2023 STAKEHOLDER PREPAREDNESS REVIEW (SPR)

[Ark-Tex Council of Governments]

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SPR Overview

The SPR is an annual self-assessment of a community's capability levels based on the capability targets identified in the THIRA. It helps answer the questions:

- What are our current capability levels and how have our capabilities changed over the last year?

- What gaps exist between the capabilities we want to achieve and the capabilities we currently have?

The SPR follows a two-step process:

1. **Assess Capabilities.** Based on the language from the capability targets set in the THIRA, identify the community's current capability and describe any significant capability changes over the last year.

2. **Describe Capability Gaps:** Determine the causes of the capability gap between the capability target and the current capability identified in SPR Step 1, addressing each of the POETE elements (Planning, Organization, Equipment, Training, and Exercises).

SPR Capability Assessment

Planning
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

Within every 5 years update all emergency operations plans that define the roles and responsibilities of 75 partner organizations involved in incident management across 38 jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.

Estimate of Current Capability

Within every 5 years update all emergency operations plans that define the roles and responsibilities of 50 partner organizations involved in incident management across 38 jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.

Capability Change Description

There is no significant change to the Planning capability. To sustain the Planning capability, emergency operation plans are being updated on a 5-year cycle. We are continuing to engage more partner organization that are involved in incident management by staying active with our RAC, COADS, and coalitions. New LEPC committees have been formed in Bowie and Cass County as recent as November 2023. Most counties have up to date Hazard Mitigation plans with the exception of Morris County. The City of Texarkana is in the process of updating Hazard Mitigation plans. The majority of the counties need additional trained personnel to assist with the planning process. Several counties have new EMC's (Franklin, Cass, City of Atlanta, Delta, Mt. Vernon, Titus, Red River, and Texarkana). The region as a whole is currently working on 2024 Solar eclipse planning and has included a multitude of partner organizations.

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Enhance Emergency Operation plans in all 9 counties
Enhance Coop Plans in all 9 counties
Update Hazard mitigation plans in Morris County and the City of Texarkana

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Update EOP plans in Red River County.

Develop Solar Eclipse Plans for 2024 in all 9 counties

Organization

Additional personnel are needed to support effective planning. Multiple counties have emergency managers that are tasked with other responsibilities that do not directly correlate to emergency management functions.

All counties need additional personnel to assist with writing and reviewing mitigation plan.

Equipment

N/A

Training

Region needs training for developing Emergency Operation Plans. Incident Actions Plans, and Recovery plans at the local level.

- AWR-156 Principles of Planning and Implementing Recovery
- E0197: Integrating Access and Functional Needs into Emergency Planning
- Local Volunteer and Donations Management
- MGT-383 Emergency Operations Plans for Rural Jurisdictions
- IS-11.a Animals in Disaster: Community Planning
- IS-15.b Special Events Contingency Planning for Public Safety Agencies
- IS-318 Mitigation Planning for Local and Tribal Communities
- IS-362.a Multi-Hazard Emergency Planning for Schools
- IS-368 Including People With Disabilities & Others With Access & Functional Needs in Disaster Operations
- IS-554 Emergency Planning for Public Works

Exercises

Region needs to conduct planning workshops and COOP exercises that includes their COADs, LEPCs, and Coalitions.

Public Information and Warning

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

Within 1-hour notice of an incident, deliver reliable and actionable information to 65,000 people affected, including 150 people with access and functional needs (affected) and 5,000 people with limited English proficiency affected.

Estimate of Current Capability

Within 1-hours' notice of an incident, deliver reliable and actionable information to 65,000 people affected, including 150 people with access and functional needs (affected) and 5,000 people with limited English proficiency affected.

Capability Change Description

As a region, we continue to building public information and warning capabilities. Most jurisdictions are testing weather sirens on a weekly basis, as well as IRIS and Code Red on a monthly basis. All jurisdictions now have some form of a mass notification system, with most system being able to rely information in multiple languages. Jurisdictions also continue to test capabilities through social media, television broadcast, and radio broadcast. Jurisdictions are finding more creative ways to utilize their public information and warning systems such as for road closures, and large events in jurisdictions. Several jurisdictions are relying on social media platforms to deliver reliable weather information. The City of Texarkana, Cass County, as well as Hopkins County has purchased new weather sirens in 2023. Our regional DSHS partners also have access to a STEER disaster registry to assist with the delivery of information to people with access and functional needs. Public information and warning capabilities continue to grow region wide, and are being exercised on a regular basis through real world events.

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Develop plans to deliver reliable and actionable information to people with access and functional needs, as well as limited English proficiency.
Organization
All counties with the exception on Bowie County need a STEER rep to manage disaster registry.
Equipment

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Warning sirens are needed in Lamar County, Morris County, and Red River County, Franklin County.

Training
More training is needed on Code Red and IPAWS systems. Training is needed for the delivery of information to individuals with access and functional needs as well as individuals with limited English proficiency. Additional trainings needed includes: • Basic & Advanced Public Information Officer Course • E0105 Public Information and Warning • Social Media Engagement Strategies/ Tools and Techniques • Social Media for Natural Disaster Response and Recovery
Exercises
N/A

Operational Coordination
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within 1 hour of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across 3 jurisdictions affected and with 6 partner organizations involved in incident management. Maintain for 14 day(s).*

Estimate of Current Capability

> *Within 3 hours of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across 3 jurisdictions affected and with 6 partner organizations involved in incident management. Maintain for 14 day(s).*

Capability Change Description

> *This capability continues to increase around the ATCOG region. To improve this capability the region continues to conduct Emergency Management meetings for EMC's to coordinate, plan, and engage with other EMC's in the region. This capability has been exercised during the Red River Army Depot Disaster Drill in November of 2023, the Texas A&M Tornado Table Top Exercise in October of 2023, and during the Texarkana Tri-annual Airport Exercise in October of 2022. These capabilities have been demonstrated in real world events such as the Tornado Outbreak of November 2022, and Summer Storms in 2023. During these exercises and real-world events, our region has demonstrated the ability to work with multiple partner agencies across multiple jurisdictions.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Enhance emergency operation and communication plans for all 9 counties.
Renew/Update Emergency Operation Plans and annexes in Red River County
Incorporate COAD's and LEPC's in the planning process.

Organization
Trained personnel are needed for operations in EOC over multiple operational periods.
CLO (County Liaison Officers) are needed in Hopkins and Lamar County.

Equipment

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Physical space with hygiene amenities is needed for EOC operations in Red River County, Franklin County, and Delta County.

