

2021 THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)

Ark-Tex Council of Governments (ATCOG)

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Table of Contents

THIRA Overview	4
Threat/Hazards Context and Impacts.....	6
Capability Targets.....	14
Planning	14
Public Information and Warning.....	15
Operational Coordination.....	16
Forensics and Attribution.....	17
Intelligence and Information Sharing	18
Interdiction and Disruption.....	19
Screening, Search, and Detection	20
Access Control and Identity Verification	21
Cybersecurity	22
Physical Protective Measures.....	23
Risk Management for Protection Programs and Activities	24
Supply Chain Integrity and Security.....	25
Community Resilience.....	26
Long-term Vulnerability Reduction.....	27
Risk and Disaster Resilience Assessment.....	28
Threats and Hazards Identification	29
Critical Transportation	30
Environmental Response/Health and Safety	31
Fatality Management Services	32
Fire Management and Suppression.....	33
Logistics and Supply Chain Management.....	34
Mass Care Services	35
Mass Search and Rescue Operations	36
On-scene Security, Protection, and Law Enforcement.....	37
Operational Communications	38
Public Health, Healthcare, and Emergency Medical Services.....	39
Situational Assessment	40
Infrastructure Systems.....	41

FOR OFFICIAL USE ONLY

Economic Recovery42

Health and Social Services.....43

Housing.....44

Natural and Cultural Resources.....45

THIRA Overview

The THIRA is a three-step risk assessment that helps answer the following questions:

- What threats and hazards can affect our community?
- If they occurred, what impacts would those threats and hazards have on our community?
- Based on those impacts, what capabilities should our community have?

The THIRA helps communities understand their risks and determine the level of capability they need in order to address those risks. The outputs from this process lay the foundation for determining a community's capability gaps during the SPR process.

The THIRA follows a three-step process, as described in *Comprehensive Preparedness Guide 201, Third Edition*:

1. **Identify Threats and Hazards.** Based on a combination of experience, forecasting, subject matter expertise, and other available resources, develop a list of threats and hazards that could affect the community. When deciding what threats or hazards to include in the THIRA, communities consider only those that challenge the community's ability to deliver at least one core capability more than any other incident; the THIRA is not intended to include less challenging threats and hazards.
2. **Give Threats and Hazards Context.** Describe the threats and hazards identified in Step 1, showing how they may affect the community and create challenges in performing the core capabilities. Identify the impacts a threat or hazard may have on a community.
3. **Establish Capability Targets.** Using the impacts described in Step 2, determine the level of capability that the community plans to achieve over time in order to manage the threats and hazards it faces. Using standardized language, create capability targets for each of the core capabilities based on this desired level of capability by identifying impacts, objectives, and timeframe metrics. A core capability is comprised of several functional areas in which a community may have a gap. Each required standardized target addresses one or more functional areas.

Report Overview

This report contains two sections:

- **THIRA Steps 1 and 2: Threats /Hazards Context and Impacts**
 - Identified threats and hazards

FOR OFFICIAL USE ONLY

- Scenario descriptions
- Standardized impacts
- **THIRA Step 3: Capability Targets**
 - Standardized capability targets

Threat/Hazard Descriptions and Impacts

Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Tornado	No
Scenario Description		
<p>An F3 tornado strikes the Richmond Ranch shopping district in Texarkana, Texas, at 9:00am on the day after Thanksgiving, which is when a massive amount of "Black Friday" shopping takes place. The storm and tornado result in 6 inches of precipitation within 1 hour and winds to the NW of 30 mph. The tornado impacts 10 square miles in the Texarkana area, affecting 55,000 residents, and 10,000 visitors and transients. The swath of the tornado runs diagonally across Richmond Ranch shopping district beginning on I-30, traveling over Richmond Road toward University Drive.</p>		

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	20	Partner Organizations Involved In Incident Management	20
People Requiring Medical Care	500	Customers (Without Power Service)	15,000
People Requiring Rescue	3,500	Customers (Without Water Service)	0
People Requiring Evacuation	10,000	Customers (Without Communication)	25,000
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	4
People With Access And Functional Needs (AFN) Affected	2,000	Miles Of Road Affected	25
People With Limited English Proficiency Affected	2,700	Affected Healthcare Facilities And Social Service Organizations	3
People Requiring Food and Water	16,000	Damaged Natural And Cultural Resources And Historic Properties	4
People Requiring Long-Term Housing	1,000	Businesses Closed Due To The Incident	1,750
People Requiring Shelter	4,000	Animals Requiring Shelter, Food, And Water	2,400
Jurisdictions Affected	4		

FOR OFFICIAL USE ONLY

Sources Used to Develop Context Description and Calculate Impacts (Optional)

Discussions with law enforcement, Fire, and emergency management SMEs

Animals needs were determined by taking a percentage of the pet ownership data calculations located on the American Veterinary Medical Association site.

Access and functional Needs data was determined by taking a percentage of the disable population in the City of Texarkana Texas. Disability data used was from the American Community survey on datacensus.gov.

People with limited English Proficiency was determined by taking a percentage of the non- English speaking population in the City of Texarkana, Texas. Non English speaking data was from the American Community Survey on datacensus.gov.

Datacensus.gov

American Fact Finder

Wikipedia

National Park Service National Register of Historic Properties

Railroad Commission of Texas Public GIS Viewer

American Veterinary Medical Association Pet Ownership Calculator

Tex Americas Center Community Profile

Texas Department of Transportation

Google Maps

Case studies from other Tornados

FOR OFFICIAL USE ONLY

Category	Threat/Hazard Scenario Name	Terrorism?
Technological	Hazmat Release-Chemical	No
Scenario Description		
<p>A railcar carrying chlorine derails at the intersection of East 3rd street and the railroad in Mt. Pleasant, Texas on a Sunday morning at 3am in March resulting in a chemical spill of 40,000 gallons of liquid chlorine. Wind speed is 15 mph moving SSW with 10% humidity resulting in evacuation of everything 5 square miles south of the incident, which is practically the southern half of the city with a mix of residential and industrial population affecting a total population of 16,000.</p>		

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	0	Partner Organizations Involved In Incident Management	10
People Requiring Medical Care	1000	Customers (Without Power Service)	N/A
People Requiring Rescue	0	Customers (Without Water Service)	N/A
People Requiring Evacuation	2000	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	1600	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	1500	Miles Of Road Affected	3
People With Limited English Proficiency Affected	7,000	Affected Healthcare Facilities And Social Service Organizations	1
People Requiring Food and Water	1000	Damaged Natural And Cultural Resources And Historic Properties	N/A
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	12
People Requiring Shelter	1,000	Animals Requiring Shelter, Food, And Water	N/A
Jurisdictions Affected	2		

FOR OFFICIAL USE ONLY

Sources Used to Develop Context Description and Calculate Impacts (Optional)

Discussions with law enforcement, Fire, and emergency management SMEs

Access and functional Needs data was determined by taking a percentage of the disable population in the City of Mt. Pleasant, Texas. Disability data used was from the American Community survey on datacensus.gov.

People with limited English Proficiency was determined by taking a percentage of the non- English speaking population in Mt. Pleasant, Texas. Non English speaking data was from the American Community Survey on datacensus.gov.

Emergency Response Guidebook 2016

Datacensus.gov

American Fact Finder

Wikipedia

Railroad Commission of Texas Public GIS Viewer

Google Maps

National Park Service National Register of Historic Properties

Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Active Shooter	Yes
Scenario Description		
<p>Around 10:00am at Paris Junior College in Paris Texas, an anonymous bomb threat is received claiming there are multiple bombs on campus. This is the first week of May, and thousands of students are on campus taking their final exams. As students and staff began to evacuate, shots rang out from the west end of the campus. A disgruntle employee who was terminated weeks' prior, was located with an AR-15 at the west emergency exit. No bombs were located on the campus, and the combination of events affects a total population of 6,000 people.</p>		

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	10	Partner Organizations Involved In Incident Management	12
People Requiring Medical Care	250	Customers (Without Power Service)	N/A
People Requiring Rescue	1200	Customers (Without Water Service)	N/A
People Requiring Evacuation	6000	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	150	Miles Of Road Affected	N/A
People With Limited English Proficiency Affected	100	Affected Healthcare Facilities And Social Service Organizations	4
People Requiring Food and Water	N/A	Damaged Natural And Cultural Resources And Historic Properties	N/A
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	5
People Requiring Shelter	N/A	Animals Requiring Shelter, Food, And Water	N/A
Jurisdictions Affected	4		

Sources Used to Develop Context Description and Calculate Impacts (Optional)
Discussions with law enforcement, Fire, and emergency management SMEs

FOR OFFICIAL USE ONLY

Sources Used to Develop Context Description and Calculate Impacts (Optional)

Access and functional Needs data was determined by taking a percentage of the disable population in the City of Paris, Texas. Disability data used was from the American Community survey on datacensus.gov.

People with limited English Proficiency was determined by taking a percentage of the non- English speaking population in the City of Paris, Texas. Non English speaking data was from the American Community Survey on datacensus.gov.

