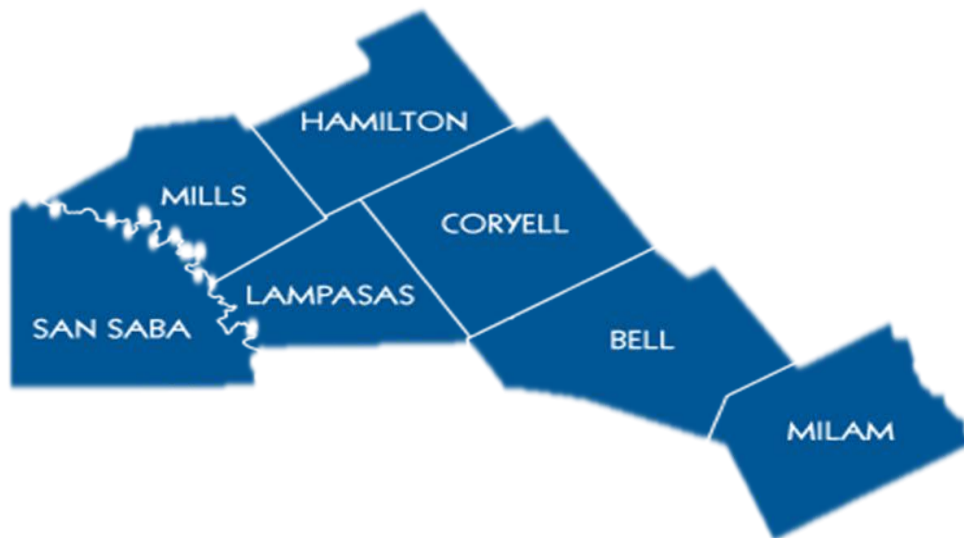




CENTRAL TEXAS COUNCIL OF GOVERNMENTS

Stakeholders Preparedness Review (SPR) 2018

October 10, 2018
Prepared by Jesse Hennage



**Central Texas Council of Governments
2180 North Main Street, P.O. Box 729
Belton, Texas 76513-0729**



Central Texas Council of Governments Stakeholder Preparedness Review (SPR) 2018

The SPR is a two-step process in which communities assess their current abilities to deliver the targets they established in Step 3 of the THIRA:

1. For each core capability, communities rate their ability to achieve the desired outcome in each of five elements: planning, organization, equipment, training, and exercises.
2. Communities provide context for their assessment by rating the priority they place on each core capability, describing their capability gaps and recent advances, and estimating the extent to which they will depend on higher levels of government to fill capability gaps.

Together, the THIRA and SPR help communities determine what they need to prepare for, what resources they require, and what their current gaps are. Regions can use this information to help them efficiently build and sustain preparedness capabilities.

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central texas council of governments

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Planning Core Capability

- **Mission Areas:** All
- **Description:** Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

CPG 101 Version 2 Compliance

Emergency Operations Plan (EOP) Name: Bell, Coryell, Hamilton, Lampasas, Milam, Mills, San Saba Counties City of Copperas Cove, City of Killeen City of Temple

CPG Criteria	101	Question	Response	
Approval		Has the EOP been aligned with CPG 101 v2 and approved by the appropriate state official?	Yes	11/27/89
Whole Community		Was the whole community involved in the development of the base plan? Note: The whole community includes, but is not limited to, those non-governmental organizations beyond traditional engagement, groups representing those with access and functional needs, youth and children, and the private sector.	Yes	
EOP Training		Has the region conducted training on the EOP base plan?	Yes	
EOP Evaluation		Has the region evaluated the effectiveness of the EOP base plan through exercises?	Yes	
EOP Real World Event		Has the region evaluated the effectiveness of the EOP base plan through a real world event?	Yes	
EOP Revision		Has the state updated the EOP base plan based on corrective actions identified during the training, exercise, or real-world event?	Yes	

CPG 101 Compliance Explanatory Notes/Comments

Priority

High



Capability Target

Prevention: Within 2 hours of receiving actionable intelligence of an imminent terrorist attack, develop and execute appropriate courses of action in coordination with 7 law enforcement agencies (local, state, and federal), 1 SWAT Team, 1 Bomb Squad/EOD Team, 2 Federal agencies (Fort Hood and FBI), 4 EMCs, 3 EMS agencies, 2 hospitals, 3 municipalities, city/county/state leadership, execution of Mass Fatality Plan, 2 counties, reference the Multi-Agency Coordination System, 10 critical infrastructure facilities, and 15 square miles of residential and business property spanning private and public sectors in order to prevent all attacks and follow-on attacks within the Central Texas Council of Governments' region.

Protection: Develop, maintain, and exercise Emergency Operations Plans and Continuity of Operations Plans for 100% of the 7 law enforcement agencies (local, state, and federal), 1 SWAT Team, 1 Bomb Squad/EOD Team, 2 Federal agencies (Fort Hood and FBI), 4 EMCs, 3 EMS agencies, 2 hospitals, 3 municipalities, city/county/state leadership, 2 counties, 10 critical infrastructure facilities and vulnerable populations in the Central Texas Council of Governments.

Mitigation: Ensure that 100% of all the 2 counties, 3 municipalities maintain a hazard mitigation plan that addresses all relevant threats and hazards in the Central Texas Council of Governments Hazard Analysis and other relevant risk assessments for the jurisdiction and is updated every 2 years.

Response: Within 5 hours of the incident, establish an Incident Action Plan to coordinate efforts among the 7 law enforcement agencies (local, state, and federal), 1 SWAT Team, 1 Bomb Squad/EOD Team, 2 Federal agencies (Fort Hood and FBI), 4 EMCs, 3 EMS agencies, 2 hospitals, 3 municipalities, city/county/state leadership, execution of Mass Fatality Plan, 2 counties, reference the Multi-Agency Coordination System, 10 critical infrastructure facilities, and 15 square miles of residential and business property of the Central Texas Council of Governments.

Recovery: Within 3 days of the incident, establish a Long-Term Recovery Committee and initiate development of a Recovery Plan for the 2 counties and 3 municipalities in the Central Texas Council of Governments.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	3 - Plans/annexes are complete but require update	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	3 - 41-60% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	1 - 0-20% of required equipment exists
Training	2 - 21-40% of required training exists	3 - 41-60% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist



Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	<p>P-1-All plans need to be reviewed yearly to accommodate updates and changes. During many of the various exercises it was noted that some of the plans on some jurisdictions did not have community involvement. Recently the Mass Fatality Plan has been completed by the region and approved, the Hazard Mitigation Plan is in the final processes before being submitted to FEMA, this includes 3 counties within the region.</p> <p>P-2-Many of the communities participated but plans have not been changed to reflect those business's or contractors.</p> <p>P-3-All EOP plans will need to be reviewed yearly to include all changes to include all Hazard and Mitigation Action Plans among each of the counties.</p>
Organization	<p>O-1-Need to update all the newly organizational groups that support each of the county's EOP plan.</p> <p>O-2-Will need to address those changes associated with the Hazard Mitigation Plan for all the County's new plans.</p> <p>O-3-All the VOADS, and volunteer groups need to be included in all plans with yearly updates on those plans with citizens' groups and volunteers.</p>
Equipment	<p>E-1-Some agencies need new computers to be able to handle multitude of responsibility and plans. Electronic updates of all plans so they can be updated as needed. Plans regarding radio interoperability need to be reflective of the various types of radios and the operation guidelines associated with the various radios. Interoperability radio assessment revealed equipment throughout the region is outdated and needs replacing. Coryell County has expressed a need for computers for their EOC.</p>
Training	<p>T-1-Increase participation rate all users regarding radio communications operating procedures. Communicate as a region on radio interoperability and exercise functionality.</p>
Exercises	<p>E-1-Exercises to increase awareness of EOC and Disaster, Radio Communication Plan, need to be addressed every year. Exercise MACS to identify weakness in the region's standard operating procedures.</p>

Recent Advances

POETE	Recent Advances
Planning	<p>COG now has a template that can be used by any jurisdiction to use for their own use. They can customize to fit their needs.</p>
Organization	
Equipment	<p>The COG has a functioning MACC which can be used for training or real-world situations.</p>
Training	<p>An increased number of training opportunities have been provided within the region to support the Planning core capability. These courses have encompassed mass fatality incident management, NIMS ICS training, and early alerting and notification, and other essential topics. Local participation in training activities has improved in several counties within the region.</p>
Exercises	<p>Tabletop exercises throughout the region have taken place over the year.</p>

Explanatory Notes/Comments



Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Tabletop Exercise with Fort Hood military base

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Public Information and Warning Core Capability

- **Mission Areas:** All
- **Description:** Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Priority

High

Capability Target

Prevention: Deliver coordinated, prompt, reliable and actionable messages to 100% of the 150,000 spectators, 20,000 residents, 2,000 tourists/transients, 3 municipalities, city/county leadership, 3 radio/television stations, 2 counties, and Fort Hood leadership and residents in the impacted area to aid in the prevention of imminent or follow-on terrorist attacks.

Protection: Operate effective and accessible indication and warning systems to communicate significant hazards to 100% of the 150,000 spectators, 20,000 residents, 2,000 tourists/transients, 3 municipalities, city/county leadership, 3 radio/television stations, 2 counties, and Fort Hood leadership over the 15 square miles of impacted area.

