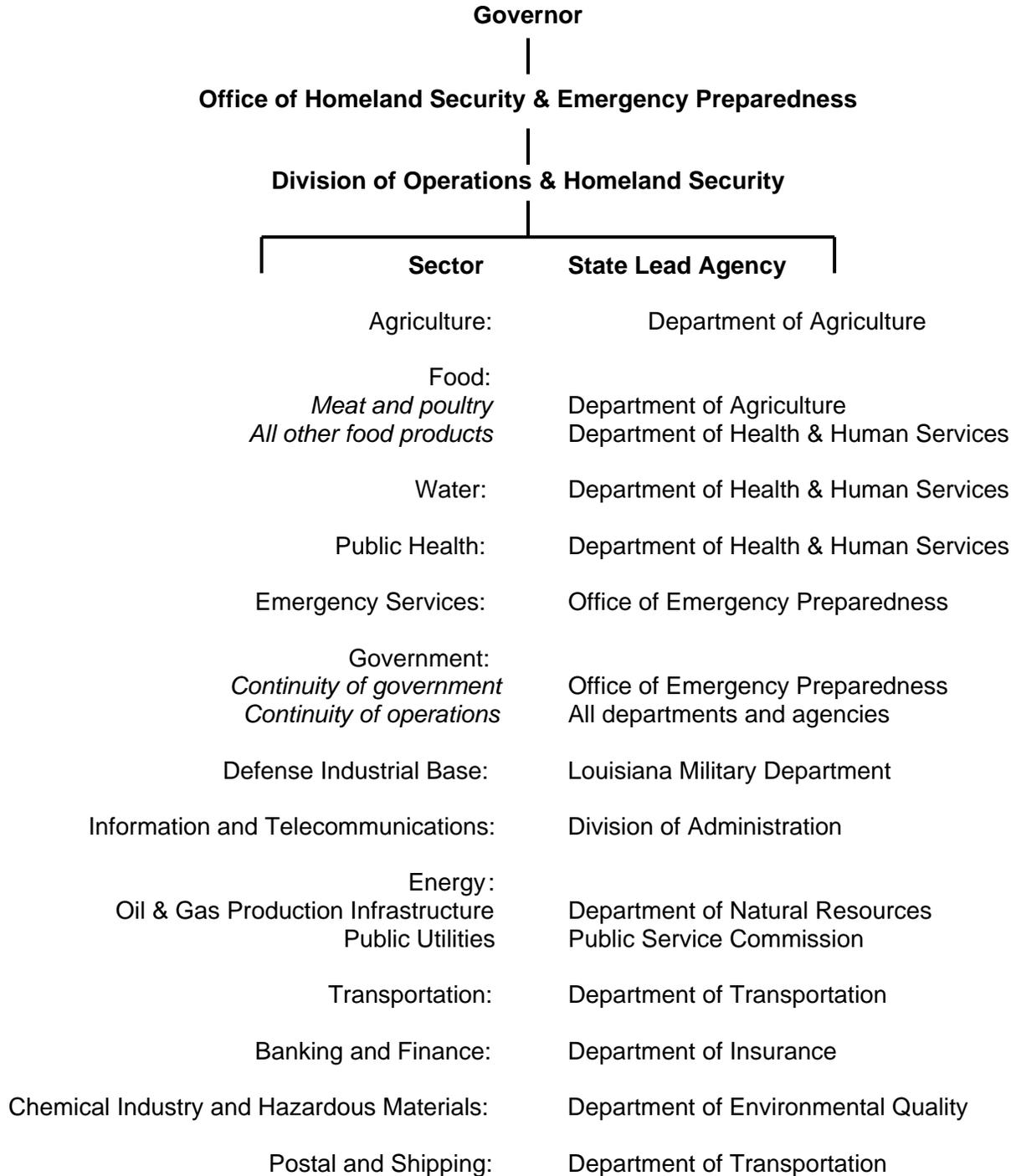
***Louisiana will forge an unprecedented level of cooperation throughout all levels of government, with private industry and institutions, and with the Louisiana citizens to protect our critical infrastructure and key assets from terrorist attack. Our state will continue to take immediate and decisive action to protect assets and systems that could be attacked with catastrophic consequences. We will establish a single office within the Office of Emergency Preparedness, The Division of Homeland Security, to work with the federal departments and agencies, state and local governments, and the private sector to implement a comprehensive national plan to protect critical infrastructure and key assets. The state infrastructure protection plan will organize the complementary efforts of government and private institutions to raise security over the long term to levels appropriate to each target's vulnerability and criticality. Louisiana will work to create an environment in which state, local, and private entities can best protect the infrastructure they control. The Division of Homeland Security will develop the best modeling and simulation tools to understand how our increasingly complex and connected infrastructures behave, and to shape effective protection and response options. The Division of Homeland Security will develop and coordinate implementation of tiered protective measures that can be tailored to the target and rapidly adjusted to the threat.***

## Major Initiatives

***Unify Louisiana's Infrastructure Protection Effort in the Division of Operations & Homeland Security*** – Our state requires a single accountable office to ensure we address vulnerabilities that involve more than one infrastructure sector or require action by more than one agency. Our state also requires a single accountable office to assess threats and vulnerabilities comprehensively across all infrastructure sectors to ensure we reduce the overall risk to our state, instead of inadvertently shifting risk from one potential set of targets to another. Under this proposal, the Division of Operations & Homeland Security will assume responsibility for integrating and coordinating state infrastructure protection responsibilities.

# LOUISIANA HOMELAND SECURITY STRATEGY

## State Government Organization to Protect Critical Infrastructure and Key Assets



## LOUISIANA HOMELAND SECURITY STRATEGY

**Build and maintain a complete and accurate assessment of Louisiana's critical infrastructure and key assets** – The Division of Operations & Homeland Security must be able to translate threat information into appropriate action in the shortest possible time, a critical factor in preventing or mitigating attacks, particularly those involving weapons of mass destruction. Accordingly, the Division would build and maintain a complete, current, and accurate assessment of vulnerabilities and preparedness of critical targets across critical infrastructure sectors. The Division would thus have a crucial capability that does not exist in our government today: the ability to continuously evaluate threat information against our current vulnerabilities, inform the Governor, issue warnings, and effect action accordingly.



**Enable effective partnership with state and local governments and the private sector** – Private firms bear primary and substantial responsibility for addressing the public safety risks posed by their industries-protecting a firm's assets and systems is a matter of sound corporate governance. In many cases private firms, not the government, possess the technical expertise and means to protect the infrastructure they control. Government at all levels must enable, not inhibit, the private sector's ability to carry out its protection responsibilities. The State's infrastructure protection effort must harness the capabilities of the private sector to achieve a prudent level of security without hindering productivity, trade, or economic growth.

The Division of Operations & Homeland Security would give state and local agencies and the private sector one primary contact instead of many for coordinating protection activities with the state and federal government, including vulnerability assessments, strategic planning efforts, and exercises. The Division would include a branch dedicated to this function, and would build on current outreach efforts of existing federal agencies with infrastructure protection responsibilities.

When the Department of Homeland Security learns of a potential threat to our critical infrastructure, it must not only disseminate warnings quickly, but must rapidly map those threats against an accurate assessment of our state's vulnerabilities and effect appropriate action. To ensure this, the government must facilitate and encourage private firms to share important information about the infrastructure they control. Private firms should have reasonable assurance that good faith disclosures about vulnerabilities and preparedness do not expose the firm to liability, drops in share value, loss of competitive advantage, or antitrust action.

**Develop a state infrastructure protection plan** – The Division of Operations & Homeland Security would develop and coordinate implementation of a comprehensive state plan to protect Louisiana's infrastructure from terrorist attack. The state plan will provide a methodology for identifying and prioritizing critical assets, systems, and functions, and for sharing protection responsibility with state and local government and the private sector. The plan will establish standards and benchmarks for infrastructure protection, and provide a means to measure performance. The plan will inform the Division of Homeland Security's annual process for planning, programming, and budgeting of critical infrastructure protection activities, including research and development.

**Secure cyberspace** – The cost to our economy from attacks on our information systems has grown by 400 percent in four years according to one estimate, but is still limited. In one day, however, that could change. Every day somewhere in the United States, an individual company or a home computer user suffers what for them are significantly damaging or catastrophic losses from cyber attacks. The ingredients are present for that kind of damage to occur on a state level, to our state networks and the systems they run upon, on which the state depends. Our potential enemies have the intent; the tools of

## LOUISIANA HOMELAND SECURITY STRATEGY

destruction are broadly available; the vulnerabilities of our systems are myriad and well-known. In cyberspace, a single act can inflict damage in multiple locations simultaneously without the attacker ever having physically entered Louisiana. State and local governments and state and local law enforcement have also united to prepare their own cyber security strategies.

***Guard Louisiana's critical infrastructure and key assets against "inside" threats.*** – The “insider threat” and personnel reliability are increasingly serious concerns for protecting critical infrastructure. Personnel with privileged access to critical infrastructure, particularly control systems, may serve as terrorist surrogates by providing information on vulnerabilities, operating characteristics, and protective measures. These “insiders” can also provide access to sensitive areas, such as loading docks, control centers, and airport tarmacs. The Division of Operations & Homeland Security will also undertake a comprehensive review of other protection measures necessary to deny terrorist access to critical infrastructure.

# Defending Against Catastrophic Threats

The expertise, technology, and material needed to build the most deadly weapons known to mankind—including chemical, biological, radiological, and nuclear weapons—are proliferating. If our enemies acquire these weapons, they are likely to try to use them. The consequences of such an attack could be far more devastating than those we suffered on September 11—a chemical, biological, radiological, or nuclear terrorist attack in the United States could cause large numbers of casualties, mass psychological disruption, and contamination, and could overwhelm local medical capabilities.

Currently, chemical, biological, radiological, and nuclear detection capabilities are modest and response capabilities are dispersed throughout the country at every level of government. Responsibility for chemical, biological, radiological, and nuclear surveillance as well as for initial response efforts often rests with state and local hospitals and public health agencies. Today, if a natural disaster or terrorist attack causes medical



consequences that exceed local and state capabilities, there exist enormous resources, including medical personnel, equipment and pharmaceuticals, in the federal government that would support the local effort. This includes the Department of Health and Human Services, Departments of Agriculture, Defense, Energy, Justice, Transportation, Veterans Affairs, the Environmental Protection Agency, the Federal Emergency Management Agency, General Services Administration, National Communications System, U.S. Postal Service, and the American Red Cross.