Datacensus.gov

American Fact Finder

Case studies from other Active Shooter attacks

FOR OFFICIAL USE ONLY

Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Explosive Devices	Yes
Scenario Description		
<p>After dismantling the backup control valves, a terrorist strikes an unmonitored section of the 42" natural gas pipeline with 1400 pounds of pressure exposed near the compression station located at 1034 County Road 4223, Atlanta, Texas, at 10pm on July 12th, resulting in 400,000 cubic feet of compressed natural gas being released. The terrorist then sets it on fire, which causes an explosion and a continual burning fire that reaches temperatures of 1500 degrees. The wind speed is 10 mph moving east with 60% humidity. Pipeline company response time is at a minimum 30 minutes.</p>		

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	1	Partner Organizations Involved In Incident Management	10
People Requiring Medical Care	5	Customers (Without Power Service)	N/A
People Requiring Rescue	15	Customers (Without Water Service)	N/A
People Requiring Evacuation	100	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	15	Structure Fires	3
People With Access And Functional Needs (AFN) Affected	11	Miles Of Road Affected	2
People With Limited English Proficiency Affected	4	Affected Healthcare Facilities And Social Service Organizations	1
People Requiring Food and Water	N/A	Damaged Natural And Cultural Resources And Historic Properties	0
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	1
People Requiring Shelter	N/A	Animals Requiring Shelter, Food, And Water	N/A
Jurisdictions Affected	2		

FOR OFFICIAL USE ONLY

Sources Used to Develop Context Description and Calculate Impacts (Optional)

Discussions with law enforcement, Fire, and emergency management SMEs Coordinators

Access and functional Needs data was determined by taking a percentage of the disable population in the City of Atlanta, Texas. Disability data used was from the American Community survey on datacensus.gov.

People with limited English Proficiency was determined by taking a percentage of the non- English speaking population in the City of Atlanta, Texas. Non English speaking data was from the American Community Survey on datacensus.gov.

Railroad Commission of Texas Public GIS Viewer

Pipeline Awareness.org

Subject Matter Experts – Emergency Management Coordinators

Railroad Commission of Texas Public GIS Viewer

Datacensus.gov

American Fact Finder

Capability Targets

Planning

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

In our region, emergency operation plans are being updated on a 5-year cycle. Our region includes 38 jurisdictions, with 50 partner organizations typically involved in disaster planning and response.

Partner agencies include red cross, public works, 211, NETRAC, NETPC, VOADS, COADS, County/City/State Law Enforcement Agencies, public health facilities, public works, and private sector partners.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Public Information and Warning

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target derived from worst case scenario in which a tornado hits the City of Texarkana, affecting 55,000 residents and 10,000 transients. Limited English proficiency data was formed by calculating the City of Texarkana's non English speaking population from the American Community Survey . In most jurisdictions, public warning sirens are tested on a weekly basis. In the jurisdictions that lack warning sirens, capabilities are tested on a weekly basis through social media. Reports are generated to determine how many individuals viewed the social media post.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Operational Coordination

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).

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target is derived from worst case scenario and real world events. In a worst case scenario, unified and coordinated operational structure would process across an average of 3 jurisdictions. This capability target has been tested during the Hopkins County pipeline incident in October of 2019, and the City of Atlanta fires in October 2019. The Hopkins County pipeline incident included 6 partner organizations and incident management was maintained for 13 days.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Forensics and Attribution

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target was developed by surveying law enforcement and emergency management Subject Matter Experts in our region. It has been determined that 1 personnel is typically assigned to support follow up information sharing. Outreach to the fusion center and Joint Terrorism Task Force happens within the first hour of a suspected terrorist attack.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Explosive Devices

Intelligence and Information Sharing

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target is derived from real world events and intel of emergency management Subject Matter Experts. This capability has been tested during City of Atlanta fires and arson investigation of October 2019. Within the first hour of the incident information was shared among 5 priority intelligence stakeholder agencies; including agencies outside of the jurisdiction in which the incident occurred.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Active Shooter

Interdiction and Disruption

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target was developed by surveying law enforcement and emergency management SME's in our region. It has been determined that 1 personnel is typically assigned to support follow up interdiction and disruption activities. Outreach to the fusion center and Joint Terrorism Task Force should occur within the first hour of a creditable threat.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Explosive Devices

Screening, Search, and Detection

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 **1,500** people requiring screening, including **75** people with access and functional needs (requiring screening).

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target was derived from surveying emergency management Subject Matter Experts. Due to lack of equipment and personnel, many of our smaller jurisdiction would have difficulties achieving this capability target on a local level. With mutual aid on a regional level, this capability target can be achieved in the next 3-5 years.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Explosive Devices

Access Control and Identity Verification

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

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

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target was derived from surveying emergency management Subject Matter Experts, and was evaluated on a smaller scale during the Hopkins County pipeline incident in October 2019.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Active shooter

Cybersecurity

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target was derived from current plans and capabilities. As a whole, our region has 38 municipalities with an average of 2 critical infrastructure facilities being publicly managed and regulated. After surveying emergency management Subject Matter Experts, it has been determined that most jurisdictions review and update their cyber security policies on an annual basis. Also it is now a requirement for HSGD grantees to complete the National Cyber Security Review on an annual basis.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Active Shooter

Physical Protective Measures

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target is derived from real world events and current plans and capabilities. Currently, most jurisdictions are completing risk and vulnerability assessments at all publicly managed critical infrastructure facilities on an annual basis.

After surveying subject matter experts, it has been determined that a minimum time of 6 months would be needed to have appropriate authorities review and update physical security plan. This timeframe includes the time to conduct multiple meetings to discuss and review the current plans and potential changes, as well as the time to get an official approval.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Active Shooter

Risk Management for Protection Programs and Activities

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target was derived from current plans and capabilities. As a whole, our region has 38 municipalities with an average of 2 critical infrastructure facilities being publicly managed and regulated. After surveying subject matter experts, it has been determined that most jurisdictions review and update their cyber security policies on an annual basis. Also it is now a requirement for HSGD grantees to complete the National Cyber Security Review on an annual basis.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Active Shooter

Supply Chain Integrity and Security

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target is derived from current capabilities and real world events. Our regional goal for the next 3-5 years is to engage 75 partner organizations on an annual basis. Currently, we are working with our LEPC's, RAC, and COADS to achieve this target. All three organizations are currently meeting on a quarterly basis. We will continue to encourage more participation with these groups to achieve our regional goal of 75 partner organizations.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Hazmat

Community Resilience

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target is derived from current plans and real world events. Currently our jurisdictions are conducting numerous outreach events on an annual basis. Some community outreach events and activities include: National Night Out, Fire Prevention Week, Skywarn Classes, Health Fairs, and Neighborhood Watch. Jurisdictions are also setting up at local events and distributing Pub Ed material when available. Hopkins County is also utilizing Social Media and Radio to broadcast a monthly preparedness update to the community. In the next 3-5 years our goal is to have every county conduct a minimum of 7 outreach events or activities annually to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from events.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Long-term Vulnerability Reduction

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability is derived from current capabilities and real world events. Currently most of our 38 jurisdictions are reviewing building codes and performing risk assessments on an annual basis. Our goal is to sustain this capability.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Risk and Disaster Resilience Assessment

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Currently we are developing our region 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.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Threats and Hazards Identification

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Currently we are developing our region Threat and Hazard Identification Risk Assessment on an annual basis. We plan to utilize THIRA surveys to engage all 38 municipalities to assess the threats and hazards. In the next 3-5 years our goal is to have 25 partner organization participate in the development of the Threat and Hazard Identification Risk Assessment.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Critical Transportation

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

After surveying emergency management Subject Matter Experts, we have determined that the evacuation of 2,000 people including 75 people with access and functional needs could occur within 2 hours. This capability target can be achieved by utilizing school and public transportation buses. The evacuation of individuals with access and functional needs can be achieved by using local healthcare facility vans. Most of the local healthcare facility vans are designed to accommodate people with access and functional needs.

This Capability Target was also derived from a real world incident, The Franklin County Tornado. During this incident crew were only able to clear roughly ½ miles of road within 4 hours. Due to Franklin County being one of our smallest jurisdictions, SME’s have determined that we could reasonable clear 1 mile of road per hour with the right resources. This Capability target includes the time it takes for resources to arrive as well as the 1 mile per hour of road clearing.

Which of your identified threats and hazards most challenges the region’s ability to achieve this capability target?

Tornado

Environmental Response/Health and Safety

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 **6 hours** of a hazmat incident, complete decontamination procedures for **25** exposed individuals (hazmat-related incidents).

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target is derived from real world events, current plans, and exercises. After surveying emergency management Subject Matter Experts, it has been determined that deployment and set up for a hazmat incident would take roughly 2 hours. With limit resources and only 1 regional hazmat team, it has been determined that our region is capable of handling only one hazmat release site.