Mitigation: Provide 100% of the residents with useful and relevant information on threats and hazard faced by the community and how to prepare for them. Deliver public information and warnings in English and Spanish, and accessible means to 150,000 spectators, 20,000 residents, 2,000 tourists/transients over 15 square miles of impacted area through multiple channels to include social media.

Response: Within 2 hours following the incident, provide coordinated, prompt, reliable, and actionable information regarding critical lifesaving and life-sustaining information to the 150,000 spectators, 20,000 residents, 2,000 tourists/transients, 3 municipalities, city/county leadership, 3 radio/television stations, 2 counties, and Fort Hood leadership and residents to aid the public in taking protective actions.

Recovery: Within 3 hours after the threat of an emergency or disaster event has passed, provide effective recovery-related public information messaging and communications to the 150,000 spectators, 20,000 residents, 2,000 tourists/transients, 3 municipalities, city/county leadership, 3 radio/television stations, 2 counties, and Fort Hood leadership and residents over 15 square miles of impacted area.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	4 - 61-80% of required



POETE	Internal Capability Rating	Mutual Aid Capability Rating
		organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	<p>P-1-Increase the development of emergency messaging with the aid of CTCOG CodeRed emergency notification by utilizing updates from the various data bases, 9-1-1 data base, personnel rosters, critical infrastructure and key resources, schools.</p> <p>P-2-Incorporate mutual aid into plans</p> <p>P-3-Validate plans through training events, exercises and real-world events.</p>
Organization	<p>O-1-Align organizational relationships with all agencies to support public information and warning plans.</p> <p>O-2-Increase participation among all the agencies and the national weather service. Share the data among all the counties as events happen so the others can be more prepared.</p> <p>O-3-Include all the agencies as a contact list of support staff, volunteers, educate them as to the operating procedures of the various warning systems and public information sharing.</p>
Equipment	Many of our towns need more sirens and warning system - Killen has requested 3, Salado (1), Hamilton (1), Milam County (3), Town of Buckholts for replacement of older or non-working sirens.
Training	<p>T-1-Train all responders on how to activate emergency notifications processes and provide user training on CodeRed.</p> <p>T-2-Update training plans that support the revised information and warning plans for their agencies.</p> <p>T-3-Expand and train all agencies as to the various public information</p>
Exercises	<p>E-1-During FT Hood exercise emergency notification system was not activated for the Bell County notification system.</p> <p>E-2-Update exercise plan to support all the information and public warning to include CodeRed.</p> <p>E-3-During the exercise of each county have injects to test public information and warning system to some of the agencies.</p>

Recent Advances

POETE	Recent Advances
Planning	Our new Emergency Notification system will allow each of the agencies to develop contact list of all the personnel and resources.
Organization	
Equipment	Grants for public information has been shared among agencies for them to apply for.
Training	
Exercises	



Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.
- Real-world event(s): FT Hood Exercise demonstrated the need for better dialogue regarding emergency notifications among various users.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Operational Coordination Core Capability

- **Mission Areas:** All
- **Description:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Priority

High

Capability Target

Prevention: Ensure that 100% of investigative, intelligence, and other law enforcement activities are coordinated among 7 law enforcement agencies (local, state, and federal), 1 SWAT Team, 1 Bomb Squad/EOD Team, 2 Federal agencies (Fort Hood and FBI), 4 EMCs, 3 EMS agencies, 2 hospitals, 3 municipalities, city/county/state leadership, 2 counties, and 10 critical infrastructure facilities to prevent initial or follow-on attacks with the Central Texas Council of Governments in accordance with established protocols.

Protection: Establish and maintain a unified and coordinated operations structure and process that appropriately integrates 100% of critical public and private sector stakeholders across 2 counties and 3 municipalities in the execution of core capabilities.

Mitigation: Integrate mitigation data elements into 100% of the Emergency Operations Centers across 2 counties and 3 municipalities in support of planning, response and recovery operations.

Response: Within 5 hours following an incident, establish and maintain a unified and coordinated operational structure and process that integrates the efforts of public and private stakeholders in the execution of core capabilities across 2 counties and 3 municipalities and for 10 critical infrastructure facilities, systems, and assets.

Recovery: Within 3 days following an incident, coordinate with 100% of the applicable emergency management programs to define the path and timeline for recovery across the 2 affected counties and in 3 municipalities to achieve jurisdictional objectives that effectively coordinate and use appropriate Federal, state, and local assistance as well as nongovernmental and private sector resources.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	3 - Plans/annexes are complete but require update	4 - Plans/annexes are complete and have been updated within 5 years
Organization	4 - 61-80% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	3 - 41-60% of required equipment exists	4 - 61-80% of required equipment exists



POETE	Internal Capability Rating	Mutual Aid Capability Rating
Training	3 - 41-60% of required training exists	4 - 61-80% of required training exists
Exercises	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Need to get more VFD into the planning mode of understanding protocols of ICS. P-2-Need to coordinate plans with private and non-private sectors. P-3-Need to develop and include hazards, threats in specific annexes.
Organization	O-1-Need to update many of the county and smaller city plans. O-2-Align organizational relationships to support revised operations coordination plans. Command, control and coordination among all agencies. Establish common operating procedures. Establish lines of communications among all agencies. O-3-Must have mutual aid for coordination efforts.
Equipment	E-1-Add or increase equipment such as AV, mapping software, and communication equipment. E-2-Some cities depend on county support to handle coordination for them. E-3-Educate agencies on protocols and equipment support needed. E-4-Review capability requirements and will they meet the extraordinary events that will exceed the capabilities.
Training	T-1-Update training plans to support new operational coordination plans. T-2-To improve upon the existing state of the Operational Coordination core capability, a wide array of training is needed to better understand the intricacies of multi-agency and multi-jurisdiction coordination for all hazards while taking a whole community approach. Increased participation by local agencies in training activities is also necessary to further develop the capability to meet its target. T-3-Train all agencies in coordination of plans and ICS levels and structure.
Exercises	E-1-NIMS/ICS training must be utilized in all exercises, drills and workshops. E-2-More training on WEB-EOC E-3-Emergency Management training at all levels to include volunteers, corporations, first responders, elected officials. Exercise opportunities are needed throughout the region to validate existing plans and practices related to resource management; command, control, and coordination; establishment of priorities, objectives, and strategies; information flow; establishing unity of effort and a common operating picture; communication; roles and responsibilities; ICS implementation; and stakeholder engagement. Agency participation in training and exercises needs to be increased across the region.

Recent Advances

POETE	Recent Advances
Planning	The regional mass fatality management plan was developed in the past 12 months. The plan identifies the fundamental responsibilities for response partners to mass fatality incidents to facilitate coordination both on-scene and off-scene. Emergency management plans have been updated within the past 12 months.
Organization	Multi-agency, multi-jurisdictional, and regional training and exercise efforts have



POETE	Recent Advances
	increased the functional areas of this capability across the region and state.
Equipment	
Training	CTCOG continues to encourage local agencies to complete the online IS courses for NIMS and ICS. Additionally, CTCOG continues to provide G-300 and G-400 courses throughout the region.
Exercises	The regional mass fatality functional exercise, as well as the mass fatality tabletop exercise series, evaluated incident command and operational coordination in detail.

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Forensics and Attribution Core Capability

- **Mission Area:** Prevention
- **Description:** Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Priority

Low

Capability Target

Prevention: Prioritize, collect and examine 100% if evidence associated with an act of terrorism or an imminent terrorist attack with 300 trace evidence associated with an act of terrorism, 100% capacity to swiftly prioritize, collect, and analyze evidence, and 2 local law enforcement agencies, 1 state law enforcement agency, and 2 federal law enforcement agencies to secure evidence collection scenes.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	1 - No plan/annexes exist	3 - Plans/annexes are complete but require update
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	CTCOG area does not have full fledged forensics lab. Our local law enforcement and sheriff department have ability of fingerprinting. P-1-Most of the local agencies must plan to coordinate between federal agencies to assist with forensics and evidence collection. Existing plans do not adequately address this capability. Additional planning efforts and updates are needed to increase this capability. Stakeholders and local agency involvement are needed to improve upon planning efforts. Existing plans need to be updated to include metrics for assessing terrorist capabilities, attribution assessments, biometric analysis, crime scene preservation, crime scene exploration, digital network exploitation, evidence collection, forensic analysis, and terrorist investigations.
Organization	O-1-Local agencies must plan and coordinate with federal partners for forensics

