CENTRAL TEXAS COUNCIL OF GOVERNMENTS State Preparedness Report (SPR) 2016

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.

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: *[insert text here]*

CPG 101 Criteria	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

[insert text here]

Priority

High

Capability Target	**Prevention:** Within <u>5</u> hours of receiving actionable intelligence of an imminent terrorist attack, develop and execute appropriate courses of action in coordination with Federal, state agencies, the state police, fusion center, <u>7</u> local emergency management programs, 14 local law enforcement agencies and <u>22</u> critical infrastructure entities spanning private and public sectors in order to prevent all attacks and follow-on attacks within the Council of Government. **Protection:** Develop, maintain, and exercise Emergency Operations Plans and Continuity of Operations Plans for <u>100%</u> of the <u>7</u> counties, <u>32</u> municipalities plus Ft. Hood, <u>8</u> regional agencies, and <u>25</u> critical infrastructure facilities, systems, and assets; and vulnerable populations in the Council of Governments. **Mitigation:** Ensure that <u>100%</u> of all the <u>7</u> counties, <u>32</u> 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. **Response:** Within <u>1</u> hour of the incident, establish an Incident Action Plan to coordinate efforts among the responding <u>7</u> emergency management coordinators, <u>7</u> police departments, <u>7</u> sheriff's offices, and <u>7</u> fire departments <u>7</u> emergency medical services, and <u>25</u> private sectors entities in the <u>7</u> counties and <u>32</u> municipalities of the Central Texas Council of Governments. **Recovery:** Within <u>5</u> days of the incident, establish a Long -Term Recovery Committee and initiate development of a Recovery Plan for the <u>7</u> counties and <u>32</u> 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	2 - 21-40% 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 occured; many mission critical findings exist	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	Plans - 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

POETE	Capability Gaps
	plans on some jurisdictions did not have community involvement. Example on the Mass fatality Plan -2- many of the communities participated but plans have not been changed to reflect those business's or contractors. Planning -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. Functional areas of capability gaps: • Incorporating risk analyses • Strategic planning • Whole community involvement and coordination
Organization	Plan - 1- Need to update all of the newly organizational groups that support each of the counties EOP plan. Plan -2- Will need to address those changes associated with the Hazard Mitigation Plan for all of the Counties new plans. Plan - 3- All of the VOADS, and volunteer groups need to be included in all plans with yearly updates on those plans with citizens' groups and volunteers. Functional areas of capability gaps: • Strategic planning • Whole community involvement and coordination
Equipment	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 reflective of the various types of radios and the operation guidelines associated with the various radios. Functional areas of capability gaps: • Including individuals with disabilities or access/functional needs • Strategic planning • Whole community involvement and coordination
Training	Increase participation rate all users regarding radio communications operating procedures. Functional areas of capability gaps: • Evaluating and updating plans • Operational planning • Pre-incident planning • Strategic planning • Whole community involvement and coordination
Exercises	Exercises to increase awareness of EOC and Disaster, Radio Communication Plan, need to be addressed every year. Functional areas of capability gaps: • Evaluating and updating plans • Operational planning • Pre-incident planning • Strategic planning • Whole community involvement and coordination

Recent Advances

POETE	Recent Advances
Planning	COG now has a template that can be used by any jurisdiction to use for their own. They can customize to fit their needs.
Organization	
Equipment	
Training	COG staff and RAC along with the some staff have begun to develop a multi-communication training with a step by step approach.
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): Real world event during a grass fire resulted in proper protocol for requesting equipment assistance outside of the county was not followed. Need to focus on ICS training for volunteer fire department.

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 471,544 residents, including 60,000 persons with Access and Functional Needs, and 100% of visitors and transients, in the impacted area to aid in the prevention of imminent or follow-on terrorist attacks. **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 471,544 residents, including 60,000 persons with Access and Functional Needs, and of the visitors and transients over 6,600 square miles of impacted area through multiple channels to include social media. **Response:** Within 5 hours following the incident, provide coordinated, prompt, reliable, and actionable information regarding critical lifesaving and life-sustaining information to the 7 emergency response organizations, 471,544 residents, 60,000 persons with Access and Functional Needs, and 100% of the visitors and transients in order to expedite the delivery of emergency services and aid the public in taking protective actions. **Recovery:** Within 24 hours after the threat of an emergency or disaster event has passed, provide effective recovery-related public information messaging and communications to the 471,544 residents, 60,000 persons with Access and Functional Needs, and 100% of the visitors and transients over 6,600 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 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

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Exercises	1 - No exercises/real-world demonstration have occured in the last five years	4 - Exercises/real-world demonstration have occured; some areas for improvement exist