EOC equipment is needed such as:

- Computers/Laptops
- Communications/ phone lines/radios
- Projectors
- Smart Boards
- Computer Servers
- Printers/Copiers

Training

Trainings that are needed includes:

- WebEOC training

- Advanced Incident Command System for Command and General Staff - Complex Incidents

- Emergency Operations Center Management and Operations

- Emergency Operations Center/Incident Command System Interface

- MGT-360 Incident Command: Capabilities, Planning, and Response Actions for All Hazards

- Partner Coordination in Disaster Response and Recovery

Exercises

Consistent multi-agency exercises are needed region wide to address the operational coordination gaps. More participation in regional communication exercises is needed as well.

Forensics and Attribution

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within 1 hour of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify 1 personnel assigned to support follow up information sharing, intelligence analysis, and/or investigative actions associated with the collection, examination, and analysis of evidence, as well as the identification of perpetrators.*

Estimate of Current Capability

> *Within 2 hour of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify 1 personnel assigned to support follow up information sharing, intelligence analysis, and/or investigative actions associated with the collection, examination, and analysis of evidence, as well as the identification of perpetrators.*

Capability Change Description

> *This capability has been exercised during a real-world event in the City of Texarkana where potential IED's and suspicious packages where reported in the summer of 2023. This jurisdiction work with both the FBI and the Joint Terrorism Task Force (JTTF) to coordinate information. This capability has also been exercised during Red River Army Depot in August 2022 full scale exercise, and the Texas A&M Active Shooter Exercise in October 2022. Forensic and attribution capabilities are not exercised often, and few real-world events actually occur. The region will need to continue to exercise on forensics and attribution capabilities.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
• Develop forensic analysis processing plans.
Organization
• Jurisdictions need forensic/CID analysis,   • law enforcement officers with secret clearance to facilitate intelligence and information sharing.
Equipment

- Jurisdictions need evidence collection equipment,
- PPE,
- a budget for forensic analysis.
- Biometric systems,
- crime scene exploration and documentation tools
- forensic analysis systems are needed throughout the region.
- CBRNE material analysis equipment and
- evidence management systems need by Lamar and Bowie County Hazmat Team to be sustained and improved in order to support this capability.

Training

Jurisdictions need training for crime scene control, communications and evidence collection.

Additional forensic training classes needed includes:

- AWR-103 Crime Scene Management for Chemical, Biological, Radiological, Nuclear, or Explosive Incidents

- Mile2 Certified Network Forensics Examiner

- PER-201 Evidence Collection in a Hazardous Materials Environment

- PER-220 Emergency Response to Domestic Biological Incidents

- PER-222 Public Safety WMD Response – Sampling Techniques and Guidelines

- PER-228 Advanced Forensic Investigations for Hazardous Environments

Exercises

Exercises are needed to validate existing plans and policies within the region that pertain to this capability. Training/exercises for crime scene control, communications and evidence collection for officers would be are need as well.

Intelligence and Information Sharing
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within 2 hours of the identification or notification of a credible threat, identify/analyze local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with 5 priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.*

Estimate of Current Capability

> *Within 2 hours of the identification or notification of a credible threat, identify/analyze local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with 5 priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.*

Capability Change Description

> *Intelligence and Information Sharing capabilities continue to increase in the ATCOG region through real world experiences. This capability has been exercised during many real-world events such as: the City of Texarkana Cybersecurity Ransom Attack of 2020 and suspicious package events in the City of Texarkana in the summer of 2023. These jurisdictions work closely with FBI, JTTF, TDEM, any many more agencies to validate their intelligence and information sharing capabilities. This capability has been exercised during the Texarkana Airport Exercise October 2022, the Red River Army Depot Active Shooter Exercise November 2023, and the Texas A&M tabletop exercise October 2023. Purchases of license plate readers in Lamar, Franklin County, Delta County, Hopkins County, and the City of Texarkana from 2022-2023 has contributed to the sustainment of this capability as well.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
• Red River County need to update Emergency Operation Plans and annexes. • Terrorism response plans and mutual aid agreements should be established in all 9 counties
Organization
• Each county will need at least one Law Enforcement Officer with SECRET clearance to facilitate information sharing. • More officers region wide

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Equipment
• License plate readers for the City of New Boston • List Servers

Training
Need training on managing sensitive information. The region needs universal training on operations of systems such as WebEOC, HSIN and IPAWS. Additional classes needed includes: • AWR-122 Law Enforcement Prevention and Deterrence of Terrorist Acts • AWR-160-W Terrorism Awareness for Emergency First Responders • AWR-305 Bioterrorism Awareness: Collaboration Among First Responders and Health Professionals • AWR-315 Criminal Intelligence Analysis Essentials

Exercises
Our region needs increased participation from non-governmental, private sector, and elected officials in exercises. Future exercises should include metrics, as applicable, to validate intelligence and information analysis practices. Exercises are needed to evaluate the relay of information when crossing over to other counties and jurisdictions.

Interdiction and Disruption

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within 1 hour of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify 1 personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.*

Estimate of Current Capability

> *Within 2 hours of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify 1 personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.*

Capability Change Description

> *There has been increases to the interdiction and disruption capability level. Lamar County purchased additional Hazmat Detector equipment in 2022 and Law Enforcement training simulators in 2023. The city of Mt Vernon has purchased thermal imagining cameras in 2023 and Red River County purchased radios and body armor in 2023 for SPR teams to aid in interdiction and disruption. LPR readers have been purchased in Lamar County, Franklin County, Delta County, Hopkins County, and the City of Texarkana between 2022-2023 to help close capability gaps. There has been some real-world experience during the summer of 2023 such and potential IED threats in The City of Texarkana. Hazmat Teams continue to conduct their regular trainings throughout the year. This capability has been exercised during the Red River Army Depot Active Shooter Exercise in November 2023, the Texarkana Airport Exercise October of 2022, and the Texarkana Texas A&M Active Shooter Drill October of 2022.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Plans need to be updated to include stakeholder and private sector partners. Mutual Aid Agreements should be established between jurisdictions.

Organization
- Officers with secret clearance need to be identified in all 9 counties   - Law Enforcement agencies need additional officers region wide to support anti-terrorism operations.

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- More HAZMAT teams and technicians are needed as well in Bowie County and Lamar County
- Region needs a bomb team

Equipment

- Law Enforcement agencies need night vision googles, pole cameras, and ballistic body armor.
- Lamar and Bowie County Hazmat team need CBRNE detections and collections tools, and PPE.
- City of Paris need Police Barricades
- City of Mt Vernon need Flock Camera's
- All 9 counties need more portable and mobile radios

• Training

Training is not held on this subject frequently due to lack of personnel to implement. Hazmat teams in Lamar and Bowie County need refresher training courses and other courses to better implement this capability. Training courses needed includes:

- AWR-122 Law Enforcement Prevention and Deterrence of Terrorist Acts
- AWR-153 Principles of Detection and Diagnosis - Strategies and Technologies
- AWR-305 Bioterrorism Awareness: Collaboration Among First Responders and Health Professionals
- PER-296 CBRNE Rural Response Threat Protocol
- PER-320 Personal Protective Measures for Biological Events
- PER-904 Radiological Emergency Response Operations
- PER-905 Advanced Radiological Emergency Response Operations

Exercises

This capability has been exercised by real world experiences however, additional exercises are needed within the region to validate existing plans.