POETE	Capability Gaps
	<p>attribution.</p> <p>O-2-Need help with forensics, digital media, physical evidence. Additional trained and qualified personnel are needed to support this capability in the areas of terrorist capability assessments, attribution assessments, biometric analysis, CBRNE material analysis, crime scene operations, digital media and network operations, evidence collection, forensic analysis, and terrorist investigations. Additional participation by agencies and stakeholders is needed to improve the capability. Additional hazardous materials technicians are needed throughout the region.</p>
Equipment	<p>E-1-More training is required by the smaller law enforcement agencies.</p> <p>E-2-Most equipment for evidence collection, CBRNE needs repair or replacement in Killeen and Temple.</p>
Training	<p>T-1-Need to develop a training plan for forensics attribution. To improve upon the existing state of the Forensics and Attribution core capability, a wide array of training is needed to better understand the implementation and development of the capability for all hazards while taking a whole community approach. Increased participation by local agencies in training activities is also necessary to further develop the capability to meet its target. Necessary training includes, but is not limited to, the following courses as identified by stakeholders within the region: AWR-305 Bioterrorism Awareness: Collaboration Among First Responders and Health Professionals; Homeland Security Exercise and Evaluation Program Training Course; AWR-103 Crime Scene Management for Chemical, Biological, Radiological, Nuclear, or Explosive Incidents; Fundamentals of Building Science; Science of Disaster; Cybersecurity Investigations and Network Forensics Analysis: Practical Techniques for Analyzing Suspicious Network Traffic; Cybersecurity Investigations and Network Forensics Analysis: Practical Techniques for Analyzing VoIP Traffic; and Mile2 Certified Network Forensics Examiner.</p>
Exercises	<p>E-1-During exercise have an exercise plan to support a revised forensic and attribution plans. Future exercises should implement metrics to evaluate plans and processes related to assessing terrorist capabilities, attribution assessment, biometric analysis, CBRNE material analysis, crime scene operations, digital media and network exploitation, evidence collection, forensic analysis, and terrorist investigations. Additional stakeholder and agency involvement in exercises is needed throughout the region.</p>

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	Some end of life equipment has been replaced with Temple and Killeen HAZMAT.
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:



- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Intelligence and Information Sharing Core Capability

- **Mission Areas:** Prevention, Protection
- **Description:** Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.

Priority

Medium

Capability Target

Prevention: Provide 100% timely, accurate, and actionable information, intelligence data and knowledge to the Unified Command, local police department, HAZMAT Team, Emergency Management Coordinators, fire departments, and EPA.

Protection: Effectively and efficiently exchange intelligence, information, data, or knowledge among government or private sector entities with 100% accuracy, to include Unified Command, local police department, HAZMAT Team, Emergency Management Coordinators, fire departments, and EPA.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	3 - Plans/annexes are complete but require update
Organization	2 - 21-40% of required organization/personnel exists	2 - 21-40% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	1 - 0-20% of required equipment exists
Training	1 - 0-20% of required training exists	3 - 41-60% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Law enforcement agencies need to share success and failures among all agencies not just the larger department. Existing plans address this capability to an extent; however, additional planning efforts are needed to implement intelligence and information sharing at a regional level. Integration of fusion centers into plans has not yet occurred. Fusion

POETE	Capability Gaps
	<p>centers are currently not included as stakeholders in planning efforts.</p> <p>P-2-Need to develop an intel and information sharing plan.</p> <p>P-3-Smaller jurisdictions must in the loop with the larger agencies regarding the sharing of intel and information at each level.</p>
Organization	<p>O-1- Develop organizational relationships that support intel and information sharing plans.</p> <p>O-2-Smaller agencies need to be kept informed on all intel and information sharing.</p>
Equipment	<p>E-1-The need for equipment that will enable better sharing of intel and information sharing regarding intelligence must be protected by some encryption, secure sight etc.</p> <p>E-2-Additional personnel are needed to support this capability. Information/Intelligence Analysts are needed in all counties within the region. Integration of fusion centers is needed throughout the region. The region would also benefit from establishing a fusion center. Law enforcement agencies need additional personnel to conduct threat assessments, develop intelligence products, and disseminate information to stakeholders within the region.</p>
Training	<p>T-1-Sharing of information among all law enforcement is encouraged some of the smaller departments don't make meetings or training that is offered.</p> <p>T-2-Update all training programs to support information and intel sharing.</p> <p>T-3-Training on threat assessments for all areas must be included in the training for all the agencies.</p>
Exercises	<p>E-1-Exercises need to develop an exercise plan to support the intel and information sharing.</p> <p>E-2-During exercises injects for secured networks, security issues must be addressed to test system.</p>

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The jurisdiction will potentially increase this capability; a significant portion of required capacity will remain reliant on outside assets from higher levels of government.



Interdiction and Disruption Core Capability

- **Mission Areas:** Prevention, Protection
- **Description:** Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Priority

Medium

Capability Target

Prevention: Delay, divert, intercept, hold, apprehend or secure 100% of conveyances, mail, baggage, and individuals associated with an imminent threat by coordinating with 7 Law enforcement agencies, 4 Fire departments involved, 1 SWAT Team, 1 Bomb squad/EOD Team, FBI, 3 EMS agencies, 4 County EMCs, City/county leadership, 1 Incident Management Team, 10 critical infrastructure facilities, and 15 square miles of residential and business property spanning private and public sectors associated with a terrorist threat to the Central Texas Council of Governments.

Protection: Conduct tactical counterterrorism response to imminent threats and render safe and dispose of 100% of potential CBRNE and explosive hazards in all locations in all environments consistent with established protocols by coordinating efforts with 7 Law enforcement agencies, 4 Fire departments, 1 SWAT Team, 1 Bomb squad/EOD Team, FBI, 3 EMS agencies, 4 county EMCs, city/county leadership, 1 Incident Management Team, and 10 critical infrastructure facilities.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	1 - No plan/annexes exist	3 - Plans/annexes are complete but require update
Organization	1 - 0-20% of required organization exists	3 - 41-60% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	3 - 41-60% of required equipment exists
Training	1 - 0-20% of required training exists	3 - 41-60% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans to incorporate law enforcement operations for trafficking. P-2-Need to involve internal agencies, neighboring agencies and state agencies in the planning process. Integration of anti-terrorism operations, CBRNE render safe, disease prevention, financial disruption, cargo interdiction, conveyance interdiction, CBRNE acquisition prevention, and wide-area search and detection operations is needed to

POETE	Capability Gaps
	strengthen this capability. P-3-Validate plans through exercise and training events.
Organization	O-1-Include all financial institutions in the planning process. Law enforcement agencies across the region need personnel to support anti-terrorism operations, CBRNE detection, CBRNE render safe, deterrence, cargo interdiction, conveyance interdiction, CBRNE acquisition prevention, tactical operations, terrorist and weapon tracking, and wide-area search and detection capabilities. Regional response teams need additional personnel to support CBRNE detection and CBRNE render safe capabilities. Local public health stakeholders need additional personnel to support disease prevention. Local jurisdictions and the private sector need personnel to support financial disruption prevention.
Equipment	E-1-Review what equipment is needed to help support interdiction needs. Additional equipment is needed to support this capability throughout the region. CBRNE detection and render safe tools are needed by regional response teams for Killeen and Temple. Tactical equipment for law enforcement is needed, including personal protective equipment, optics, ballistic shields, and other tactical equipment. Local agencies need software/hardware solutions to prevent financial and information system disruption within the region. E-2-Does the agencies have proper equipment to conduct proper screening during the vetting process.
Training	T-1-Continue training in Narcotic, passenger and commercial motor vehicle interdiction training. T-2-Identify those training gaps that is due to turnover or other staffing situations. T-3-Bring in Subject Matter Experts (SME) for training. T-4 Emphasize more training on infrastructure and key resources.
Exercises	E-1-Exercises which test highway drug interdiction, roadside interviews, concealed contraband concealment. E-2-Develop into the Exercises objectives and scenarios for the various incidents. E-3-Implement the new corrective actions and improvement plans through evaluations of exercises.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	Mills County has purchased some interdiction equipment
Training	Numerous agencies within the region have attended interdiction, disruption, human trafficking, and other related courses to support this core capability.
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.



- Real-world event(s): Law enforcement apprehending drugs and human trafficking in all the CTCOG region.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Screening, Search, and Detection Core Capability

- **Mission Areas:** Prevention, Protection
- **Description:** Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, biosurveillance, sensor technologies, or physical investigation and intelligence.

Priority
Medium

Capability Target

Prevention: Screen 100% of conveyances, cargo and persons associated with an imminent threat to the land, air, and maritime domains of 150,000 expected visitors, vendors, employees, and spectators at 1 mass gatherings when there are actionable, credible intelligences that the events may be a target of a terrorist attack.

Protection: Screen 100% of 150,000 expected visitors, vendors, employees, and spectators at 1 mass gatherings and employ at least 1 EOD, and 3 K-9 teams up to a 1-mile radius around the event, 100 additional law enforcement units are needed to establish a perimeter of 5 around the crime scene(s), 15 additional law enforcement units are needed to establish 5 check points at key intersections and entry points to critical infrastructure within crime scene area, air monitoring at impact site and surrounding 30-mile radius.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	3 - 41-60% of required equipment exists
Training	1 - 0-20% of required training exists	3 - 41-60% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	<p>P-1-Plans to include new search techniques. Additional planning efforts are needed to improve upon bio surveillance, CBRNE detection, electronic search, laboratory testing, terrorist location, physical investigation, community resilience and awareness, screening practices, and wide-area search.</p> <p>P-2-Incorporate mutual aid into the plans.</p> <p>P-3-Develop an outreach public outreach program that will allow citizens and</p>

POETE	Capability Gaps
	private involvement among all agencies.
Organization	O-1-New threats will lead to various changes in organization structure on who can do what for who. Law enforcement agencies need personnel to support CBRNE detection, electronic search, physical investigation, terrorist location, screening, and wide-area search. Fire suppression agencies need personnel to support CBRNE detection and wide-area search. Local agencies need personnel to support public education efforts promoting an observant nation.
Equipment	E-1-Additional equipment will be needed for screening and search techniques in the area. Operational equipment is needed to support wide-area search, physical investigation, CBRNE detection, and terrorist location. Public education materials specific to the local area are needed to support the promotion of an observant nation.
Training	T-1-Training to volunteer in search and rescue. To improve upon the existing state of the Screening, Search, and Detection core capability, a wide array of training is needed to better understand the implementation and development of the capability for all hazards while taking a whole community approach. Increased participation by local agencies in training activities is also necessary to further develop the capability to meet its target. T-2-Address training gaps resulting from staff turnovers. T-3-Incorporate Subject matter experts in all training. T-4-Training on how to handle sensitive information.
Exercises	Have exercises to show use of Cadaver dogs. How to utilize grid patterns for search and rescue and record keeping. E-2-Exercise should include the potential key resources and infrastructure. Future exercises should, as applicable, incorporate evaluation metrics for bio surveillance, CBRNE detection, electronic search, laboratory testing, terrorist location, physical investigation, screening, and wide-area search. Public reporting of suspicious behavior should also be validated through exercise opportunities.