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

POETE	Capability Gaps
Planning	During Exercise with FT Hood emergency notification system that Bell and other use was not activated. P-1- Increase the development of emergency messaging with the aid of CTCOG CODE RED emergency notification by utilizing updates from the various data bases, 9-1-1 data base, personnel rosters, critical infrastructure and key resources, schools. P-2- Incorporate mutual aid into plans P-3- Validate plans through training events, exercises and real world events. Functional areas of capability gaps: • Alerts and warnings • Public awareness campaigns
Organization	O-1- Align organizational relationships with all agencies to support public information and warning plans. O-2- increase participation among all of the agencies and the national weather service. Share the data among all of the counties as events happen so the others can be more prepared. O-3 - Include all of the agencies as a contact list of support staff, volunteers, educate them as to the operating procedures of the various warning systems and pubic information sharing. Functional areas of capability gaps: • Alerts and warnings • Developing standard operating procedures for public information • Protecting sensitive information
Equipment	Many of our towns need more sirens and warning system - Killen has requested 3, Salado (1), Hamilton (1) Milam County (3) for replacement of older or non-working sirens. Functional areas of capability gaps: • Alerts and warnings • New communications tools and technologies • Public awareness campaigns
Training	Train all responders on how to activate emergency notifications processes. T-2- Update training plans that support the revised information and warning plans for their agencies. T-3 - expand and train all agencies as to the various public information Functional areas of capability gaps: • Alerts and warnings • Developing standard operating procedures for public information • New communications tools and technologies • Public awareness campaigns

POETE	Capability Gaps
Exercises	During FT Hood exercise emergency notification system was not activated for the Bell County notification system. E-2- Update exercise plan to support all of the information and public warning. E-3- During the exercise of each county have injects to test public information and warning system to some of the agencies. Functional areas of capability gaps: • Alerts and warnings • New communications tools and technologies • Public awareness campaigns

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 sheriff's Offices, 32 Police Departments, 32 Fire Services, 7 Emergency Operations Centers and regional fusion center 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 7 counties and 32 municipalities in the execution of core capabilities. **Mitigation:** Integrate mitigation data elements into 100% of the Emergency Operations Centers across 7 counties and 32 municipalities in support of planning, response and recovery operations. **Response:** Within 1 hour 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 7 counties and 32 municipalities and for 36 critical infrastructure facilities, systems, and assets. **Recovery:** Within 2 months following an incident, coordinate with 100% of the applicable emergency management programs to define the path and timeline for recovery across the 7 affected counties and in 32 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
Training	3 - 41-60% of required training exists	4 - 61-80% of required training exists

POETE	Internal Capability Rating	Mutual Aid Capability Rating
Exercises	3 - Exercises/real-world demonstration have occured; few mission critical findings exist	4 - Exercises/real-world demonstration have occured; some areas for improvement exist

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

POETE	Capability Gaps
Planning	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. Functional areas of capability gaps: • Ensuring information flow • Establishing lines of communication • Establishing roles and responsibilities • NIMS/ICS compliance
Organization	P-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. P-3 - Must have mutual aid for coordination efforts. Functional areas of capability gaps: • Ensuring information flow • Establishing a common operating picture • Stakeholder engagement
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. Functional areas of capability gaps: • Allocating and mobilizing resources • Ensuring information flow • Establishing roles and responsibilities Functional areas of capability gaps: • Allocating and mobilizing resources • Ensuring information flow • Establishing roles and responsibilities
Training	T-1 - Update training plans to support new operational coordination plans. T-3- Train agencies in coordination of plans and ICS levels and structure. Functional areas of capability gaps: • Command, control, and coordination • Establishing a common operating picture

POETE	Capability Gaps
	• Establishing lines of communication • NIMS/ICS compliance
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. Functional areas of capability gaps: • Ensuring information flow • Establishing a common operating picture • NIMS/ICS compliance

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): Fire incident in Milam County where fire chief was not following proper protocol for aid.

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	Prioritize, collect and examine 100% if evidence associated with an act of terrorism or an imminent terrorist attack across 7 counties and 36 critical infrastructure sectors. Identify 100% of the terrorist actors, co-conspirators, and their sponsors by fusing all science-based forensic results and all source intelligence information across 7 counties and 36 critical infrastructure sectors.

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 occured in the last five years	3 - Exercises/real-world demonstration have occured; 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 fledge 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. Functional areas of capability gaps: • Forensic analysis • Terrorist investigations
Organization	O-1- Local agencies must plan and coordinate with federal partners for forensics attribution. O-2-Need help with forensics, digital media, physical evidence.