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Screening, Search, and Detection

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within **3 hours** of notice of a credible threat, conduct screening, search, and detection operations for **1500** people requiring screening, including **75** people with access and functional needs (requiring screening).*

Estimate of Current Capability

> *Within **3 hours** of notice of a credible threat, conduct screening, search, and detection operations for **1000** people requiring screening, including **75** people with access and functional needs (requiring screening).*

Capability Change Description

> *The Screening, Search, and Detection capabilities have remained the same in the ATCOG region. However, there has been improvements with this capability within the Independent School Districts in our region. Several districts have installed medal detectors at all campuses and sporting venues during the 22-23 school year. This has help school districts mitigate risk and screen for threats. Additional most ISD have hired licensed peace officers, school marshals, and guardians to close these capability gaps in the ISDs.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Stakeholders and private partners need to be included in the planning process to strengthen this capability.
Organization
More personnel needed for searching and screening bags and people. More law enforcement officers (Region Wide) are needed for physical investigation measures.
Equipment
Metal detectors, x-ray machines, full body thermal scanners, medical tents, and PPE needed region wide.
Thermal imaging goggles needed in Mt Vernon
Training
Need training on proper screening, search and detection protocols including electronic search and screening. Additional courses needed includes:

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- AWR-122 Law Enforcement Prevention and Deterrence of Terrorist Acts
- AWR-153 Principles of Detection and Diagnosis - Strategies and Technologies
- MGT-335 Event Security Planning for Public Safety Professionals
- IS-15. Special Events Contingency Planning for Public Safety Agencies

Exercises
Need increased incorporation into exercise objectives and scenarios; this capability is rarely included in exercises.

Access Control and Identity Verification

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> Within 2 **hour** of an event, be prepared to accept credentials from **20** partner organizations involved in incident management.

Estimate of Current Capability

> Within 4 **hours** of an event, be prepared to accept credentials from **20** partner organizations involved in incident management.

Capability Change Description

> *The Access Control and Identity Verification capabilities are increasing in the region due to the implementation of the TDEM PIV system. Several responders across the region has already obtained PIV badges to hold credentials. This capability will continue to grow as the PIV system builds out and agencies gain access and knowledge of the system. Access control capabilities continue to grow across the region as well due to agencies purchasing access control doors, camera systems, and fencing at critical infrastructures. Texarkana Independent school district has also increased access control capabilities in 2023 by fencing in their campuses and limiting entry points.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Updated plans for controlling cyber and physical access, as well as verifying identity of those accessing cyber and physical locations/resource.
Organization
Smaller jurisdictions need additional trained personnel to support access control of critical infrastructure and identity verification of visitors to high-profile targets within the region.
Delta County, Morris County, Franklin County, and Red River County need inhouse IT technicians
Equipment
- Identification card machines   - Key Fobes   - personnel database solutions that validate certifications   - personnel photography equipment

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- access control doors at critical infrastructures in the City of New Boston, Texarkana, Red River County, and Franklin County

- PIV card readers for identity verification in each county

Training

Need training pertaining to controlling cyber access and identity verification.

- AWR-173-W Information Security Basics
- PIV system training

Exercises

Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises.

Cybersecurity
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Every **1 year** appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **75** publicly managed and/or regulated critical infrastructure facilities.*

Estimate of Current Capability

> *Every **1 year** appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **75** publicly managed and/or regulated critical infrastructure facilities.*

Capability Change Description

> *Cybersecurity capabilities levels have increased across the region and will continue increase through training and real-world experiences. Most jurisdictions review and update their cyber security policies on an annual basis and HSGD grantees are completing the National Cyber Security Review on an annual basis. Jurisdictions are completing annual cyber security trainings as required, and are becoming more vigilant of cyber threats. Vigilance in this capability will continue to increase with the 2023 SB 271 that requires local units of government to report cyber incidents. In 2023 The City of Texarkana purchased data protection hardware to enhance the security of their systems. This cybersecurity capability was also exercised during the City of Texarkana 2020-2021 cyber-attack which lasted over 4 months, and held all of the city's system for ransom. Cyber Attacks and attempts are still occurring on a regular basis.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Jurisdictions need to evaluate and update COOP plans in event of a cyber attack
Organization
Several jurisdictions such as Red River County, Morris County, Delta County, and Franklin County need in-house IT technicians.
Regional Cyber Security task force/work group needed
Equipment
Antivirus and detection software updates in all counties

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Data protection hardware is needed in Lamar County

Training

Some information technology training has been implemented, but very little emphasis has been placed on providing cybersecurity training within the region or local jurisdictions. Training courses needed includes:

- AWR-135 Promoting Community Cyber Security
- AWR-136 Essentials of Community Cyber Security
- Critical Security Controls: Planning, Implementing and Auditing
- Cybersecurity for Executives and Program Managers: Securely Provisioning Systems for the Future
- Cybersecurity Investigations and Network Forensics Analysis: Practical Techniques for Analyzing Suspicious Network Traffic
- CISA trainings

Exercises

Exercises are need that includes someone access systems to see if they are detected by IT or system software.

Physical Protective Measures

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within **6 months** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **3** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.*

Estimate of Current Capability

> *Within **6 months** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **3** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.*

Capability Change Description

> *Physical Protective Measure capabilities have increased in the region by installation of security equipment. Several jurisdictions have purchased and installed surveillance systems during 2022-2023 at critical locations. Christus St. Michaels hospital have upgraded their camera security systems in Texarkana in 2023. Texarkana Independent school district in the City of Texarkana has also increased physical protective measure capabilities in 2023 by fencing in their campuses and limiting entry points. Sustainment activities include annual risk and vulnerability assessments of critical infrastructure facilities.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Stakeholders and private partners need to be part of the planning process.
Organization
Law enforcement agencies are in of more officers to protect critical infrastructures in all 9 counties.
Equipment
Security cameras are needed in Franklin County and Lamar County Jail
Enhanced security protective measures such as fencing in Morris and Franklin County.
Access control doors at critical infrastructures in the City of New Boston, Texarkana, Red River County, and Franklin County.
Training

The region needs training on protecting critical infrastructure and key resources, courses includes:

- MGT-452 Physical and Cybersecurity for Critical Infrastructure
- PHY-120 Intermediate Physical Security Systems
- PHY-200 Physical Security Performance Testing of Systems
- PHY-202 Survey of Physical Security Systems
- PER-336 Protective Measures Course
- IS-915 Protecting Critical Infrastructure Against Insider Threats
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Exercises

Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises.