While the government's collaborative arrangements have proven adequate for a variety of natural disasters, the threat of terrorist attacks using chemical, biological, radiological, or nuclear weapons with potentially catastrophic consequences demands new approaches, a focused strategy, and a new organization. Our country has already expanded capabilities and improved coordination among federal agencies, but more can be done to prepare and respond.

## **State Vision**

***Louisiana will have a coordinated state-wide effort to prepare for, prevent, and respond to chemical, biological, radiological, and nuclear terrorist threats to the homeland. We will***

## LOUISIANA HOMELAND SECURITY STRATEGY

*seek to detect chemical, biological, radiological, or nuclear weapons and prevent their entry. If terrorists use chemical, biological, radiological, or nuclear weapons, our communities and emergency personnel will be organized, trained, and equipped to detect and identify dangerous agents, respond rapidly, treat those who are harmed, contain the damage, and decontaminate the area. The Louisiana Office of Emergency Preparedness will consolidate and synchronize the disparate efforts of multiple federal, state and local entities to ensure a coordinated and effective response.*

### Major Initiatives

***Detect chemical and biological materials and attacks*** – The ability to quickly recognize and report biological and chemical attacks will minimize casualties and enable first responders to treat the injured effectively. Local emergency personnel and health providers must first be able to diagnose symptoms. In addition to existing state laws mandating the reporting by physicians, veterinarians, and public health laboratories of threat diseases, rapid diagnosis of diseases of concern and communication form the cornerstone of a robust response. The Department of Health and Hospitals, will improve infectious disease and chemical terrorism surveillance by working with the Centers for Disease Control and Prevention (CDC), Department of Veterans Affairs and local and state public health jurisdictions. These entities will work to develop a state-wide system to detect biological and chemical attacks. This system will include a public health surveillance system to monitor public and private databases for indicators of biological or chemical attack. The Department of Agriculture would also strengthen our parallel system for monitoring agricultural outbreaks. Since animals can serve as important sentinels signaling a biological attack against humans or be targets themselves, strong efforts will be made to monitor and control our animal and plant resources. The Military Department with its Civil Support Team will educate, train and respond to any threat. Finally, the Louisiana Office of Emergency Preparedness will facilitate information flow and exchange among the critical agencies

***Harness the scientific knowledge and tools to counter terrorism*** – We will harness America's resources to fight against the most pressing chemical, biological, radiological, or nuclear challenges. In consultation with the federal and private health entities, the Department of Health and Hospitals will leverage the expertise of America's cutting-edge medical and biotechnological infrastructure to advance the state of knowledge in infectious disease prevention and treatment, forensic epidemiology, and microbial forensics. Substantial research into relevant medical sciences is necessary to better detect, diagnose, and treat the consequences of chemical, biological, radiological, or nuclear attacks.

# Emergency Preparedness and Response

We must prepare to minimize the damage and recover from any future terrorist attacks that may occur despite our best efforts at prevention. Past experience has shown that preparedness efforts are key to providing an effective response to major terrorist incidents and natural disasters. Therefore, we need a comprehensive system to bring together and command all necessary response assets quickly and effectively. We must equip, train, and exercise many different response units to mobilize for any emergency without warning. Under the Governor's directive, the Louisiana Office of Emergency Preparedness will lead our state efforts to create and employ a system that will improve our response to all disasters, both manmade and natural.

Many pieces of this emergency response system are already in place. Louisiana's first line of defense in the aftermath of any terrorist attack is its first responder community—police officers, firefighters, emergency medical providers, public works personnel, and emergency management officials. State and local first responders regularly put their lives on the line to save the lives of others and make our state safer. These individuals include specially trained hazardous materials teams, collapse search and rescue units, bomb squads, and tactical units. In a serious emergency, the federal government augments state and local response efforts.



The Louisiana Office of Homeland Security and Emergency Preparedness is the key component in emergency preparedness and response. It passes federal money to the parishes, provides and administers training and serves as the lead coordinating agency during technical and natural events. During an emergency, it will also function to synchronize all efforts to mitigate and recover from any disaster

## State Vision

***We will strive to create a fully integrated state emergency response system that is adaptable enough to deal with any terrorist attack, no matter how unlikely or catastrophic, as well as all manner of natural disasters. The Office of Homeland Security and Emergency Preparedness will consolidate response plans and refine them into a state-wide system for incident management. The Office of Homeland Security and Emergency Preparedness will ensure that leaders at all levels of government have complete incident awareness and can communicate with and command all appropriate response personnel. Our federal, state, and local governments would ensure that all response personnel and organizations—including the law enforcement, military, emergency response, health care, public works,***

# LOUISIANA HOMELAND SECURITY STRATEGY

*and environmental communities—are properly equipped, trained, and exercised to respond to all terrorist threats and attacks in the State of Louisiana.*

## Major Initiatives

***Integrate separate response plans into a single all-discipline incident management plan*** – The Louisiana Office of Homeland Security and Emergency Preparedness has consolidated its existing government emergency response plans into one genuinely all-discipline, all-hazard plan—the Louisiana Emergency Operations Plan—and thereby eliminate the “crisis management” and “consequence management” distinction. This plan would be updated to cover all incidents of significance, including acts of bio-terrorism and agro-terrorism, and clarify roles and expected contributions of various emergency response bodies at different levels of government in the wake of a terrorist attack. The Office of Homeland Security and Emergency Preparedness will provide a direct line of communication between the National Office of Homeland Security, other federal agencies and the state emergency management network.

***Adopt the national incident management system*** – The Louisiana Office of Homeland Security and Emergency Preparedness will work with federal, state, local, and non-governmental public safety organizations, to continue its comprehensive incident management system for response to terrorist incidents and natural disasters. This system will define common terminology for all parties, provide a unified command structure, and is scalable to meet incidents of all sizes.

All local governments should create and regularly update their own homeland security plans, based on their existing emergency operations plans, to provide guidance for the integration of their response assets in the event of an attack. The Office of Homeland Security and Emergency Preparedness will provide support (including model plans) for these efforts and will adjust the State Emergency Operations Plan as necessary to take full advantage of local capabilities. State and local governments should continue to work to strengthen existing mutual aid agreements to facilitate cooperation with their neighbors in time of emergency.

***Improve tactical counterterrorist capabilities*** – With advance warning, we have various federal, state, and local response assets that can intercede and prevent terrorists from carrying out attacks. These include law enforcement, emergency response, and military teams. In the most dangerous of incidents, particularly when terrorists have chemical, biological, radiological, or nuclear weapons in their possession, it is crucial that the individuals who preempt the terrorists do so flawlessly, no matter if they are part of the local SWAT team or the FBI’s Hostage Rescue Team. It is also crucial that these individuals be prepared and able to work effectively with each other and with other specialized response personnel. Finally, these teams and other emergency response assets must plan and train for the consequences of failed tactical operations.

The Louisiana Military Department, along with the Ascension Parish Sheriff’s Office will work together to establish a Regional Academy that will address counter-terrorism by providing training for local/regional Law Enforcement First Responders to maximize their readiness. The site will consist of two operational locations south of Baton Rouge: the Gillis Long Center would serve as site for academy’s operation base, academic, housing and educational support units, while 68-acres of donated land adjacent to the Ascension Parish Sheriff’s Office firearms training center would serve as site of tactical operations.

***Enable seamless communication among all responders*** – In the aftermath of any major terrorist attack, emergency response efforts would likely involve hundreds of offices from across the government and the country. It is crucial for response personnel to have and use equipment, systems, and procedures that allow them to communicate with one another. The Louisiana Office of Homeland Security and Emergency Preparedness will continue to work with state agencies and local governments to achieve this goal. The Office will work with local government to achieve maximum participation in the State’s current 800MHz radio system. In addition to the local

## LOUISIANA HOMELAND SECURITY STRATEGY

governments, the Department of Health and Hospitals is also working with all the hospitals in the state to participate in the program.

***Prepare health care providers for catastrophic terrorism*** – Our entire emergency response community must be prepared to deal with all potential hazards, especially those associated with weapons of mass destruction. The Department of Health and Hospitals will support training and equipping of state and local health care personnel to deal with the growing threat of chemical, biological, radiological, and nuclear terrorism. It will continue to work with the national Office of Homeland Security and Emergency Preparedness on federal grants to states and cities for bio-terrorism preparedness. It will use the hospital preparedness grant program to help prepare hospitals and poison control centers to deal specifically with biological and chemical attacks and to expand their surge capacity to care for large numbers of patients in a mass-casualty incident. These efforts would enhance training between public health agencies and local hospitals and seek improved cooperation between public health and emergency agencies at all levels of government.

A major act of biological terrorism would almost certainly overwhelm existing state, local, and privately owned health care capabilities. For this reason, the federal government maintains a number of specialized response capabilities for a bio-terrorist attack. The National Disaster Medical System, a federal/private partnership that includes the Departments of Health and Human Services, Defense, Veterans Affairs, and FEMA, provides rapid response and critical surge capacities to support localities in disaster medical treatment. The System is made up of federal assets and thousands of volunteer health professionals that are organized around the country into a number of specialty teams such as Disaster Medical Assistance Teams, National Medical Response Teams, and teams trained in caring for psychological trauma. In addition, the Department of Veterans Affairs operates a vast health care, training, and pharmaceutical procurement system with facilities in many communities nationwide. The Department of Defense provides specialized skills and transportation capabilities to move these teams and evacuate casualties. The Office of Homeland Security and Emergency Preparedness, working with the Department of Health and Hospitals, will lead efforts to coordinate these responses.

***Prepare for chemical, biological, radiological, and nuclear decontamination*** – The Office of Emergency Response will assist in ensuring the readiness of our first responders to work safely in an area where chemical, biological, radiological, or nuclear weapons have been used. The Office of Homeland Security and Emergency Preparedness will work with the Department of Homeland Security to verify the ability of state and local first responders to work effectively with related federal support assets. Further, the Office of Homeland Security and Emergency Preparedness will help state agencies and local agencies meet these goals by facilitating grant money for planning and equipping, training, and exercising first responders for chemical, biological, radiological and nuclear attacks.



