

**JOINT MINUTES
NORTHEAST TEXAS ECONOMIC DEVELOPMENT DISTRICT, AND
ARK-TEX COUNCIL OF GOVERNMENTS BOARD OF DIRECTORS MEETING
September 29, 2022**

The Northeast Texas Economic Development District (NETEDD) and the Board of Directors of the Ark-Tex Council of Governments (ATCOG) met at 10:00 a.m., Thursday, September 29, 2022, at the Ark-Tex Council of Governments Office, EOC Room, 4808 Elizabeth Street, Texarkana, Texas, as well as, via teleconference/webinar.

Item 1. L. D. Williamson, Judge, Red River County, called the meeting to order.

Item 2. Scott Norton, Executive Director/CEO, TexAmericas Center, gave the invocation.

Item 3. Public Comment.

No members of the public made a comment.

NETEDD Agenda Items

Item 4. The next order of business was to review and consider approval of the minutes as submitted for the NETEDD meeting held Thursday, August 25, 2022.

Motion to approve was made by Bobby Howell, Judge, Bowie County, and seconded by Scott Lee, Judge, Franklin County. It was approved.

Item 5. Chris Brown, Executive Director, presented for review and consideration approval of NETEDD's portion of ATCOG's Financial Plan for the fiscal year ending September 20, 2023.

Motion to approve was may by Judge Scott Lee and seconded by Judge Howell. It was approved.

Item 6. Toni Lindsey, Regional Development Director, and Melody Harmon, Economic Development Director, presented for review and consideration approval of revisions to the Northeast Texas Economic Development District Revolving Loan Fund (NETEDD RLF) Plan.

Motion to approve was may by Judge Scott Lee and seconded by Mr. Norton. It was approved.

This concluded all NETEDD Agenda Items.

ATCOG Board of Directors Agenda Items

Item 7. Mr. Brown presented the following consent agenda items:

- Approval of the minutes as submitted for the ATCOG Board of Directors Meeting held Thursday, June 30, 2022.
- Acceptance of the minutes as submitted for the ATCOG Homeland Security Advisory Committee meeting held Thursday, August 18, 2022.
- Acceptance of the minutes as submitted for the ATCOG Solid Waste Advisory Committee Meeting held Friday, August 19, 2022.

- Ratification of the Interlocal Cooperation Agreement between ATCOG and the Public Safety Office within the Office of the Governor.

Motion to approve was made by Judge Scott Lee and seconded by Judge Howell. It was approved.

Executive Closed Session

- Item 8. Judge Williamson announced that the Open Session would recess and go into Executive Closed Session to discuss personnel matters as allowed in the Texas Open Meetings Act, Section 551.074, Executive Director's performance evaluation.

Open Session/Regular Business

- Item 9. The Board of Directors reconvened in Open Session. Upon review of Mr. Brown's performance evaluations, Judge Williamson recommended that he should receive a 5% COLA increase.

Motion to approve was made by Judge Scott Lee and seconded by Mr. Norton. It was approved.

- Item 10. Mr. Brown presented for consideration approval of ATCOG's Financial Plan for the fiscal year ending September 30, 2023.

Mr. Brown stated that the Work Program and Financial Plan reflect anticipated revenues of \$26,700,636 and proposed expenditures of \$26,700,636.

Mr. Brown noted that the combined ATCOG Work Program and Financial Plan are not technically a budget because ATCOG does not have taxing or oversight authority. As required by legislation, the ATCOG Work Plan and Financial Plan presents each grant's objectives, work tasks, performance measures, implementation schedules, and human resource requirements and budget information. He further explained that within each State or Federal grant that ATCOG administers, the funding agency regulates the categories in which we are allowed to spend funds.

ATCOG has 14 Managed Programs with over 60 Projects/Contracts that make up the revenue sources in the FY2023 ATCOG Strategic Work Program and Financial Plan.

Mr. Brown stated the Plan recommends merit step increases for several staff along with a 5% COLA increase for all staff. Funding is provided for the Salary Schedule effective October 1, 2022. He stated total COLA increase for the past ten years adds up to 11%, while the SSI COLA increased to 18.80% prior to 2023.

The current draft funds 94 FT and 15 PT personnel (99.74 FTEs).

Changes include:

- Maintenance/IT to full-time status
- AAA Coordinator to Manager
- Addition of Housing Manager
- Addition of PT Housing Inspector position
- Addition of Compliance & Purchasing Coordinator

Mr. Brown stated that ATCOG's healthcare provider continues to be Texas Municipal League (TMLIEBP). Premiums for the basic medical plan increased again this year. ATCOG will increase its defined contribution amount from \$789.82 per month for each employee's basic medical coverage

to \$845.12, which is 100% of the employee premium. Employees can “buy up” to a medical plan with a lower deductible and/or out-of-pocket costs and make extra contributions to their HSA. Additional premium costs over the defined employer contribution of \$845.12 per month will be paid by the employee. Employee dental insurance premiums will remain at \$28.44 per month. Rates for life and AD&D did not change.

The ATCOG Retirement Plan is managed by the Texas County & District Retirement System (TCDRS). ATCOG is currently at a 150% employer-to-employee match with an employee contribution rate of 4%. The Budget/Personnel Committee recommended that Mr. Brown provide the data for a 200% match, which aligns with most cities and counties. He provided data to show the impact of the employer contribution at 200%, with the elected rate at 5%. The overall retirement cost would increase by approximately \$42,000.

- Based on preliminary data, ATCOG could increase to 165% employer-to-employee match with no change to the elected rate of 4%.
- The current financial plan proposal represents the impact of the employer contribution at 200%, with a 5% elected rate.

The Benefit rate is estimated to increase to 53.77%. ATCOG had an Over Allocation FY2021. Upon utilizing the FY2021 Over allocation, the rate is 49.85%.

The estimated Indirect rate is 23.15% based on Total Direct Personnel Cost (5.48% based on the Modified Total Direct Cost). When utilizing the FY2021 Over allocation, the rate is 17.92%.

Mr. Brown requested to utilize \$60,000 of ATCOG Unrestricted Funds for Aging match and other needs to support ATCOG programs and personnel.

Mr. Brown stated that ATCOG program revenues are anticipated to trend down due to CARES and ARPA funding utilization. Revenues and Expenses may continue to see some adjustments as the timing of funding and other factors are considered.

Mr. Brown noted that the largest increase would be in Housing, with additional vouchers being awarded. Transportation will see a decrease but is still ahead of normal funding levels and continues its opportunities for additional capital improvements.

Mr. Brown presented the following future capital improvement projects in the near term:

- Roof repairs/replacement
- Parking lot repairs
- Common Area carpeting
- Omaha Building – sell property

Motion to approve was made by Judge Brian Lee and seconded by Judge Scott Lee. It was approved.

Item 11. Mary Beth Rudel, Deputy Director, presented for review and consideration for authorizing the Executive Director to enter into an Interlocal Agreement to provide transportation management services for the Texarkana Urban Transit District (TUTD).

Motion to approve was made by Judge Scott Lee and seconded by Robert Newsom, Judge, Hopkins County. It was approved.

Item 12. Mary Beth Rudel presented for review and consideration approval of the utilization of ATCOG's indirect cost rate for ATCOG employees working on behalf of the Texarkana Urban Transit District.

- The indirect cost rate for Oct. 1, 2022 – Sept. 30, 2023, is 17.92%.

Motion to approve was made by Judge Brian Lee and seconded by Travis Ransom, Judge, Cass County. It was approved.

Item 13. Mary Beth Rudel presented for review and consideration approval of revisions to the ATCOG Policy and Procedures Manual.

15.03 Employee Performance Reviews. The quarterly schedule for employee performance reviews is shifting by a month. The new proposed schedule will allow additional time for budget preparations relating to performance reviews and employee salaries. The proposed schedule is as follows:

1st Quarter – May-July
2nd Quarter – August-October
3rd Quarter – November-January
4th Quarter – February-April

Motion to approve was made by Mr. Norton and seconded by Judge Brian Lee. It was approved.

Item 14. Leslie McBride, Human Resource Director, presented for review and consideration of the annual renewal of the ATCOG Ethics Policy Manual. No changes have been made.

Motion to approve was made by Judge Scott Lee and seconded by Mr. Norton. It was approved.

Item 15. Leslie McBride presented for review and consideration approval of updates to the Equal Employment Opportunity Plan. No changes have been made.

Motion to approve was made by Judge Ransom and seconded by Judge Howell. It was approved.

Item 16. Leslie McBride presented for review and consideration adoption of the ATCOG Flexible Benefits Cafeteria Plan for FY 2023.

Ms. McBride stated that Colonial Insurance manages the ATCOG Cafeteria Plan.

Motion to approve was made by Judge Ransom and seconded by Judge Howell. It was approved.

Item 17. Jenny Butler, AAA Coordinator, presented for review and consideration approval of the revisions to the Ark-Tex Area Agency on Aging (AAA) Policy and Procedures Manual concerning interest lists.

Motion to approve was made by Judge Scott Lee and seconded by Judge Scott Lee. It was approved.

Item 18. Lisa Reeve, AAA Director, presented for review and consideration approval for the ATCOG Executive Director to submit an application to the U.S. Department of Housing and Urban Development for the Older Home Modification Program.

Motion to approve was made by Judge Ransom and seconded by Judge Howell. It was approved.

Item 19. Patricia Haley, Criminal Justice Coordinator, presented for review and consideration approval of the new resolution to include the updated grant ending date and as required by the Office of Governor, Public Safety Office-Criminal Justice Division.