Risk Management for Protection Programs and Activities

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> Every **1 year** appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **75** publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

> *Every **1 year** appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **75** publicly managed and/or regulated critical infrastructure facilities.*

Capability Change Description

> *Risk Management for Protection Programs and Activates capabilities are sustained due to jurisdictions conducting risk vulnerability assessment of their critical infrastructure. Jurisdictions also review and update their cyber security policies on an annual basis. Additionally, HSGD grantees complete the National Cyber Security Review on an annually. These activities have contributed to growth in the capability.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Stakeholders and private sector partners need to be included in the planning process.

Organization
Additional personnel is needed to support risk assessments, analysis, and planning.

Equipment
N/A

Training
To support this capability, training courses needed includes: • Community Risk Issues and Prevention Interventions • Cultural Competence in Risk Reduction • Executive Analysis of Community Risk Reduction

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- Fundamentals of Risk Management

- IS-909 Community Preparedness: Implementing Simple Activities for Everyone

Exercises

Risk Management planning is difficult to exercise. Typically, this is tested in real-world situations rather than training or exercises, but will be considered in future training exercises.

Supply Chain Integrity and Security
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Every **1 year** engage **100** partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.*

Estimate of Current Capability

> *Every **1 year** engage **75** partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.*

Capability Change Description

> *The Supply Chain Integrity and Security capabilities have decreased in our region. There has been many threats in our region that has tested the supply chain (Covid-19, Texas Winter Storms of 2021, Tornado Outbreak November 2022 and Storms of Summer 2023). Through these events we have determined that the supply chain in fragile. Our regional DHS agency no longer have a warehouse of equipment and supplies. We have determined that the only way to build the supply chain and security capability is to obtain MOA/MOU with local distributor for supplies. The region has worked closely with our Regional Advisory Council to strengthen the security and resilience of the supply chain. We continue to work with our LEPC's, RAC, and COADS to promote awareness of threats, dependencies, vulnerabilities, and strategies.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Stakeholders and private partners need to be included in the planning process.
COAD's need to develop emergency operation plans.
Organization
Each county needs to establish an active LEPC or COAD to strengthen the security and resilience of the supply chains.
Equipment
N/A
Training

ICS training is needed for partner organizations such as the COAD and VOADS.
Exercises
This capability has been exercised through real world experiences, but as always more experience is needed.

Community Resilience

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Every [1 year], conduct [10] outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.*

Estimate of Current Capability

> *Every [1 year], conduct [10] outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.*

Capability Change Description

> *The Community Resilience capability level in the ATCOG region is being sustained, jurisdictions in the region continue to conduct outreach events. Most jurisdictions did community outreach events and activities in 2023 including: Fire Prevention Week, Sky-warn Classes, Health Fairs, vaccination clinics, Dragon Boat Race, and National Night Out. Bowie and Cass county created a new combined LEPC fall of 2023, which will contribute to the community resilience capabilities. Agencies continue to find new creative ways to keep the community informed and engaged.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Develop a regional public outreach and education plan to promote community resilience among all jurisdictions in the region.
Organization
Each county needs and active LEPC or COAD to help promote community resilience. Jurisdictions also need personnel to help facilitate outreach activities.
CLO officers needed in Hopkins and Lamar County River County,
CERT Teams in Bowie County
Equipment
• Public Education material to distribute at community events.
Training

ICS training is needed for some partner organizations. Additional classes needed includes:

- E0426 Building a Roadmap to Resilience: A Whole Community Training
- G0318 Mitigation Planning for Local Governments
- MGT-402 Mitigation Planning for Rural Communities
- IS-315.a CERT and the Incident Command System (ICS)
- IS-909 Community Preparedness: Implementing Simple Activities for Everyone

Exercises

N/A

Long-term Vulnerability Reduction
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

*Every **[1 year], [38]** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.*

Estimate of Current Capability

*Every **[1 year], [38]** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.*

Capability Change Description

Long-term Vulnerability Reduction capabilities are being sustained, jurisdictions are reviewing building codes and performing risk assessments on an annual basis. Plans and annexes are being updated accordingly. Mass notification systems have been purchased in all counties. The City of Texarkana in 2023 purchased hardware and software to reduce cyber vulnerabilities. Cyber-security training and assessments have been done in all counties to reduce vulnerability as well.

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Jurisdictions need to develop or enhance hazard, threat, and or incident specific annexes in Red River County, and Morris County.
The City of Texarkana, Cass County, need to update Hazard Mitigation plans.
Morris County and Cass County need to update RICP assessment.

Organization
- Building code inspectors are needed.   - HAM radio operators are needed.   - More Law Enforcement officers are needed region wide.

Equipment
- updated communication equipment in Red River County, Morris County, Cass County, and Franklin County   - cybersecurity systems to reduce vulnerability in the City of Texarkana and Lamar County

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Training
Need training on enhancing critical infrastructure and key resources. • MGT-343 Disaster Management for Water and Wastewater Utilities • MGT-345 Disaster Management for Electric Power Systems

Exercises
Long –term vulnerability capabilities need to be included in exercises. More Communication exercises are needed region wide.

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Risk and Disaster Resilience Assessment
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Every **1 year** after identifying threats and hazards of concern, model the impacts of **4** threat and hazard scenarios to incorporate into planning efforts.*

Estimate of Current Capability

> *Every **1 year** after identifying threats and hazards of concern, model the impacts of **4** threat and hazard scenarios to incorporate into planning efforts.*

Capability Change Description

> *Risk and Disaster Resilience Assessment capabilities are being sustained. We are developing our regional Threat and Hazard Identification Risk Assessment on an annual basis. Our current THIRA models the impacts of 4 threat and hazard scenarios and are incorporated into regional planning efforts. This year (2023) we have also added the DSHS Public Preparedness specialist, Regional Hospital Preparedness Coordinator, and TDEM CLO officers to our THIRA committee.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Need to involve additional internal agencies, sub-jurisdictions/neighboring jurisdictions, Northeast Texas Regional Advisory Council, Texarkana COAD, and Hopkins County LEPC, and the Miller-Bowie health coalition.
Organization
Region needs more partner organizations (COAD's, VOAD's, LEPC's) involved in the risk and disaster assessment. Such partner organizations include: Northeast Texas Regional Advisory Council, Texarkana COAD, and Hopkins County LEPC, and health coalitions
Equipment
N/A
Training
N/A
Exercises
More exercises are needed that incorporates the impacts of the threat and hazard scenarios.