***Plan for military support to civil authorities*** – The State Military Department will be an integral part of our state response to any terrorist attack. The Military Department will provide aviation support, medical personnel to care for the injured, military police to assist local law enforcement officials, key asset protection, transportation, communications, logistics, and a myriad of other functions to support recovery efforts. The Military Department will develop comprehensive contingency plans to provide such support throughout the state. The Military Department will develop Special Reaction Teams to provide technical support and assistance to law enforcement; assisting in the restoration of law and order; loaning specialized equipment; and assisting in consequence management. Additionally, the Military Department will develop ready reaction

## LOUISIANA HOMELAND SECURITY STRATEGY

forces across the state to assist in the protection of critical infrastructure, deter terrorist attacks or respond to assist authorities in the stabilization after an attack. The Military Department will further provide specialized assets and resources, including aviation, transportation, medical, and engineering support.



**Implement and maintain the Citizen Corps initiative** – The Office of Homeland Security and Emergency Preparedness will maintain and expand Citizens Corps, a national program to train volunteers in all-hazards preparedness and for

terrorism-related response support and to help make communities safer from crime and terrorism. If we can help individual citizens help themselves and their neighbors in the case of a local attack, we will improve our chances to save lives.

**Implement the First Responder Initiative within Louisiana** – Before September 11, the federal government had allocated less than \$1 billion since 1995 to help prepare first responders for terrorist attacks. A range of federal departments provided funding for training and equipment, technical assistance, and other support to assist state and local first responders. These disparate programs were a step in the right direction but fell short in terms of scale and cohesion. In January 2002, President Bush proposed the First Responder Initiative as part of his Fiscal Year 2003 Budget proposal. The purpose of this initiative is to improve dramatically first responder preparedness for terrorist incidents and disasters. This program will increase federal funding levels more than tenfold. The Louisiana State Police will be the coordination center for implementation of the First Responder Initiative within Louisiana. Towards that goal, the Military Department in cooperation with the Department of Public Safety will develop the Center for Emergency and Disaster Response (CEDR), a comprehensive First Responder Training Center for the collective exercise and training of multi-agency responders.

**Establish a State Search and Rescue Team** – Currently the State of Louisiana must rely on outside sources for a fully functional Search and Rescue Team, which requires 24 hours to deploy on site. In order to reduce this time frame, the Department of Wildlife & Fisheries will take the lead in organizing and equipping a fully functional Search and Rescue Team among the first responders currently operating in the state. This will significantly reduce the response time and expedite the recovery to any WMD event.

**Build a State multi-discipline training and evaluation system** – The growing threat of terrorist attacks on American soil, including the potential use of weapons of mass destruction, is placing a strain on our system for training emergency response personnel. The Office of Homeland Security and Emergency Preparedness will launch a consolidated and expanded training and evaluation system to meet the increasing demand. This system would be predicated on a four phased approach: requirements, plans, training (and exercises), and assessments (comprising of evaluations and corrective action plans). Critical to this effort will be the establishment of the Center for Emergency and Disaster Response (CEDR) as the premier collective, multi-agency training center for first responders.

**Enhance the victim support system** – Louisiana must be prepared to assist the victims of terrorist attacks and their families, as well as other individuals affected indirectly by attacks. The Office of Homeland Security and Emergency Preparedness, along with the Department of Health and Hospitals will lead this effort and provide coordination and guidance to federal, state, local, and volunteer organizations in offering victims and their families various forms of assistance including: crisis counseling, cash grants, low-interest loans, unemployment benefits, free legal counseling, and tax refunds. In the case of a terrorist attack, the Office would coordinate the various federal programs for victim compensation and assistance

# LOUISIANA HOMELAND SECURITY STRATEGY

## Foundations

The Louisiana Homeland Security Strategy describes four foundations that cut across all of the mission areas, government and our society. These foundations are those unique strengths that define America and Louisiana. They provide a useful framework for evaluating our homeland security investments and are critical components of our strategy. The four foundations are:

**Law** – Throughout our Nation’s history, we have used laws to promote and safeguard our security and our liberty. The law will both provide mechanisms for the government to act and will define the appropriate limits of action. The Louisiana Homeland Security Strategy identifies the following initiatives in this area:

- Coordinate suggested minimum standards for state driver licenses.
- Train for prevention of cyber attacks.
- Enhance market capacity for terrorism insurance.
- Suppress money laundering.
- Ensure continuity of the judiciary.
- Review quarantine authority.

**Science and Technology** – The Nation’s advantage in science and technology is a key to securing the homeland. New technologies for analysis, information sharing, detection of attacks, and countering chemical, biological, radiological and nuclear weapons will help prevent and minimize the damage from future terrorist attacks. Just as science has helped us defeat part enemies overseas, so too will it help us defeat the efforts of terrorists to attack our homeland and disrupt our way of life. The Louisiana Homeland Security Strategy identifies the following initiatives in this area:

- Develop chemical, biological, radiological and nuclear countermeasures.
- Develop systems for detecting hostile intent.
- Apply biometric technology to identification devices.
- Improve the technical capabilities of first responders.
- Coordinate research and development of the homeland security apparatus.
- Establish state specific laboratories for homeland security.
- Conduct demonstrations and pilot deployments.
- Set standards for homeland security technology.

**Information Sharing and Systems** - Information systems contribute to every aspect of homeland security. Although American information technology is the most advanced in the world, our country’s information systems have not adequately supported the homeland security mission. Databases have not been connected in ways that allow us to comprehend where information gaps or redundancies exist. In addition, there are deficiencies in the communications systems used by local governments and agencies, particularly in the area of local first responders. To secure Louisiana better, we must link the vast amounts of knowledge in such a manor to enhance security while ensuring adequate privacy. The Louisiana Strategy for Homeland Security identifies five major initiatives in this area:

- Establish a Homeland Security Situation Center to fuse critical information and communications structures in order to enhance information sharing from national sources and across the State of Louisiana to state agencies, local governments and first responders.

## LOUISIANA HOMELAND SECURITY STRATEGY

- Establish an Information Technology/Cyberspace Cell to share information technology and security information.
- Conduct aggressive analysis of critical information hardware and software systems to identify and assess potential security gaps.
- Improve public safety emergency communications.
- Ensure reliable public health information.

***Governmental, Interagency and Industry Cooperation*** – In a world where the terrorist pays no respect to traditional boundaries, a successful strategy for homeland security requires effective and continuous cooperation between all levels of government, private industry and an informed citizenry. America must pursue a sustained, steadfast, and systematic international agenda to counter the global terrorist threat and improve our homeland security. Louisiana must enter into cooperative efforts and agreements with other states, local governments and private industry to improve security against terrorist attacks in the state and the southern United States. The Louisiana Strategy for Homeland Security identifies five major initiatives in this area:

- Establish a homeland security situation center.
- Increase the security of international shipping.
- Intensify law enforcement and emergency management cooperation.
- Improve cooperation in response to attacks.

# LOUISIANA HOMELAND SECURITY STRATEGY

## Law

*The legislature finds that the devastating consequences of the barbaric attacks on September 11, 2001 . . . . were committed for the purposes of demoralizing and destabilizing our society and creating a climate of fear. These heinous acts . . . cannot be tolerated, nor can those less violent acts to the infrastructure of our state . . . be permitted.<sup>1</sup>*

Throughout this State's history we have used our laws to promote and safeguard our security and our liberty. Louisiana law provides mechanisms for the government to act and define the appropriate limits of that action. The Governor, operating within these parameters, pursuant to Executive Order Number MJF 2001-42 ("The Executive Order"), issued on September 21, 2001, established the Louisiana Domestic Terrorism Advisory Committee within the Executive Department, Office of the Governor to plan and execute a Louisiana-specific domestic terrorism threat and needs assessment; to develop based on that assessment, a three-year plan to enhance overall emergency response capabilities to terrorist events; and to direct the administration and distribution of federal funds to accomplish these objectives and to provide localities with funding to purchase equipment to support the state and local response to emergencies.

The State Legislature has also moved forward to combat the terrorist threat through passage of important legislation including the Louisiana Anti-terrorism Act ("the Anti-terrorism Act"), Act No. 128 of the First Extraordinary Session, 2002. In so doing, the Legislature stated:

*that terrorism is the most deadly and serious problem that this nation and potentially this state face in this millennium. The terrorist attacks on the World Trade Center and the Pentagon underscore the compelling need to address terrorism which threatens public order and individual safety of our citizens. The legislature states that terrorism is inconsistent with civilized society and cannot be tolerated. It is the further intent of this legislature that the laws of this state must facilitate prosecution and punishment of those who would commit and conspire to commit acts of terrorism against our citizens, our state, and our country, while safeguarding the civil liberties of all persons afforded under the laws and constitutions of this state and of the United States. This comprehensive Act is intended to combat terrorism, enact appropriate penalties for those who commit acts of terrorism. And provide our law enforcement agencies with investigative tools needed to bring terrorists to justice.*

The Anti-terrorism Act codified in part at La.R.S. 14:128.1 defines "terrorism" as follows:

*A. Terrorism is the commission of any of the acts enumerated in this Subsection, when the offender has the intent to intimidate or coerce the civilian population, influence the policy of a unit of government by intimidation or coercion, or affect the conduct of a unit of government by intimidation or coercion:*

- (1) Intentional killing of a human being.*
- (2) Intentional infliction of serious bodily harm on a human being.*
- (3) Kidnapping of a human being.*
- (4) Aggravated arson upon any structure, watercraft or movable.*
- (5) Intentional aggravated criminal damage to property.*

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<sup>1</sup> Act 46 Senate Bill No. 89, First Extraordinary Session, 2002 La. R.S. 14:100.2(A)

## LOUISIANA HOMELAND SECURITY STRATEGY

We have already taken important steps to protect our State and homeland. The Executive Order and the Anti-terrorism Act have improved government coordination in law enforcement and emergency preparation. Federal and State laws and appropriations are in place to ensure that State and local first responders are properly equipped and prepared to respond to incidents of domestic terrorism involving chemical and biological agents, as well as radiological, nuclear and explosive devices. Yet creation of this Advisory Committee does not in and of itself constitute a sufficient response to the terrorist threat. The State has passed legislation and the Governor has signed into law bills to assist in the countering of this threat. More complementary legislation to address innate deficiencies in our overall ability to counter terrorism will be passed in the future.



Where legislation at the state level is remains necessary to accomplish our counterterrorism goals and will evolve along with the threat, we should work carefully to ensure that newly crafted state laws do not conflict with or trample the rights of our citizens as guaranteed under the federal and State constitutions. Maintaining the rights and protections of a free people must remain our ultimate goal and must be balanced with the governmental need to protect our citizens from future attacks or to respond thereto. The language of the Louisiana Anti-terrorism

Act recognizes these concerns and states that the Act shall not be “construed to prevent lawful assembly and peaceful and orderly petition for the redress of grievances, including but not limited to any labor dispute between any employer and its employees.”