Motion to approve was made by Judge Howell and seconded by Mr. Norton. It was approved.

- Item 20. Judge Brian Lee presented for review and consideration approval of the appointment of the Ark-Tex Council of Governments (ATCOG) Board of Directors Executive Committee members, Officers, and sub-committees.

A Nominating Committee was appointed by President L.D. Williamson to make recommendations to appoint the ATCOG Board of Directors Executive Committee, Officers, and subcommittee members. The Nominating Committee consists of L.D. Williamson, Judge, Red River County/Chair; Brian Lee, Judge, Titus County/Vice-Chair; Ann Rushing, Mayor, City of Clarksville; Scott Norton, Executive Director/CEO, TexAmericas; Scott Lee, Judge, Franklin County; and Bobby Howell, Judge, Bowie County. The Nominating Committee recommends the following Executive Committee members for appointment beginning October 1, 2022.

Executive Committee
Honorable L.D. Williamson, Judge, Red River County
Honorable Brian Lee, Judge, Titus County
Honorable Scott Lee, Judge, Franklin County
Honorable Travis Ransom, Judge, Cass County
Honorable Bobby Howell, Judge, Bowie County
Honorable Doug Reeder, Judge, Morris County
Honorable Brandon Bell, Judge, Lamar County
Honorable Robert Newsom, Judge, Hopkins County
Honorable Ann Rushing, Mayor, City of Clarksville
Honorable John Sellers, Mayor Pro Tem, City of Sulphur Springs
Honorable Marc Reiter, Mayor, City of Hooks
Mr. Scott Norton, Executive Director/CEO, TexAmericas
Mr. Stan Wyatt, NEX Municipal Water District/Board of Director

The Nominating Committee recommends the following Officers for appointment beginning January 1, 2023, with the exception of the Secretary Officer position to be effective upon election.

Board of Directors Officers
President – Honorable Bobby Howell, Judge, Bowie County
Vice-President – Mr. Scott Norton, Executive Director/CEO, TexAmericas
Secretary – Honorable Travis Ransom, Judge, Cass County
Treasurer – Honorable Scott Lee, Judge, Franklin County

The Nominating Committee recommends the following sub-committee members for appointment beginning January 1, 2023, upon Board approval of the officers listed above.

Audit Committee
Bobby Howell, Judge, Bowie County, President; Chair
Mr. Scott Norton, Executive Director/CEO, TexAmericas, Vice-President; Vice-Chair
Travis Ransom, Judge, Cass County
Brandon Bell, Judge, Lamar County
Scott Lee, Judge, Franklin County

Budget/Personnel Committee
Bobby Howell, Judge, Bowie County, President; Chair
Doug Reeder, Judge, Morris County
Robert Newsom, Judge, Hopkins County
Ann Rushing, Mayor, City of Clarksville

Mr. Stan Wyatt, NEX Municipal Water District/Board of Director
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Nominating Committee

Bobby Howell, Judge, Bowie County, President; Chair

Mr. Scott Norton, Executive Director/CEO, TexAmericas, Vice-President; Vice-Chair

Ann Rushing, Mayor, City of Clarksville

Doug Reeder, Judge, Morris County

Scott Lee, Judge, Franklin County

Robert Newsom, Judge, Hopkins County

Retirement Plan Trustees Committee

Bobby Howell, Judge, Bowie County, President; Chair Permanent

Mr. Scott Norton, Executive Director/CEO, TexAmericas, Vice-President; Vice-Chair

Robert Newsom, Judge, Hopkins County

Mr. Stan Wyatt, NEX Municipal Water District/Board of Director
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Mr. Chris Brown, Executive Director, ATCOG
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Ms. Mary Beth Rudel, Deputy Director, ATCOG

Ms. Rea Allen, ATCOG Staff (elected by ATCOG staff)

Ms. Karon Khan, ATCOG Staff (elected by ATCOG staff)
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Motion to approve was made by Judge Scott Lee and seconded by Mr. Norton. It was approved.

- Item 21. Mary Beth Rudel presented for review and consideration the adoption of a resolution authorizing recognition of National Fire Prevention Week.

Motion to approve was made by Mr. Norton and seconded by Judge Howell. It was approved.

- Item 22. Marla Matthews, Executive Assistant, presented for review and consideration approval to combine the November Executive Committee and December Board of Directors meetings into one Board of Directors meeting to be held Thursday, December 8, 2022.

Motion to approve was made by Judge Ransom and seconded by Judge Scott Lee. It was approved.

Other Business

- Item 23. Mr. Brown recognized the ATCOG Board member longevity and thanked everyone for their service to the region. He also recognized staff achievements and announced ATCOG's Employee of the year.

Announcements

The next Executive Committee meeting will be held on October 27, 2022, at 10:00 a.m., at the Northeast Texas Small Business Development Center (SBDC), 2nd Floor, located at 105 North Riddle Avenue, Mt. Pleasant, Texas, and via teleconference/webinar.

With no other announcements, a motion to adjourn was made by Judge Scott Lee and seconded by Judge Ransom. The meeting adjourned.

NETEDD BOARD MEMBERS PRESENT

Bobby Howell, Judge, Bowie County

Brian Lee, Judge, Titus County

Scott Lee, Judge, Franklin County

Robert Newsom, Judge, Hopkins County

Scott Norton, Executive Director/CEO, TexAmericas Center

Travis Ransom, Judge, Cass County
Doug Reeder, Judge, Morris County
Marc Reiter, Mayor, City of Hooks
Ann Rushing, Mayor, City of Clarksville
L.D. Williamson, Judge, Red River County

ATCOG EXECUTIVE COMMITTEE MEMBERS PRESENT

Bobby Howell, Judge, Bowie County
Brian Lee, Judge, Titus County
Scott Lee, Judge, Franklin County
Robert Newsom, Judge, Hopkins County
Scott Norton, Executive Director/CEO, TexAmericas Center
Travis Ransom, Judge, Cass County
Doug Reeder, Judge, Morris County
Marc Reiter, Mayor, City of Hooks
Ann Rushing, Mayor, City of Clarksville
L.D. Williamson, Judge, Red River County

ATCOG BOARD MEMBERS PRESENT

David Fordinal, Mayor Pro Tem, City of Como
Ron Humphry, Mayor, City of New Boston
Jean Matlock, Councilwoman, City of Texarkana, Texas
Lowell Walker, Mayor, City of DeKalb

GUESTS PRESENT

Gaye Beard, Office of United States Representative Pat Fallon
Reece DeWoody, Office of United States Senator Cornyn
Angela Hill, Ark-Tex AAA Regional Advisory Council, Cass County
Bob Hundley, Regional Criminal Justice Advisory Committee, 1st Vice Chair, Lamar County
Tammy Lawing, Ark-Tex AAA Regional Advisory Council Chairperson, Lennox Health Resource Center
Katie Martin, Texas Department of Transportation
Angela Price, Regional Criminal Justice Advisory Committee, 2nd Vice Chair, Hopkins County
Ray Wilson, Office of the United States Senator Bryan Hughes

STAFF MEMBERS PRESENT

Rea Allen, 9-1-1 Program Director
Telia Allen, Accounting Clerk
Chris Brown, Executive Director
Jenny Butler, AAA Coordinator
Mark Compton, Transportation Director
Victoria Craig, Housing Manager
Pam Frost, Accounting Clerk
Debbie Graff, Accounting Specialist
Patricia Haley, Criminal Justice Coordinator
Melody Harmon, Economic Development Director
Toni Lindsey, Regional Development Director
Merle Luster, 9-1-1 PSAP Operations Coordinator
Marla Matthews, Executive Assistant
Leslie McBride, Human Resources Director
Paul Prange, Environmental Resources Coordinator
Debbie Purifoy, Accounting Specialist

**ARK-TEX COUNCIL OF GOVERNMENTS (ATCOG)
REGIONAL CRIMINAL JUSTICE ADVISORY COMMITTEE (RCJAC)
November 17, 2022
Mt. Pleasant Civic Center**

MINUTES

The Ark-Tex Council of Governments (ATCOG) Regional Criminal Justice Advisory Committee (RCJAC) met November 17, 2022 2:00 p.m., at Mt. Pleasant Civic Center, 1800 N. Jefferson Ave., Mt. Pleasant, TX and was also available in a hybrid format via ZOOM.

Max Cannaday, Chairman, called the meeting to order at 2:06 p.m.

Patricia Haley introduced and welcomed new member, Peggy White (Lake Country CASA) to represent Hopkins County in the non-profit category on the RCJAC.

Patricia Haley performed a roll call to record those present on the teleconference. First, a roll card of RCJAC members was performed. There were a total of 18 RCJAC members present in-person and on the teleconference, with a quorum met.

The minutes from the April 5, 2022 meeting were reviewed. A motion was made by Trice Lawrence and seconded by Paul Lindsey to approve the minutes. The motion carried.

Patricia Haley gave a review of the current bylaws and presented necessary updates for discussion. After reviewing/discussing all sections of the document, a motion was made by Mark Buhman to approve the updates to the Bylaws as discussed and noted. The motion was seconded by Clint Bain. The motion carried with none opposed. The attached Bylaws document reflects the marked changes.

The local priorities, as recommended by the criminal justice planning focus groups that met on 11/8/22, were reviewed and a motion was made by Paul Lindsey and seconded by Trice Lawrence to approve the local priorities. The motion carried with none opposed.

The scoring instruments were reviewed for each fund source and a motion was made by Tracey Climer and seconded by Mark Buhman to approve the scoring instruments. The motion carried with none opposed.