Recent Advances

POETE	Recent Advances
Planning	Better surveillance techniques among law enforcement agencies help with controlling drugs in the CTCOG area.
Organization	
Equipment	
Training	Numerous local agencies have attended training to support this core capability.
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.
- Real-world event(s): Bell and Milam County have some of the highest rates for drug trade due to the Highway 79 and Interstate 35 being a main pipeline for drug runners.



Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Access Control and Identity Verification Core Capability

- **Mission Area:** Protection
- **Description:** Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.

Priority

Medium

Capability Target

Protection: Verify the identities and control access of 100% of 300 Employees/staff, 250 first responders, 100 supporting first responders from outside the area, 250 employees of vendors/suppliers, 400 volunteers at 7 critical locations and systems through physical, technological and cyber measures, limiting access to only authorized individuals to carry out legitimate activities in an area covering 30 square miles.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	3 - 41-60% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	2 - 21-40% of required equipment exists
Training	1 - 0-20% of required training exists	3 - 41-60% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Develop plans to help with access control into unsecured parts of buildings by guidelines for visitor access. P-2-Plans need to incorporate the private and non-profit sectors. P-3-Plans need to be tested through Training and exercises.
Organization	O-1-Include those businesses that deal with Cybersecurity issues and how they handle situations. O-2-How does some of the local business deal with access and control points of entry.
Equipment	E-1-Establish some type of credentialing system regionwide. E-2-Vet or verify persons who work in secure areas. E-3-Data bases that can be shared among all law enforcement agencies and security personnel.
Training	T-1-Retrain all agencies and volunteers on the use of the current badging systems.

POETE	Capability Gaps
	T-2 - train all employees as to the vetting process for secure areas.
Exercises	E-1-Mass Fatality exercises showed our weakness for large events in which badging and credentials of families and staff where a must. Family Assistance Centers will require some form of access control. E-2-Identify any potential breaking point or weakness regarding capabilities by the Exercise scenarios from drills to Full Scale Exercises.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Physical Protective Measures Core Capability

- **Mission Area:** Protection
- **Description:** Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

Priority

Medium

Capability Target

Protection: Reduce by 100% risks or vulnerabilities by controlling movements, protect borders/boundaries and critical infrastructure of/ for 150,000 people, 4 critical infrastructures, 2 Jurisdiction-operated internet systems security, and Fort Hood access points and perimeter through protective policies and countermeasures against identified or perceived attacks or threats. Human-caused type hazards.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Need to develop policies and procedures that are validated and tested through training and exercises and real-world scenarios/events. Plans need to include risk assessment of potential targets or valued assets. Plans do not adequately address biosecurity, prioritization of assets, physical security measures, and the development of site-specific and process-specific risk assessments.
Organization	O-1-Develop procedures for sharing threat information in a timely manner through law enforcement and security. Security personnel are needed at all critical infrastructure sites. Law enforcement agencies need additional management and operational personnel. O-1-Coordinate or standardize sets of physical barriers so that various agencies can have access for physical protective measures.
Equipment	E-1-Replace older barriers with new barriers throughout regional critical infrastructure.

POETE	Capability Gaps
	E-2-Upgrade reflective vest for personnel in some of the smaller jurisdictions. E-3-Develop list of shared assets for protective devices. Software and hardware solutions are needed to support the identification, prioritization, and site-/process-specific risk assessment development activities within the region.
Training	T-1-Address training gaps in proper protective barrier placements. T-2-Training to include conducting risk assessment for each of the communities.
Exercises	E-1-Have exercises to test security programs that will provide a means to counter threat entities. E-2-Exercises need to concentrate on those critical and key resources. E-3-Increase participation in exercises with private and commercial business's.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.
- Real-world event(s): During Ft Hood increased physical security by requiring all vehicles to pass through gates must have ID, working dogs have been posted, and Security lighting has increased.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Risk Management for Protection Programs and Activities Core Capability

- **Mission Area:** Protection
- **Description:** Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.

Priority

Medium

Capability Target

Protection: Complete 100% of risk assessments for 10 high priority assets and 7 critical infrastructure sites towards active shooter/terrorist type attack.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Smaller jurisdictions need to develop plans regarding how to identify and assess risk management. P-2-Validate plans through training, exercises and real events
Organization	O-1-Coordinate with all agencies when discussing risk management with private, non-profits, business, and volunteers. Coordinate with all the community. Leaders risk assessments.
Equipment	E-1-Utilize subject matter expert in training to help identify those risk assessments of each jurisdiction. E-2-Acquires software programs to help with Risk management.
Training	T- Implement multi- agency and multi-jurisdictional training to ensure that all stakeholders can function from same information and execute processes. T-2-Execute training on key resources and the infrastructure of the communities.
Exercises	E-1-Increase participation among private sector and volunteers.



Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.
- Real-world event(s): Many businesses have created a Chief Risk Officer or hire consultants to help with Risk Management.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Supply Chain Integrity and Security Core Capability

- **Mission Area:** Protection
- **Description:** Strengthen the security and resilience of the supply chain.

Priority

Medium

Capability Target

Protection: Upon notification of impending terrorist act or terrorist attack, achieve a 100% increase in the security and resiliency of the supply chain. Secure 2 transportation nodes, 1 railway, 1 airport, 1 Army airfield, 2 major roadways to transport materials between nodes, and materials in transit.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	3 - Plans/annexes are complete but require update	5 - Plans/annexes are complete, up to date, and verified through either exercises or real world events
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	3 - 41-60% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	5 - 81-100% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Review and insert policies and procedures that will provide visibility and traceability of products within a certain supply chain such as food supply. P-2-Validate all plans through training events, exercises, and real-world events. Additional planning efforts are needed to strengthen this capability within the region. At this time, few plans adequately address the intricacies of supply chain integrity and security, including the analysis of supply chain dependencies, the implementation of countermeasures and physical protection, the integration of security processes, and verification and detection of threats to the supply chain.
Organization	O-1-Identify those private sector vendors or contractor. O-2-Maintain list of potential supply chain vendors both private and nationally. Additional personnel and organizational structures are needed to support this capability. Personnel are needed to perform supply chain dependency analysis and to integrate countermeasures, physical protection measures, and security policies.
Equipment	E-1-With new software system for tracking one can track commercial trucking, freight by rail. Utilize new software for tracking inventory.

POETE	Capability Gaps
Training	T-1-Hire additional Subject Matter Experts for training scenarios. Training needs to include those critical and key resources for that region.
Exercises	E-1-During exercise increase participation from private sector and community leaders.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Community Resilience Core Capability

- **Mission Area:** Mitigation
- **Description:** Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Priority

High

Capability Target

Mitigation: Ensure participation and outreach in integrated efforts to recognize, understand, plan and mitigate risk and improve resilience of 100% of the 150,000 people in impacted area, 1,500 approx. count of persons with access and functional needs, 8 partnerships, 34 impacted municipalities, 26 communities in the impacted area.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	3 - 41-60% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	3 - 41-60% of required equipment exists
Training	1 - 0-20% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Planning must have community input on the needs of the resilience of any city or county needs. P-2-Test and validate plans through exercises.
Organization	O-1-Developing community partnership among all business and residential communities. This will give the community more buy into to the planning process. O-2-Have collaborative planning and decision making. O-3 -Develop better communication and outreach to all partners.
Equipment	E-1-Purchase or acquire free modeling software to aid in preparing for community resilience.
Training	T-1-Have training efforts that develop by preparing for economic and social change in the various communities. T-2-Include SME's throughout the region on all training events.

POETE	Capability Gaps
Exercises	<p>E-1-Mass Fatality Functional Exercise through the AAR showed our weakness on community planning partners for planning and outreach activities. Implement the appropriate corrective action plans into the plans as discussed in the exercises.</p> <p>E-2-Identify through exercise what is your expected breaking points on various events.</p> <p>E-1-Identify those possible breaking points when doing large scale exercises.</p> <p>E-3-Increase participation among non-governmental agencies and the private sector.</p>

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Long-term Vulnerability Reduction Core Capability

- **Mission Area:** Mitigation
- **Description:** Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.