The *National Strategy for Homeland Security* outlines several legislative actions. As noted within that document, these legislative actions do not “purport to constitute a complete survey of needed legislative changes.” Rather, the actions are “initial steps in an ongoing effort to identify legislative reforms and redundancies with respect to homeland security.” We examine the steps our State has taken within this framework. Where applicable, the Federal comments are quoted within this document.

### **State Vision**

***We are a State built on the rule of law, and we will utilize our laws to win the war on terrorism while always protecting our civil liberties. We should use our federal immigration laws and customs regulations to protect our borders and ensure uninterrupted commerce; we should strengthen our State code to protect our public welfare; we should employ local, state, and federal criminal justice systems to prosecute terrorists; and we should engage our sister-states in countering the threat of terrorism through cooperation and mutually supporting laws. Where we find our existing laws to be inadequate in light of the terrorist threat, we should craft new laws carefully, never losing sight of our strategic purpose for waging this war—to provide security and liberty to our people. We should guard scrupulously against incursions on our freedoms, recognizing that liberty cannot exist in the absence of governmental restraint. As we move forward in the fight, we should refrain from instituting unnecessary laws, as we remain true to our principles of federalism and individual freedom.***

### **Major Initiatives**

***Coordinate suggested minimum standards for state driver’s licenses*** – The Louisiana legislature moved forward on this initiative in the 1<sup>st</sup> Extraordinary Session, 2002 through Act 46. Act 46 created the crime of operating a motor vehicle without a lawful presence in the United States. It also provides for the issuance and cancellation of driver’s licenses to alien students

## LOUISIANA HOMELAND SECURITY STRATEGY

and nonresident aliens. La.R.S. 32:412 requires that the expiration date on the alien's residency documentation shall also be the expiration date on the driver's license in the event the documentation authorizes the alien's presence in the United States for a period less than that of a four year expiration date. The driver's license will also contain a restriction code that identifies the bearer as an alien student or nonresident alien. Licenses will not be issued to aliens authorized a legal presence for less than 180 days.

***Train for prevention of cyber attacks*** – “State and local officials have requested federal training regarding the identification, investigation, and enforcement of cyber-related crimes and terrorism. The FBI, in coordination with other relevant federal organizations, should assist state and local law enforcement in obtaining training in this area.” The State continues to adapt to the changes in cyber technology. Included in these changes is the continuously evolving effort to protect State cyber systems from terrorist attack and sabotage. Future legislation can be expected to further address this issue; it is covered in the definition of terrorism at La. R.S. 14:128.1(5) which addresses “intentional aggravated criminal damage to property.”

***Enhance market capacity for terrorism insurance*** – “The need for insurance coverage for terrorist events has increased dramatically. Federal support is clearly critical to a properly functioning market for terrorism insurance; nonetheless, state regulation will play an integral role in ensuring the adequate provision of terrorism insurance. To establish a regulatory approach which enables American businesses to spread and pool risk efficiently, states should work together and with the federal government to find a mutually acceptable approach to enhance market capacity to cover terrorist risk.”

***Suppress money laundering*** – “Terrorists use unregulated financial services, among other means, to fund their operations. The Money Laundering Suppression Act (P.L. 103-325) urges states to enact uniform laws to license and regulate certain financial services. The USA PATRIOT Act also relies on state law to establish the regulatory structure necessary to combat money laundering. States should assess the current status of their regulations regarding non-depository providers of financial services and work to adopt uniform laws as necessary to ensure more efficient and effective regulation. By doing so, states would protect consumers by providing increased stability and transparency to an industry prone to abuse while at the same time providing state and local law enforcement with the tools necessary to dismantle informal and unlicensed money transmission networks.”

***Ensure continuity of the judiciary*** – “In the aftermath of a terrorist attack, our judicial system must continue to operate effectively. Planning is critical to this continuity. As such, states, relevant non-governmental organizations, and representatives of the Department of Justice and the federal judiciary should convene a committee of representatives to consider the expedient appointment of judges; interaction and coordination among federal and state judiciaries; and other matters necessary to the continued functioning of the judiciary in times of crisis.”

***Review quarantine authority*** – “State quarantine laws — most of which are over 100 years old—fail to address the dangers presented by modern biological warfare and terrorism. States, therefore, should update quarantine laws to improve intrastate response while working with their sister states and federal regulators to assure compliance with minimum public health standards. To facilitate this process, the Departments of Homeland Security, Health and Human Services, Justice, and Defense should participate in a review of quarantine statutes and regulations in conjunction with state and local authorities to establish minimum standards. In addition, legislators should provide strong federal, state, and local evacuation authority through appropriate legislation or regulation.”

## Science and Technology

The Nation's advantage in science and technology is a key to securing the homeland. New technologies for analysis, information sharing, detection of attacks, and countering chemical, biological, radiological, and nuclear weapons will help prevent and minimize the damage from future terrorist attacks. Just as science and technology have helped us defeat past enemies overseas, so too will they help us defeat the efforts of terrorists to attack our homeland and disrupt our way of life.

The Nation needs a systematic national effort to harness science and technology in support of homeland security. Our national research enterprise is vast and complex, with companies, universities, research institutes, and government laboratories of all sizes conducting research and development on a very broad range of issues. Guiding this enterprise to field important new capabilities and focus new efforts in support of homeland security is a major undertaking. The private sector has the expertise to develop and produce many of the technologies needed for homeland security. The Federal Government has proposed a significant increase in homeland security research and development funding, with the bulk focused on developing new countermeasures to bio-terrorism. This is a crucial first federal step for dealing with one of our most pressing scientific challenges. In Louisiana, the Office of Emergency Preparedness will be the lead coordinator for the integration of grants, resources and technological expertise between the federal and local governments, state agencies, private industry and other agencies.

### **State Vision**

***In the war on terrorism, America's vast science and technology base provides a key advantage. For Louisiana, we will emphasize science and technology applications that address catastrophic threats. We will build on existing science and technology whenever possible. We will embrace science and technology initiatives that can support the whole range of homeland security actors. We will explore both evolutionary improvements to current capabilities and development of revolutionary new capabilities. The Office of Homeland Security and Emergency Preparedness will ensure appropriate testing and piloting of new technologies and work closely with other agencies to facilitate these developments.***

### **Major Initiatives**

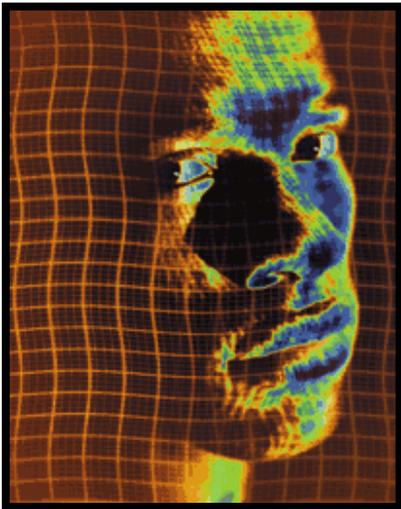
***Develop chemical, biological, radiological, and nuclear countermeasures*** – The Nation's research and development agenda will prioritize efforts to deal with catastrophic threats. Key initiatives will include research and development to prevent terrorist use of nuclear weapons, detect chemical and biological materials and attacks, develop high-efficacy vaccines and antivirals against biological agents, and track laboratory use of biological agents.

***Develop systems for detecting hostile intent*** – Terrorism ultimately requires individual human beings to carry out murderous actions. These individuals, whether they intend to commandeer an aircraft, detonate a suicide bomb, or sneak illicit material through customs, may behave in a manner that



## LOUISIANA HOMELAND SECURITY STRATEGY

reveals their criminal intent. The Louisiana Office of Homeland Security and Emergency Preparedness in conjunction with the Department of Public Safety/Louisiana State Police and local law enforcement agencies will work with private and public entities to develop a variety of systems that highlight such behavior and can trigger further investigation and analysis of suspected individuals. This would allow security officials at points of interest such as airports and borders to examine more closely individuals who exhibit such characteristics and also have other indications of potentially hostile intent in their background. This will also explore whether appropriate sensors can determine whether individuals have been immunized or otherwise exposed to biological agents, chemical agents, or nuclear materials. Critical to this process is the timely sharing of information and intelligence. The Louisiana Office of Homeland Security and Emergency Preparedness will be the lead state agency for the fusion of intelligence and development of secured communications networks and systems.



***Apply biometric technology to identification devices*** – As our military, intelligence, and law enforcement efforts in Afghanistan and other countries have demonstrated, bringing justice to terrorists and their supporters is complicated by the fact that they hide among innocent civilians and in remote places. Finding terrorists and preventing terrorist attacks here in the United States is difficult for the same reason—for example, a terrorist on the FBI’s Watch List may sneak past security personnel at an airport thanks to false documents and a simple disguise. These challenges require new technologies and systems to identify and find individual terrorists. The Louisiana Office of Homeland Security and Emergency Preparedness will support research and development efforts in biometric technology, as well as provide focus on improving accuracy, consistency, and efficiency in biometric systems.

***Improve the technical capabilities of first responders*** – If we do not protect our first responders from the dangerous effects of chemical, biological, radiological, and nuclear attacks, we may lose the very people we depend on to minimize the damage of any such attacks. The Department of Homeland Security would launch a steady and long-term effort to provide first responders with technical capabilities for dealing with the effects of catastrophic threats—capabilities that would aid both first responders and victims of the attack. These capabilities would include protective gear and masks, prophylactic treatments, and decontamination equipment. The Department would undertake sustained efforts to develop treatments and decontamination methodologies for radiological and nuclear events. The Department would also focus on developing new methods to merge disparate databases and provide first responders with accurate and usable pictures of building layouts and other key information about the site of a terrorist incident. In all these efforts, the Department would pay great attention to ensuring that these technologies are easy to use under the extreme conditions in which first responders operate.

***Coordinate research and development of the homeland security apparatus*** – The Department of Homeland Security, working with the White House and other federal departments, would set the overall direction for our Nation’s homeland security research and development. The Department would establish a management structure to oversee its research and development activities and to guide its interagency coordination activities. It would base these efforts on a constant examination of the Nation’s vulnerabilities, continual testing of our security systems, and updated evaluations of the threat and its weaknesses. It would make sure that new technologies can scale appropriately—in terms of complexity, operation, and sustainability—to meet any terrorist attack, no matter how large.