Patricia Haley gave an estimated timeline for new applications to be released and available by OOG on eGrants and grant application workshop materials to be sent.

A motion to adjourn was made by Tracey Climer and seconded by Paul Lindsey. The motion carried with none opposed.

The meeting adjourned at 3:31 p.m.

COMMITTEE MEMBERS PRESENT

Trice Lawrence, Hopkins County Citizen
Tom Whitten, Bowie County Commissioner
Max Cannaday, Mt. Vernon ISD Police Department
Bob Hundley, Lamar County Concerned Citizen
Sherry Edwards, Red River County Juvenile Probation
Mark Buhman, Mt. Pleasant Chief of Police
Robbin Vaughn, 8th Judicial District Probation
Richard Salter, Paris Chief of Police
Tracey Climer, Daingerfield Chief of Police
Terri Giles, Bowie County CSCD
Clint Bain, Titus County SO
Paul Lindsey, Titus County Attorney's Office
Brian Clayton, Titus County Juvenile Probation
Jason Ricketson, Sulphur Springs Chief of Police
Angela Price, Hopkins County SO
Peggy Walker, Lake Country CASA
Mark Shermer, Bowie County B.A.S.E. Instructor
Ronnie Humphrey, Mt. Pleasant ISD Chief of Police

GUESTS

Tim Dial, Franklin County
Brantin Carr, Franklin County

STAFF PRESENT

Patricia Haley, ATCOG staff

**ARK-TEX COUNCIL OF GOVERNMENTS
REGIONAL CRIMINAL JUSTICE ADVISORY COMMITTEE
BYLAWS**

ARTICLE I – NAME, PURPOSE, RESPONSIBILITIES

The name of this body shall be the Regional Criminal Justice Advisory Committee (RCJAC) of the Ark-Tex Council of Governments (ATCOG).

The Committee shall assist and advise the staff and Executive Board of ATCOG on all appropriate matters relating to criminal justice issues in the region. Specifically, it shall:

- ❖ Review and consider recommendations concerning funding of local, State and/or Federal programs.
- ❖ Review and prioritize programs submitted for funding provided through the Office of the Governor – Public Safety Office (PSO), Criminal Justice Division (CJD), in accordance with RCJAC and [PSO/CJD](#) rules and regulations as adopted.

ARTICLE II – MEMBERSHIP

The RCJAC shall have a multi-disciplinary representation of members from the region, which includes the following groups or disciplines: non-profit organizations, municipalities, counties, citizens or parents, substance abuse prevention, education, juvenile justice, law enforcement, mental health, prosecution or courts, and victim services. No single group or discipline may constitute more than one-third (1/3) of the RCJAC.

County Membership

The RCJAC shall have 27 county members. The membership per county shall be based on population with the following distribution: counties with 50,000 and above shall be allocated five members; counties with 25,000 and above shall be allocated four members; counties with 10,000 and above shall be allocated two members, and counties below 10,000 shall be allocated one member.

Members shall be recommended by the County Judge of the County where a vacancy exists, subject to approval by the ATCOG Board.

Regional Membership

The RCJAC shall have additional members from the region, recommended by ATCOG Criminal Justice staff subject to approval by the ATCOG Board, in order to ensure representation from each membership category.

Other Membership

A member of the ATCOG Board may be appointed by the ATCOG Executive Committee to serve as a liaison between the Board and the RCJAC.

ATCOG Criminal Justice staff shall perform the necessary staff functions to support the Committee's activities.

Membership Terms and Attendance

Terms of membership shall be two years. Members may be reappointed to serve additional terms. Terms of membership shall begin January 1 of every evenly numbered year.

Members who are absent from three consecutive meetings without a valid excuse shall be considered to have submitted his/her resignation. A member may resign at any time by submitting a written notice to ATCOG.

ARTICLE III - OFFICERS

The officers of the RCJAC shall be Chairman, 1st Vice-Chairman, and 2nd Vice-Chairman. Officers shall serve two-year terms. Officers shall be selected from and by the RCJAC membership during the first quarter of every evenly numbered year. Officers may be elected to serve more than one term.

The Chairman shall preside at all meetings of the RCJAC. The 1st Vice-Chairman shall perform the duties of the Chairman in his/her absence. The 2nd Vice-Chairman shall perform the duties of the 1st Vice-Chairman in his/her absence. If both the Chairman and 1st Vice-Chairman are absent, the 2nd Vice-Chairman shall perform the duties of the Chairman.

ARTICLE IV – MEETINGS

Open Meetings and Records

All meetings of the RCJAC shall be open to the public. All ATCOG governing board meetings and RCJAC meetings at which PSO/CJD-related matters are discussed must comply with the requirements listed in the Texas Government Code, Chapter 551 (Texas Open Meetings Act).

The RCJAC Chairman or presiding Chairman has the option of closing the meetings when deemed necessary for confidentiality purposes.

Minutes of the RCJAC meetings, documents distributed and other records are the property of ATCOG. These materials are available for public view, at the ATCOG offices, upon receipt of a written request by the interested party.

Except where these bylaws require otherwise, Robert's Rules of Order shall govern the conduct of RCJAC meetings.

Quorum and Action

Twenty-five percent (25%) of the total membership will constitute a quorum at any meeting, whether at a location or by teleconference or webinar. If by teleconference or webinar, an official roll call will be taken to ensure a quorum is present.

Action taken by the committee shall be by a simple majority vote of the members present at the meeting by which a quorum is present.

Regular Meetings

The RCJAC shall meet as necessary during the year on a day, time and place specified by the ATCOG Executive Director, the ATCOG Criminal Justice liaison or the RCJAC as a whole.

RCJAC meetings can be conducted at a location, via teleconference, or via webinar as is allowable by the Texas Open Meetings Act.

Written notice, including an agenda, of each regular meeting shall be prepared by the ATCOG Criminal Justice liaison and electronically transmitted to each RCJAC member at least five (5) business days before the meeting date.

Special Meetings

The RCJAC shall hold a special meeting if called by the ATCOG Executive Director, the ATCOG Criminal Justice liaison, the RCJAC Chairman or requested in writing by at least one-third of the RCJAC membership. Only business reasonably related to the purpose or purposes described in the request may be conducted at a special meeting.

Notice of any special meeting shall be given at least seventy-two (72) hours prior to the special meeting.

Special meetings can be conducted in person, via teleconference, or via webinar as is allowable by the Texas Open Meetings Act.

ARTICLE V - SUBCOMMITTEES

The RCJAC Chairman shall appoint temporary subcommittees as the need arises to perform specific tasks related to the business and activities of the RCJAC.

ARTICLE VI - BYLAWS AMENDMENTS

RCJAC Bylaws Review

The RCJAC shall review the bylaws annually to keep the document current. The RCJAC may amend these bylaws at a regular or special meeting. The written text of a proposed amendment must be recorded at the meeting at which the amendments are discussed and voted on. RCJAC amendment recommendations shall be presented to the ATCOG Board of Directors for final approval. If upon review of the bylaws no amendments are deemed necessary, then no further action is required.

By ATCOG Board of Directors

The ATCOG Board of Directors may amend these bylaws at a regular or special meeting. The written text of a proposed amendment must be included with the notice of the meeting at which the amendment will be considered.

Effective Date

An amendment to the bylaws takes effect when approved by the ATCOG Board of Directors unless the amendment specifies a later effective date. Copies of amended bylaws will be distributed to the RCJAC members by ATCOG Criminal Justice staff.

ARTICLE VII - GRANT APPLICATION REVIEW PROCEDURES

Local Priorities & Strategic Plan

Each proposal must provide services, which have been identified as a local priority/need in the ATCOG region. Each applicant should contact ATCOG Criminal Justice staff to determine if the proposed project is listed as a local priority in the ATCOG region.

The Strategic Plan for the region shall be reviewed and revised as necessary and should not exceed a 5-year cycle without updating, with an effort to follow the format recommended by ~~the Criminal Justice Division of the Governor's Office (CJD)~~ PSO/CJD. Based on the current requirements by PSO/CJD, the top five local priorities within each category of the Strategic Plan (Victim Services/Mental Health, Juvenile Services, Law Enforcement) will be used in the grant application scoring process and also submitted to PSO/CJD. Focus groups of the previously mentioned categories will develop a list of recommendations for the top five (can be less than five if necessary) priorities of each category. These recommendations will be reviewed by the RCJAC and ATCOG Board for their approval prior to the scoring process. Since the local priorities are necessary in the application scoring process, the priorities will be reviewed/discussed by the focus groups each year and recommended to the RCJAC and ATCOG Board for approval, regardless if the full Strategic Plan is updated during that particular year. A list of participating representatives present at the Strategic Planning meeting, and their affiliation, should be attached to the Strategic Plan, with the date of review and revision. The Strategic Plan is available to view on the ATCOG website, www.atcog.org.

Grant Application Workshop

Each applicant must attend a Grant Application Workshop presented by ATCOG Criminal Justice staff prior to beginning the application process each year until further notice. The workshop will be conducted at a location, via teleconference, webinar, or by other electronic means as decided by ATCOG CJ Staff each year. ~~Local officials and anyone who has expressed an interest in applying for a grant~~ Current grantees, potential applicants, and other requestors will be notified of the date, time and location (physical location and/or teleconference/webinar/electronic info) of the workshop, along with deadlines that may apply. This information will be announced with the notification of available grant funding. A one-on-one conference can substitute for workshop attendance if someone is unable to attend. Applicants must have the "Intent to Apply/Grant Workshop Verification Form" signed and returned to ATCOG CJ Staff at least 30 calendar days prior to the PSO/CJD eGrants application submission deadline. The 30-day requirement allows for review of application alignment with regional priorities and reasonableness prior to the application being submitted and also ensures that all applications are received by the region for funding consideration. If this local requirement is not met, the RCJAC and/or the ATCOG Board has the option to recommend less funding than applied for or no funding on any fund source application submitted by an applicant.