Priority

High

Capability Target

Mitigation: Counties and municipalities implement their all hazard mitigation plans to achieve a 100% measurable decrease in long-term vulnerability to identified hazards for 2 counties, 12 municipalities, 2 capital improvement projects, 15 critical infrastructure facilities, 1 class 1 rail line, 1 interstate highway, 1 publicly owned urban transit system, 2 airports, 10 health facilities, 2 hospitals over a 5-year period.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	5 - 81-100% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Planning projects for Drought related events. P-2-Validate all plans through exercises and training and real-world scenarios. Many jurisdictions need to implement the adoption of vulnerability reduction standards and building codes into existing and future planning efforts. Considerations for the use of insurance to support disaster recovery need to be implemented into existing plans. Many plans do not adequately address the utilization of neighborhood civic organizations. Mitigation measures, both current and future, need to be integrated into all emergency management-based and community-based plans. Community and family preparedness initiatives are not included in many plans that exist throughout the region.
Organization	O-1-Participation in the hazard mitigation grants will help those agencies having long

POETE	Capability Gaps
	term vulnerability issues. Additional volunteers are needed to support public education activities that target individual and family preparedness and the development of neighborhood civic organizations.
Equipment	E-1-Water conservation equipment underground storage tanks for those critical care facilities. E-2-Identify the special equipment's needs for care centers, nursing homes, key resources and infrastructure projects. Equipment and materials are needed to implement mitigation measures across the region. Riverine flood gauges and road closure systems are needed throughout the region in addition to other mitigation measures identified in local mitigation plans.
Training	T-1-Address all training gaps - this will include staffing, personnel changes. T-2-Increase participating from private sector for training events. T-3-Utilize SME's in the region for training scenarios.
Exercises	E-1-Exercises need to include civic organizations in the exercise and training. E-2-Identifying those neighborhood groups who will assist in a long-term vulnerability assessment of the community. E-3-Increase participation from citizens and private sector.

Recent Advances

POETE	Recent Advances
Planning	Milam, Bell, and Hamilton Countys' Hazard Mitigation plans near completion.
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.
- Exercise(s): Exercise of tornado and mass destruction showed areas of neighborhoods that might need relocating due to improper use of land. Manufacturing facilities located across from schools.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Risk and Disaster Resilience Assessment Core Capability

- **Mission Area:** Mitigation
- **Description:** Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

Priority

High

Capability Target

Mitigation: Update and conduct 100% risk and disaster resilience assessments for 150,000 residents in affected communities, 1,500 persons with access and functional needs, 35 high priority assets, 16 critical infrastructure sectors, 34 impacted communities, 50,000 population at Fort Hood military base, and 20 square mile area every 5 years.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	3 - 41-60% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans to incorporate community resiliency need to include city and county officials to do long term forecasting for city or County. P-2 Develop and adjust risk mitigation plans by including partnerships and regional cooperation among neighboring agencies.
Organization	O-1-Need to develop a community risk mitigation plan to include the VOADS, public, private companies. Make changes to Emergency Operation Plans to define those changes.
Equipment	E-1-Acquire equipment that will enable department that will be needed for monitoring of risk management areas and resources availability.
Training	T-1-Develop a training for all the community partners, non- profit, and non-governmental agencies. T-2-Have SME's to train individuals on how to conduct risk assessment for agencies.

POETE	Capability Gaps
Exercises	All exercises drills, workshops and table tops need to include VOADS, American Red Cross, Churches and any CERT or volunteer groups once plans have put in place.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Threats and Hazards Identification Core Capability

- **Mission Area:** Mitigation
- **Description:** Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Priority

High

Capability Target

Mitigation: Complete 100% of threat and hazard identification assessments for 7 Worst case, plausible threats and hazards, 471,544 residents, 47,154 persons with access and functional needs, 35 high priority assets, 16 critical infrastructure sectors, 42 impacted communities, 50,000 population at Fort Hood military base, 5,514 square mile area, 7 counties, 32 municipalities, and corresponding jurisdictions in the CTCOG Region, types of interrelated and impacted systems: Health & emergency and telecommunications, points of vulnerability: Large crowds of people and government agencies, resulting/cascading hazards and threats: Hostage situations, mass fatality risk in the Central Texas Council of Governments over 2 years. Update the assessments every 5 years to ensure timely and accurate data for local and regional planning processes.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-When having planning meeting we need get more local involvement from the business and manufacturing districts. P-2-Additional stakeholder collaboration and coordination is needed in all counties within the region. Models and data need to be integrated into all existing plans. Local THIRAs need to be developed and implemented into existing plans. Plans need to be integrated within each other to strengthen this capability.

POETE	Capability Gaps
Organization	O-1-Update all the list of the various agencies and their contacts. GIS specialists and analysts are needed to effectively implement this capability into local emergency management practices in all jurisdictions.
Equipment	E-1-Utilization of modeling tools for the rural counties so they can be better prepared for disasters with scenario-based modeling tools. P-2- Validate all plans through exercises and real-world events.
Training	T-1-Need for more training modeling tools such as Hazus, Cameo in the rural areas. T-2- Increase training opportunities to all agencies. To improve upon the existing state of the Threats and Hazard Identification core capability, a wide array of training is needed to better understand the implementation and development of the capability for all hazards while taking a whole community approach. Increased participation by local agencies in training activities is also necessary to further develop the capability to meet its target.
Exercises	E-1-During the exercises make sure that the threats and hazards could facilitate hazard projections among all agencies. Test the objectives of the scenarios.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.

Critical Transportation Core Capability

- **Mission Area:** Response
- **Description:** Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Priority

High

Capability Target

Response: Within 6 hours of the incident, provide transport to evacuate 4,300 residents, 25 persons with access and functional needs, and 25 tourists/transients. Within 6 hours of the incident, inspect, reestablish and maintain air, land pipeline and rail routes to move first responders and other resources to safely sustain affected persons near the incident.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	5 - Plans/annexes are complete, up to date, and verified through either exercises or real world events
Organization	2 - 21-40% of required organization/personnel exists	3 - 41-60% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	1 - 0-20% of required training exists	4 - 61-80% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans must include those individuals who have disabilities, health or mental issues. P-2-Validate all plans through exercises and real-world events.
Organization	O-1-Increase cooperation among transportation groups, schools, public transportation private companies. O-2-Have MOU's in place with all the transportation companies.
Equipment	E-1-Exercises showed us that the need for proper transportation for persons with disabilities, from care centers, nursing homes was going to require more vehicles than was in the area. E-2-Address the need for animal transportation. E-3-Request mobile command center for radio communications.



POETE	Capability Gaps
Training	T-1-Develop training plans to address those new operational procedures for the VOADS, and other volunteer agencies. T-2-Training may be needed on the transportation of personnel, medical or other sensitive information.
Exercises	E-1-Implement corrective actions and improvement plans because of the exercises. E-2-Develop exercise plan to address new operational objectives and procedures.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.
- Critical transportation needs of the elderly, handicapped, and medically dependent was addressed with Coryell Memorial Hospital event.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Environmental Response/Health and Safety Core Capability

- **Mission Area:** Response
- **Description:** Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Priority

High

Capability Target

Response: Within the first 24 hours following an incident, conduct health and safety hazard assessments and disseminate guidance and resources to include deploying 1 HAZMAT team to support environmental health and safety actions for 100% of response personnel, and 20,000 residents and visitors, 400 persons with access and functional needs, and 4,000 animals across an impacted area of 15 square miles.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	4 - 61-80% of required equipment exists
Training	1 - 0-20% of required training exists	3 - 41-60% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Planning for supplies of food, water, and waste water contamination must be included in planning. P-2-Develop request protocols and processes for deploying hazmat units, communications van, or other deployable assets from agencies. P-3-Review state compliance with animal carcass or hazardous debris removal.
Organization	O-1 - Develop protocols and process for activating those areas of environmental responses. O-1-Coordinate with Public health regarding safety monitoring and assessments.
Equipment	E-1-Equipment needed for debris removal, clean water supplies and removal of harmful waste is lacking at several areas of the CTCOG region. E-3-Sustainment cost for water purification systems and mobile or satellite -Wi-Fi



POETE	Capability Gaps
	terminals. E-2-Review list of contractors, private companies, and county or city assets regarding proper equipment and types of machinery available for a major environment situation.
Training	T-1-Bring SME's to train staff and volunteers about environmental safety. T-2-Develop training for those with private water and sewer services. T-3-Training from the Department of Agricultural.
Exercises	E-1-Exercise in debris management, cost of debris management, and storage for debris management. E-2-Implement corrective actions and improvement plans. E-3-Increase participation from all leadership positions, elected and appointed officials.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Fatality Management Services Core Capability

- **Mission Area:** Response
- **Description:** Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Priority

Medium

Capability Target

Response: Within the first 48 hours following an incident, locate, process, and recover 200 fatalities over an area of 20 square miles. Identify and provide temporary mortuary services for all fatalities. Notify and reunify family members and care givers with missing persons/remains and provide counseling to the 600 bereaved. Provide contamination protective equipment for 20 recovery personnel.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	4 - 61-80% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	3 - 41-60% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-A Mass Fatality plan was not in place until after the functional mass fatality exercise. P-2-Validate all plans through training events, exercises and real-world events. P-3-Establish plans for Family assistance centers. P-4-Develop a plan for tracking and ID workers at events as well as victims’ families. P-5-Plans for animal carcass removal. P-6-Plans for family reunification.
Organization	O-1-Review all mutual aid agreements currently in place. O-2-Create new MOU's among new agencies, vendors, and private and non-government agencies.