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Threats and Hazards Identification

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Every 1 year engage with 38 jurisdictions and 25 partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.*

Estimate of Current Capability

> *Every 1 year engage with 38 jurisdictions and 25 partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.*

Capability Change Description

> *Threats and Hazards Identification capabilities are being sustained. We are developing our regional Threat and Hazard Identification Risk Assessment on an annual basis. We include our partner organizations in this process.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
N/A
Organization
N/A
Equipment
N/A
Training
N/A
Exercises
N/A

Critical Transportation

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within __2 hours__' notice of an impending incident, complete the evacuation of __2000__ people requiring evacuation, including __75__ people with access and functional needs (requiring evacuation).*
>
> *Within __2 hour__ of an incident, clear __1__ miles of road affected, to enable access for emergency responders, including private and non-profit.*

Estimate of Current Capability

> *Within 4 __hours__' notice of an impending incident, complete the evacuation of __2000__ people requiring evacuation, including __75__ people with access and functional needs (requiring evacuation).*
>
> *Within 2 __hour__ of an incident, clear __1__ miles of road affected, to enable access for emergency responders, including private and non-profit.*

Capability Change Description

> *Critical Transportation capabilities are being sustained. There are plans and MOA's in place with schools to utilize buses for mass evacuations. This capability was exercised on a smaller scale during the Texas Winter Storm of 2021; in Hopkins County they utilized police officers and cars to transport dialysis patients to and from treatment facilities. This capability has been tested in during the 2023 Summer Storm in Morris County. Critical transportation such as the ambulance bus was used to transport patients out of a nursing facility that had lost power. There are MOU/ MOA' s in place with school districts, city transportation bus agencies, and nursing facilities to utilizable van and busses if critical transportation is needed. The clearing of affected roadway was also exercised and evaluated during the Texas Winter Storm of 2021, the November 2022 Tornado Outbreak, and the Summer 2023 Storms that affected Bowie, Red River, Hopkins, Morris and Lamar County.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Review and Enhance emergency transportation plans, and establish mutual aid agreements with transportation agencies.
Review and Enhance debris management plans. Include stakeholder and private partners in the planning process.

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Organization

To build the critical transportation capability, the region will need to have more CDL bus drivers to assist with transporting a large number of people.

Smaller jurisdictions are unable to clear necessary roadways without outside assistance; therefore, debris management teams are needed. Heavy machinery operators are also needed to assist with the road clearing process.

Equipment

More vans and busses that accommodate the access and functional needs community are needed.

Heavy machinery such as tractors, dozers, and tree trimmers are needed for the road clearing process.

Training

This is a difficult capability to train on, and most rely on real-world events for practice and understanding. Classes that are needed includes:

- MGT-460 Planning for Disaster Debris Management
- IS-632 Introduction to Debris Operations
- IS-633 Debris Management Plan Development
- Emergency Transportation Operations for Disasters

Exercises

Need more realistic demonstrations of capability; exercises have been limited to tabletops and proof-of-concept.

Environmental Response/Health and Safety
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within **2 hours** of an incident, assess, contain, and begin cleaning up hazardous material releases from **1** hazmat release sites.*
>
> *Within 2 **hours** of a hazmat incident, complete decontamination procedures for **25** exposed individuals (hazmat-related incidents).*

Estimate of Current Capability

> *Within **3 hours** of an incident, assess, contain, and begin cleaning up hazardous material releases from **1** hazmat release sites.*
>
> *Within **2 hours** of a hazmat incident, complete decontamination procedures for **25** exposed individuals (hazmat-related incidents).*

Capability Change Description

> *The Environmental Response/Health and Safety capability level is increasing in the region. In 2022 Paris Regional Medical Center has obtained a new Hazmat Trailer, and Christus St. Michael Texarkana has obtained 2 Decon trailers. Bowie County is redeveloping their 15-person Hazmat team. To sustain this capability training and exercises are being performed region wide. This capability has been evaluated during the City of Texarkana Airport Tri-annual exercise in 2022.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Response partners and stakeholders need to be included in the planning process.
MOA/Contracts with trucking companies to perform decontamination

Organization
Hazmat and Decontamination teams are needed to perform clean up and decontamination procedures.

Equipment
Additional response equipment and supplies is needed for the Bowie and Lamar County HAZMAT team such as decontamination equipment, radiological detections devises, and PPE.

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Training
This capability will never reach 100% because the requirements and standards are constantly changing. Need training on most-up-to-date procedures. • Hazardous Materials Awareness Course • Hazardous Materials Incident Management • MGT-441 Mass Decontamination for Mass Casualty Incidents • PER-272 Emergency Responder Hazardous Materials Technician for CBRNE Incidents • PER-308 Isolation and Quarantine for Public Health and Healthcare Professionals • PER-309 Environmental Health Training in Emergency Response Operations

Exercises
This capability will never reach 100% because the requirements and standards are constantly changing. Need exercises on health and safety monitoring/assessment, decontamination, and hazardous material response and clean-up.

Fatality Management Services

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within __24 hours__ of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for __20__ fatalities.*

Estimate of Current Capability

> *Within __72 hours__ of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for __20__ fatalities.*

Capability Change Description

> *There has been no significant change in the Fatality Management Services capability, however, we have learned during the Covid-19 pandemic that funeral homes became overwhelmed during the first wave. Plans for fatality management are in place and are being updated/reviewed regularly to sustain this capability level.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Response partners need to be included in the planning process.
Review and update fatality management plans regularly
Organization
Personnel can fulfill this capability on a smaller scale in the larger jurisdictions, but smaller jurisdictions are not capable at all. Additional personnel are needed to provide counseling, body recover, mortuary services, and victim identification.
Local Medical Examiner is needed
Equipment
• Need for additional mobile morgues, body bags, remains identification tags, and other supplies to support a mass fatality. • Generators for morgue trailer
Training

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Need to implement multi-agency and/or multi-jurisdictional training to ensure stakeholders function from the same information and execute the same processes. Training courses needed includes:

- AWR-232 Mass Fatalities Planning and Response for Rural Communities
- AWR-309 Mass Fatality Planning and Response for Rural Morticians and Funeral Directors
- Bereavement Counseling Training
- G0386 Mass Fatalities Incident Response Course

Exercises

Need increased focus on large-scale scenarios that identify "breaking points" for capabilities; exercises have been limited to small-scale scenarios. Need to exercise capability with hospital and funeral homes.

Fire Management and Suppression

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within 4 **hours** of an incident, conduct firefighting operations to suppress and extinguish **5** structure fires.*

Estimate of Current Capability

> *Within 6 **hours** of an incident, conduct firefighting operations to suppress and extinguish 3 structure fires.*

Capability Change Description

> *Fire Management and Suppression capability are constantly increasing due the use of mutual aid and the purchase of equipment. Several jurisdictions such as (the City of Paris, Hopkins County, and the City of Texarkana) purchased Thermal Imaging to assist with fire suppression. They City of Texarkana received 2 new Fire Trucks in 2022. Many fire departments also have purchased drones to assist with fire incidents as well. This capability has been evaluated through daily operations, as well as during the City of Atlanta arson fires in October 2019 were operations was used to suppress and extinguish 3 structural fires that was set in building downtown. This capability has also been evaluated during the First Baptist Church fire in March of 2020. Both incidents required mutual aid from other jurisdictions. Exercises on Fire Management and Suppression includes the Texarkana Tri-Annual Airport Exercise in October 2022.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
N/A
Organization
More full-time firefighters are need across the regions. Due to limited funding, most departments are understaffed. Drone pilots
Equipment
Equipment needed to increase this capability includes: • Thermal imaging • Arson investigation tools

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- Breathing apparatus
- SCBA gear
- Training equipment
- Drones

Training

Need to implement multi-agency and/or multi-jurisdictional training. Training courses needed includes:
- PER-296 CBRNE Rural Response Threat Protocol
- S-130 Firefighter Training
- S-190 Introduction to Wildland Fire Behavior
- FFA Drone training

Exercises

Exercises are needed that incorporate multiple agencies and jurisdictions on an incident.