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Notification of Application Deadlines

~~All local officials, current and potential grantees, Current grantees, potential applicants, and other requestors~~ will be notified of grant application deadlines as soon as they are established.

Under no circumstances will grant applications be accepted after the deadline.

Funding Categories Reviewed by RCJAC

The RCJAC reviews and competitively scores ~~and/or~~ prioritizes, and establishes funding recommendations for the following categories:

General Victim Assistance – Direct Services Program
(Victims of Crime Act – VOCA)

Violent Crimes Against Women Justice and Training Program
Domestic Violence, Sexual Assault, Dating Violence, and Stalking
(Violence Against Women Act – VAWA)

Juvenile Justice and Truancy Prevention Programs

~~(Juvenile Justice and Delinquency Prevention Act – JJDP)~~

(State Criminal Justice Planning Fund - 421)

~~(Truancy Prevention Grant Program)~~

Justice Assistance Grant (JAG) Program

(Byrne Justice Assistance Grant)

(State Criminal Justice Planning Fund – 421)

Victims of Commercial Sexual Exploitation

(Victims of Crime Act – VOCA)

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~~PSO/CJD~~ may also recommend or require the RCJAC to review and score applications in additional funding categories when necessary. At that time, the corresponding scoring instruments or other scoring documents to be used will be reviewed and approved by the RCJAC and made available to those applicant(s) prior to the scoring process.

Fund Specific Requirements

Decreasing Ratio Policy for JAG Applications:

Decreasing ratio and five-year maximum projects shall establish their ~~PSO/CJD~~ request each year by following the percentages listed below (Benchmark is based on the amount awarded by ~~PSO/CJD~~ in the first year of funding). This requirement is in effect for the following funding categories: Criminal Justice Programs (JAG).

1st year – 100% CJD funding (Benchmark amount established)

2nd year - 80% CJD funding

3rd year - 60% CJD funding

4th year - 40% CJD funding
5th year - 40% CJD funding

If a grant applicant is not funded during any year of the cycle, they will be allowed to apply at the same percentage/amount for the following year. (Ex. In 2020 an agency is currently at 80% (yr. 2) applying for \$50,000, but they are not awarded the grant. In 2021, they will be allowed to apply at 80% (yr. 2) for \$50,000. If awarded in 2021, they will then be allowed to apply at 60% (yr. 3) in 2022.)

Grant Application Scoring Guidelines

New projects and continuation projects shall be reviewed, scored, and prioritized for funding each year, as applicable. All projects considered for PSO/CJD funding must meet the guidelines and requirements established by PSO/CJD annually. The applicant agency/organization must be located within the ATCOG region and provide services within the ATCOG region in order for the application to be recommended for funding in the ATCOG region. If this location requirement is not met, the applicant will receive a score of 0 and will not be recommended for funding. ~~eligible for review and scoring.~~

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Review Instrument/Score Sheet

A standard review instrument shall be used to score the projects, and an average score shall be calculated for each proposal. The review instrument used by the RCJAC to score the grant applications is developed by ATCOG staff to accommodate the recommendations/approvals by the RCJAC, based on PSO/CJD requirements and the local priorities in the Regional Criminal Justice Strategic Plan. This review instrument is subject to change each year, as the PSO/CJD requirements and the local priorities are also subject to change.

High/Low Scores Dropped

The high and low score of each grant application will be dropped if the number of eligible RCJAC scoring members (to submit their scores) for the particular funding source is ten or greater.

Tie-Breaker Method

In the event of a tie, the following procedure will be utilized: Staff shall remove the lowest score from the applications that result in a tie and re-average the remaining scores. This process shall be repeated, continuing to remove the lowest remaining score until the tie is broken. The scores resulting from the tie breaking process will

only be used for the purpose of breaking the tie. These scores will not be used to change any other rankings in the prioritization process. The RCJAC shall be notified of the tie and the revised results.

Applicant Correspondence with RCJAC Regarding Scoring

A grant applicant, or individual(s) acting on behalf of the applicant, shall not contact any RCJAC member prior to any scoring/prioritization meeting to persuade a score. If an applicant, or individual(s) acting on behalf of the applicant, contacts a scoring member to persuade a score, their application may be disqualified at the discretion of the RCJAC.

If a RCJAC member receives a contact of this nature from an applicant, or individual(s) acting on behalf of the applicant, the scoring member should contact the RCJAC Chairman and/or ATCOG Criminal Justice staff.

Conflict of Interest

The COG's governing body and RCJAC members must abstain from scoring, commenting, and voting on any application, other than a grant application submitted by the COG, during the prioritization process if they or an individual related within the third degree by consanguinity or within the second degree by affinity:

- Is employed by the applicant agency and works for the unit or division that would administer the grant if awarded,
- Serves on any governing board that oversees the unit or division that would administer the grant if awarded,
- Owns or controls any interest in a business entity or other non-governmental organization that benefits, directly or indirectly, from activities with the applicant agency,
- Receives any funds, or a substantial amount of tangible goods or ~~routine~~ services, from the applicant agency as a result of the grant, if awarded.

RCJAC members who have a conflict of interest should contact ATCOG CJ Staff prior to the scoring meeting regarding their conflict.

Applicant Presentation/Scoring Meeting

Mandatory Attendance of Applicant Presentation/Scoring Meeting: Grant applicants are required to have a representative attend the RCJAC Applicant Presentation/Scoring Meeting, to provide a brief presentation regarding their

project to the RCJAC. If no representative is present for an applicant, the RCJAC and/or the ATCOG Board has the option to ~~not consider the project for funding recommend less funding than applied for or no funding on any fund source application submitted by an applicant.~~ Upon receipt of copies of the grant applications and scoring instruments, ~~the RCJAC members must complete the scoring process by the established deadline following applicant presentations. the committee members may complete the scoring sheets at their convenience and bring them to the Applicant Presentation/Scoring Meeting. If RCJAC members wish to revise their scores after hearing the applicant presentations, they may do so before submitting them to ATCOG staff for tabulation.~~

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~~If a RCJAC member is not present at the scoring meeting, their scores will not be considered unless it is decided there are extenuating circumstances related to their absence. In order for their scores to be considered, the member must send a notarized letter to ATCOG prior to, or at the meeting, with their reason for absence stated in the letter. The letter will be presented to the RCJAC members who are present at the meeting, at which time the RCJAC will vote to accept or not accept the scores based on the member's reason for absence.~~

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Prioritization Meeting Outcomes

The RCJAC shall meet to discuss and take further action(s), if necessary, in determining the application funding recommendations, prior to submitting them to the ATCOG Board. ~~The RCJAC and/or the ATCOG Board has the option to recommend more or less funding than applied for, or no funding, on any fund source application submitted by an applicant.~~ Following approval by the ATCOG Board, the results of the funding priorities/recommendations will be emailed to the RCJAC members and grant applicants, and will be submitted to the OOG/PSO/CJD.

~~The RCJAC and/or the ATCOG Board has the option not to recommend for funding, an application or line item(s) identified as ineligible. The decision not to recommend funding these applications must be accurately reported to CJD.~~

~~The RCJAC and/or the ATCOG Board has the option to recommend less funding than applied for on any fund source application submitted by an applicant. The decision to recommend less funding than the original amount requested by the grant applicant must be reached by a simple majority vote of the RCJAC and/or the ATCOG Board.~~

Appeal Procedure

Each applicant will be allowed to appeal actions of the Regional Criminal Justice Advisory Committee (RCJAC). Appeals must be based on a verifiable error made during the prioritization or review process and the applicant must be able to show

that the error actually caused the application or portion of the application to not be funded. Factors that allow discretion by RCJAC members will not be considered for an appeal. The applicant must submit written documentation in support of the appeal. Letters and phone calls of support will not be considered as part of the official appeal process.

All appeals must be handled as follows:

- An applicant must notify the ATCOG Executive Director in writing of the alleged violation of the RCJAC scoring guidelines and/or the error(s) made in the scoring/prioritization process within ten (10) days following the scoring meeting.
- The ATCOG Board of Directors shall consider all appeals in an open meeting. Documentation submitted by the applicant that meets the criteria as stated above will be considered by the ATCOG Board of Directors. Subsequent notification by ATCOG of a decision concerning funding serves as final notice of approval or denial.

Civil Rights Policies

- ATCOG has an Equal Employment Opportunity Plan in place and the ATCOG Human Resources Manager acts as the EEO Officer and is responsible for implementing the ATCOG EEO Program. Through the EEO Plan and the EEO Officer, employees are notified that ATCOG provides a work environment that is free from discrimination, including harassment, based on race, color, national origin, religion, creed, sex, age, genetic information, disability status, protected veteran status, sexual orientation, gender identity or expression.

In addition to ATCOG's EEO Plan for employees, ATCOG offers the following civic rights information available to employees and also to individuals that participate in (or benefit from) ATCOG's criminal justice grant programs/activities (available on the ATCOG website www.atcog.org/atcog-home/criminal-justice):

- ATCOG's criminal justice programs do not discriminate on the basis of race, color, national origin, religion, creed, sex, age, genetic information, disability status, protected veteran status, sexual orientation, gender identity or expression, or English proficiency.
- ATCOG's EEO Complaint Process (p.8 in ATCOG EEO Plan - on website) should be used when an ATCOG employee, or an individual that participates in (or benefits from) ATCOG's criminal justice programs, files a complaint alleging discrimination on the basis of race, color, national origin, religion, creed, sex, age, genetic information, disability status, protected veteran status, sexual orientation, gender identity or expression, or English proficiency.
- ATCOG does not retaliate against the following individuals:
 - Persons who file discrimination complaints or lawsuits.