POETE	Capability Gaps
Equipment	E-1-Killeen has identified through a work plan need for more Mass Casualty response units. Need has been relevant by Ft Hood shootings. E-2-Cold storage units. E-3-Mass notification system E-4-Fuel trailer and pumps. E-5-Transportation for fatalities.
Training	T-1-Identify and address training gaps resulting from attrition or other staffing issues. T-2-Training on Mass fatality plans.
Exercises	E-1-Mass Fatality Exercise showed that need a better transition of emergency related calls and family assistance calls. E-2- Implement corrective action plans. E-3 - Increase participation and involvement among leadership, elected and appointed officials.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Fire Management and Suppression Core Capability

- **Mission Area:** Response
- **Description:** Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.

Priority

High

Capability Target

Response: During the first 4 hours of notification, provide and coordinate structural, wildland, and specialized firefighting capabilities to manage, contain, and suppress a wildfire over a 50-square mile area encompassing 2,500 structures and impacting residential and commercial sites including hospitals, government agencies, police and fire departments, utilities, water/wastewater management offices, medical facilities and nursing facilities.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	4 - Plans/annexes are complete and have been updated within 5 years	5 - Plans/annexes are complete, up to date, and verified through either exercises or real world events
Organization	4 - 61-80% of required organization/personnel exists	5 - 81-100% of required organization/personnel exists
Equipment	5 - 81-100% of required equipment exists	5 - 81-100% of required equipment exists
Training	4 - 61-80% of required training exists	4 - 61-80% of required training exists
Exercises	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Additional planning efforts are being developed to support this capability. The volunteer fire departments will be a vital part of the planning through increased involvement to strengthen this capability.
Organization	O-1-To support firefighting efforts, there will need to be an increase in additional personnel in the region. O-2-Local jurisdictions must determine the feasibility of alternate approaches of maintaining fire service agencies within their jurisdiction.
Equipment	E-1-Additional equipment is needed throughout the region and currently the fire departments are equipped with minimal equipment necessary to provide firefighting support within the communities.

POETE	Capability Gaps
Training	T-1-A wide array of training is needed to better understand the implementation and development of the capability for all hazards while taking a whole community approach. Increased participation by local agencies, particularly volunteer fire departments, in training activities is also necessary to further develop the capability to meet its target.
Exercises	E-1-Additional exercises are needed to validate plans and processes related to this capability throughout the region. Future exercises should include all aspects of available training. E-2-Regional participation in exercises should be offered to stakeholders, especially volunteer fire departments.

Recent Advances

POETE	Recent Advances
Planning	Emergency management plans are current and meet or exceed the state and federal planning requirements for all jurisdictions in the region.
Organization	
Equipment	
Training	Fire service agencies have increased participation in training opportunities over the past several years.
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

Current capability already represents the realistic maximum for the jurisdiction; the jurisdiction will continue to rely on outside assets from higher levels of government.



Infrastructure Systems Core Capability

- **Mission Area:** Response, Recovery
- **Description:** Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Priority

High

Capability Target

Response: Within the first 12 hours of the incident, stabilize critical infrastructure functions, minimize health and safety threats for 5,000 customers, 100% communications network, 10 commercial buildings, food, medicine, fuel and other necessities, and 1 primary medical facility.

Recovery: Within the first 36 hours of the incident, efficiently restore and revitalize lifeline systems and services to include power outages for 5,000 customers, 100% communications network, 10 commercial buildings, food, medicine, fuel and other necessities, and 1 primary medical facility.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	1 - No plan/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	3 - 41-60% of required organization/personnel exists
Equipment	1 - 0-20% of required equipment exists	3 - 41-60% of required equipment exists
Training	2 - 21-40% of required training exists	3 - 41-60% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Mass Fatality exercises shown we have not addressed in our plans power restoration for some of rural water supplies. Need to have a contingency plan. P-2-Validate all plans through exercises, training and real-world events. P-3-Update risk assessment infrastructure plans.
Organization	O-1-Review that organizational capability can meet the needs to handle the damage to infrastructure facilities.
Equipment	E-1-Can the current equipment availability handle the current needs. E-2-Proper IDs among all agencies, volunteers, contractors,
Training	T-1-Revise and develop new training plan to reflect a revised infrastructure system plan.

POETE	Capability Gaps
Exercises	E-1-Mass Fatality Functional Exercise identified we need more expert on site assessments. E-2-Implement corrective actions and improvement plans. E-3-Exercises should involve both public and private sectors.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	Interstate I-35 is and parts of Highway I-14 is increasing number of lanes to increase traffic flow patterns.
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Logistics and Supply Chain Management Core Capability

- **Mission Area:** Response
- **Description:** Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Priority

High

Capability Target

Response: Upon notification of impending incident, achieve a 100% increase in the security and resiliency of the supply chain. Secure 4 supply and 2 transportation nodes, 1 railway, 1 airport, 6 major roadways to transport materials between nodes, and materials in transit.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	1 - No plan/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1- Additional planning efforts are needed to strengthen this capability within the region. At this time, few plans adequately address the intricacies of supply chain and logistics management, including the analysis of supply chain dependencies, the implementation of countermeasures and physical protection, the integration of security processes, and verification and detection of threats to the supply chain. External stakeholder and local agency participation in planning efforts in logistics management must be increased.
Organization	O-1-Additional personnel and organizational structures are needed to support this capability. Personnel are needed to perform logistical and supply chain dependency analysis and to integrate countermeasures, physical protection measures, and security policies.
Equipment	E-1-Additional equipment is needed to support the verification and detection of threats to

POETE	Capability Gaps
	the logistical supply chain management structure.
Training	T-1-Necessary training includes, but is not limited to, the following courses as identified by stakeholders within the region: AWR-187-W Terrorism and WMD Awareness in the Workplace; MGT-339 Resource Inventory Management for Rural Communities; MGT-410 Business Continuity Planning for Rural Power Companies; Building Resilient Food Networks; Executive Analysis of Community Risk Reduction; Leadership Strategies for Community Risk Reduction; AWR-900 Framework for Healthcare Emergency Management; Best Practices in Community Risk Reduction; and Homeland Security Exercise and Evaluation Program Training Course.
Exercises	E-1-Additional exercises are needed throughout the region to validate existing plans and practices related to logistics and supply chain management.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Mass Care Services Core Capability

- **Mission Area:** Response
- **Description:** Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Priority

High

Capability Target

Response: Within the first 72 hours of the incident, provide life-sustaining services to 30,000 residents, to include 3,000 PAFN, providing 3,000 meals, 50,000 gallons of water, and shelter for 30,000 people. Food and shelter for 25,000 pets. Within 36 hours, initiate procedures for family reunification.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	1 - No plan/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Our original plans for mass fatality and mass care facilities did not address Family Assistance Center as being its own place. P-2-Validate all plans through training], exercises and real-world events. P-3-Need to address in plans mass care services for cooling centers in the summer and warming centers for the winter. P-4-Plans need to contain wording in the agreements with private and public partnerships.
Organization	O-1-Need to recruit and involve more citizens to aid the operation of shelters. O-2-Create an organizational plan for caring for those individuals affected by a mass care events.
Equipment	E-1-Equipment needs to be re-evaluated to handle the needs of those mass care patients. E-2-Need to stockpile personal hygiene equipment. E-3-Develop first and second choices for a call center and reunification center for those

POETE	Capability Gaps
	families affected. E-4-Need funding to sustain supplies and equipment. E-5-Animal facilities for those mass care individuals - a place to take care of their pets. E-6-Equipment for badging, shelter supplies and equipment.
Training	T-1-Develop a training plan for mass care services. T-2-Address all the training gaps because of staff turnover or other staffing issues. T-3-Mass care facility training. T-4-Involve SME's for mass care sheltering and their needs.
Exercises	Exercises need to test Family Assistance Center and Victim Services. E-2-Sheltering exercise for table top and full-scale exercises need to be addressed. E-3-Exercises should include and increase participation from non-governmental organizations, private sectors, cert teams, volunteers.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.
-

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.

Mass Search and Rescue Operations Core Capability

- **Mission Area:** Response
- **Description:** Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Priority

Medium

Capability Target

Response: Within the first 12 hours of the incident, conduct search and rescue operations to locate and rescue 30,000 persons (including 5,000 PAFN) and 20,000 animals in distress across an incident area of 100 square miles incorporating 16,000 damaged structures.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	3 - 41-60% of required equipment exists
Training	1 - 0-20% of required training exists	3 - 41-60% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans did not originally show the breakdown of all the persons who might be in Search and Rescue. P-2-Plans need to be validated through training events, exercises and real-world events.
Organization	O-1-Have MOU's that will support mass search and rescue plans with the public and private sectors. O-2-MOU's for all specialized operations or extraordinary events. O-3-MOU's Dive Teams, search dog teams, canine teams designed for search and rescue.
Equipment	E-1-Mass Fatality exercise identified the need for more body bags, assistance of DECON unit from FEMA 6, search and rescue animals. E-2-MOU's for specialized equipment, dog teams, handlers, dive team supplies, oxygen supplies, batteries, flashlights, blankets, and mobile transport units. E-3-Search and rescue equipment E-4-Animal trailers for transportation and storage.