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The technologies developed through this research and development should not only make us safer, but also make our daily lives better; while protecting against the rare event, they should also enhance the commonplace. Thus, the technologies developed for homeland security should fit well within our physical and economic infrastructure and our national habits. System performance must balance the risks associated with the terrorist threat against the impact of false alarms and impediments to our way of life.

***Establish specific state laboratories for homeland security*** – The Department of Health and Hospitals in conjunction with federal agencies will establish a laboratory for bio-terrorism. Likewise, the Department of Environmental Quality in conjunction with the petro-chemical industry will develop a laboratory for chemical analysis and mitigation. These laboratories would provide a multidisciplinary environment for developing and demonstrating new technologies for homeland security and would maintain a critical mass of scientific and engineering talent with a deep understanding of the various operational and technical issues associated with homeland security systems. The state laboratories for homeland security would develop, demonstrate, and then transition to the field new technologies and system concepts to counter the specific threats of chemical, biological, radiological, and nuclear terrorism. It would transfer successful technologies to commercial industry for manufacture and long-term support. It would reach out to various regional, and local homeland security efforts, gaining familiarity with their issues, and providing them core research, development, test, and evaluation expertise. The laboratory would help the national efforts to conduct and support threat and vulnerability analyses.

***Conduct demonstrations and pilot deployments*** – The Louisiana Office of Homeland Security and Emergency Preparedness will, in conjunction with other state and local agencies and private industry, systematically engage in pilot deployments and demonstrations to provide a focal point for the development of regional solutions, testing how well new homeland security technologies work under local conditions across the state and in the case of a large-scale attack.

***Set standards for homeland security technology*** – In order to encourage investment in homeland security science and technology efforts, the Louisiana Office of Homeland Security and Emergency Preparedness, along with other state agencies, would work with local governments and the private sector to build a mechanism for analyzing, validating, and setting standards for homeland security equipment. The Louisiana Office of Homeland Security and Emergency Preparedness will develop comprehensive protocols for certification of compliance with these standards. This activity will allow local officials and private industry to make informed procurement decisions.

Through these and other focused science and technology programs, we will develop new tools and techniques to secure our homeland. Our enemies are adaptive, constantly searching for new ways to strike us. We must do the same. Just as we did in World War II and in the Cold War, we must use our great strength in science and technology to triumph in the war on terrorism.

# Information Sharing and Systems

Information contributes to every aspect of homeland security and is a vital foundation for the homeland security effort. Every government official performing every homeland security mission depends upon information and information technology.

Although American information technology is the most advanced in the world, our country's information systems have not adequately supported the homeland security mission. Today, there is no single agency or computer network that integrates all homeland security information nationwide, nor is it likely that there ever will be. Instead, much of the information exists in disparate databases scattered among federal, state, and local entities. In many cases, these computer systems cannot share information—either “horizontally” (across the same level of government) or “vertically” (between federal, state, and local governments). Databases used for law enforcement, immigration, intelligence, and public health surveillance have not been connected in ways that allow us to recognize information gaps or redundancies. As a result, government agencies storing terrorism information, such as terrorist “watch lists,” have not been able to systematically share that information with other agencies. These differences can sometimes result in errors if, for example, visa applications and border controls are not checked against consistent “watch lists.” It is crucial to link the vast amounts of knowledge resident within each agency at all levels of government.

Despite spending enormous funds on information technology per year, two fundamental problems have prevented the federal government from building an efficient government-wide information system. First, government acquisition of information systems has not been routinely coordinated. Over time, hundreds of new systems were acquired to address specific agency requirements. Agencies have not pursued compatibility across the federal government or with state and local entities. Organizations have evolved into islands of technology—distinct networks that obstruct efficient collaboration. Second, legal and cultural barriers often prevent agencies from exchanging and integrating information.

## **State Vision**

***We will build an environment that enables the sharing of essential homeland security information. We must build a “system of systems” that can provide the right information to the right people at all times. Information will be shared “horizontally” across each level of government and “vertically” among federal, state, and local governments, private industry, and citizens. With the proper use of people, processes, and technology, homeland security officials throughout the Louisiana can have complete and common awareness of threats and vulnerabilities as well as knowledge of the personnel and resources available to address these threats. Officials will receive the information they need so they can anticipate threats and respond rapidly and effectively. The incorporation of data from all sources across the spectrum of homeland security will assist in border management, critical infrastructure protection, law enforcement, incident management, medical care, and intelligence. In every instance, sensitive and classified information will be scrupulously protected. We will leverage America’s leading-edge information technology to develop an information architecture that will effectively secure the homeland.***

# LOUISIANA HOMELAND SECURITY STRATEGY

## Major Initiatives

Five principles will guide our country's approach to developing information systems for homeland security. First, we will balance our homeland security requirements with citizens' privacy. Second, the homeland security community will view the federal, state, and local governments as one entity—not from the point of view of any agency or level of government. Third, information will be captured once at the source and used many times to support multiple requirements. Fourth, we will create databases of record, which will be trusted sources of information. Finally, the homeland security information architecture will be a dynamic tool, recognizing that the use of information technology to combat terrorism will continually evolve to stay ahead of the ability of terrorists to exploit our systems.

It is important to protect the public's right to access information, but to do so in balance with security concerns. In general, laws such as the Freedom of Information Act (FOIA) provide for access to government information to the extent that records are not exempt from disclosure. At the same time, Congress has crafted numerous exemptions identifying categories of information that should not be publicly disclosed as the public interest weighs against it. In making decisions about this category of information—such as whether to make it available on agency web sites—agencies must weigh the benefits of certain information to their customers against the risks that freely-available sensitive homeland security information may pose to the interests of the Nation.



### ***Integrate information sharing across the state and local government***

– The Louisiana Office of Emergency Preparedness will establish a Homeland Security Situation Center to fuse critical information and communications structures in order to enhance information sharing from national sources and across the state to state agencies, local governments and first responders. This would include the design and implementation of inter-agency information architecture to support efforts to find, track, and respond to terrorist threats in a way that improves both the time of response and the quality of decisions. New coordination groups will recommend better information-sharing methods, focusing on, among other things, border security; transportation security; emergency response;

chemical, biological, radiological, and nuclear countermeasures; and infrastructure protection. The Homeland Security Situation Center will enhance the timely dissemination of information from the federal government to state and local homeland security officials by building and sharing law enforcement databases, secure computer networks, secure video teleconferencing capabilities, and more accessible websites. Critical to this process will be the development of secure internet, video-teleconferencing and information sharing capabilities for the Homeland Security Situation Center and responsible state agencies and local government. This would provide a more effective way to disseminate information about changes to the Homeland Security Advisory System and share information about terrorists. This effort, which is to include dozens of agencies, will put in place a secure communications network to allow agencies to “plug in” their existing databases to share information.

***Establish an Information Technology/Cyberspace Cell*** – The Louisiana Office of Emergency Preparedness will develop as part of the Homeland Security Situation Center an information technology/cyberspace cell to share information technology and security information. This cell's responsibility will include the development and monitoring of information defensive systems, as well as the response to cyberspace attacks.

## LOUISIANA HOMELAND SECURITY STRATEGY

Conduct aggressive analysis of critical information hardware and software systems to identify and assess potential security gaps. The Information Technology/Cyberspace Cell will develop with all state agencies technologies to analyze critical information hardware and software systems to identify and assess potential security gaps. This cell will act as a fusion center for information operations within all state and local agencies, as well as providing technical expertise for private industry.

***Improve public safety emergency communications*** – In an emergency, rescue personnel cannot afford to be hampered by incompatible communications assets. The Department of Public Safety and Louisiana Office of Emergency Preparedness will work to develop comprehensive emergency communications systems. These systems will disseminate information about vulnerabilities and protective measures, as well as allow first responders to better manage incidents and minimize damage.

***Ensure reliable public health information*** – The Department of Health and Hospitals, in cooperation with the Louisiana Office of Emergency Preparedness, will also work to ensure reliable public health communications. Prompt detection, accurate diagnosis, and timely reporting and investigation of disease epidemics all require reliable communication between medical, veterinary, and public health organizations. Once an attack is confirmed it is crucial to have real-time communication with other hospitals, public health officials, other health professionals, law enforcement, emergency management officials, and the media. The Centers for Disease Control and Prevention has created the Health Alert Network to increase the interconnectivity of federal, state, and local public health and emergency response agencies for timely communications about health advisories, laboratory findings, information about disease outbreaks, and distance learning. In Louisiana, The Department of Health and Hospitals will act as the lead state agency working with the Centers for Disease Control and Prevention in this endeavor. Providing the public timely and accurate risk communication during a public health emergency will inform as well as reassure concerned Americans.

# Governmental and Inter-Agency and Industry Cooperation

In a world where the terrorist pays no respect to traditional boundaries, a successful strategy for homeland security requires effective and continuous cooperation between all levels of government, private industry and an informed citizenry. America must pursue a sustained, steadfast, and systematic international agenda to counter the global terrorist threat and improve our homeland security. Louisiana must enter into cooperative efforts and agreements with other states, local governments and private industry to improve security against terrorist attacks in the state and the southern United States. These initiatives—which include international law enforcement and intelligence cooperation and the protection of critical infrastructure networks—must be shared between our state’s homeland security and national security structures to reduce seams in our defenses that may be exploited by our enemies.