- Persons who participate in discrimination proceedings as witnesses.
- ATCOG provides access to their criminal justice programs/activities to persons who have limited English proficiency (LEP) by using a language translation/interpretation service when necessary.
- ATCOG criminal justice programs comply with the Equal Treatment for Faith-Based Organizations guidelines including efforts to ensure the programs do not use direct federal funding to engage in explicitly religious activities and that the program does not discriminate against program participants and/or vendors on the basis of religion or religious beliefs, a refusal to hold a religious belief, or a refusal to participate in a religious practice.

Reviewed/amended/approved by RCJAC 11-17-22.

Reviewed/approved by ATCOG Board 12-08-22.

Claude Ramsey, IT Director
Lisa Reeve, Area Agency on Aging Director
Mary Beth Rudel, Deputy Director
Melinda Tickle, Finance Director

L.D. Williamson, President
Board of Directors
Ark-Tex Council of Governments

ATTEST:

2022 THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)

Ark-Tex Council of Governments (ATCOG)

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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

- 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		

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

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		

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

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

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		

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 4 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 **1 month** of an incident, move **300** people requiring temporary, non-congregate housing, including **25** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

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 **100** 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

2022 STAKEHOLDER PREPAREDNESS REVIEW (SPR)

[Ark-Tex Council of Governments]

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SPR Overview

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

- What are our current capability levels and how have our capabilities changed over the last year?
- What gaps exist between the capabilities we want to achieve and the capabilities we currently have?

The SPR follows a two-step process:

1. **Assess Capabilities.** Based on the language from the capability targets set in the THIRA, identify the community's current capability and describe any significant capability changes over the last year.
2. **Describe Capability Gaps:** Determine the causes of the capability gap between the capability target and the current capability identified in SPR Step 1, addressing each of the POETE elements (Planning, Organization, Equipment, Training, and Exercises).

SPR Capability Assessment

Planning

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

There is no significant change to the Planning capability. To sustain the Planning capability, emergency operation plans are being updated on a 5-year cycle. We are continuing to engage more partner organization that are involved in incident management by staying active with our RAC, COADS, and LEPC groups, However, these groups are meeting less frequently. Most counties have up to date Hazard Mitigation plans; Franklin County, Cass County, and the City of Sulphur Springs are in the process of updating mitigation plans. The majority of the counties need additional trained personnel to assist with the planning process. Several counties have new EMC's (Franklin, Cass, and Texarkana,) while some areas have no EMC (Red River County, Morris County, and City of Atlanta).

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 (Franklin County, Cass County, and City of Sulphur Springs), 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, and are in the process of training the new EMC. All counties need personnel to assist with writing mitigation plan.

Equipment

N/A

Training

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

- AWR-156 Principles of Planning and Implementing Recovery
- E0197: Integrating Access and Functional Needs into Emergency Planning
- Local Volunteer and Donations Management
- MGT-383 Emergency Operations Plans for Rural Jurisdictions
- IS-706 NIMS Interstate Mutual Aide
- IS-2200 Basic Emergency Operations Center Functions
- G-191 Incident Command System/EOC
- E/L/G 2300 Intermediate EOC Functions
- IS-11.a Animals in Disaster: Community Planning
- IS-15.b Special Events Contingency Planning for Public Safety Agencies
- IS-318 Mitigation Planning for Local and Tribal Communities
- IS-362.a Multi-Hazard Emergency Planning for Schools
- IS-368 Including People With Disabilities & Others With Access & Functional Needs in Disaster Operations
- IS-554 Emergency Planning for Public Works

Exercises

Region needs to conduct planning workshops and COOP exercises that includes 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 1-hours' notice of an incident, deliver reliable and actionable information to 65,000 people affected, including 150 people with access and functional needs (affected) and 5,000 people with limited English proficiency affected.

Capability Change Description

As a region, we continue to building public information and warning capabilities. Most jurisdictions are testing weather sirens on a weekly basis, as well as IRIS and Code Red on a monthly basis. All jurisdictions now have some form of a mass notification system, with most system being able to relay information in multiple languages. Jurisdictions also continue to test capabilities through social media, television broadcast, and radio broadcast. Jurisdictions are finding more creative ways to utilize their public information and warning systems such as for road closures, and large events in jurisdictions. Several jurisdictions are relying on social media platforms to deliver reliable weather information. The City of Texarkana as well as Hopkins 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 people with access and functional needs, as well as limited English proficiency.
Organization
N/A
Equipment
Warning sirens are needed in Hopkins County, Lamar County, Morris County, and Red River County, Franklin County, and the City of Texarkana.

Training

More training is needed on Code Red and IPAWS systems. Training is needed for the delivery of information to individuals with access and functional needs as well as individuals with limited English proficiency. Additional trainings needed includes:

- Basic & Advanced Public Information Officer Course
- E0105 Public Information and Warning
- Social Media Engagement Strategies/ Tools and Techniques
- Social Media for Natural Disaster Response and Recovery

Exercises

N/A

Operational Coordination

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

This capability continues to increase around the ATCOG region. To improve this capability the region continues to conduct Emergency Management meetings for EMC's to coordinate, plan, and engage with other EMC's in the region. This capability has been exercised during the Red River Army Depot Disaster Drill in August of 2022, the Texas A&M Active Shooter Exercise in October of 2022, and during the Texarkana Tri-annual Airport Exercise in October of 2022. These capabilities have been demonstrated in real world events such as Texas Winter Storm of 2021, the City of Texarkana cyber-attack in 2020, and the Tornado Outbreak of November 2022. During these exercises and real-world events, our region has demonstrated the ability to work with multiple partner agencies across multiple jurisdictions.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Enhance emergency operation and communication plans for all 9 counties. Renew/Update Emergency Operation Plans and annexes in Cass and Franklin County Incorporate COAD's and LEPC's in the planning process.
Organization
Trained personnel are needed for operations in EOC over multiple operational periods. CLO (County Liaison Officers) are needed in Red River County, Delta County, and Morris County.
Equipment

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

EOC equipment is needed such as:

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

Training

Trainings that are needed includes:

- WebEOC training
- Advanced Incident Command System for Command and General Staff - Complex Incidents
- Emergency Operations Center Management and Operations
- Emergency Operations Center/Incident Command System Interface
- MGT-360 Incident Command: Capabilities, Planning, and Response Actions for All Hazards
- Partner Coordination in Disaster Response and Recovery

Exercises

We have exercised this capability by real world experiences during the Texas Winter Storm of 2021, and the November 2022 Tornado outbreak, However, consistent multi-agency exercises are needed to address the operational coordination gaps. More participation in regional communication exercises is needed as well.

Forensics and Attribution

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

This capability has been exercised during a real-world event in the City of Texarkana where multiple bomb threats and suspicious packages were reported in 2021. This jurisdiction work with both the FBI and the Joint Terrorism Task Force (JTTF) to coordinate information. This capability has also been exercised during Red River Army Depot in August 2022 full scale exercise, and the Texas A&M Active Shooter Exercise in October 2022. Forensic and attribution capabilities are not exercised often, and few real-world events actually occur. The region will need to continue to exercise on forensics and attribution capabilities.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
<ul style="list-style-type: none">• Develop forensic analysis processing plans.
Organization
<ul style="list-style-type: none">• Jurisdictions need forensic/CID analysis,• law enforcement officers with secret clearance to facilitate intelligence and information sharing.
Equipment

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

Training

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

Additional forensic training classes needed includes:

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

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

Intelligence and Information Sharing

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

Intelligence and Information Sharing capabilities continue to increase in the ATCOG region through real world experiences. This capability has been exercised during many real-world events such as: The City of Atlanta downtown arson investigation in 2019 which included mutual aid from the City of Texarkana, the 2021 explosive device threats in the City of Texarkana, 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. This capability has been exercised during the Red River Army Depot Exercise August of 2022, The Texas A&M Active Shooter Exercise October of 2022, and the Texarkana Tri-Annual Airport Exercise in October 2022. Purchases of license plate readers in Lamar, Franklin County, the Hopkins, and the City of Texarkana has contributed to the sustainment of this capability as well.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
<ul style="list-style-type: none">• Cass County and Franklin County need to update Emergency Operation Plans and annexes.• Terrorism response plans and mutual aid agreements should be established in all 9 counties
Organization
<ul style="list-style-type: none">• Each county will need at least one Law Enforcement Officer with SECRET clearance to facilitate information sharing.