Logistics and Supply Chain Management
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

*Within **12 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **1,500** people requiring shelter and **1,500** people requiring food and water. Maintain distribution system for **14 days.***

Estimate of Current Capability

*Within **72 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **500** people requiring shelter and **1,500** people requiring food and water. Maintain distribution system for **7 days.***

Capability Change Description

The Logistics and Supply Chain Management capability level has not changed. Jurisdictions have participated in WebEOC training, where they were trained on submitting star request. This capability has also been evaluated during the Covid Pandemic, the Texas Winter Storm in 2020, the Tornado Outbreak in November of 2022, and the Summer Storms in 2023.During the Covid Pandemic and the Texas Winter Storms essential commodities were delivered and distributed by the Regional Advisory Council through STAR request to the state. Red Cross and Salvation Army assisted with distribution during the November 2022 Tornados. During the Summer 2023 storms, the region did identify logistic and supply chain deficiencies. During these storms it took 3-5 days to get water, food, generators and other supplies to communities in Morris County. Our regional DHS agency no longer have a warehouse of equipment and supplies. We have determined that the only way to build the supply chain and security capability is to obtain MOA/MOU with local distributor for supplies. The region has worked closely with our Regional Advisory Council to strengthen the security and resilience of the supply chain. We continue to work with our LEPC's, RAC, and COADS to promote awareness of threats, dependencies, vulnerabilities, and strategies.

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Update emergency housing and shelter plans.
Develop mutual aid agreements with surrounding jurisdictions.
Develop MOU agreements with private partners to provide resources and the delivery of resources.

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Organization
Additional personnel are needed to distribute essential resources.

Equipment
Generators and fuel trucks needed to support this capability, as well as mobile shelters, portable restrooms, and cots. Physical storage space is also needed to have commodities and resources on standby.

Training
Training that is needed to support this capability includes: • E0417: Mass Care/Emergency Assistance Shelter Field Guide Training • T-420 - Shelter Operations Course • WebEOC training • IS-27 Orientation to FEMA Logistics

Exercises
WebEOC exercises are needed on a quarterly basis

Mass Care Services

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within **24 hours** of an incident, provide emergency sheltering, food, and water for **1,500** people requiring shelter and **1,500** people requiring food and water, including **75** people with access and functional needs (requiring accessible shelter) and **75** people with access and functional needs (requiring food and water), and **200** animals requiring shelter, food, and water. Maintain for **7 days.***
>
> *Within 1 **month** of an incident, move **300** people requiring temporary, non-congregate housing, including **25** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.*

Estimate of Current Capability

> *Within **48 hours** of an incident, provide emergency sheltering, food, and water for **250** people requiring shelter and **500** people requiring food and water, including **75** people with access and functional needs (requiring accessible shelter) and **75** people with access and functional needs (requiring food and water), and **50** animals requiring shelter, food, and water. Maintain for **7 days.***
>
> *Within 3 **months** of an incident, move **200** people requiring temporary, non-congregate housing, including **25** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.*

Capability Change Description

> *The Mass Care Services capability for the Region has decreased. Red Cross has been working with jurisdictions to develop shelter plans, and identify organizations willing to shelter. After Red Cross temporary sheltering, there is no long-term shelters or non-congregate shelters available in the region. Many of the hotels and motels are now regularly booked with individuals that do not have permanent housing. The region as a whole need to enhance temporary housing plans and MOA to assist with sheltering. Mass care capabilities have been evaluated during the Summer Storms in 2023, where nursing facilities needed shelter for residents due to loss of power and water. Nursing facilities have agreements with other facilities to take on additional patients for care.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Develop shelter, temporally housing, and long-term housing plans.

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Identify shelter locations and organizations willing to shelter.

Develop commodity distribution plans and contracts to support food and water delivery.

Develop MOA with private housing agencies, supply vendors.

Organization
- More personnel and community volunteers are needed to support the distribution of food and water.   - More personnel and community volunteers are needed to manage shelters.

Equipment
Jurisdictions will need cots, generators, and fuel trucks in regional location Fema trailers Physical animal shelter in most counties

Training
Need increased private sector and/or community outreach and engagement. Training courses includes: - E0411 Mass Care/Emergency Assistance Support for Field Operations   - E0418 Mass Care/Emergency Assistance Planning and Operations   - MGT-403 Response Planning for People with Access & Functional Needs in Rural America

Exercises
Need to develop exercises focused on Mass Care operations.

Mass Search and Rescue Operations

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within __48 hours__ of an incident, conduct search and rescue operations for __1,500__ people requiring rescue.*

Estimate of Current Capability

> *Within __72 hours__ of an incident, conduct search and rescue operations for __250__ people requiring rescue.*

Capability Change Description

> *The Mass Search and Rescue Operations capability is increasing due to the purchase of specialized equipment across the region. Several jurisdictions have purchased thermal imaging cameras to aide in operations (the City of Mt. Vernon in 2023, Hopkins County in 2022) as well as drones to locate individuals during a search. The region also has a specialized dive team in the City of Paris and a CERT team in Lamar County to assist with operations. Several first responders in the region also participated in ALERRT training in 2022. This capability has been exercised on a smaller scale during the Texas A&M disaster drill in October 2023, the Red River Army Depot exercise November 2023, and during the Tornado Outbreak in November 2022.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Plan need to be reviewed and updated.
Organization
- Additional Search and Rescue teams   - Additional Dive Team in Region   - Volunteers and cert team in Bowie County   - SRT Rope Team in Hopkins County   - FFA Certified Drone operators
Equipment
- safety ropes   - harnesses   - extrication tools   - thermal imaging

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- drones
- cadaver dogs

Training
Still needing additional search and rescue training for regional team as well as other local agencies. Training needed includes: • PER-213 Wide Area Search • Swift water Rescue Operations Course • PER-334 Search and Rescue in Community Disasters • FFA Drone Certification Class
Exercises
Regional exercises need to be held involving the search team, dive team, and community volunteers. Exercises should include usage of drones.