POETE	Capability Gaps
	E-5-Technical devices for search and rescue support.
Training	T-1-Training needed for volunteers in a search and rescue of bodies. All bodies must be treated and cared for in a manner of dignity. T-2-Address all training gaps because of turnovers of staff, attrition and other staffing issues. T-3-Training for search and rescue involving grid patterns. T-4-Training for CERT or MRU and volunteers.
Exercises	E-1-Implement corrective actions and improvement plans. E-2- Develop and exercise plan to support new mass search and rescue plans.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



On-scene Security, Protection, and Law Enforcement Core Capability

- **Mission Area:** Response
- **Description:** Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.

Priority

Medium

Capability Target

Response: Within 12 hours, provide a safe and secure environment through law enforcement and related security and protection operations to meet the needs of 30,000 residents to include 3,000, and 500 transients/visitors in 2 counties and 8 cities over 100 square miles while eliminating or mitigating the risk of further damage to persons, property and the environment.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	3 - Plans/annexes are complete but require update	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	3 - 41-60% of required equipment exists
Training	1 - 0-20% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	Plans need to address the safety for personnel with clothing, lighting assistance, medical assistance and scene security. P-2- Develop and on scene security and protection plan. P-3- Develop a plan for credentialing system. Functional areas of capability gaps: • Securing disaster areas
Organization	O-1- Develop organizational relationships that will support any new on-scene security and protection plan. Functional areas of capability gaps: • Protecting response personnel

POETE	Capability Gaps
	<ul style="list-style-type: none"> Securing disaster areas
Equipment	E-1-Equipment identified as a need for Security protection of staff, communication equipment, lighting, shelter, food, medical supplies. Notes pads for documentation of event. E-2-Badging for all agencies. E-3-Smart phone applications
Training	T-1-Address any training gaps that may be a result of turnover, or other staffing issues. T-3-Develop a training plan to support on-scene security protection plan.
Exercises	E-1-Mass Fatality exercise stressed to secure and protect the scene and the safety of your staff. E-2-Implement corrective actions and improvement plans. E-3-Develop exercise that test large scale scenarios to test breaking points for capabilities.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Operational Communications Core Capability

- **Mission Area:** Response
- **Description:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Priority

High

Capability Target

Response: Within 1 hour of the incident, establish interoperable voice and data communications with 1 federal, 1 state and 10 local response agencies incorporating 100 first responders, and establish emergency communications with 50,000 impacted residents, over an impacted area of 15 square miles.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	1 - No exercises/real-world demonstration have occurred in the last five years	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plan for radio standard operating procedures are not in place. P-2-Review and update interoperability channels with all agencies. P-3-Establish communications infrastructure.
Organization	O-1-Must be more organized in basic radio operations among agencies. O-2-Develop organizational relationships with all operational communications plan and the HAM radio operators.
Equipment	E-1-Equipment needs of all departments throughout the region for all types' pf P25 radio systems - everything from portables to backbone of Bell and San Saba Counties' P25 radio system are needed to help address the issues of radio interoperability. Need more portables, mobile, control stations, towers and repeaters, complete upgrade to Bell and Copperas Cove old non P25 EDACS 800 MHz radios to the new P25 800 MHz radio system complete with ISSI switch, 6 channel sites everything for change out of complete edacs.

POETE	Capability Gaps
	E-2 Radio interoperable P25 equipment between all responders. E-3- Mobile satellite Wi-Fi.
Training	T-1-Definite more training in how to use radios on interoperable channels and understand the channel plan. T-2- Address training gaps due to staff turnovers or other staffing situations. T-3 Review and revise training plan that support radio any updated operations of radio equipment regarding radio interoperability.
Exercises	E-1-Need to develop communication into every exercise to include interoperability radio channels. E-2-Review and revise exercise plan to support radio operation communication plan. E-3-Conduct full scale exercise to test local and interoperability of all the radio system.

Recent Advances

POETE	Recent Advances
Planning	CTCOG and CTRAC has joined with all the agencies to have multi-communication meetings monthly to develop procedures and guidance on basic radio operations to how to patch at dispatch for the interoperable channels.
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Public Health, Healthcare, and Emergency Medical Services Core Capability

- **Mission Area:** Response
- **Description:** Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Priority

High

Capability Target

Response: Within 1 hour, provide triage and lifesaving medical treatment to 500 casualties via emergency medical services and avoid additional disease and injury by providing targeted public health and medical support and products for those likely to survive their injuries. Provide medical countermeasures to 500 people in 2 counties and 8 cities over an area of 100 square miles.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	1 - 0-20% of required organization exists	3 - 41-60% of required organization/personnel exists
Equipment	3 - 41-60% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans to identify health assessments during a large-scale event - at a site or on location. P-2-Revise plans to support public health and medical services operations. P-3-Validate plans through training events, exercises and real-world events. P-4-Revise plan coincide mass care, transport, water contamination, animal health and sheltering, radiation or hazmat contamination, medication, warming and cooling centers.
Organization	O-1-Develop relationships that will support updated public health and medical services operations. O-2-Develop MOU' for public and private partners in region.
Equipment	E-1-In the event of another EBOLA type event - proper PPE must be issued and procedures followed for removal of gowns etc... E-2- Need PPE supplies for all volunteers.

POETE	Capability Gaps
	E-3-Lack of POD to supply medicines E-4-Region wide Meds for first responders. E-5-Vaccinations or shots for first responders and citizens.
Training	T-1-Proper training on processing dead bodies, and body recovery issues. Privacy issue a must for training. T-2-Develop a training plan to support public health and medical services operational plan. T-3-Training on key resources and critical infrastructure.
Exercises	E-1-Implement corrective actions and improvement plans. E-2- Develop a full-scale exercise for multi jurisdictions to support updated public health and medical services.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during a real-world incident or event.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Situational Assessment Core Capability

- **Mission Area:** Response
- **Description:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Priority

High

Capability Target

Response: Within 2 hours, share information with 24 first responders, emergency managers, and public/private partners in 2 counties and 2 municipalities concerning potential or ongoing incidents using designated tools, including internet accessible databases (WebEOC), geospatial information systems and standardized report forms.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	1 - No plan/annexes exist	3 - Plans/annexes are complete but require update
Organization	2 - Some plans/annexes exist	3 - Plans/annexes are complete but require update
Equipment	2 - Some plans/annexes exist	3 - Plans/annexes are complete but require update
Training	1 - No plan/annexes exist	3 - Plans/annexes are complete but require update
Exercises	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans must identify the needs or situations that may affect community needs. P-2-Validate the plans through training events, exercises and real-world events. P-3-Plan for WEB-EOC
Organization	O-1-Establish a situational awareness process for all agencies. O-2-Include all private and non-private organizations in all meetings.
Equipment	E-1-Determine where and how to deploy any of the resources of the region - command van - community resources. E-2-Command Van and portable site on wheels.
Training	T-1-Continue to update and maintain various methods of radio, WEBEOC monthly radio test. T-2-Address training gaps to support any updated situational assessment processes and protocols.
Exercises	E-1-Develop Exercise plans to support updated situational protocols.

POETE	Capability Gaps
	E-2-Implement corrective actions and improvement plans.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The capability target should be attainable solely by jurisdiction; the jurisdiction will continue to increase this capability until the outcome is reached.



Economic Recovery Core Capability

- **Mission Area:** Recovery
- **Description:** Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

Priority

High

Capability Target

Recovery: Within 36 hours of the incident, conduct a preliminary assessment of issues resulting from the loss of \$380 million and 1,000 jobs, and identify potential inhibitors and foster stabilization of the economy in 2 counties and 8 municipalities in the impacted area.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	2 - Some plans/annexes exist	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	4 - 61-80% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	4 - Exercises/real-world demonstration have occurred; some areas for improvement exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans must address possible relocation of residents to new locations. P-2-Plans must show how a new workforce could be attracted to the area of a disaster by economic incentives, lower tax system for new development for x number of years. P-3-Revise economic recovery and resiliency plan.
Organization	O-1-Develop various workgroup to attract new business. O-2-Need to help business with COOP plan. O-3-Include private partners in plans. O-4 -Must include all governmental and non-governmental agencies in decision making processes.
Equipment	E-1-Labor force can be retrained to do other job skills at workforce centers.
Training	T-1-Training all those persons who may lost jobs due to economic losses at a company - therefore downsizing to meet their needs. T-2-Revise training plan to support updates to the economic recovery plan.

POETE	Capability Gaps
Exercises	E-1-Exercises to strengthen new development of business into the community. E-2-Implement corrective actions and improvement plans. E-3-Need to increase participation and involvement from leadership, and all elected and appointed officials.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Health and Social Services Core Capability

- **Mission Area:** Recovery
- **Description:** Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Priority

High

Capability Target

Recovery: Within 3 days, restore health and social services to promote the resilience, independence, health and well-being over and impacted area of 100 square miles. The services for 1 hospital, 1 primary care facilities, and 3 psychiatric institutions will be restored to basic functioning levels.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	3 - Plans/annexes are complete but require update	4 - Plans/annexes are complete and have been updated within 5 years
Organization	2 - 21-40% of required organization/personnel exists	4 - 61-80% of required organization/personnel exists
Equipment	3 - 41-60% of required equipment exists	3 - 41-60% of required equipment exists
Training	2 - 21-40% of required training exists	3 - 41-60% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans from Public Health and RAC (hospitals) new challenges was to add something in the plans for Ebola. P-2-Validate plans through training events, exercises and real - world incidents. P-3-Develop health and human services plan to include the homeless, functional needs and others who may require additional help with health services.
Organization	O-1-Need to develop a health and human services plan to include the homeless, functional needs, and others that may need additional needs related to health services.
Equipment	E-1-In Bell County we have 3 hospitals, 2 federal facility, 1 children hospital with equipment needs for new types of PPE for the protection of personnel
Training	T-1-Employees need to be trained in proper layering of hospital gowns, face shields, for the infectious diseases such as Ebola - last year some exposure was due to improper removal of PPE. T-2- SME's needed for additional training.