<ul style="list-style-type: none"> • More officers region wide
Equipment
<ul style="list-style-type: none"> • License plate readers for Lamar County, Delta County, and the City of New Boston • List Servers • FIIR Infrared Cameras for Franklin County
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
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 Detector equipment in 2022, and the city of Mt Vernon has purchased thermal imaging cameras in 2022 to aid in interdiction and disruption. There has been some real-world experience during the 2021 explosive device threats in the City of Texarkana, and during the 2020 city of Texarkana Cyber Attacks. Hazmat Teams continue to conduct their regular trainings throughout the year. This capability has been exercised during the Red River Army Depot full scale exercise in August of 2022, Texarkana Airport Exercise October of 22, and Texarkana Active Shooter Drill October of 2022.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Plans need to be updated to include stakeholder and private sector partners. Mutual Aid Agreements should be established between jurisdictions.
Organization
<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 in Bowie County and Lamar County

Equipment
<ul style="list-style-type: none"> • Law Enforcement agencies need night vision goggles, pole cameras, and ballistic body armor. • Lamar and Bowie 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 Lamar and Bowie County need 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 remained the same in the ATCOG region. 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. This capability is exercised during large special events such as a county fair, or large sporting 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
Stakeholders and private partners need to be included in the planning process to strengthen this capability.
Organization
More personnel needed for searching and screening bags and people. More law enforcement officers (Region Wide) are needed for physical investigation measures.
Equipment
Metal detectors, x-ray machines, full body thermal scanners, medical tents, and PPE.
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

- IS-15. Special Events Contingency Planning for Public Safety Agencies

Exercises

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

Access Control and Identity Verification

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

The Access Control and Identity Verification capabilities are increasing in the region due to the implementation of the TDEM PIV system. Several responders across the region has already obtained PIV badges to hold credentials. This capability will continue to grow as the PIV system builds out and agencies gain access and knowledge of the system. Access control capabilities continue to grow across the region as well due to agencies purchasing access control doors, camera systems, and fencing at critical infrastructures.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Updated plans for controlling cyber and physical access, as well as verifying identity of those accessing cyber and physical locations/resource.
Organization
Smaller jurisdictions need additional trained personnel to support access control of critical infrastructure and identity verification of visitors to high-profile targets within the region. Delta County, Morris County, Franklin County, and Red River County need inhouse IT technicians
Equipment
<ul style="list-style-type: none">• Identification card machines• Key Fobs• personnel database solutions that validate certifications• personnel photography equipment• access control doors at critical infrastructures in the City of New Boston, Texarkana, Red River County, and Franklin County

Training

Need training pertaining to controlling cyber access and identity verification.

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

Exercises

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

Cybersecurity

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

Cybersecurity capabilities levels have increased across the region and will continue increase through training and real-world experiences. Most jurisdictions review and update their cyber security policies on an annual basis and HSGD grantees are completing the National Cyber Security Review on an annual basis. Jurisdictions are completing annual cyber security trainings, 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. Ransom Attacks has also occurred in Franklin County and Hopkins County in 2021.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

Computer servers

Training

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

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

Exercises

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

Physical Protective Measures

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

Physical Protective Measure capabilities have increased in the region by installation of security equipment. Several jurisdictions have purchased and installed surveillance systems during 2021-2022. Access control door and fencing at critical infrastructures have been added across the region as well. 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 in Franklin County and Lamar County Jail Enhanced security protective measures such as fencing in Morris and Franklin County. Access control doors at critical infrastructures in the City of New Boston, Texarkana, Red River County, and Franklin County.
Training
The region needs training on protecting critical infrastructure and key resources, courses includes: <ul style="list-style-type: none">MGT-452 Physical and Cybersecurity for Critical Infrastructure

- PHY-101 Performance Testing of the Protective Force
- PHY-120 Intermediate Physical Security Systems
- PHY-200 Physical Security Performance Testing of Systems
- PHY-202 Survey of Physical Security Systems
- PER-336 Protective Measures Course
- IS-915 Protecting Critical Infrastructure Against Insider Threats
- IS-916 Critical Infrastructure Security: Theft and Diversion

Exercises

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

Risk Management for Protection Programs and Activities

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Stakeholders and private sector partners need to be included in the planning process.
Organization
Additional personnel is needed to support risk assessments, analysis, and planning.
Equipment
N/A
Training
To support this capability, training courses needed includes: <ul style="list-style-type: none"> • Community Risk Issues and Prevention Interventions • Cultural Competence in Risk Reduction • Executive Analysis of Community Risk Reduction

- Fundamentals of Risk Management
- IS-909 Community Preparedness: Implementing Simple Activities for Everyone

Exercises

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

Supply Chain Integrity and Security

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

There has been increases in the Supply Chain Integrity and Security capability due to the many threats our region has experienced (Covid-19, Texas Winter Storms of 2021, Tornado Outbreak November 2022). These events have forced agencies to develop relationships with new partner organizations that can fulfill demands. Over the past 2 years, 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 needs to establish an active LEPC or COAD to strengthen the security and resilience of the supply chains.
Equipment
N/A
Training

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

Community Resilience

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

The Community Resilience capability level in the ATCOG region is being sustained, jurisdictions in the region continue to conduct outreach events. Most jurisdiction did community outreach events and activities in 2022 including: Fire Prevention Week, Sky-warn Classes, Health Fairs, vaccination clinics, Dragon Boat Race, and National Night Out. Agencies continue to find new creative ways to keep the community informed and engaged.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Develop a regional public outreach and education plan to promote community resilience among all jurisdictions in the region.
Organization
Each county needs and active LEPC or COAD to help promote community resilience. Jurisdictions also need personnel to help facilitate outreach activities. CLO officers needed in Red River County, Delta County, and Morris County CERT Teams in Bowie County
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
- IS-315.a CERT and the Incident Command System (ICS)
- IS-909 Community Preparedness: Implementing Simple Activities for Everyone

Exercises

N/A

Long-term Vulnerability Reduction

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

Long-term Vulnerability Reduction capabilities are being sustained, jurisdictions are reviewing building codes and performing risk assessments on an annual basis. Plans and annexes are being updated accordingly. Mass notification systems have been purchased in all counties. Cyber-security training and assessments have been done in all counties to reduce vulnerability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

Need training on enhancing critical infrastructure and key resources.

- MGT-343 Disaster Management for Water and Wastewater Utilities
- MGT-345 Disaster Management for Electric Power Systems
- Tornado Awareness
- SKYWARN classes
- CODE RED training

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 (2022) we have also added the DSHS Public Preparedness Specialist to our THIRA committee.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

Threats and Hazards Identification

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

Critical Transportation

SPR Step 1: Assess Capabilities

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

*Within **2 hours**' notice of an impending incident, complete the evacuation of **2000** people requiring evacuation, including **75** people with access and functional needs (requiring evacuation).*

*Within **2 hour** of an incident, clear **1** miles of road affected, to enable access for emergency responders, including private and non-profit.*

Estimate of Current Capability

*Within **4 hours**' notice of an impending incident, complete the evacuation of **2000** people requiring evacuation, including **75** people with access and functional needs (requiring evacuation).*

*Within **2 hour** of an incident, clear **1** miles of road affected, to enable access for emergency responders, including private and non-profit.*

Capability Change Description

Critical Transportation capabilities are being sustained. There are plans and MOA's in place with schools to utilize buses for mass evacuations. This capability was exercised on a smaller scale during the Texas Winter Storm of 2021; in Hopkins County they utilized police officers and cars to transport dialysis patients to and from treatment facilities. The clearing of affected roadway was also exercised and evaluated during the Texas Winter Storm of 2021 as well as the November 2022 Tornado Outbreak that affected Bowie, Red River, Hopkins, and Lamar County.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Review and Enhance emergency transportation plans, and establish mutual aid agreements with transportation agencies.
Review and Enhance debris management plans. Include stakeholder and private partners in the planning process.
Organization
To build the critical transportation capability, the region will need to have more CDL bus drivers to assist with transporting a large number of people.

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

Equipment

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

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

Training

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

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

Exercises

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

Environmental Response/Health and Safety

SPR Step 1: Assess Capabilities

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

*Within **2 hours** of an incident, assess, contain, and begin cleaning up hazardous material releases from **1** hazmat release sites.*

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Response partners and stakeholders need to be included in the planning process. MOA/Contracts with trucking companies to perform decontamination
Organization
Hazmat and Decontamination teams are needed to perform clean up and decontamination procedures.
Equipment
Additional response equipment and supplies is needed for the Bowie and Lamar County HAZMAT team such as decontamination equipment, radiological detections devises, and PPE.

Training

This capability will never reach 100% because the requirements and standards are constantly changing. Need training on most-up-to-date procedures.

- Hazardous Materials Awareness Course
- Hazardous Materials Incident Management
- MGT-441 Mass Decontamination for Mass Casualty Incidents
- PER-272 Emergency Responder Hazardous Materials Technician for CBRNE Incidents
- PER-308 Isolation and Quarantine for Public Health and Healthcare Professionals
- PER-309 Environmental Health Training in Emergency Response Operations

Exercises

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

Fatality Management Services

SPR Step 1: Assess Capabilities

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

*Within **24 hours** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **20** fatalities.*

Estimate of Current Capability

*Within **72 hours** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **20** fatalities.*

Capability Change Description

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Response partners need to be included in the planning process.
Review and update fatality management plans regularly
Organization
Personnel can fulfill this capability on a smaller scale in the larger jurisdictions, but smaller jurisdictions are not capable at all. Additional personnel are needed to provide counseling, body recover, mortuary services, and victim identification.
Local Medical Examiner is needed
Equipment
<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:

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

Exercises

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

Fire Management and Suppression

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
N/A
Organization
More full-time firefighters are need across the regions. Due to limited funding, most departments are understaffed.
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
- Drones

Training

Need to implement multi-agency and/or multi-jurisdictional training. Training courses needed includes:

- PER-296 CBRNE Rural Response Threat Protocol
- S-130 Firefighter Training
- S-190 Introduction to Wildland Fire Behavior
- FFA Drone training

Exercises

Need Fire management and Suppression exercises that incorporate multiple agencies and jurisdictions on an incident.