Our goal for the next 3-5 years is to complete decontamination procedures of 25 exposed individuals within the first 6 hours of a hazmat incident. This Capability target has been tested during the Hopkins County pipeline incident in October 2019, as well as in the Red River Army Depot Exercise in September 2019.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Hazmat

Fatality Management Services

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target was derived from surveying emergency management Subject Matter Experts, and evaluating available resources in our region. We currently have search and rescue teams, and a regional dive team to conduct body recovery activities. In our region we also have a mortuary trailer that can temporally store up to 16 bodies.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Fire Management and Suppression

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

Within **1 hour** of an incident, conduct firefighting operations to suppress and extinguish **5** structure fires.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target was derived from surveying emergency management Subject Matter Experts. It has been determined that firefighting operations would be conducted within the 1 hour of an incident, and that each county could potentially handle 5 structural fires dependent on intensity. This Capability target has been tested through daily operations, as well as during the City of Atlanta arson fires in October 2019.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Logistics and Supply Chain Management

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**.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target was established by surveying emergency management Subject Matter Experts and real world Incidents. During the Hopkins County pipeline incident life-sustaining commodities and resources were identified and mobilized within the first 12 hours. This distribution system was maintained for a total of 13 days. Although the Hopkins County pipeline incident was of smaller scale, our goal for the next 3-5 years is to be able to provide these resources and services to a minimum of 1,500 people requiring shelter, food, and water.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Mass Care Services

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 **7 days** 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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target was derived from emergency management Subject Matter Experts and current plans and capabilities. Several organizations across the region have withdrawn from shelter agreements. Currently the Red Cross is handling most jurisdictions shelter plans, and have established that they can only shelter for a maximum on 7days due to limited personnel and resources.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Mass Search and Rescue Operations

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

Within **48 hour** of an incident, conduct search and rescue operations for **1500** people requiring rescue.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target was established by surveying emergency management Subject Matter Experts. In the next 3-5 years our goal is to conduct search and rescue operations for 1,500 people. To achieve this goal, we will need to obtain more resources such as thermal imaging goggles, Cadaver dogs, and training for our search and rescue teams.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

On-scene Security, Protection, and Law Enforcement

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target was derived from current capabilities and real world incidents. This capability is exercised regularly when hosting special events in the region. These special events can sometime attract more than 5,000 attendees. After surveying subject matter experts, our goal for the next 3-5 years is to provide security and law enforcement services within 2 hours of an incident to emergency responders and 5,000 people affected.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Operational Communications

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability Target is derived from current capabilities, exercises, and real world events. Interoperable communication across our 38 jurisdictions can be established within the first hour of an incident through ATCOG repeater channel. ATCOG repeater channel is tested on a monthly basis across all Emergency Operation Centers in our region. This Capability has been tested and maintained for 13 days during the Hopkins County pipeline incident in October 2019.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Public Health, Healthcare, and Emergency Medical Services

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 **200** people requiring medical care.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

The capability target was derived from surveying our Hospital Preparedness Coordinator, and DSHS representatives. This capability has also been tested on a smaller scale during the City of Texarkana Airport Exercise. A large portion of the ATCOG region is comprised of rural communities, therefore there is lack of medical staff to complete triage and medical transport. Our goal for the next 3-5 years is to triage, treat, and transfer 150 people requiring medical care within the first 4 hours of an incident.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Active Shooter

Situational Assessment

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

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

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target is derived from current capabilities and real world incidents, and is test in daily operations. This capability was tested during the Hopkins County pipeline incident in October 2019, the City of Atlanta fires in October 2019, and Red River Army Depot full scale exercise in September 2019.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Infrastructure Systems

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target was derived from surveying emergency management Subject Matter Experts, and worst case scenarios. Regardless of incident type, our goal for the next 3-5 years is to efficiently restore life sustaining systems and services to the affected community within 72 hours of the incident.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Economic Recovery

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability is derived from surveying subject matter experts, and current capabilities. Our goal for the next 3-5 years is to open 75 closed businesses within the first month of the incident. To achieve this goal, jurisdictions will need to continue doing regular building inspections, and working with private sectors to develop Continuity of Operation Plans.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Health and Social Services

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability target was derived from surveying emergency management Subject Matter Experts, and the regional hospital preparedness coordinator. Our goal for the next 3-5 years is to restore functions and services at primary healthcare and social services organizations within 1 week of an incident. These facilities include the hospitals, health clinics, social security office, and departments of health and human services.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Housing

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability is derived from surveying emergency management Subject Matter Experts and reviewing other areas' disaster housing capacities. Currently, jurisdictions in our region are developing long-term housing plans. Programs such as HUD housing can take up to two years to house clients. Our goal for the next 3-5 years is to update housing plans, and build relationships with commercial housing agencies. This will allow us to build the capabilities needed to house 1,500 people and 75 people with access and functional needs within 1 year of an incident.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

Natural and Cultural Resources

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.

Capability Target Context

Provide a brief paragraph explaining the logic behind the numbers used in the Capability Target. Numbers could be derived from:

Capability is derived from surveying emergency management Subject Matter Experts and real world incidents. In October 2019 Hopkins pipeline incident effected the historic Turkey Creek properties.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado

2021 STAKEHOLDER PREPAREDNESS REVIEW (SPR)

[Ark-Tex Council of Governments]

FOR OFFICIAL USE ONLY

Table of Contents

SPR Overview	4
SPR Capability Assessment	5
Planning	5
Public Information and Warning.....	7
Operational Coordination.....	9
Forensics and Attribution	11
Intelligence and Information Sharing	13
Interdiction and Disruption	15
Screening, Search, and Detection	17
Access Control and Identity Verification	19
Cybersecurity	21
Physical Protective Measures.....	23
Risk Management for Protection Programs and Activities	25
Supply Chain Integrity and Security.....	27
Community Resilience.....	29
Long-term Vulnerability Reduction.....	31
Risk and Disaster Resilience Assessment.....	33
Threats and Hazards Identification	35
Critical Transportation	36
Environmental Response/Health and Safety	38
Fatality Management Services	40
Fire Management and Suppression.....	42
Logistics and Supply Chain Management.....	44
Mass Care Services	46
Mass Search and Rescue Operations	48
On-scene Security, Protection, and Law Enforcement.....	50
Operational Communications	52
Public Health, Healthcare, and Emergency Medical Services.....	54
Situational Assessment	56
Infrastructure Systems.....	58
Economic Recovery	60

FOR OFFICIAL USE ONLY

Health and Social Services.....62

Housing.....63

Natural and Cultural Resources.....65

2022 Priorities.....67

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 LEPC groups, but due to Covid-19, these groups are meeting less frequently. Most counties have up to date Hazard Mitigation plans; the City of Paris, and the City of Texarkana have mitigation plans that are expired or about to expire but are in the process of getting those plans updated.

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
Development and enhancement of emergency management plans (for all counties), Hazard Mitigation Plans (the City of Paris, and City of Texarkana), and enhancing COOP Plans (for all counties within the region).
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. Red River County has changed emergency managers,

FOR OFFICIAL USE ONLY

and are in the process of training the new EMC. All counties need personnel to assist with writing mitigation plan.
Equipment
N/A
Training
<p>Region needs training for developing Emergency Operation Plans. Incident Actions Plans, and Recovery plans at the local level.</p> <ul style="list-style-type: none"> • AWR-156 Principles of Planning and Implementing Recovery • E0197: Integrating Access and Functional Needs into Emergency Planning • Continuity of Operations Planning • Local Volunteer and Donations Management • MGT-383 Emergency Operations Plans for Rural Jurisdictions
Exercises
Region needs to conduct planning workshops and COOP exercises that includes COADS, VOADS, as well as all public officials.

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 2-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 with the exception of Hopkins County/Sulphur Springs now have public information and warning systems, 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 aid with the distribution of public information during the Covid-19 Pandemic as well as the Texas Winter Storms. The City of Texarkana as well as Delta County are in the process of purchasing new weather sirens. 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 residents and emergency responders.
Develop plans to deliver reliable and actionable information to people with access and functional needs, as well as limited English proficiency.
Organization
N/A
Equipment

FOR OFFICIAL USE ONLY

<p>Mass notification systems are needed in Hopkins County, and Morris County.</p> <p>Warning sirens are needed in Hopkins County, Lamar County, Morris County, and Red River County.</p>
<p>Training</p> <p>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:</p> <ul style="list-style-type: none"> • Advanced Public Information Officer Course • Basic Public Information Officers Course • E0105 Public Information and Warning • Joint Information System/Center Planning for Tribal, State, and Local Public Information Officers • COOP Training • Regional Emergency Notification System Administrator Training • Regional Emergency Notification System Dispatcher Training • Regional Emergency Notification System User Training • Social Media Engagement Strategies • Social Media for Natural Disaster Response and Recovery • Social Media Tools and Techniques
<p>Exercises</p> <p>N/A</p>

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 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).

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. We are actively involved with our critical partner organizations, RAC, LEPCs, and COADs on a regular basis. This capability has been exercised during the Hopkins County pipeline incident in October of 2019 where incident management was maintained for 13 days, and the City of Atlanta fires in October 2019, as well as during the Texas Winter Storm of 2020 and the City of Texarkana cyber-attack in 2020. Also jurisdictions have increased the operational coordination capability by working with multiple jurisdictions during the Covid-19 pandemic response. Bowie County, Cass County, The City of Texarkana Arkansas, and the City of Texarkana Texas ran a joint operation center for several months at the beginning of the COVID-19 pandemic. This joint operation involved multiple partner organizations such as EMS providers, 2 local hospitals, media partners, etc.

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.
Incorporate COAD's and LEPC's in the planning process.
Organization
Trained personnel are needed for operations in EOC over multiple operational periods. Also additional trained and qualified personnel throughout the region is needed to support the operation coordination gaps.
Equipment

FOR OFFICIAL USE ONLY

Physical space with hygiene amenities is needed for EOC operations. EOC equipment is needed such as:

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

Training

Little training has occurred due to budgetary restraints. 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

We have exercised this capability by real world experiences during the Covid-19 pandemic, and the Texas Winter Storm of 2020, but more multi-agency exercises are needed to address the operational coordination gaps. 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 Lamar County where an unknown powder substance was left in a retail store. 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 2020 full scale exercise. 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
<ul style="list-style-type: none"> Develop forensic analysis processing plans.
Organization
<ul style="list-style-type: none"> Jurisdictions need forensic analysis, law enforcement officers with secret clearance to facilitate intelligence and information sharing.
Equipment
<ul style="list-style-type: none"> Jurisdictions need evidence collection equipment, PPE, a budget for forensic analysis.