POETE	Capability Gaps
Exercises	E-1-Ebola scenario needs to be added to a list medical training for all our hospital and care givers. E-2-Implement corrective actions and improvement plans.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.

Gap Responsibility

The jurisdiction will potentially increase this capability; a significant portion of required capacity will remain reliant on outside assets from higher levels of government.



Housing Core Capability

- **Mission Area:** Recovery
- **Description:** Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Priority

Medium

Capability Target

Recovery: Within 72 hours of the incident, assess preliminary housing impacts and needs and identify currently available options for temporary housing of 30,000 displaced persons, to include 900 PAFN, and shelter for 20,000 animals. Develop a community housing development plan to create permanent housing for 30,900 persons.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	4 - Plans/annexes are complete and have been updated within 5 years	5 - Plans/annexes are complete, up to date, and verified through either exercises or real world events
Organization	2 - 21-40% of required organization/personnel exists	3 - 41-60% of required organization/personnel exists
Equipment	3 - 41-60% of required equipment exists	4 - 61-80% of required equipment exists
Training	2 - 21-40% of required training exists	3 - 41-60% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Validate plans through training events, exercises, and real-world events. P-2-Review and update post disaster community housing plans to include housing shortage, housing assessments and reconstruction of destroyed housing.
Organization	O-1-Align organizational relationships with all agencies with an updated post disaster community. O-2-Develop a long-term recovery committee.
Equipment	E-1-More construction of parks and trails seem to draw persons to housing additions. Increasing community parks and school close to new subdivision. E-2- Equipment gap will be based on housing shortages, housing assessments, reconstruction of houses.
Training	T-1-Address training gaps from turnovers and staffing issues. T-2-Train long term recovery committee members.

POETE	Capability Gaps
	T-2-Training on meeting access and functional needs of the community.
Exercises	E-1-Have exercise to include a process of reconstruction of housing and the shelter needs for those persons being relocated. E-2-Develop a table top exercise that includes long term recovery. E-3-Exercises must include non-governmental organizations and private sector.

Recent Advances

POETE	Recent Advances
Planning	City of Killeen, Harker Height and Copperas Cove and Gatesville have developed plans to adjust to deployment activities of Ft. Hood.
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.
- Assessment is based wholly or partially on performance during a real-world incident or event.
- Exercise(s)/Real-world Event(s): All the cities who are economic dependent on Ft hood has learned to adjust for major deployments.

Gap Responsibility

The jurisdiction will continue to increase this capability; some small portion of capacity will remain reliant on outside assets from higher levels of government.



Natural and Cultural Resources Core Capability

- **Mission Area:** Recovery
- **Description:** Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

Priority

High

Capability Target

Recovery: Within 1 week of the incident, conduct a preliminary assessment of its impact on the 10 historical buildings in the 15 square miles of impacted area and initiate the development of a recovery plan.

Capability Ratings

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Planning	4 - Plans/annexes are complete and have been updated within 5 years	3 - Plans/annexes are complete but require update
Organization	3 - 41-60% of required organization/personnel exists	3 - 41-60% of required organization/personnel exists
Equipment	2 - 21-40% of required equipment exists	3 - 41-60% of required equipment exists
Training	1 - 0-20% of required training exists	2 - 21-40% of required training exists
Exercises	2 - Exercises/real-world demonstration have occurred; many mission critical findings exist	3 - Exercises/real-world demonstration have occurred; few mission critical findings exist

Capability Gaps (note: a gap description is required for all elements rated less than 5)

POETE	Capability Gaps
Planning	P-1-Plans must include areas of preservation of the natural resources. Planned communities allowing some greenbelt areas between development projects. P-2-Develop a natural and cultural resources emergency and recovery plan. Validate plans through training events, exercises and real-world events.
Organization	O-1-Gather organizations relationships with new natural and cultural resource plan. O-2-Develop public and private organizations contacts. O-3-Define the cultural and historic resources in the agencies area.
Equipment	E-1-Historical landmarks need to be protected by security lighting for night. Security feature need to be included by silent alarm system, video monitoring.
Training	T-1-Address training gaps due to staffing situations, reductions of staff. T-2- Additional SMW's will be needed to train agencies on natural and cultural resources.

POETE	Capability Gaps
Exercises	E-1-Damage assessment features need to be included to capture values of historical buildings and future development projects. E-2-Implement corrective actions and improvement plans. E-3-Increase participation from leadership and elected and appointed officials.

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	
Training	
Exercises	

Explanatory Notes/Comments

Assessment Corroboration

Exercise(s)/Real-world Event(s) contributing to assessment of this core capability:

- Assessment is based wholly or partially on performance during an exercise.
- Exercise(s): Some of the exercise scenarios contain historical buildings being damaged and cost to repair or replace facility had to go before a historical commission.

Gap Responsibility

The jurisdiction will potentially increase this capability; a significant portion of required capacity will remain reliant on outside assets from higher levels of government.



Post Assessment

1. List the individual departments/agencies, non-governmental organizations, and jurisdictions that participated in the SPR process:

CTCOG Staff - Emergency Preparedness Manager & Law enforcement training instructor
MC's from Bell, Coryell, Milam, Lampasas, San Saba Counties
City EMC's from City of Copperas Cove, City of Killeen, City of Temple, City of Belton, City of Harker Heights
EMC - FT Hood
Hazmat units from City of Temple - (4)
Justice of the Peace - Bell County (2) Milam (1)
Commissioners (1) Milam County
American Red Cross (4)
CTRAC (2)
VA - representative
211 - employees (2)
Law Enforcement - Bell County Sheriff department (4)
City of Thorndale (1)
City of Belton (2)
Harker Heights (1)
Law enforcement
Hospital staff (5)
VOADS (4)
Texas Baptist Men (10)

2. Over the past year, in which three core capabilities has your jurisdiction made the most progress? (select three)

- Planning
- Public Information and Warning
- Operational Coordination
- Forensics and Attribution
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection
- Access Control and Identity Verification
- Cybersecurity
- Physical Protective Measures
- Risk Management for Protection Programs and Activities
- Supply Chain Integrity and Security
- Community Resilience
- Long-term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Threats and Hazards Identification



- Critical Transportation
- Environmental Response/Health and Safety
- Fatality Management Services
- Fire Management and Suppression
- Infrastructure Systems
- Logistics and Supply Chain Management
- Mass Care Services
- Mass Search and Rescue Operations
- On-Scene Security, Protection, and Law Enforcement
- Operational Communications
- Public Health, Healthcare, and Emergency Medical Services
- Situational Assessment
- Economic Recovery
- Health and Social Services
- Housing
- Natural and Cultural Resources

3. Considering all relevant factors (e.g. funding and training), in which three core capabilities are your community's capability levels in greatest danger of decreasing?
(select three)

- Planning
- Public Information and Warning
- Operational Coordination
- Forensics and Attribution
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection
- Access Control and Identity Verification
- Cybersecurity
- Physical Protective Measures
- Risk Management for Protection Programs and Activities
- Supply Chain Integrity and Security
- Community Resilience
- Long-term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Threats and Hazards Identification
- Critical Transportation
- Environmental Response/Health and Safety
- Fatality Management Services
- Fire Management and Suppression
- Mass Care Services
- Mass Search and Rescue Operations



- On-Scene Security and Protection
- Operational Communications
- Public Health and Medical Services
- Situational Assessment
- Infrastructure Systems
- Economic Recovery
- Health and Social Services
- Housing
- Natural and Cultural Resources

4. Please list three *topics which require a training and/or education course(s) to be developed and offered* in order to build and sustain core capabilities identified as shortfalls.

- Incident command - systems - our volunteer fire departments need more guidance and training.
- Operational Communications - Going back to basic of radio usage, knowing your radio and where all of the interoperable channels are in the various brand of radios.
- Family Management Services

5. Please list three training & education courses which *are typically difficult to obtain* but are necessary to build and sustain core capabilities identified as shortfalls. Describe the challenges/constraints of obtaining the training.

- Infrastructures course for reconstructing major roadways and bridges.
- Natural and Cultural Resources
- Community Resilience

6. Please list three training & education courses which are *critical priorities for closing the identified preparedness gaps*.

- Operation Coordination
- Threats and Hazards Identification
- Family Management Services



7. Identify any additional recent promising practices or accomplishments that your jurisdiction attributes to multi-jurisdictional collaboration.
 - A unified effort has been made throughout all 7 counties to incorporate in the CodeRed IPAWS system.
 - With the HSAC's direction and leadership, the Mass Fatality Plan and the Hazard Mitigation Action Plan are well thought-out and living documents that will provide structure for future planning services.