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On-scene Security, Protection, and Law Enforcement

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within **2 hours** of an incident, provide security and law enforcement services to protect emergency responders and **5,000** people affected.*

Estimate of Current Capability

> *Within **3 hours** of an incident, provide security and law enforcement services to protect emergency responders and **2,500** people affected.*

Capability Change Description

> *The On-scene Security, Protection, and Law Enforcement capability level is decreasing due to a shortage of Law Enforcement Officers. This capability is strictly scenario based and can change depending on the type of incident. This capability is exercised often in the region during large special events such as the Hopkins County Stew Contest which brings in roughly 6,000 attendees, as well as during festivals, county fairs, and rival football games. During these events, Law Enforcement ensures a safe/secure environment for people and communities located within the affected area. Additionally, in 2023 Texarkana Independent School District has add metal detectors and officer screening at all school events to ensure on-scene security and protection.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Plans should be updated to incorporate lessons learned from real world events.
Organization
Additional Law Enforcement officers are needed across the region.
Equipment
More mobile and portable radios are needed in Sulphur Springs, Cass County, Red River County, and Franklin County
Training
ICS 300-400 needed in Cass County
Exercises
N/A

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Operational Communications

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within **1 hour** of an incident, establish interoperable communications across **38** jurisdictions affected and with **50** partner organizations involved in incident management. Maintain for **14days.***

Estimate of Current Capability

> *Within 2 **hours** of an incident, establish interoperable communications across **38** jurisdictions affected and with **50** partner organizations involved in incident management. Maintain for **14days.***

Capability Change Description

> *The Operational Communications capability level continues to increase due to the purchase of addition interoperable communication equipment. Several jurisdictions have purchase new mobile and portable radios. Through SERI funds ATCOG has been able to install 3 repeaters (Franklin County), 2 dispatch consoles (Lamar County), and one communication tower (Red River County over year 2021 and 2022. The region conducts a monthly repeater test to all Emergency Operation Centers in the region to ensure interoperable communications, and conduct an annual communication exercise each summer that documents responder's ability to operate their mobile and portable radios, as well as access the state interoperability channels. The City of Paris also has a HAM radio operator group that meets on a monthly basis and assesses their capabilities. The region is also in the planning process for a Tri-State Communication exercise for February 2024.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Update Morris County and Cass County communication capability into the Regional Interoperable Communication Plan.
Inclusion in DPS Gaiter system
Organization
More HAM radio operators needed across the region.
Equipment
Mobile and portable radios in all counties

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Repeaters need in Delta County, Morris County, and Red River County, Franklin County, and the city of Paris EMS provider

Dispatch Consoles needed in Hopkins County, Franklin County, Morris County, and Sulphur Springs

Communication Tower needed in Delta County and Lamar County

Regional repeater for hospitals to connect with each other

Training

Additional training on radio operations, patching channels, and interloper channels is needed within the region.

Exercises

Need to implement corrective actions and improvement plans for exercises and real-world events. Need to increase participation in annual communication exercise.

Public Health, Healthcare, and Emergency Medical Services
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within **4 hours** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility 1**00** people requiring medical care.*

Estimate of Current Capability

> *Within **4 hours** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **25** people requiring medical care.*

Capability Change Description

> *There has been a significant decrease in the Public Health, Healthcare, and Emergency Medical Services capability due to a shortage of nurses and EMTs in the region. We have several ambulances down due to staffing issues. This capability has been exercised in Lamar County with the November 2022 Tornado Outbreak were 13 individuals needed hospital transfer. EMS transport wait times are 20-30 minutes due to these staffing deficiencies. This capability has alsol been exercised on a smaller scale during the Red River Army Depot full scale exercise in November of 2023 and the Texarkana Airport Tri-Annual Exercise in October of 2022. To increase this capability our region will need to hire more nurses and EMT's to support medical triage, treatment, and transfers.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Develop triage plans.
Develop contracts or MOA for additional nurses and EMT's
Organization
More EMTs and nurses are needed to handle medical triage, treatment, and transfer.
Equipment
Triage trailer is needed in the region.
PPE (Mask, gloves, gown)
Sanitation equipment
Medical Tents for triage

Physical storage space to house equipment and PPE in the region
Training
SAMA training for first responders.
Training on setting up medical triage trailer and western shelter
Exercises
More exercises are needed that focuses of triage and transferring of patients.

Situational Assessment
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

*Within **1 hour** of incident, and on a 2**-hour** cycle thereafter, provide notification to leadership and **20** partner organizations involved in incident management of the current and projected situation. Maintain for **14days.***

Estimate of Current Capability

*Within **1 hour** of incident, and on a 6**-hour** cycle thereafter, provide notification to leadership and **20** partner organizations involved in incident management of the current and projected situation. Maintain for 14**days.***

Capability Change Description

The Situational Assessment capability is increasing in the ATCOG region. This capacity has been tested numerous times during the Texas Winter Storm of 2021, the Tornado Outbreak in November of 2022, and the Summer Storms in 2023. This capability has been exercised as well during the Red River Army Depot Full scale exercise November 2023, the Texas A&M Texarkana tabletop exercise in October of 2023, and the Texarkana Airport Disaster Drill in October of 2022. This capability is exercised and evaluated during daily incidents, and well. From exercise and real-world events, we have determined that notifications to leadership and partner organizations typically happen on a 6 hour cycle and can be maintained beyond 14 days.

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Include all decision makers in the planning process and establish how flow of information should go.
Update EOP Plans in Red River County
Organization
CLO officers needed in Hopkins and Lamar County
Equipment
N/A
Training

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Basic ICS training for leadership roles (ICS 100, 200, 700, 800, 300, 400)
ICS 300-400 in Cass County
Exercises
N/A

Infrastructure Systems
SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within __72 hours__ of an incident, restore service to __2,000__ customers without water service.*
>
> *Within __72 hours__ of an incident, restore service to __2,000__ customers without wastewater service.*
>
> *Within __72 hours__ of an incident, restore service to __25,000__ customers without communication service.*
>
> *Within __72 hours__ of an incident, restore service to __9,000__ customers without electricity service.*

Estimate of Current Capability

> *Within __72 hours__ of an incident, restore service to __2,000__ customers without water service.*
>
> *Within __72 hours__ of an incident, restore service to __2,000__ customers without wastewater service.*
>
> *Within __72 hours__ of an incident, restore service to __25,000__ customers without communication service.*
>
> *Within __72 hours__ of an incident, restore service to __9,000__ customers without electricity service.*

Capability Change Description

> *There have been no significant changes in the Infrastructure Systems capability level. This capability is strictly dependent on the incident and the capabilities of the private sectors. However, this capability has been tested during the Texas Winter Storm of 2021, the November 2022 Tornado outbreak, and Summer 2023 Storm. Planning efforts should be made to include utility, communication, and private sector providers in the planning process. Bowie and Cass has created a joint LEPC in November of 2023 that includes some of these private sectors in the planning process.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Include utility, communication and private sector providers in the planning process.
Organization
N/A

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Equipment
N/A

Training
Need training on critical infrastructure shut-offs and functionality at the local level. Training courses includes: • MGT-317 Disaster Management for Public Services • -342 Strategic Overview of Disaster Management for Water and Wastewater Utilities • GT-343 Disaster Management for Water and Wastewater Utilities • MGT-345 Disaster Management for Electric Power System • MGT-410 Business Continuity Planning for Rural Power Companies

Exercises
Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises.