FOR OFFICIAL USE ONLY

- 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 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
- AWR-305 Bioterrorism Awareness: Collaboration Among First Responders and Health Professionals Homeland Security Exercise and Evaluation Program Training Course
- 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

Although there has been some real world experience, additional 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 4 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: Covid-19 pandemic, Texas Winter Storm 2020, Hopkins County Pipeline explosion in 2019, the City of Atlanta downtown arson investigation in 2019 which included mutual aid from the City of Texarkana, the 2020 and 2021 explosive device threats in the City of Texarkana, Red River Army Depot Exercise of 2021, and the City of Texarkana Cybersecurity Ransom Attack of 2020. These jurisdictions work closely with FBI, JTTF, TDEM, any many more agencies to validate their intelligence and information sharing capabilities. Purchases of license plate readers in Lamar and Franklin County has contributed to the sustainment of this 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
<ul style="list-style-type: none"> Jurisdictions need to update Emergency Operation Plans and annexes. Terrorism response plans and mutual aid agreements should be established.
Organization
<ul style="list-style-type: none"> Each county will need at least one Law Enforcement Officer with SECRET clearance to facilitate information sharing. More officers region wide
Equipment

FOR OFFICIAL USE ONLY

<ul style="list-style-type: none"> • License plate readers for Lamar County, Delta County, and the City of New Boston • Mass notification system for Hopkins County and the City of Sulphur Springs
Training
<p>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:</p> <ul style="list-style-type: none"> • 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 • WEBEOC training • IPAWS training
Exercises
<p>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.</p>

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 equipment in 2020 as well as pole cameras, the city of Texarkana has purchased thermal imaging camera and under door cameras to aid in interdiction and disruption. There has been some real-world experience during the Lamar County powder substance incident at the retail store in 2020. FBI and JTTF were both involved in the investigation. Hazmat Teams continue to conduct their regular trainings throughout the year. This has also been evaluated during bomb threat incidents in the City of Texarkana in 2020 and 2021, both incidents involved suspicious packages made to resemble bombs. This capability has been exercised during the Red River Army Depot full scale exercise in August of 2020.

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
<ul style="list-style-type: none"> Additional personnel is needed to support this capability; smaller jurisdictions don't have the staff to monitor activities. Law Enforcement agencies need additional officers region wide to support anti-terrorism operations. More HAZMAT teams and technicians are needed as well.

FOR OFFICIAL USE ONLY

Equipment
<ul style="list-style-type: none"> • Law Enforcement agencies need night vision goggles, pole cameras, and ballistic body armor. • Lamar County Hazmat team need CBRNE detections and collections tools, and PPE.
Training
<p>Training is not held on this subject frequently due to lack of personnel to implement. Hazmat teams in the region are in need of refresher training courses and other courses to better implement this capability. Training courses needed includes:</p> <ul style="list-style-type: none"> • 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
<p>This capability has been exercised by real world experiences however, additional exercises are needed within the region to validate existing plans.</p>

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 increased in the ATCOG region through real world experiences. During the Covid-19 Pandemic, jurisdictions have been performing screening and detention activates on both small and large scale. Assistance from the National Guard was provided at large Covid-19 screening events across the region.

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
Planning is done on a local basis with local policies. 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 personnel is needed for physical investigation measures.
Equipment
Metal detectors, x-ray machines, full body thermal scanners, medical tents, and PPE.
Training
Need training on proper screening, search and detection protocols including electronic search and screening. Additional courses needed includes: <ul style="list-style-type: none"> • 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

FOR OFFICIAL USE ONLY

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 being sustained and has been evaluated and exercised during real world events such as the Hopkins County pipeline incident in October 2019, during the Covid-19 pandemic, and the 2020 Texas Winter Storm where jurisdictions were running their Emergency Operation Center. Access control and Identity Verification was imperative during EOC operations.

Activities to increase technological and cyber access control measures includes annual cybersecurity assessments such as the National Cyber Security Review.

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
Planning efforts for controlling cyber and physical access, as well as verifying identity of those accessing cyber and physical locations and resources is needed.
Organization
Small 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
<ul style="list-style-type: none"> • Identification card machines • Key Fobs • personnel database solutions that validate certifications • personnel photography equipment

FOR OFFICIAL USE ONLY

<ul style="list-style-type: none"> • access control doors at critical infrastructures in the City of New Boston
Training
<p>Need training pertaining to controlling cyber access and identity verification.</p> <ul style="list-style-type: none"> • AWR-173-W Information Security Basics
Exercises
<p>Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises.</p>

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, and are becoming more vigilant of cyber threats. In May of 2020 the City of Naples purchased target hardening systems for their computers at city hall. Also, in 2020 ATCOG offered an online cyber-security training to jurisdictions in need of training. This cybersecurity capability was also exercised during the City of Texarkana 2020 cyber attack which lasted over 4 months, and held all of the city's system for ransom.

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.
Equipment
Some systems have firewalls and protective measures in place, but antivirus and detection software is needed.
Training

FOR OFFICIAL USE ONLY

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 2020 and 2021 (Lamar County, Hopkins County, city of Daingerfield, and the city of Naples) at publicly managed critical infrastructures. 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.
Equipment
Security cameras are needed at critical infrastructure site throughout the region (including Lamar County Jail, the city of New Boston, the city of wake village) as well as enhanced security protective measures. Security fences are need around critical infrastructure in Morris County and the city of New Boston.
Training
The region needs training on protecting critical infrastructure and key resources, courses includes: <ul style="list-style-type: none"> • MGT-452 Physical and Cybersecurity for Critical Infrastructure • PHY-101 Performance Testing of the Protective Force

FOR OFFICIAL USE ONLY

- 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

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, however assessments have slowed due to Covid restrictions. 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: <ul style="list-style-type: none"> Community Risk Issues and Prevention Interventions Cultural Competence in Risk Reduction

FOR OFFICIAL USE ONLY

- Executive Analysis of Community Risk Reduction
- Fundamentals of Risk Management

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

There has been increases in the Supply Chain Integrity and Security capability due to the Covid-19 pandemic. The pandemic has forced agencies to develop relationships with new partner organizations that can fulfill demands for Covid supplies. Over the past year months, we have established relationships with local distilleries that supplied hand sanitizer, and a local manufacturing company that supplied face mask to first responders and businesses. 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 need 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.

FOR OFFICIAL USE ONLY

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. During the Covid pandemic events focused on health services, foods services, and rent/utility assistance. Some of the 2021 community outreach events and activities include: Fire Prevention Week, Skywarn Classes, Health Fairs, vaccination clinics, and National Night Out.

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.
Equipment
<ul style="list-style-type: none"> Public Education material to distribute at community events.
Training
ICS training is needed for some partner organizations. Additional classes needed includes: <ul style="list-style-type: none"> E0426 Building a Roadmap to Resilience: A Whole Community Training G0318 Mitigation Planning for Local Governments MGT-402 Mitigation Planning for Rural Communities

FOR OFFICIAL USE ONLY

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.

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. The City of Texarkana and the City of Paris need to update Hazard Mitigation plans.
Organization
<ul style="list-style-type: none"> • Building code inspectors are needed. • HAM radio operators are needed. • More Law Enforcement officers are needed.
Equipment
<ul style="list-style-type: none"> • updated communication equipment • mass notification systems, • cybersecurity systems to reduce vulnerability.
Training
Need training on enhancing critical infrastructure and key resources. <ul style="list-style-type: none"> • MGT-343 Disaster Management for Water and Wastewater Utilities • MGT-345 Disaster Management for Electric Power Systems • Tornado Awareness • SKYWARN classes • CODE RED training

FOR OFFICIAL USE ONLY

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

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 we have also added the RAC's Hospital Preparedness Coordinator 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/neighborhood jurisdictions, Northeast Texas Regional Advisory Council, Texarkana COAD, and Hopkins County LEPC
Organization
Region needs more partner organizations (COAD's, VOAD's, LEPC's) involved in the risk and disaster assessment. Such partner organizations includes: Northeast Texas Regional Advisory Council, Texarkana COAD, and Hopkins County LEPC
Equipment
N/A
Training
N/A
Exercises
More exercises are needed that incorporates the impacts of the threat and hazard scenarios.

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

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

FOR OFFICIAL USE ONLY

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 2020; in Hopkins County they utilized police officers and cars to transport dialysis patients to and from treatment facilities. The clearing of affected roadway was also exercised and evaluated during the Texas Winter Storm of 2020.

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.
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.

FOR OFFICIAL USE ONLY

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: <ul style="list-style-type: none"> • 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 **6 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 **8 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 has not changed in the region. To sustain this capability training and exercises are being performed region wide. This capability has been evaluated during the Red River Army Depot full-scale exercise in August 2019 as well as the City of Texarkana Airport exercise in 2019. There are decontamination trainings done through the NETRAC hospital preparedness coalition which trains about 80 personnel annually. This capability has also been evaluated during real world incidents such as the Hopkins County pipeline incident in October 2019.

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 HAZMAT team such as decontamination equipment, radiological detections devises, and PPE.