Logistics and Supply Chain Management

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

The Logistics and Supply Chain Management capability level has not changed. Jurisdictions have participated in WebEOC training, where they were trained on submitting star request. This capability has also been evaluated during the 2020 Covid Pandemic and the Texas Winter Storm in 2020, and during the Tornado Outbreak in November of 2022. Essential commodities were delivered and distributed by the Regional Advisory Council through STAR request to the state. Red Cross and Salvation Army assisted with distribution during the November Tornadoes. Red Cross has been working with jurisdictions to develop shelter plans.

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

Training

Training that is needed to support this capability includes:

- E0417: Mass Care/Emergency Assistance Shelter Field Guide Training
- T-420 - Shelter Operations Course
- WebEOC training
- IS-27 Orientation to FEMA Logistics

Exercises

WebEOC exercises are needed on a quarterly basis

Mass Care Services

SPR Step 1: Assess Capabilities

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

*Within **24 hours** of an incident, provide emergency sheltering, food, and water for **1,500** people requiring shelter and **1,500** people requiring food and water, including **75** people with access and functional needs (requiring accessible shelter) and **75** people with access and functional needs (requiring food and water), and **200** animals requiring shelter, food, and water. Maintain for **7 days**.*

*Within 1 **month** of an incident, move **300** people requiring temporary, non-congregate housing, including **25** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.*

Estimate of Current Capability

*Within **48 hours** of an incident, provide emergency sheltering, food, and water for **250** people requiring shelter and **500** people requiring food and water, including **75** people with access and functional needs (requiring accessible shelter) and **75** people with access and functional needs (requiring food and water), and **50** animals requiring shelter, food, and water. Maintain for **7 days**.*

*Within 3 **months** of an incident, move **200** people requiring temporary, non-congregate housing, including **25** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.*

Capability Change Description

The Mass Care Services capability for the Region has decreased. Red Cross has been working with jurisdictions to develop shelter plans, and identify organizations willing to shelter. After Red Cross temporary sheltering, there is no long-term shelters or non-congregate shelters available in the region. Many of the hotels and motels are now regularly booked with individuals that do not have permanent housing. The region as a whole need to enhance temporary housing plans and MOA to assist with sheltering.

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.

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
<p>Jurisdictions will need cots, generators, and fuel trucks.</p> <p>Fema trailers</p> <p>Physical animal shelter in most counties</p>
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 **72 hours** of an incident, conduct search and rescue operations for **250** people requiring rescue.*

Capability Change Description

The Mass Search and Rescue Operations capability is increasing due to the purchase of specialized equipment across the region. Several jurisdictions have purchased thermal imaging cameras to aide in operations, 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 ALERT training in 2022. This capability has been exercised on a smaller scale during the Texas A&M disaster drill in October 2022 and during the Tornado Outbreak in November 2022.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Plan need to be reviewed and updated. 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
- ATV's

Training

Still needing additional search and rescue training for regional team as well as other local agencies. Training needed includes:

- PER-213 Wide Area Search
- Swift water Rescue Operations Course
- PER-334 Search and Rescue in Community Disasters
- FFA Drone Certification Class

Exercises

Regional exercises need to be held involving the search team, dive team, and community volunteers. Exercises should include usage of drones.

On-scene Security, Protection, and Law Enforcement

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

The On-scene Security, Protection, and Law Enforcement capability level is decreasing due to a shortage of Law Enforcement Officers. This capability is strictly scenario based and can change depending on the type of incident. This capability is exercised often in the region during large special events such as the Hopkins County Stew Contest which brings in roughly 6,000 attendees, as well as during festivals, county fairs, and rival football games. During these events, Law Enforcement ensures a safe/secure environment for people and communities located within the affected area.

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 Hopkins County, Cass County, Red River County, and Franklin County
Training
ICS 300-400 needed in Franklin County
Exercises
Need more realistic demonstrations of capability; exercises have been limited to tabletops and proof-of-concept.

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. Through SERI funds ATCOG has been able to install 3 repeaters (Franklin County), 2 dispatch consoles (Lamar County), and one communication tower (Red River County over year 2021 and 2022. The region conducts a monthly repeater test to all Emergency Operation Centers in the region to ensure interoperable communications, and conduct an annual communication exercise each summer that documents responder's ability to operate their mobile and portable radios, as well as access the state interoperability channels. The City of Paris also has a HAM radio operator group that meets on a monthly basis and assesses their capabilities.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

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

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

Communication Tower needed in Delta County and Lamar County

Regional repeater for hospitals to connect with each other

Training

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

Exercises

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

Public Health, Healthcare, and Emergency Medical Services

SPR Step 1: Assess Capabilities

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

*Within **4 hours** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **100** people requiring medical care.*

Estimate of Current Capability

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

Capability Change Description

There has been a significant decrease in the Public Health, Healthcare, and Emergency Medical Services capability due to a shortage of nurses and EMTs in the region. We have several ambulances down in Hopkins County, and Titus County due to staffing issues. This capability has been exercised in Lamar County with the November 2022 Tornado Outbreak where 13 individuals needed hospital transfer. EMS transport wait times are 20-30 minutes due to these staffing deficiencies. This capability has also been exercised on a smaller scale during the Red River Army Depot full scale exercise in August of 2022 and the Texarkana Airport Tri-Annual Exercise in October. 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
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 Texas Winter Storm of 2021 and the Tornado Outbreak in November of 2022. This capability has been exercised as well during the Red River Army Depot Full scale exercise August 2022, the Texas A&M Texarkana tabletop exercise in October of 2022, and the Texarkana Airport Disaster Drill in October of 2022. This capability is exercised and evaluated during daily incidents, and well. From exercise and real-world events, we have determined that notifications to leadership and partner organizations typically happen on a 6 hour cycle and can be maintained beyond 14 days.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Include all decision makers in the planning process and establish how flow of information should go.
Update EOP Plans in Franklin County and Cass County
Organization
EMC needed in Cass County, Morris County, and Red River County
Equipment
N/A
Training
Basic ICS training for leadership roles (ICS 100, 200, 700, 800, 300, 400)

ICS 300-400 in Franklin County
Exercises
N/A

Infrastructure Systems

SPR Step 1: Assess Capabilities

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

*Within **72 hours** of an incident, restore service to **2,000** customers without water service.*

*Within **72 hours** of an incident, restore service to **2,000** customers without wastewater service.*

*Within **72 hours** of an incident, restore service to **25,000** customers without communication service.*

*Within **72 hours** of an incident, restore service to **9,000** customers without electricity service.*

Estimate of Current Capability

*Within **72 hours** of an incident, restore service to **2,000** customers without water service.*

*Within **72 hours** of an incident, restore service to **2,000** customers without wastewater service.*

*Within **72 hours** of an incident, restore service to **25,000** customers without communication service.*

*Within **72 hours** of an incident, restore service to **9,000** customers without electricity service.*

Capability Change Description

There have been no significant changes in the Infrastructure Systems capability level. This capability is strictly dependent on the incident and the capabilities of the private sectors. However, this capability has been tested during the Texas Winter Storm of 2021 and the November 2022 Tornado outbreak. 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

Training

Need training on critical infrastructure shut-offs and functionality at the local level. Training courses includes:

- MGT-317 Disaster Management for Public Services
- -342 Strategic Overview of Disaster Management for Water and Wastewater Utilities
- GT-343 Disaster Management for Water and Wastewater Utilities
- MGT-345 Disaster Management for Electric Power System
- MGT-410 Business Continuity Planning for Rural Power Companies

Exercises

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

Economic Recovery

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Work with private sector and stakeholders on COOP plans in Franklin County Include private sector in local EOP planning process.
Organization
Building inspectors are need as well as personnel to assist with writing/reviewing businesses COOP plans.
Equipment
N/A
Training
Need training on continuity of operations and economic recovery. Training courses needed includes: <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
- IS-395 FEMA Risk Assessment Database
- IS-662 Improving Preparedness and Resilience through Public-Private Partnerships
- Continuity of Operations Planning Program Manager Train-the-Trainer

Exercises

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

Health and Social Services

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update hospital and social service organizations COOP plans. Include these organizations in local EOP plans
Organization
Healthcare Coalition is needed in each county to access and evaluate needs Regional Healthcare Coalition Coordinator is needed (vacant position)
Equipment
Specialized transportation vehicles for transport of critical patients.
Training
Training needed includes: <ul style="list-style-type: none">E0426 Building a Roadmap to Resilience: A Whole Community TrainingMGT 341, Disaster Preparedness for Healthcare Organizations within the Community Infrastructure

Exercises

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

Housing

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning

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

Organization

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

Equipment

Temporary housing units such as trailers/ mobile homes.

Training

Need additional training on implementing housing solutions. Additional training courses needed includes:

- Administration of Public Assistance for Community Recovery
- E0210 Recovery from Disaster: The Local Community Role
- G0282.2 Manufactured Homes and the National Flood Insurance Program
- Preparing for Post-Disaster Responsibilities
- Rapid Needs Assessment
- Recovery from Disaster: The Local Government Role
- MGT-415 Disaster Recovery in Rural Communities
- MGT-416 Continuity of Government Operations Planning for Rural Communities
- IS-368 Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations

Exercises

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

Natural and Cultural Resources

SPR Step 1: Assess Capabilities

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

*Within **3 months** of an incident, restore **5** damaged natural and cultural resources and historic properties registered in the jurisdiction.*

Estimate of Current Capability

*Within 1 year of an incident, restore **5** damaged natural and cultural resources and historic properties registered in the jurisdiction.*

Capability Change Description

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

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Additional planning is needed to address damage assessment, environmental and historic preservation, and restoration.
Organization
Personnel not capable of meeting this capability due to lack of trained personnel. Additional trained personnel is needed across the region to conduct preliminary assessments.
Equipment
N/A
Training
Training is needed for understanding and estimating impacts on natural and cultural resources to better develop a recovery plan. Additional courses needed includes: <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

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

2023 Priorities

Top 3 Core Capabilities to Sustain in 2023

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

Top 3 Core Capabilities to Build in 2023

1. Operational Communication
2. Public Health, Healthcare, and Emergency Medical Services
3. Interdiction and Disruption

Ark-Tex Council of Government

Texas Homeland Security
Strategic Plan
2021-2025

Implementation Plan for 2023

December 31, 2022

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.