Economic Recovery

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

*Within **1 month** of an incident, reopen **75** businesses closed due to the incident.*

Estimate of Current Capability

*Within 3 **months** of an incident, reopen **75** businesses closed due to the incident.*

Capability Change Description

The Economic Recovery capability level has remained the same. However, jurisdictions are conducting annual inspections and updating building codes regularly, having these updated inspections and codes will make the process of reopening business a lot smoother. Additionally, several jurisdictions have been working with their private sectors/stakeholders on COOP plans. Economic recovery capabilities have also been evaluated during the Covid-19 Pandemic as well as the Texas Winter Storm of 2021. Information regarding damage assessments, federal programs and funds have been distributed to assist with the return of economic and business activities.

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Work with private sector and stakeholders on COOP plans in Franklin County
Include private sector in local EOP planning process.
Organization
Building inspectors are need as well as personnel to assist with writing/reviewing businesses COOP plans.
Equipment
N/A
Training
Need training on continuity of operations and economic recovery. Training courses needed includes: • Providing Post-Disaster Substantial Damage Technical Assistance to Communities • PER-294 Testing an Emergency Operations Plan in a Rural EOC • MGT-416 Continuity of Government Operations Planning for Rural Communities

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- MGT-381 Business Continuity Planning
- IS-395 FEMA Risk Assessment Database
- IS-662 Improving Preparedness and Resilience through Public-Private Partnerships
- Continuity of Operations Planning Program Manager Train-the-Trainer

Exercises

Tabletop exercises with business sectors/stakeholders are needed to evaluate COOP plans.

Health and Social Services

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

*Within **1 week** of an incident, restore functions at **5** affected healthcare facilities and social service organizations.*

Estimate of Current Capability

*Within **1 week** of an incident, restore functions at **5** affected healthcare facilities and social service organizations.*

Capability Change Description

The Health and Social Services capability level continues to increase. Sustainment activities includes developing and enhancing COOP plans at healthcare and critical services agencies. Healthcare Coalitions are beginning to form in larger cities such as Texarkana. Regional Healthcare Coordinator has provided several trainings throughout 2022 for healthcare facilities. This year we have also added the DSHS Public Health Preparedness Specialist, and Regional Hospital Preparedness planners to our THIRA committee to help assess health and social service capabilities.

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Update hospital and social service organizations COOP plans.
Include these organizations in local EOP plans
Organization
Healthcare Coalition is needed in each county to access and evaluate needs
Regional Healthcare Coalition Coordinator is needed (vacant position)
Equipment
Specialized transportation vehicles for transport of critical patients.
Training
Training needed includes:
• E0426 Building a Roadmap to Resilience: A Whole Community Training

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- MGT 341, Disaster Preparedness for Healthcare Organizations within the Community Infrastructure

Exercises

Health and Social Services capabilities need to be incorporated into more exercises. COOP plans need to be exercised on a regular basis. All healthcare facilities need to participate in a regional coordinated exercise amongst each other.

Housing

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> Within **1 year** of an incident, **500** people requiring long-term housing, including **75** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Estimate of Current Capability

> *Within **1 year** of an incident, **250** people requiring long-term housing, including **25** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.*

Capability Change Description

> *The Housing capability level for our region has currently decreased. Due to the decline in the housing market, there are very few homes available to buy or rent. There are limit vacancies in apartment across the region which is forcing individuals to seek hotel and motels for temporary housing. Many of the hotels and motels are now regularly booked with individuals that do not have permanent housing. The region as a whole need to enhance housing plans and MOA to assist with long-term housing.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Long term housing plans need to be develop/enhanced for all jurisdictions. Private housing partners should be identified and included in the planning process.

Organization
Personnel needed to find housing for a large amount of people.

Equipment
Temporary housing units such as trailers/ mobile homes.

Training
Need additional training on implementing housing solutions. Additional training courses needed includes: • Administration of Public Assistance for Community Recovery • E0210 Recovery from Disaster: The Local Community Role • G0282.2 Manufactured Homes and the National Flood Insurance Program

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- Preparing for Post-Disaster Responsibilities
- Rapid Needs Assessment
- Recovery from Disaster: The Local Government Role
- MGT-415 Disaster Recovery in Rural Communities
- MGT-416 Continuity of Government Operations Planning for Rural Communities
- IS-368 Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations

Exercises

Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises. Future exercises should address housing shortages, housing assessments, and reconstruction/rehabilitation of damaged homes. Exercises should also include key stakeholders such as apartment complex owners, and hotel/motel owners.

Natural and Cultural Resources

SPR Step 1: Assess Capabilities

Capability Target (what the region reasonably expects to achieve in the next 3-5 years)

> *Within __3 months __of an incident, restore __5__ damaged natural and cultural resources and historic properties registered in the jurisdiction.*

Estimate of Current Capability

> *Within 1 year of an incident, restore __5__ damaged natural and cultural resources and historic properties registered in the jurisdiction.*

Capability Change Description

> *The Natural and Cultural Resources capability level has not changed. However, in October 2019, Hopkins County pipeline incident did affect the historic Turkey Creek properties and restoration is in process as of 2022.*

SPR Step 2: Describe Capability Gaps

Capability Gaps

Describe Capability Gaps in the table below, including any gaps in aspects of the Core Capability not addressed by the Capability Target statement, as appropriate. Sustainment of regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Additional planning is needed to address damage assessment, environmental and historic preservation, and restoration.
Organization
Personnel not capable of meeting this capability due to lack of trained personnel. Additional trained personnel is needed across the region to conduct preliminary assessments.
Equipment
N/A
Training
Training is needed for understanding and estimating impacts on natural and cultural resources to better develop a recovery plan. Additional courses needed includes: • AWR-156 Principles of Planning and Implementing Recovery   • E0210 Recovery from Disaster: The Local Community Role   • MGT-415 Disaster Recovery in Rural Communities   • Natural Disaster Awareness for Community Leaders   •
Exercises

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This capability is never exercised; future exercises should include planning for damage assessment and environmental and historic preservation.

2024 Priorities

Top 3 Core Capabilities to Sustain in 2024

1. Planning
2. Community Resilience
3. Threats and Hazards Identification

Top 3 Core Capabilities to Build in 2024

1. Operational Communication
Operational Coordination
2. Interdiction and Disruption

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