FOR OFFICIAL USE ONLY

Training
<p>This capability will never reach 100% because the requirements and standards are constantly changing. Need training on most-up-to-date procedures.</p> <ul style="list-style-type: none"> • 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
<p>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.</p>

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 **48-72 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 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 is needed to provide counseling, body recover, mortuary services, and victim identification.
Equipment
<ul style="list-style-type: none"> Need for additional mobile morgues, body bags, remains identification tags, and other supplies to support a mass fatality. Generators for morgue trailer
Training
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:

FOR OFFICIAL USE ONLY

- 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 **1 hour** of an incident, conduct firefighting operations to suppress and extinguish **5** structure fires.*

Estimate of Current Capability

*Within **3 hour** of an incident, conduct firefighting operations to suppress and extinguish **5** 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. 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 where operations were 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.

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.
Equipment
Equipment needed to increase this capability includes: <ul style="list-style-type: none"> • Thermal imaging • Arson investigation tools • Breathing apparatus • SCBA gear • Training equipment

FOR OFFICIAL USE ONLY

<ul style="list-style-type: none"> • Drones
Training
<p>Need to implement multi-agency and/or multi-jurisdictional training. Training courses needed includes:</p> <ul style="list-style-type: none"> • PER-296 CBRNE Rural Response Threat Protocol • S-130 Firefighter Training • S-190 Introduction to Wildland Fire Behavior • FFA Drone training
Exercises
<p>Need Fire management and Suppression exercises that incorporate multiple agencies and jurisdictions on an incident.</p>

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 **24-48 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. This capability has been evaluated on a smaller scale during the Hopkins County pipeline incident in October 2019. Commodities and resources were identified and mobilized within the first 12 hours and maintained for 13 days. Jurisdictions have also participated in WebEOC training, where they were trained on submitting star request. This capability has also been evaluated during the 2020 Covid Pandemic and the Texas Winter Storm in 2020. Essential commodities were delivered by the Regional Advisory Council through STAR request to the state. Red Cross has been working with jurisdictions to develop shelter plans, and identify organizations willing to shelter. Many organizations are hesitant to shelter due to the effects of sheltering during Hurricane Katrina. Many of the hotels and motels are now regularly booked with individuals that do not have permanent 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
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.
Organization
Smaller jurisdictions are unable to meet this capability due to lack of personnel. Additional personnel is needed to distribute essential resources.

FOR OFFICIAL USE ONLY

Equipment
<p>Generators and fuel trucks needed to support this capability, as well as mobile shelters, portable restrooms, and cots.</p> <p>Physical storage space is also needed to have commodities and resources on standby.</p>
Training
<p>Training that is needed to support this capability includes:</p> <ul style="list-style-type: none"> • E0417: Mass Care/Emergency Assistance Shelter Field Guide Training • T-420 - Shelter Operations Course • WebEOC training
Exercises
<p>WebEOC exercises are needed on a quarterly basis</p>

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 **7 days** 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 **500** 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 **1 month** of an incident, move **250** 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 slightly decreased. Red Cross has been working with jurisdictions to develop shelter plans, and identify organizations willing to shelter. Many organizations are hesitant to shelter due to the effects of sheltering during Hurricane Katrina. 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.

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, temporary housing, and long term housing plans.
Identify shelter locations and organizations willing to shelter.
Develop commodity distribution plans and contracts to support food and water delivery.

FOR OFFICIAL USE ONLY

Develop MOA with private housing agencies, supply vendors.
Organization
<ul style="list-style-type: none"> • 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.
Training
<p>Need increased private sector and/or community outreach and engagement. Training courses includes:</p> <ul style="list-style-type: none"> • 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 **48 hour** of an incident, conduct search and rescue operations for **500** 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, 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 during 2019 and 2020. Lamar County also participated in ALERRT train the trainer and now have several trainers to deliver classes across the region.

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. Response partner agencies need to be part of the planning process.
Organization
<ul style="list-style-type: none"> • Additional Search and Rescue teams • Additional Dive Team • Volunteers • FFA Certified Drone operators
Equipment
<ul style="list-style-type: none"> • safety ropes • harnesses • extrication tools • thermal imaging • drones • cadaver dogs

FOR OFFICIAL USE ONLY

<ul style="list-style-type: none"> • ATV's
Training
<p>Still needing additional search and rescue training for regional team as well as other local agencies. Training needed includes:</p> <ul style="list-style-type: none"> • PER-213 Wide Area Search • Swift water Rescue Operations Course • PER-334 Search and Rescue in Community Disasters • FFA Drone Certification Class
Exercises
<p>Regional exercises need to be held involving the search team, dive team, and community volunteers. Exercises should include usage of drones.</p>

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 and rival football games. During these events, Law Enforcement ensures a safe/secure environment for people and communities located within the affected area.

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.
Training
More incident command training and communication training is need to address this capability.
Exercises
Need more realistic demonstrations of capability; exercises have been limited to tabletops and proof-of-concept.

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

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 **3 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. Bowie County has installed 3 additional communication towers in 2019 and are working to add more in 2022. Through SERI funds ATCOG has been able to install 3 repeaters in Lamar County as well as 2 dispatch consoles, and one repeater in Franklin County during the fall of 2021. 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.

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.
Organization
More HAM radio operators needed across the region.
Equipment
Mobile and portable radios in all counties
Repeaters need in Delta County, Morris County, and Red River County

FOR OFFICIAL USE ONLY

Dispatch consoles are needed in Franklin County, Delta County, Hopkins County, and Morris County
New radio tower in Red River 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 **200** 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 **100** 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 in Hopkins County, and Titus County due to staffing issues. However, this capability has still been exercised on a smaller scale during the Red River Army Depot full scale exercise in August of 2021 and the Texas A&M Texarkana tabletop exercise in October of 2021. 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 MOA with outside EMS services
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

FOR OFFICIAL USE ONLY

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 **1 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 **14days**.*

Capability Change Description

The Situational Assessment capability is increasing in the ATCOG region. This capacity has been tested numerous times during the Covid 19 pandemic, Hopkins County Pipeline incident October 2019, the City of Atlanta fires in October 2019, and the Texas Winter Storm of 2021. This capability has been exercised as well during the Red River Army Depot Full scale exercise August 2021, as well as during Texas A&M Texarkana tabletop exercise in October of 2021. 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.
Organization
N/A
Equipment
N/A
Training
Basic ICS training for leadership roles (ICS 100, 200, 700, 800, 300, 400)

FOR OFFICIAL USE ONLY

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. Planning efforts should be made to include utility, communication, and private sector providers 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
Equipment
N/A

FOR OFFICIAL USE ONLY

Training
<p>Need training on critical infrastructure shut-offs and functionality at the local level. Training courses includes:</p> <ul style="list-style-type: none"> • 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
<p>Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises.</p>

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 **6 month** 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.
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: <ul style="list-style-type: none"> • 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 • MGT-381 Business Continuity Planning • Continuity of Operations Planning Program Manager Train-the-Trainer

FOR OFFICIAL USE ONLY

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 has not changed. Sustainment activities includes developing and enhancing COOP plans at healthcare and critical services agencies. Due to the nursing shortage, more nurses are necessary to restore functions to any healthcare facility. This year we have also added the RAC's Hospital Preparedness Coordinator 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 critical social service organizations COOP plans.
Organization
More nurses are need across the region.
Equipment
Specialized transportation vehicles for transport of critical patients.
Training
Training needed includes: <ul style="list-style-type: none"> E0426 Building a Roadmap to Resilience: A Whole Community Training G0318 Mitigation Planning for Local Governments MGT-402 Mitigation Planning for Rural Communities
Exercises

FOR OFFICIAL USE ONLY

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 **75** 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

FOR OFFICIAL USE ONLY

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
- 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

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 **3 months** 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 effect the historic Turkey Creek properties and restoration is in 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
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: <ul style="list-style-type: none"> • 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

FOR OFFICIAL USE ONLY

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

2022 Priorities

Top 3 Core Capabilities to Sustain in 2022

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

Top 3 Core Capabilities to Build in 2022

1. Operational Communication
2. Public Health, Healthcare, and Emergency Medical Services
3. Supply Chain Integrity and Security

FOR OFFICIAL USE ONLY

Ark-Tex Council of Government

**Texas Homeland Security
Strategic Plan
2021-2025**

Implementation Plan for 2022

December 31, 2021

Due to the compilation of potentially sensitive data, this Texas Homeland Security Strategic Plan Implementation Plan is marked FOR OFFICIAL USE ONLY (FOUO) when completed. This information may be exempt under the provisions of the Freedom of Information Act, 5 U.S.C. § 552 and is protected under the provisions of Chapter 418 of the Texas Government Code. As such, anyone wishing to disseminate this document outside of the Texas State Government should contact the Ark-Tex Council of Government for disclosure review.

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

PRIVACY STATEMENT

The disclosure of information in this plan could compromise the security of essential equipment, services, and systems of Ark-Tex Council of Governments or otherwise impact the ability to carry out essential emergency responsibilities. Distribution of this document is limited to those organizations with a need to know the information in order to successfully implement the plan.

Portions of this plan may contain information that raise personal privacy issues. Those portions may be exempt from mandatory disclosure under the Freedom of Information Act. See 5 U.S.C. §552, 41 C.F.R. Part 105-60.

Any decision to disclose information in this plan outside of a Texas or Federal government entity or to withhold information in this plan from a non-Texas or Federal government entity must be coordinated with Ark-Tex Council of Governments Executive Board.