## **State Vision**

***Louisiana will work with federal agencies, fellow states, local governments and our citizens to win the war on terrorism. We will sustain a high level of commitment to fighting terrorism through regional organizations, state agencies, private industry cooperation and informed citizenry involvement. . We will work with our neighbors and key trading partners to create systems that allow us to verify the legitimacy of people and goods entering our state. We will increase information sharing between law enforcement, intelligence, and military organizations to improve our collective ability to counter terrorists everywhere. We will increase cooperation on scientific and technological research designed to help prevent, protect against, and respond to terrorist threats and attacks. We will work with our partners to prepare to support one another in the wake of any attack. Through these efforts, we will harmonize our homeland security policies to meet our security goals.***

## **Major Initiatives**

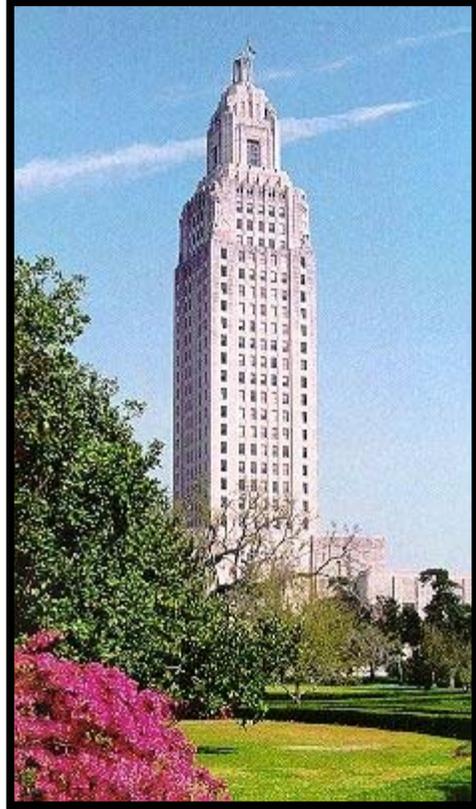
***Establish a Homeland Security Situation Center*** – The Louisiana Office of Homeland Security and Emergency Preparedness will develop a Homeland Security Situation Center as the central state coordination and synchronization center for all matters related to homeland security. This center will act to fuse, analyze, manage and disseminate information and issues between federal entities, state agencies, local law enforcement and emergency management centers, private industry and citizens. This center will be the critical linchpin in governmental, interagency and industry cooperation.

## LOUISIANA HOMELAND SECURITY STRATEGY

***Increase the Security of International Shipping*** – With the Louisiana Off-Shore Oil Platform (LOOP), several major ports, petro-chemical industry and maritime/riverine transportation infrastructure, Louisiana faces a significant challenge in screening, securing and protecting this critical national infrastructure. Louisiana will work closely with federal agencies (particularly the Coast Guard), private industry and international organizations to identify and screen high interest vessels and cargos and develop smart and secure facilities.

***Intensify Law Enforcement and Emergency Management Cooperation*** – Since September 11, 2001, Louisiana has intensified its cooperative efforts with federal, state and local law enforcement agencies to detect, deter and defend against potential terrorist attacks. As the lead state agency, the Department of Public Safety/Louisiana State Police are charged with the responsibility to develop and enhance communications and law enforcement intelligence sharing across the state. Likewise, the Louisiana Office of Emergency Preparedness will assist this process with the development of the Homeland Security Situation Center, which will fuse both classified and unclassified intelligence support to this effort. The Louisiana Office of Emergency Preparedness also has the responsibility to enhance communications and information sharing across the state agencies and the local emergency management centers.

***Improve Cooperation in Response to Attacks*** – The Louisiana Office of Homeland Security and Emergency Preparedness must continue to develop, update and implement the state emergency response plans. This includes working closely with federal agencies, other state departments and local governments to ensure the most comprehensive and effective emergency response plans possible. Additionally, the Office will be the lead agency for the conduct of training programs and exercises, including the development of the CEDR First Responder regional collective training site.



## LOUISIANA HOMELAND SECURITY STRATEGY

# Conclusion: Priorities for the Future

This *Louisiana Strategy for Homeland Security* has set a broad and complex agenda for our state. The *Strategy* has defined many different goals that need to be met, programs that need to be implemented, and responsibilities that need to be fulfilled. The principal purpose of a strategy, however, is to set priorities-both current and long range. It is particularly important for government institutions to set priorities explicitly, since these institutions generally lack a clear measure of how successfully they provide value to the citizenry.

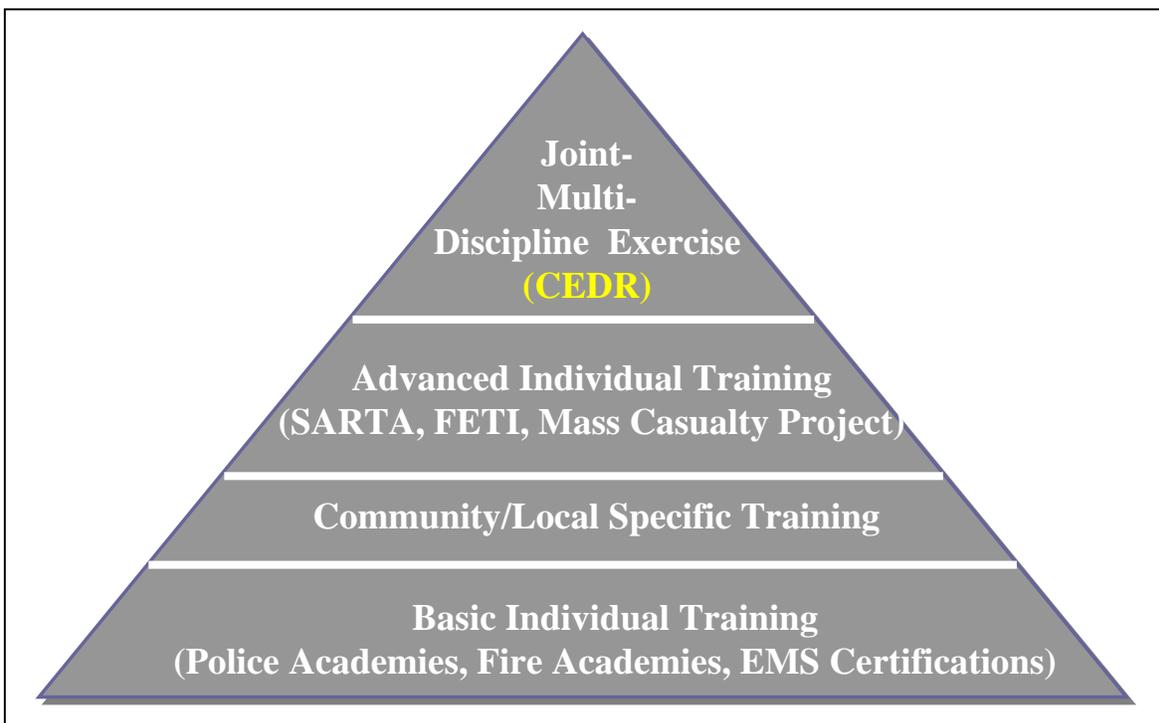
Setting priorities is important to homeland security in two distinct respects. First, there is the question of the priority of homeland security compared to everything else the state does or might do. There is a strong consensus that protecting our citizens from terrorist attacks of potentially catastrophic proportions is among the highest, if not the highest, priority any government can have. There will, of course, be vigorous debate over how to achieve specific homeland security goals, who should pay, how much security is enough, and what the responsibilities of different entities should be, but there is little disagreement that securing the homeland is more important than just about every other government activity.

Second, there is the more complex question of priorities within the homeland security agenda. This point is absolutely essential in determining how to allocate the taxpayers' money in a government budget. The President's Budget for Fiscal Year 2003, which was finalized in the weeks immediately following September 11 and submitted to Congress in February 2002, recognized the need for priorities. It identified four key areas for extra attention and carefully targeted increases in federal expenditures:

### Support First Responders

**Funding** – The President's 2003 budget request included \$3.5 billion to enhance first responder response capabilities in communities across the Nation. These funds will support states and communities as they conduct exercises, purchase equipment, and train personnel.

**Training Model** – In our support to first responders it will be essential for us to ensure they receive the very best training possible. Through analysis we have proposed a training model that takes a strategic approach toward preparing our First Responders to meet to the full spectrum of threats they may face. This model is reflected in the figure below:



# LOUISIANA HOMELAND SECURITY STRATEGY

This training model is hierarchal and builds upon successively more advanced training and exercises. First, the foundation is rooted in discipline specific academy or academic completion. Police, Sheriff Deputies and State Troopers attend an academy for their basic skills. Firemen and women attend the LSU Fire Academy and EMTs attain their certification through education.

The next level of training is found through seasoning and experience at the local level. Law Enforcement Officers work with a Field Training Officer, Firemen and women serve as rookies in a Fire Company, while EMTs work with a veteran on an ambulance team. This level of training and experience prepares our first responders for the day-to-day challenges of their discipline.

Advanced training represents the third level of our training pyramid. For Law Enforcement the advanced training at the proposed Southern Anti-Terrorist Regional Training Academy fulfills this need. The Fire and Emergency Training Institute at LSU has developed and implemented an advanced training model for the fire community. Additionally, through the Mass Civilian Casualty Simulation Project, hosted by LSU Medical Center, the emergency services discipline would undergo advanced discipline focused training.

Finally, and at the top of the training/exercise pyramid, the proposed Center for Emergency and Disaster Response would be the culminating joint training experience for the first responder community.

## Enhance Training and Exercise Opportunities

***Southern Anti-Terrorism Regional Training Academy*** – One initiative involves the formation of an Academy for Law Enforcement First Responders. Modeled closely after the Anti-Terrorism Assistance Program, or ATAP, run by The Academy for Counter-Terrorism at Louisiana State University, this program will be available to Domestic law enforcement officers, while the LSU ATAP is available ONLY to Foreign Nationals...

The training concepts of SARTA are:

- To establish a Regional Academy that will address counter-terrorism by providing training for Homeland Defenders to maximize first responder readiness;
- Build upon a partnership between the Louisiana Sheriff's Association, through the Ascension Parish Sheriff Department, Louisiana State Police, Louisiana State University-ACE, and the Louisiana National Guard;
- Leverage existing training areas and facilities:
  - Gillis W. Long Center, Carville would serve as site for academy's operation base, academic, housing and educational support units;
  - Existing facilities at the Ascension Parish Sheriff Department's Training Center;
  - 68-acres of donated land adjacent to Ascension Parish Sheriff's Office (APSO) firearms training center would serve as site of tactical operations.

The focus of this academy will be Law Enforcement first responders. Through concentration on officer survival skill sets, SARTA will provide intensive training in WMD and terrorist instigated events. Through this centralized academy, and curriculum development, the attainment of training standards for our Law Enforcement community will be attainable.

The training audience envisioned for SARTA includes law enforcement officers from 1) municipal, 2) parish/county, 3) state, and 4) campus police.

***Center for Emergency and Disaster Response*** – The Center for Emergency and Disaster Response, or CEDR, is a partnership venture between the Louisiana State Police and the National Guard

## LOUISIANA HOMELAND SECURITY STRATEGY

The vision of the CEDR First Responder Training Center is to provide the premier realistic, multi-disciplined, crisis response training environment for Emergency Responders. The CEDR exercise site will focus on pre-incident, crisis, and response aspects of a terrorist WMD incident.