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.

Ark-Tex Council of Governments

Texas Homeland Security Strategic Plan 2021-2025

Implementation Plan for 2023

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Ark-Tex Council of Governments

Texas Homeland Security Strategic Plan 2021-2025 Implementation Plan for 2023

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 2023. 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 2023.

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

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.

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	Rickey Draper	rdraper@atlantatexas.org 903.799.4062	Local Overseeing
EMC, City of Texarkana	Chris Black	cblack@txkusa.org 903.798.3994	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	jricketson@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

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 2023 Training Calendar

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 and human trafficking. 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. There has also been human trafficking bust as recent as 2022. Over the last two years, gang related crimes and gun violence has increased drastically in the metropolitan areas. There has been drug related/ violent crimes in association with cartels, and Pagan's MC gangs. There has been an influx of criminal activity in association with methamphetamines. There has been one mass shooting event in the region during 2021. 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. 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 2020/2021 in the City of Texarkana. This ransom attack lasted several months and shut down many of the critical infrastructure systems. Other ransom attacks

for email domains have occurred in Hopkins county, as well as many smaller attacks across other jurisdictions in the region.

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 likely hazard for the ATCOG area is a tornado. The most severe tornados make appearances about every 10 years, with the most recent being an in November 2022. This tornado outbreak produced 9 tornados in our across 4 counties in our region, with the most violent being an EF4.

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, extreme drought causing large grass fires, and a minor earthquake.

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, and supply chain security are major areas to focus on for the ATCOG region in the coming year.

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. Threats and Hazards Identification
3. Operational Communication
4. Public Health, Healthcare, and Emergency Medical Services
5. Supply Chain Integrity and Security
6. 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 (2021)
- Purchased Thermal imaging goggles in Hopkins County (2022) and Sulphur Springs (2021)
- Purchased Ballistic Body Armor in Lamar County in (2022)
- Hosted Regional ICS-300-400 training in (2021)

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
Equipment	Purchase Thermal imaging goggles	City of Mt Vernon	\$23,510 HSGP funds	October 31, 2023
	Purchase Ballistic body armor	Red River County	\$18,450.00 HSGP funds	September, 30, 23
	Purchase License Plate Reader	Delta and Franklin County	\$70,211 HSGP Funds	October 31, 2023
	Purchase Simulation Training kits for Law Enforcement	Lamar County	\$29,960 HSGP Funds	September 30, 2023
Training	ICS 300-400	ATCOG	\$1,000 HSGP funds	August 31, 2023
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, 2023
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, 2023
Exercise	n/a	n/a	n/a	n/a

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
- Completion of National Cyber Security Review for HSGD applicants
- Purchase cybersecurity software in City of Texarkana (2022)
- Completion of annual cyber security training in all 9 counties (2022)

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, 2023
Organization	Conduct annual risk assessments on CIKR	Local emergency management and county assessors	n/a	December 31, 2023
Equipment	Sustain existing security and surveillance equipment	Local emergency management and law Enforcement	\$15,000 local funds	September 30, 2023
	Purchase of cybersecurity computer software/equipment	City of Texarkana	\$219,679 HSGP funds	October 31, 2023

Training	Cybersecurity Training	ATCOG/all 9-Counties	\$5000 of local funds	August 31, 2023
Exercise	Test equipment frequently for proper functioning	Local emergency management and law enforcement	\$500 of Local funds	December 31, 2023

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 annually
- Host fire safety week at school around the region October 2020
- Obtained first responder tactical AAIR training March 2022
- Purchased ballistic body armor in Lamar County 2022

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:

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, Training Simulation Kits) to support special response teams	The City of Sulphur Springs, The City of Mt Vernon, Red River County, and Lamar County	\$112,150 HSGP	November 30, 2023

Training	Train personnel with simulation kits	Lamar County/Hopkins County	\$1000 of local funds	November 30, 2023
	Fire Safety Week at schools in region	Local Fire Departments	n/a	October 31, 2023
	Stop The Bleed Training	Local EMS, NETRAC	No cost, from NETRAC	December 31, 2023
	AAIR active shooter training	ATCOG	\$1,000 HSGP	December 31, 2023
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
- Purchased Cyber-security software in the City of Texarkana (2022)

b. Performance Measures:

- Number of people trained
- Number of systems updated
- Number of cyber-attacks/attempts detected
- Number of NCSR completed

c. Implementation Tasks:

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, 2023
Organization	n/a	n/a	n/a	n/a
Equipment	Purchase of cybersecurity computer software/equipment	The City of Texarkana	\$219,679 HSGP funds	October 31, 2023
Training	Conduct annual Cyber-Security training	All 9 counties	\$5,000 local funds	December 31, 2023
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 October 2022
- Full scale disaster exercise at Red River Army Depot August 2022
- Conducted Full Scale Airport Exercise October 2022
- Hosted Skywarn Classes in 2022

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, 2023
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, 2023
Training	Conduct additional Sky Warn classes in region	National Weather Service	National Weather Service conducts training for free	October 31, 2023
Exercise	Conduct monthly test of systems	Local emergency management	\$500 of Local funds – all 9 counties	December 31, 2023
	Conduct disaster exercise at Texas A&M Texarkana	Texas A&M Texarkana PD	No Cost	October 31, 2023
	Conduct Red River Army Depot Full Scale Exercise	Red River Army Depot Emergency Management Team	\$5,000 local funds	August 31, 2023

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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	\$2,900 HSGP funds – \$9,000 RAC funds	July 31, 2023
Training	Conduct annual WebEOC training	ATCOG/NETRAC, Piney Woods RAC	\$2,500 HSGP funds	August 31, 2023
Exercise	Conduct STAR request exercises	NETRAC	n/a	December 31, 2023

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

- a. Recent Accomplishments:
 - Purchased narrowband compliant and P25 compliant communications equipment in Red River County and Sulphur Spring
 - Updated regional RICP in 2022
 - Purchased repeaters and dispatch consoles in Lamar and Franklin County in 2021
 - Installed communication tower in Red River County 2022 and Franklin County 2021

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, 2023
Organization	n/a	n/a	n/a	n/a
Equipment	Purchase P25 compliant communications equipment (Radios)	Red River County, City of Sulphur Springs,	\$58,680 of HSGP	November 30, 2023
	Purchase and install communication towers and repeaters in Delta and Lamar County	Delta County, Lamar County, Franklin County, ATCOG	\$877,555 of RI radio infrastructure program funds	August 31, 2024
Training	Conduct annual communications training	Local jurisdictions /Regional Partners	\$5,000 of HSGP funds - Regional	December 31, 2023
Exercise	Conduct annual communications exercise	ATCOG/ Local jurisdictions /Regional Partners	\$5,000 of HSGP funds - Regional	August 31, 2023

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 in 2022
- The use of social media platforms to provide updates to communities during Texas Winter Storms of 2020, and November 2022 Tornado Outbreak
- Participated in and provided public education material for safety week at Lowes LLC Texarkana October 2022
- Installed Warning Sirens in City of Texarkana 2021 and 2022

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, 2023
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 \$2,500 of HSGP funds (ATCOG)	November 30, 2023
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, 2023
Exercise	Weekly Siren Testing/Monthly Mass Notification testing	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:

- Number of plans review and updated
- Number of annexes renewed

c. Implementation Tasks:

Objective 4.7	Tasks	Responsibility	Cost/Source	Completion Date
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Planning	Update and review emergency and disaster-related plans	Local jurisdictions /Regional Partners	\$5,000 of local funds – region wide	December 31, 2023
	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, 2023
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
- Hosted Regional AAIR class in March 2022

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
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, 2023
Exercise	Invite all agencies to participate in training and exercises	ATCOG/ local jurisdiction/Regional Partners	No Cost	December 31, 2023
	Conduct Regional Communication Exercise	ATCOG/ local jurisdiction/Regional Partners	\$1,500 regional HSGP funds	September 30, 2023

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 2023
- Assist with coordination and evaluation of Texas A&M Texarkana full scale Active Shooter exercise in October of 2023
- Assist with coordination and evaluation of Texarkana Regional Airport full scale exercise in October 2023

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
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, 2023
	Conduct Texas A&M Texarkana fall exercise	Texas A&M Texarkana PD	No Cost	October 31, 2023
	Conduct Annual Communication Exercise	ATCOG/All 9 Counties	\$1,500 Regional HSGP Funds	August 31, 2023

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 2022
- Assist with coordination and evaluation of Texas A&M Texarkana full scale Active Shooter exercise in October of 2022
- Assist with coordination and evaluation of Texarkana Regional Airport full scale exercise in October 2022
- Hosted Regional AAIR classes in March of 2022

b. Performance Measures:

- 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, 2023
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, 2023
	Conduct Texas A&M Texarkana fall exercise	Texas A&M Texarkana PD	No Cost	October 31, 2023

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