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Ark-Tex Council of Governments

**Texas Homeland Security Strategic Plan 2021-2025
Implementation Plan for 2022**

TABLE OF CONTENTS

Foreword4

Section I: General.....5

Section II: Preparedness Assessment..... 8

Section III: Concept of Implementation 10

FOR OFFICIAL USE ONLY

Ark-Tex Council of Governments

Texas Homeland Security Strategic Plan 2021-2025 Implementation Plan for 2022

FOREWORD

The Texas Homeland Security Strategic Plan 2021-2025 directs that “Each Council of Governments will develop an annual implementation plan [for the strategy] detailing significant regional and local implementation tasks.”

This implementation plan is for calendar year 2022. It identifies significant HSSP implementation tasks along with performance measures, completion milestones, and required resources.

This homeland security implementation plan also ensures that the Ark-Tex Council of Governments is fully integrated into the Texas Homeland Security Strategic Plan and has identified all resources necessary to achieve homeland security preparedness goals for 2022.

Action items called for in this plan do not represent tasking from the COG nor does this plan represent a statutory mandate to individual jurisdictions or agencies.

Homeland Security Coordinator
Ark-Tex Council of Governments

FOR OFFICIAL USE ONLY

SECTION I: GENERAL

A. Purpose and Scope

This document establishes the Ark-Tex Council of Government's Implementation Plan in support of the Texas Homeland Security Strategic Plan 2021-2025. It establishes priority actions with specific performance measures to be completed by milestones established in the plan. This plan is a roadmap for our homeland security preparedness and identifies the resources required to implement the plan. Provisions of this document apply to all aspects of the region's homeland security activities, and all jurisdictions within the region share responsibility for implementing this plan.

B. Planning Process

An ATCOG Implementation Plan Working Group was established. The ATCOG Homeland Security Advisory Committee nominated members to participate in the working group alongside ATCOG Homeland Security Program staff, all of which were Emergency Management Coordinators from across the region. This group met as necessary to complete the plan. Other subject matter experts were included as needed for information gathering purposes. Annex A: Threat and Hazards Identification and Risk Assessment was completed first. Annex B: State Preparedness Report was compiled after the THIRA was completed. Then the implementation plan was completed. The completed plan was taken before the ATCOG Homeland Security Advisory Committee, as well as, the ATCOG Board of Directors for final review and approval of the document.

C. Authorities

This plan is governed by the ATCOG Board of Directors, which is made up of two (2) representatives from the Texas House of Representatives, two (2) representatives from the Texas Senate, ten (10) county representatives, forty-five (45) city representatives, thirteen (13) Independent School District representatives, two (2) college representatives, and thirteen (13) Special Purpose District and Authorities representatives. Nothing in this document is intended to supersede the powers, duties, and responsibilities of the presiding officers and governing bodies of a political subdivision of the Texas Disaster Act of 1975, chapter 418, government code.

FOR OFFICIAL USE ONLY

D. Key Personnel

Position Title	Point of Contact	E-mail Address/ Office Telephone	Area of Responsibility
Homeland Security Coordinator	Whitney Fezell	wfezell@atcog.org 903-255-3554	Regional Overseeing/Plan Development/Data Gathering
EMC, City of Atlanta	Robin Betts	rbetts@atlantatexas.org 903.799.4062	Local Overseeing
EMC, City of Texarkana	Eric Schlotter	eschlotter@txkusa.org 903.798.3042	Local Overseeing
EMC, Lamar County	Quincy Blount	qblount@co.lamar.tx.us 903.491.9577	Local Overseeing
EMC, City of Paris	Randy Tuttle	rtuttle@paristexas.gov 903.737.4130	Local Overseeing
EMC, Titus County	Larry McRae	lmcrae@mpcity.org 903.575.4144	Local Overseeing
EMC, Bowie County	Lance Hall	lhall@txkusa.org 903-628-6776	Local Overseeing
EMC, Delta County	Tanner Crutcher	delta-oem@deltacountytx.com 903-395-4400	Local Overseeing
EMC, Franklin County	Josh Daily	Jdaily@co.franklin.tx.us 903-537-4539	Local Overseeing
EMC, Hopkins County	Andy Endsley	aendsley@hopkinscountytexas.org 903-439-6217	Local Overseeing
EMC, City of Sulphur Springs	Jason Ricketson	jricketsn@sspd.us 903-885-5443	Local Overseeing
EMC, Morris County	Brandon Singletary	Brandon.singletary@co.morris.tx.us 903-563-4103	Local Overseeing
EMC, Red River County	Amanda Willow	emc@co.red-river.tx.us 903-427-2679	Local Overseeing

Figure I-1. Identification of Key Personnel

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

E. References

1. The Texas Homeland Security Strategic Plan 2021-2025, January 2021
2. State of Texas Emergency Management Plan, February 2020
3. The National Incident Management System (3rd Ed.), October 2017
4. The National Prevention Framework (2nd Ed.), June 2016
5. The National Protection Framework (2nd Ed.), June 2016
6. The National Mitigation Framework (2nd Ed.), June 2016
7. The National Response Framework (4th Ed.), October 2019
8. The National Disaster Recovery Framework (2nd Ed.), June 2016
9. The National Preparedness Goal (2nd Ed.), September 2015
10. The National Preparedness System, November 2011
11. Homeland Security Exercise and Evaluation Program, January 2020
12. National Infrastructure Protection Plan, December 2013
13. Texas Division of Emergency Management Fiscal Year 2022 Training Calendar

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

SECTION II: PREPAREDNESS ASSESSMENT

A. Regional Overview

The ATCOG region is comprised of nine counties including Lamar, Hopkins, Delta, Franklin, Red River, Titus, Morris, Bowie, and Cass. Geographically the region is made up a mixture of open cattle ranges on rolling hills and timber that spans over 6,400 square miles. The regional population is approximately 290,000 for Texas counties and approximately 334,000 if Miller County, Arkansas, is included (Miller County is a member of ATCOG's Board of Directors). The largest city in the region is Texarkana which has a population of over 67,000 and is divided by two states Texas and Arkansas. The region has six (6) lakes which provide the majority of the drinking water for the region. The lakes also provide recreational opportunities and four (4) of the lakes are also near State Parks. The Red River is the region's northern border with the State of Oklahoma. Titus County, has a higher Hispanic population than any other county in the region. The Hispanic population in Titus County is approximately 50%, therefore, more bilingual resources are needed in this area. Higher education institutions in the region includes (2) universities and three (3) colleges. There are nine (9) hospitals that provide medical care to the ATCOG population as well as numerous clinics and specialty care facilities. Several key industries in the region include timber, dairy, ranches, chicken processing plants, coal mining, trailer production, Campbell's Soup production, Kimberly-Clark Huggies Diapers production, and the International Paper Mill. Critical Infrastructure located within the ATCOG region include four (4) airports, four (4) power plants, natural gas pipelines with five (5) pumping stations, hydrogen sulfide wells, Interstate Highway 30 and railroad yards. Several Federally owned infrastructures located in the ATCOG region include Red River Army Depot, United States Steel Corporation, a federal courthouse, Camp Maxey, as well as Lone Star Steel.

B. Threats and Hazards

The ATCOG region is susceptible to a number of threats and hazards that can have catastrophic consequences. The major highways in our region are prime routes of travel for drug smuggling. Interstate 30 and State Highway 59 are the highest drug trafficking quarters in the region. Over the past years there has been several seizures of drugs, money, and weapons. Other threats and hazards include pipelines running throughout the region. Law enforcement can't adequately patrol and monitor all access points to the pipelines and a terrorist could cause major damage to the region by tampering with this complex system. Not only does the pipeline pose great risk for terrorist attack, it also poses great hazards if malfunctioning occurs. The region has experience pipeline ruptures as recent as 2019 year. Over the last two years, gang related crimes and gun violence has increased drastically in the metropolitan areas. There has been one mass shooting event in the region during 2021. Bomb threats have also increased in the region, several threats involved suspicious packages being in and around buildings. Bomb squad technicians from other regions were deployed in these situations. Technologically speaking, the region is very vulnerable to cyber threats, identity theft, ransom ware, and the breaching of critical systems with the most recent attack occurring December of 2020 in the City of Texarkana. This ransom attack lasted several months and shut down many of the critical infrastructure systems.

The primary natural hazards prevalent to the ATCOG region and more prone to occur are tornados, flash flooding, wildfires, and high wind damage to trees and other vegetation. The most

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

likely hazard for the ATCOG area is a tornado. The most severe tornados make appearances about every 10 years, but smaller tornados occur year round for our region.

Recent trends include extreme drought and extreme flooding. These seem to have cycled in recent years. In the past two years, though, ATCOG's region experienced extreme flooding resulting in a fatality, a minor earthquake, and small tornadoes.

Additionally, the ATCOG region is susceptible to infectious disease outbreaks. All counties in the region has affected by the Covid-19 virus. Combating the Covid virus has been the most critical threat the region has faced in years. In previous years, flu outbreaks became threats at local homeless shelters but were quickly handled by emergency management and local health authorities.