Through this controlled exercise facility we anticipate the ability to provide a training environment not available anywhere else in the United States that will:

- Allow for inter-agency multi-discipline training;
- allow real-time pre-incident to recovery phase training;
- be conducive to WMD training and terrorist instigated events;
- provide national WMD training site for Civil Support Teams;
- Replicate a scenario Driven WMD Terrorist crisis

The targeted target audience that would most benefit from this exercise facility are:

- First responders.
  - Law Enforcement
  - Fire
  - Emergency Medical Services
  - Public Works
  - Emergency Managers
- Emergency management personnel (Local and State) in Direction & Control role.
- State level response personnel.
  - State Police
  - Civil Support Team
  - National Guard
  - Public Health Response Teams
- Incorporate federal response personnel.
- Civil Support Teams from other states.
- Hospital personnel.

## CONCLUSION

We all recognize that with any strategy adopted vulnerabilities will still exist. However, our action plan should focus on the most dangerous and highest consequence threat we may face. Through this Louisiana Homeland Security Strategy we continue our efforts to stay at the forefront of an active, priority based, continually improving approach toward securing Louisiana and our citizens. Further, by example we encourage leaders across the State, in local government, private industry, and concerned citizens groups to go through a similar process of priority-setting and long-term planning.



# LOUISIANA HOMELAND SECURITY THREAT ADVISORY SYSTEM PROTECTION MEASURES



Threat Condition	Critical Infrastructure & Key Asset Protective Action	Local Jurisdiction Actions	Prepared Citizen Response
<p><b>A terrorist attack has occurred or credible and corroborated intelligence indicates that one is imminent. Applies in the immediate area where a threat attack has occurred or when intelligence indicates terrorist action against a specific location is likely. Normally, this threat condition is declared for a specific location or critical facility.</b></p>			
S E V E R E	<p><b>Continue all precautions from lower Threat Conditions.</b></p> <ul style="list-style-type: none"> <li>● Announce Threat Condition SEVERE and explain expected actions.</li> <li>● Augment security forces to ensure absolute control over access to facility.</li> <li>● Inspect all vehicles entering facility/compound.</li> <li>● Deploy security personnel based on threat assessments.</li> <li>● Close or restrict entry to the facility to emergency personnel only and restrict parking areas close to critical buildings.</li> <li>● Maintain a skeleton crew of essential employees.</li> <li>● Deploy emergency response and security teams.</li> <li>● Activate Operations Center and send a liaison to the county or state EOC.</li> <li>● Maintain close contact with local law enforcement.</li> <li>● Be prepared to implement mutual aid agreements with government and with other critical facilities.</li> <li>● Provide security in parking lots and company areas.</li> <li>● Report suspicious activity immediately to local law enforcement.</li> <li>● Restrict or suspend all deliveries and mail to the facility. Emergency supplies or essential shipments should be sent to and off-site location for inspection.</li> </ul>	<p><b>Continue all precautions from lower Threat Conditions.</b></p> <ul style="list-style-type: none"> <li>● Announce Threat Condition SEVERE to employees and to the public and explain anticipated actions that should be taken.</li> <li>● Deny unauthorized access to critical facilities and infrastructure. Continue 100% inspections of personnel, vehicles and packages.</li> <li>● Identify owners of all vehicles already within controlled areas.</li> <li>● Deploy equipment assets and ensure physical security measures be afforded to them at critical sites.</li> <li>● Assemble trained volunteers to include: CERT, VIPS, MRC and the American Red Cross.</li> <li>● Implement Mutual Aid Agreements as required.</li> <li>● Continue to assess the vulnerability of key assets and facilities. Take appropriate action to protect them by deploying armed security forces to these sites.</li> <li>● Cancel or delay unnecessary employee travel and leave.</li> <li>● Activate the Emergency Operations Center.</li> <li>● Control release of information to the public and news media.</li> <li>● Provide security for personnel dispatched to repair or restore damaged facilities and systems.</li> <li>● Limit access to facilities and activities to those personnel with a legitimate and verifiable need to enter.</li> <li>● Conduct frequent inspections of the exterior of buildings (to include roof and subterranean areas) and parking areas.</li> <li>● Inspect all baggage, packages and briefcases brought into facilities for explosives, incendiary devices or other dangerous items.</li> </ul>	<p><b>In addition to all previously mentioned precautions, citizens are advised to:</b></p> <ul style="list-style-type: none"> <li>● Report suspicious activities and call 911 for immediate response.</li> <li>● Expect delays, searches of purses and bags and restricted access to public buildings.</li> <li>● Expect traffic delays and restrictions.</li> <li>● Take personal security precautions to avoid becoming a victim of crime or terrorist attack.</li> <li>● Avoid crowded public areas and gatherings.</li> <li>● Do not travel into areas affected by the attack or is an expected terrorist target.</li> <li>● Keep emergency supplies accessible and automobile fuel tank full.</li> <li>● Be prepared to evacuate your home or shelter in place on order of local authorities.</li> <li>● Be suspicious of persons taking photographs of critical facilities, asking detailed questions about physical security or dressed inappropriately for weather conditions. Report these incidents immediately to law enforcement.</li> <li>● Closely monitor news reports and Emergency Broadcast Network radio/TV stations.</li> <li>● Assist neighbors who may need help.</li> <li>● Avoid passing unsubstantiated information and rumors.</li> </ul>



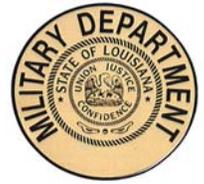
# LOUISIANA HOMELAND SECURITY THREAT ADVISORY SYSTEM PROTECTION MEASURES



Threat Condition	Critical Infrastructure & Key Asset Protective Action	Local Jurisdiction Actions	Prepared Citizen Response
<b>Credible intelligence indicates that there is a high risk of a local terrorist attack but a specific target has not been identified. Applies when an incident occurs or intelligence indicates some form of threat action against personnel and/or infrastructure is imminent.</b>			
H I G H	<p><b>Continue all precautions from lower Threat Conditions.</b></p> <ul style="list-style-type: none"> <li>Announce Threat Condition HIGH to all employees and explain expected actions.</li> <li>Place emergency response teams on notice.</li> <li>Activate the operations center if required.</li> <li>Monitor world and local events. Pass on credible threat intelligence to key personnel.</li> <li>Ensure appropriate security measures are in place and functioning properly.</li> <li>Instruct employees to report suspicious activities, packages and people.</li> <li>Search all personal bags, parcels and require personnel to pass through magnetometer, if available.</li> <li>Verify identity of all personnel entering the facility</li> <li>Visually inspect the interior of vehicles and detailed vehicle inspections.</li> <li>Restrict vehicle parking close to buildings.</li> <li>Inspect intrusion detection systems and lighting, security fencing and locking systems.</li> <li>Inspect all deliveries and consider accepting shipments only at off-site locations.</li> <li>Remind employees to expect delays and baggage searches.</li> <li>Increase security patrol to maximum level sustainable.</li> <li>Consult local authorities about closing public roads and facilities that might make sites more vulnerable to threat.</li> </ul>	<p><b>Continue all precautions from lower Threat Conditions.</b></p> <ul style="list-style-type: none"> <li>Announce Threat Condition HIGH to employees and public and explain expected actions to be taken.</li> <li>Restrict or control access to government buildings, critical facilities and infrastructure.</li> <li>Erect outside barricades, security checks to deny access to underground parking areas, loading docks and building entrance.</li> <li>Erect barriers required to control direction of traffic flow and to protect facilities vulnerable to bomb attack by parked or moving vehicles.</li> <li>Require identification, sign-in and escorts as required.</li> <li>Remove, vehicles, trash containers, dumpsters and mailboxes located near government buildings and facilities; restrict parking areas located close to buildings or critical facilities.</li> <li>Closely monitor available security and intel data from state and local law enforcement agencies.</li> <li>Instruct employees to be especially watchful for suspicious or unattended packages and articles received through the mail service.</li> <li>Inspection buildings and parking areas for suspicious packages.</li> <li>Implement positive control on information release to avoid public panic.</li> <li>Employ armed security at airports, dams, public utilities and critical facilities.</li> <li>Based on threat assessment, define rules of engagement &amp; authorization for use of deadly force.</li> <li>Test communication plans.</li> <li>Secure and regularly inspect all buildings, vehicles, and parking and storage areas for intrusion.</li> <li>Conduct 100% verification of deliveries and restrict shipments.</li> </ul>	<p><b>In addition to all previously mentioned precautions, citizens are advised to:</b></p> <ul style="list-style-type: none"> <li>Resume normal activities but expect some delays, baggage searches and restrictions as a result of heightened security at public buildings and facilities.</li> <li>Continue to monitor world and local events as well as local government threat advisories.</li> <li>Report suspicious activities at or near critical facilities to local law enforcement agencies by calling 9-1-1.</li> <li>Avoid leaving unattended packages or brief cases in public areas.</li> <li>Inventory and organize emergency supply kits and discuss emergency plans with family members. Reevaluate meeting location based on threat.</li> <li>Consider taking reasonable personal security precautions. Be alert to your surroundings, avoid placing yourself in a vulnerable situation and monitor the activities of your children.</li> <li>Maintain close contact with your family and neighbors to ensure their safety and emotional welfare.</li> </ul>