C. Capability Assessment

The ATCOG region is proficient with many of the homeland security capabilities that are applicable to the region itself with a few improvements needed in certain areas. Some capabilities will never be met at the local or regional level and completely rely on mutual aid from other regions, state or federal agencies. The ATCOG region has taken an aggressive approach to the development and sustainment of our Planning, Community Resilience, and Threats and Hazards Identification capabilities. ATCOG has worked with many partner agencies such as COAD's, LEPC's, and RAC's to help build and sustain these capabilities. The greatest and most common gap identified during ATCOG Capability Assessment is Interoperable Communications. Due to the rural nature of the ATCOG region, most agencies have trouble communicating within their own jurisdiction. More equipment such as repeaters, communication towers, and radios are needed to bridge the communication gaps. Improving communications, sustaining first responder capabilities, public health, and supply chain security are major areas to focus on for the ATCOG region in the coming year.

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

SECTION III: CONCEPT OF IMPLEMENTATION

A. Overview

The ATCOG region plans to maintain all of its current homeland security capabilities in the coming years as well as build and close capability gaps certain areas. ATCOG priorities includes, but are not limited to the following:

1. Planning
2. Community Resilience
3. Threats and Hazards Identification
4. Operational Communication
5. Public Health, Healthcare, and Emergency Medical Services
6. Supply Chain Integrity and Security
7. Interdiction and Disruption

B. GOAL 1 - PREVENT: PREVENT TERRORIST ATTACKS AND ORGANIZED CRIMINAL ACTIVITY IN TEXAS.

OBJECTIVE 1.2: Combat the activities of criminal enterprises through coordinated law enforcement operations, investigations, and supporting programs.

- a. Recent Accomplishments:
 - Purchased license plate readers in Lamar and Franklin County
 - Purchased Thermal imaging goggles in Sulphur Springs
- b. Performance Measures:
 - Number of officers trained
 - Number of criminal attacks deterred
- c. Implementation Tasks:

Objective 1.2	Tasks	Responsibility	Cost/Source	Completion Date
Planning	n/a	n/a	n/a	n/a
Organization	n/a	n/a	n/a	n/a

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Equipment	Purchase Thermal imaging goggles	Hopkins County	\$18,314 HSGP funds	October 31, 2022
	Purchase Ballistic body armor	Lamar County	\$25,170 HSGP funds	November 30, 2022
Training	AAIR regional active shooter training	ATCOG	\$1,000 HSGP funds	March 31, 2022
Exercise	n/a	n/a	n/a	n/a

OBJECTIVE 1.4: Increase public awareness and reporting of suspicious activities related to crime and terrorism.

- a. Recent Accomplishments:
 - Sustainment of Neighborhood Watch Programs
 - Sustainment of National Night Out Campaign
- b. Performance Measures:
 - Number of legitimate reports from citizens
 - Number of crimes in crime-prevalent areas
- c. Implementation Tasks:

Objective 1.4	Tasks	Responsibility	Cost/Source	Completion Date
Planning	Bolster existing campaigns and continue to educate the public through planning activities	Local law enforcement	\$5,000 of Local funds-all 9 counties	December 31, 2022
Organization	n/a	n/a	n/a	n/a
Equipment	n/a	n/a	n/a	n/a
Training	Bolster existing campaigns and continue to educate the public through planning activities	Local law enforcement	\$5,000 of Local funds-all 9 counties	December 31, 2022
Exercise	n/a	n/a	n/a	n/a

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

C. GOAL 2 - PROTECT: REDUCE THE STATE'S VULNERABILITY TO TERRORIST AND CRIMINAL ATTACKS AND NATURAL AND TECHNOLOGICAL DISASTERS.

OBJECTIVE 2.1: Enhance the security and resiliency of Texas critical infrastructure systems, networks, facilities, and assets, with particular emphasis on the lifeline sectors of communications, energy, transportation, and water.

a. Recent Accomplishments:

- Emergency Operation Plans (EOPs) updated regarding critical infrastructure security
- Improved security of perimeter through the purchase and installation of security cameras in Lamar County
- Completion of National Cyber Security Review for HSGD applicants
- Purchase of backup generators in the City of Wake Village

b. Performance Measures:

- Number of disruptions or disturbances at critical location sites
- Number of people trained
- Number of risk assessments conducted
- Number of plans updated

c. Implementation Tasks:

Objective 2.1	Tasks	Responsibility	Cost/Source	Completion Date
Planning	Update Emergency Operations Plans (EOPs)	Local emergency management and law enforcement	\$5,000 of Local funds – all 9 counties	December 31, 2022
Organization	Conduct annual risk assessments on CIKR	Local emergency management and county assessors	n/a	December 31, 2022
Equipment	Sustain existing security and surveillance equipment	Local emergency management and law Enforcement	\$15,000 local funds	September 30, 2022
	Purchase of cybersecurity computer software/equipment	City of Texarkana	\$10,000 local funds	August 31, 2022
Training	Train employees at critical locations how to operate equipment and respond when equipment is triggered	Local emergency management and law Enforcement	\$500 of Local funds	September 30, 2022
	Cybersecurity Training	ATCOG/all 9-Counties		August 31, 2022

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

			\$5000 of local funds	
Exercise	Test equipment frequently for proper functioning	Local emergency management and law enforcement	\$500 of Local funds	December 31, 2022

OBJECTIVE 2.2: Reduce the risk of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incidents by enhancing control and early detection capabilities.

- a. Recent Accomplishments:
 - Update hazard mitigation plans and annexes in Emergency Operations Plans (EOPs)
 - Purchase of CBRNE detection equipment for Lamar County Hazmat Team
- b. Performance Measures:
 - Number of personnel trained
 - Number of CBRNE disasters
 - Amount of time to respond and clear incident
- c. Implementation Tasks:

Objective 2.2	Tasks	Responsibility	Cost/Source	Completion Date
Planning	n/a	n/a	n/a	n/a
Organization	n/a	n/a	n/a	n/a
Equipment	Order equipment to support HAZMAT operations	Lamar County, The City of Paris, The City of Sulphur Springs	\$32,580 HSGP funds	October 31, 2022
Training	Conduct Hazmat Team training	Lamar County, The City of Paris	n/a	December 31, 2022
Exercise	n/a	n/a	n/a	n/a

OBJECTIVE 2.5: Enhance the safety of Texas schools against all threats and hazards.

- a. Recent Accomplishments:
 - Conducted active shooter training for school districts in the region
 - Host fire safety week at school around the region
 - Obtained first responder tactical training
- b. Performance Measures:
 - Number of personnel trained
 - Amount of time to respond and clear incident
 - Number of schools participating in Fire Safety Week
 - Number of Stop the Bleed trainings conducted
- c. Implementation Tasks:

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Objective 2.5	Tasks	Responsibility	Cost/Source	Completion Date
Planning	n/a	n/a	n/a	n/a
Organization	n/a	n/a	n/a	n/a
Equipment	Order equipment (radios, ballistic body armor, thermal imaging cameras) to support special response teams	The City of Sulphur Springs, The City of Texarkana	\$65,000 HSGP	November 30, 2022
Training	Train personnel on proper use of equipment	Lamar County/Hopkins County	\$1000 of local funds	November 30, 2022
	Fire Safety Week at schools in region	Local Fire Departments	n/a	May 31, 2022
	Stop The Bleed Training	Local EMS, NETRAC	No cost, from NETRAC	December 31, 2022
	AAIR active shooter training	ATCOG	\$1,000 HSGP	
Exercise	n/a	n/a	n/a	n/a

OBJECTIVE 2.6: Enhance statewide cyber security efforts to protect information assets.

- a. Recent Accomplishments:
 - Completion of the National Cyber Security review by all HSGP applicants
 - Annual Cyber security training across jurisdictions
 - Provided online training for IT specialist across region
- b. Performance Measures:
 - Number of people trained
 - Number of systems updated
 - Number of cyber-attacks/attempts detected
 - Number of NCSR completed
- c. Implementation Tasks:

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Objective 2.6	Tasks	Responsibility	Cost/Source	Completion Date
Planning	Completion of the National Cyber Security Review by HSGP grantees	HSGP grantees	n/a	February 28, 2022
Organization	n/a	n/a	n/a	n/a
Equipment	Purchase of cybersecurity computer software/equipment	The City of Texarkana	\$10,000 local funds	December 31, 2022
Training	Conduct Cyber-Security training	All 9 counties	\$5,000 local funds	December 31, 2022
Exercise	n/a	n/a	n/a	n/a

D. GOAL 3 - MITIGATE: MINIMIZE THE IMPACT OF TERRORIST AND CRIMINAL ATTACKS AND NATURAL AND TECHNOLOGICAL DISASTERS THROUGH PROACTIVE MITIGATION PLANNING AND PROGRAMS.

OBJECTIVE 3.1: Use mitigation planning to reduce the threats disasters pose to people, property, and critical functions throughout the state.

- a. Recent Accomplishments:
 - Updated Hazard Mitigation Plans
 - Conducted disaster exercise at Texas A&M
 - Full scale disaster exercise at Red River Army Depot
- b. Performance Measures:
 - Number of victims and injuries posed by the natural disasters
 - Number of citizens involved with mass notification systems
 - Number of plans updated
- c. Implementation Tasks:

Objective 3.1	Tasks	Responsibility	Cost/Source	Completion Date
Planning	Update Hazard Mitigation Plans as needed	ATCOG Hazard Mitigation Program	\$5,000 of Local funds – all 9 counties	September 31, 2022
Organization	n/a	n/a	n/a	n/a
Equipment	Maintain “storm ready” facilities and mass notification systems	All local emergency management	\$250,000 of local funds – all 9 counties	December 31, 2022
Training	Conduct additional Sky Warn classes in region	National Weather Service	National Weather Service conducts	November 30, 2022

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

			training for free	
Exercise	Conduct monthly test of systems	Local emergency management	\$500 of Local funds – all 9 counties	December 31, 2022
	Conduct disaster exercise at Texas A&M Texarkana	Texas A&M Texarkana PD	No Cost	October 31, 2022
	Conduct Red River Army Depot Full Scale Exercise	Red River Army Depot Emergency Management Team	\$5,000 local funds	August 31, 2022
	Conduct Texarkana Regional Airport full scale exercise	Texarkana Regional Airport	\$5,000 local funds	July 31, 2022

E. GOAL 4 - RESPOND: INCREASE THE CAPABILITY OF THE STATE'S RESPONSE SYSTEM TO MINIMIZE DAMAGE AND LOSS OF LIFE FROM TERRORIST AND CRIMINAL ATTACKS AND NATURAL AND TECHNOLOGICAL DISASTERS.

OBJECTIVE 4.1: Enhance the systems and organizational structures that coordinate and manage response operations to ensure unified, efficient effort.

- a. Recent Accomplishments:
 - WebEOC training for region
 - Star request exercises
- b. Performance Measures:
 - Number of people trained
 - Number of people participating in exercises
- c. Implementation Task:

Objective 4.1.	Tasks	Responsibility	Cost/Source	Completion Date
Planning	n/a	n/a	n/a	n/a
Organization	n/a	n/a	n/a	n/a
Equipment	Sustainment of WebEOC software	ATCOG, NETRAC, Piney Woods RAC	\$5,000 HSGP funds – \$9,000 RAC funds	August 31, 2022

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Training	Conduct annual WebEOC training	ATCOG/NETRAC, Piney Woods RAC	\$2,500 HSGP funds	August 31, 2022
Exercise	Conduct STAR request exercises	NETRAC	n/a	December 31, 2022

OBJECTIVE 4.3: Achieve statewide communications operability and interoperability in Texas.

a. Recent Accomplishments:

- Purchased narrowband compliant and P25 compliant communications equipment
- Updated regional RICP
- Purchased repeaters and dispatch consoles in Lamar and Franklin County

b. Performance Measures:

- Number of first responders' able to communicate with others via radio
- Number of radios with interoperability channels programmed correctly
- Number of first responders' able to operate radios properly

c. Implementation Tasks:

Objective 4.3	Tasks	Responsibility	Cost/Source	Completion Date
Planning	Update Standard Operating Procedures as necessary	Local emergency management agencies	\$250 of Local – all 9 counties	December 31, 2022
Organization	n/a	n/a	n/a	n/a
Equipment	Purchase P25 compliant communications equipment	Lamar County, Red River County, ATCOG	\$57,778 of HSGP and \$134,794 of RI radio infrastructure program funds	November 30, 2022
Training	Conduct annual communications training	Local jurisdictions /Regional Partners	\$5,000 of HSGP funds - Regional	August 31, 2022
Exercise	Conduct annual communications exercise	ATCOG/ Local jurisdictions /Regional Partners	\$5,000 of HSGP funds - Regional	August 31, 2022

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

OBJECTIVE 4.6: Integrate and coordinate multiple methods to warn and keep the public and local leaders informed about emergencies in their communities.

- a. Recent Accomplishments:
 - Mass notification systems and early warning sirens purchases in Red River County and Delta County
 - The use of social media platforms to provide updates to communities during Covid-19 pandemic
- b. Performance Measures:
 - Number of citizens included and involved with the community listserv, twitter account, webpage, call-down list, and mass notification systems
- c. Implementation Tasks:

Objective 4.6	Tasks	Responsibility	Cost/Source	Completion Date
Planning	Bolster existing communication avenues and continue to educate the public through planning	Local jurisdictions /Regional Partners	\$5,000 of local funds – region wide	December 31, 2022
Organization	n/a	n/a	n/a	n/a
Equipment	Maintain mass notification systems and early warning sirens	ATCOG/local jurisdictions/Regional Partners	\$150,000 of local funds (all 9 counties) and \$2,000 of HSGP funds (ATCOG)	November 30, 2022
Training	Bolster existing communication avenues and continue to educate the public through training activities	Local jurisdictions/Regional Partners	\$1000 of local and HSGP funds regional	August 31, 2022
Exercise	n/a	n/a	n/a	n/a

OBJECTIVE 4.7: Ensure updated and validated emergency plans are in place at public agencies that provide vital services, and encourage such planning within private entities.

- a. Recent Accomplishments:
 - Updating of all annexes to the Texas Emergency Management Plan every 5 years in all 9 counties.
- b. Performance Measures:

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

- Number of plans review and updated
 - Number of annexes renewed
- c. Implementation Tasks:

Objective 4.7	Tasks	Responsibility	Cost/Source	Completion Date
Planning	Update and review emergency and disaster-related plans	Local jurisdictions /Regional Partners	\$5,000 of local funds – region wide	December 31, 2022
	Update all annexes to the Texas Emergency Management Plan every 5 years	Local jurisdictions /Regional Partners	\$5,000 of local funds – region wide	December 31, 2022
Organization	n/a	n/a	n/a	n/a
Equipment	n/a	n/a	n/a	n/a
Training	n/a	n/a	n/a	n/a
Exercise	n/a	n/a	n/a	n/a

OBJECTIVE 4.8: Ensure access to and adequate support for homeland security and emergency preparedness and response training across all agencies, jurisdictions, and disciplines.

- a. Recent Accomplishments:
- Majority of first responders have appropriate training
 - Hosted Regional ICS 300-400 training October and November of 2021
 - Provided online Cybersecurity training in 2021
- b. Performance Measures:
- Number of First responder trained
 - Number of After Action Reports for exercises and events
 - Number of responders participating in regional communication exercise
- c. Implementation Tasks:

Objective 4.8	Tasks	Responsibility	Cost/Source	Completion Date
Planning	n/a	n/a	n/a	n/a
Organization	n/a	n/a	n/a	n/a

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Equipment	n/a	n/a	n/a	n/a
Training	Complete training as necessary due to turnover in staff and position changes	ATCOG/local jurisdictions/Regional Partners	\$10,000 regional/HSGP funds	September 30, 2022
	Host Regional AAIR training for first responders	ATCOG	\$1,000 regional HSGP funds	March 31, 2022
Exercise	Invite all agencies to participate in training and exercises	ATCOG/ local jurisdiction/Regional Partners	No Cost	December 31, 2022
	Conduct Regional Communication Exercise	ATCOG/ local jurisdiction/Regional Partners	\$1,500 regional HSGP funds	August 31, 2022

OBJECTIVE 4.9: Conduct exercises across the state that include tribal, regional, and local entities and support the National Exercise Program (NEP) Principals' Objectives.

a. Recent Accomplishments:

- Assist with coordination and evaluation of Red River Army Depot Full Scale Exercise in August of 2021
- Assist with coordination and evaluation of Texas A&M Texarkana table top exercise in October of 2021
- Assist with coordination and evaluation of Texarkana Regional Airport full scale exercise in July 2020

b. Performance Measures:

- Number of exercises conducted
- Number of people participating in exercises

c. Implementation Tasks:

Objective 4.9	Tasks	Responsibility	Cost/Source	Completion Date
Planning	n/a	n/a	n/a	n/a
Organization	n/a	n/a	n/a	n/a
Equipment	n/a	n/a	n/a	n/a

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Training	n/a	n/a	n/a	n/a
Exercise	Conduct Red River Army Depot Full Scale Exercise	Red River Army Depot Emergency Management Team	\$5,000 local funds	August 31, 2022
	Conduct Texas A&M Texarkana fall exercise	Texas A&M Texarkana PD	No Cost	October 31, 2022
	Conduct Texarkana Regional Airport full scale exercise	Texarkana Regional Airport	\$5,000 local funds	July 31, 2022

F. GOAL 5 - RECOVER: ENSURE RAPID, EFFECTIVE, AND COMPREHENSIVE COMMUNITY RECOVERY FOLLOWING TERRORIST OR CRIMINAL ATTACKS AND NATURAL OR TECHNOLOGICAL DISASTERS.

OBJECTIVE 5.2: Strengthen preparedness for whole community recovery through outreach programs, training, and exercise.

a. Recent Accomplishments:

- Assist with coordination and evaluation of Red River Army Depot Full Scale Exercise In August of 2021
- Assist with coordination and evaluation of Texas A&M Texarkana table top exercise in October of 2021
- Assist with coordination and evaluation of Texarkana Regional Airport full scale exercise in July 2020
- Participate in community LEPC groups in Texarkana and Hopkins County

b. Performance Measures:

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

- Number of community trainings and exercises participated in
 - Number LEPC meeting attended
- c. Implementation Tasks:

Objective 5.2	Tasks	Responsibility	Cost/Source	Completion Date
Planning	Participate in planning process at community LEPC meeting	ATCOG/Local Emergency Management	No Cost	December 31, 2022
Organization	n/a	n/a	n/a	n/a
Equipment	n/a	n/a	n/a	n/a
Training	n/a	n/a	n/a	n/a
Exercise	Conduct Red River Army Depot Full Scale Exercise	Red River Army Depot Emergency Management Team	\$5,000 local funds	August 31, 2022
	Conduct Texas A&M Texarkana fall exercise	Texas A&M Texarkana PD	No Cost	October 31, 2022
	Conduct Texarkana Regional Airport full scale exercise	Texarkana Regional Airport	\$5,000 local funds	July 31, 2022

FOR OFFICIAL USE ONLY