# LOUISIANA HOMELAND SECURITY THREAT ADVISORY SYSTEM PROTECTION MEASURES



Threat Condition	Critical Infrastructure & Key Asset Protective Action	Local Jurisdiction Actions	Prepared Citizen Response
<b>Elevated risk of terrorist attack but a specific region of the USA or target has <u>not</u> been identified. Applies when an increased or more predictable threat exists.</b>			
<b>E L E V A T E D</b>	<p><b>Continue all precautions from lower Threat Conditions.</b></p> <ul style="list-style-type: none"> <li>Announce Threat Condition ELEVATED to employees.</li> <li>Review vulnerability and threat assessments and revise as needed.</li> <li>Identify and monitor governmental information sharing sources for warnings and alerts.</li> <li>Update and test recall list for emergency response teams and key employees.</li> <li>Review, coordinate and update mutual aid agreements with other critical facilities and government agencies.</li> <li>Establish and monitor active and passive security measures.</li> <li>Increase frequency of random identity checks (inspection of ID cards, security badges and vehicle decals) conducted by security force on the facility.</li> <li>Review employee training on security precautions (bomb threat procedures, reporting suspicious packages, activities and people).</li> <li>Conduct communications checks to ensure radio contact can be established.</li> <li>Test attack warning system and supporting evacuation plans.</li> </ul>	<p><b>Continue all precautions from lower Threat Conditions.</b></p> <ul style="list-style-type: none"> <li>Announce Threat Condition ELEVATED to employees and to the public.</li> <li>Place personnel required for contingency plans on call.</li> <li>Review physical security plans for critical facilities.</li> <li>Assess potential terrorist targets and develop plans to counteract an attack.</li> <li>Conduct vulnerability assessments of each critical facility and government building. Estimate the consequence of loss and assign a priority for their protection.</li> <li>Ensure all buildings are secured to prevent theft or tampering.</li> <li>Conduct physical inspection of buildings for suspicious unattended packages.</li> <li>Develop a cadre of trained volunteers such as CERT and MRC.</li> <li>Closely monitor current news events and state and federal terrorist advisories.</li> <li>Keep the public informed on current threat conditions and advisories.</li> <li>Coordinate with adjacent municipalities for mutual aid support in the event of a disaster or terrorist threat.</li> <li>Conduct tabletop and functional exercises to ensure that response plans are understood and current.</li> <li>Review existing physical security measures employed and install intrusion detection and passive systems as funding permits.</li> <li>Conduct weekly radio communication checks.</li> </ul>	<p><b>In addition to all previously mentioned precautions, citizens are advised to:</b></p> <ul style="list-style-type: none"> <li>Continue normal activities, but report suspicious activities to the local law enforcement agencies.</li> <li>Take a first aid or CERT class.</li> <li>Become active in your local Neighborhood Crime Watch program.</li> <li>Network with your family, neighbors and community for mutual support during a disaster or terrorist attack.</li> <li>Learn what critical facilities are located in your community and report suspicious activities at or near these sites.</li> <li>Attend your local emergency planning committee (LEPC) meeting to learn more about local hazards. (Call the city/parish emergency manager to learn dates and locations of the meetings.)</li> <li>Increase individual or family emergency preparedness through training, maintaining good physical fitness and health, and storing food, water and emergency supplies.</li> </ul>



# LOUISIANA HOMELAND SECURITY THREAT ADVISORY SYSTEM PROTECTION MEASURES



Threat Condition	Critical Infrastructure & Key Asset Protective Action	Local Jurisdiction Actions	Prepared Citizen Response
<b>There is a general threat of possible threat activity against personnel/infrastructure, the nature of which is unpredictable.</b>			
<b>G U A R D E D</b>	<p><b>Continue all precautions from lower Threat Conditions.</b></p> <ul style="list-style-type: none"> <li>• Ensure that key leaders are familiar with the emergency response, COOP and business resumption plans.</li> <li>• Review, update and routinely exercise functional areas of plans.</li> <li>• Review and update the recall list for emergency response teams</li> <li>• Develop or review Mutual Aid agreements with other facilities and/or with local government for use during emergencies.</li> <li>• Ensure local law enforcement and security forces have immediate access to building floor plans.</li> <li>• Review physical security precautions to prevent theft, unauthorized entry or destruction of property. Have you provided for:               <ul style="list-style-type: none"> <li>• Employee picture ID badges?</li> <li>• Background checks on employees?</li> <li>• Access control and locking of high security areas at all times?</li> <li>• All security keys marked with “Do not Duplicate”?</li> <li>• Surveillance Cameras?</li> <li>• Backup power?</li> <li>• An alarm system?</li> </ul> </li> <li>• Advise employees to report suspicious activity to security personnel.</li> <li>• Increase liaison with local law enforcement.</li> </ul>	<p><b>Continue all precautions from lower Threat Conditions.</b></p> <ul style="list-style-type: none"> <li>• Reduce the number of access points for vehicles and personnel to minimum levels, maintaining flow of traffic.</li> <li>• Estimate the threat vulnerability of each critical facility and countermeasures required to protect them.</li> <li>• Ensure that each department is familiar with their assigned responsibilities during a disaster as shown in plan and prepared to respond.</li> <li>• Review communications plans and ensure the recall procedures are current and accurate.</li> <li>• Conduct emergency management training and exercise emergency response plans.</li> <li>• Ensure all emergency management and response functions are adequately staffed. Recruit and train volunteers to augment full time staff.</li> <li>• Actively support the Neighborhood Watch, Community Emergency Response Team (CERT), VIPS, MRC and Amateur Radio Emergency Service programs.</li> <li>• Remind citizen and employees to be alert for suspicious packages, activities, vehicles and to report these occurrences to the proper authority.</li> <li>• Secure buildings, unused rooms, storage areas, equipment and vehicles to prevent theft, tampering or destruction.</li> <li>• Evaluate information available on public websites that could compromise security.</li> <li>• Encourage all citizens and employees to have necessary immunizations.</li> </ul>	<p><b>In addition to all previously mentioned precautions, citizens are advised to:</b></p> <ul style="list-style-type: none"> <li>• Report the following to appropriate law enforcement —           <ul style="list-style-type: none"> <li>• Suspicious personnel, particularly those carrying suitcases or other containers, or those observing, photographing,</li> <li>• or asking questions about local security measures.</li> <li>• Unidentified vehicles parked or operated in a suspicious manner on, or in the vicinity of key facilities.</li> <li>• Abandoned parcels or suitcases.</li> <li>• Any other activity considered suspicious.</li> </ul> </li> <li>• Continue normal activities but be watchful for suspicious activities. Report criminal activity to local law enforcement.</li> <li>• Review family emergency plans.</li> <li>• Increase family emergency preparedness by purchasing supplies, food and storing water.</li> <li>• Be familiar with local natural and technological (man made) hazards in your community.</li> <li>• Increase individual or family emergency preparedness through training, maintaining good physical fitness and health, and storing food, water and emergency supplies.</li> <li>• Monitor local and national news for terrorist alerts.</li> <li>• Update immunizations and maintain records.</li> <li>• Volunteer to assist and support the community emergency response agencies.</li> </ul>



# LOUISIANA HOMELAND SECURITY THREAT ADVISORY SYSTEM PROTECTION MEASURES



Threat Condition	Critical Infrastructure & Key Asset Protective Action	Local Jurisdiction Actions	Prepared Citizen Response
<b>Low risk of terrorism. Routine security is implemented to preclude routine criminal threats.</b>			
L O W	<ul style="list-style-type: none"> <li>● Develop emergency response, cooperative agreement (COOP) and business resumption plans.</li> <li>● Encourage and assist employees to be prepared for personal, natural and technological emergencies.</li> <li>● Develop a communications roster and recall system for emergency response and key personnel.</li> <li>● Conduct training for employees on physical security precautions.</li> <li>● Budget for and implement heightened physical security measures.</li> </ul>	<ul style="list-style-type: none"> <li>● Identify critical facilities and key assets that may need protection.</li> <li>● Review Emergency Response Plans.</li> <li>● Conduct training, seminars, workshops and exercises using the emergency response plans.</li> <li>● Conduct emergency preparedness training for citizens and employees.</li> <li>● Encourage response agencies (fire fighters, law enforcement, EMS, public works and elected officials) to take emergency management and American Red Cross first aid and CPR training.</li> <li>● Actively Support Citizen Corps Program.</li> <li>● Provide emergency preparedness information to employees via paycheck stubs tips, newsletters, articles and posters.</li> <li>● Conduct routine inventories of emergency supplies and medical aid kits.</li> <li>● Budget for physical security measures.</li> <li>● Encourage programs for employee immunization and preventive health care.</li> </ul>	<p><b>Citizens are advised to:</b></p> <ul style="list-style-type: none"> <li>● Report the following to appropriate law enforcement —</li> <li>● Suspicious personnel, particularly those carrying suitcases or other containers, or those observing, photographing,</li> <li>● or asking questions about local security measures.</li> <li>● Unidentified vehicles parked or operated in a suspicious manner on, or in the vicinity of key facilities.</li> <li>● Abandoned parcels or suitcases.</li> <li>● Any other activity considered suspicious.</li> <li>● Continue to enjoy individual freedom. Participate freely in travel, work and recreational activities.</li> <li>● Be prepared for disasters and family emergencies, develop a family emergency plan. (See Family Emergency Preparedness Guide and American Red Cross brochures.)</li> <li>● Know how to turn off your power, gas and water service to your house.</li> <li>● Know what hazardous materials are stored in your home and how to and properly dispose of unneeded chemicals.</li> <li>● Support the efforts of your local emergency responders (fire fighters, law enforcement and emergency medical service).</li> <li>● Know what natural hazards are prevalent in your area and what measures you can take to protect your family.</li> </ul>

## LOUISIANA HOMELAND SECURITY STRATEGY

# Acronyms

APHIS: Animal and Plant Health Inspection Service	JTTF: Joint Terrorism Task Force
ATSA: Aviation and Transportation Security Act	MRC: Medical Reserve Corps
ATTF: Anti-Terrorism Task Force	MLAT: Mutual Legal Assistance Treaty
CBRN: Chemical, Biological, Radiological, Nuclear	NCIC: National Crime Information Center
CDC: Center for Disease Control	NCS: National Communication System
CIA: Central Intelligence Agency	NDMS: National Disaster Medical System
CIAO: Critical Infrastructure Assurance Office	NEDSS: National Electronic Disease Surveillance System
CERT: Community Emergency Response Team	NIH: National Institutes of Health
CTC: Counter-Terrorism Center	NLETS: National Law Enforcement Telecommunications System
DCI: Director of Central Intelligence	NRC: Nuclear Regulatory Commission
DHS: Department of Homeland Security	NSA: National Security Agency
DoD: Department of Defense	NSC: National Security Council
DoE: Department of Energy	NSDI: National Spatial Data Infrastructure
EIS: Epidemic Intelligence Service	NWP: Neighborhood Watch Program
EPA: Environmental Protection Agency	OHS: Office of Homeland Security
FBI: Federal Bureau of Investigation	OMB: Office of Management and Budget
FDA: Food and Drug Administration	TSA: Transportation Security Administration
FEMA: Federal Emergency Management Agency	TSWG: Technical Support Working Group
FTTTF: Foreign Terrorist Tracking Task Force	VIPS: Volunteers in Police Service
HAN: Health Alert Network	WMD: Weapons of Mass Destruction
HHS: Health and Human Services	WTC: World Trade Center
HSTF: Homeland Security Task Force	
IIPO: Information Integration Program Office	
IMS: Incident Management System	
INS: Immigration and Naturalization Service	
ITDS: International Trade Data System	