POETE	Capability Gaps
	Functional areas of capability gaps: • Evidence collection • Forensic analysis • Terrorist investigations
Equipment	More training is required by the smaller law enforcement agencies. E-2- Most equipment for evidence collection, CBRNE is in need of repair or replacement. Functional areas of capability gaps: • Biometric analysis • Crime scene preservation and exploitation
Training	Need to develop a training plan for forensics attribution. Functional areas of capability gaps: • Assessing terrorist capabilities • Evidence collection • Forensic analysis
Exercises	E-1- During exercise have an exercise plan to support a revised forensic and attribution plans. Functional areas of capability gaps: • Crime scene preservation and exploitation

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	Recent advances in fingerprinting helps law enforcement with cases.
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): Law Enforcement utilize fingerprinting for solving cases nearly every week.

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	Provide 100% timely, accurate, and actionable information, intelligence data and knowledge, including 6 suspicious activity reports, concerning threats to the Central Texas Council of Governments to personnel at 33 critical infrastructure facilities, 18 law enforcement agencies, and 34 private sector partners.

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	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	1 - No exercises/real-world demonstration have occured in the last five years	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	Law enforcement agencies need to share success and failures among all agencies not just the larger department. P-1- Need to develop an intel and information sharing plan. P-2- Smaller jurisdictions must in the loop with the larger agencies regarding the sharing of intel and information at each level. Functional areas of capability gaps:

POETE	Capability Gaps
	• Continuous threat assessment • Disseminating intelligence and information • Exploiting and processing information • Safeguarding sensitive information
Organization	O-1- Develop organizational relationships that support intel and information sharing plans. 0-2 - Smaller agencies need to be kept informed on all intel and information sharing. Functional areas of capability gaps: • Disseminating intelligence and information • Safeguarding sensitive information
Equipment	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. Functional areas of capability gaps: • Disseminating intelligence and information • Monitoring information
Training	Sharing of information among all law enforcement is encouraged some of the smaller departments don't make meetings or training that is offered. T-1- Update all training programs to support information and intel sharing. T-2- Training on threat assessments for all areas must be included in the training for all of the agencies. Functional areas of capability gaps: • Continuous threat assessment • Disseminating intelligence and information • Feedback and evaluation • Gathering intelligence
Exercises	E-1- Exercises need to develop an exercise plan to support the intel and information sharing. E-2 During exercises injects for secured networks, security issues must be addressed to test system. Functional areas of capability gaps: • Analysis of intelligence and information • Feedback and evaluation • Gathering intelligence

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): Ft Hood shooting information was limited due to communications between departments and use of encryption in radio equipment not all able to share important information.

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	Coordinate with 1 federal, 2 State and 4 local law enforcement agencies to interdict 100% of conveyances, cargo and persons associated with a terrorist threat to the Central Texas Council of Governments. Conduct tactical counterterrorism response to imminent threats and render safe and dispose of 100% of CBRNE hazards in all locations in all environments consistent with established protocols.

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 occured in the last five years	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	Plans to incorporate law enforcement operations for trafficking. P-2- Need to involve internal agencies, neighboring agencies and state agencies in the planning process. P-2- Validate plans through exercise and training events. Functional areas of capability gaps: • Deterrent law enforcement presence • Financial disruption • Interdicting cargo, conveyances, and persons • Tactical law-enforcement operations
Organization	O-1 - Include all financial institutions in the planning process. Functional areas of capability gaps: • Financial disruption

POETE	Capability Gaps
	• Tactical law-enforcement operations
Equipment	E-1 - Review what equipment is needed to help support interdiction needs. E-2 Does the agencies have proper equipment to conduct proper screening during the vetting process. Functional areas of capability gaps: • CBRNE detection • Interdicting cargo, conveyances, and persons
Training	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. Functional areas of capability gaps: • CBRNE detection • Interdicting cargo, conveyances, and persons • Preventing acquisition of CBRNE
Exercises	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. Functional areas of capability gaps: • Deterrent law enforcement presence • Interdicting cargo, conveyances, and persons • Tracking and targeting terrorists and their weapons

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): Law enforcement apprehending drugs and human trafficking in all of 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 5,000 employees, 400 vendors, 20,000 patrons at 3 mass gatherings and 2 special events when there is actionable, credible intelligences that the events may be a target of a terrorist attack. **Protection:** Screen 100% of 5,000 employees, 400 vendors, 20,000 patrons at 3 mass gatherings and 2 special events and employ at least EOD, and K-9 teams up to a mile radius around each event.

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 occured in the last five years	4 - Exercises/real-world demonstration have occured; 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 to include new search techniques. P-2- Incorporate mutual aid into the plans. P-3 Develop an outreach public outreach program that will allow citizens and private involvement among all agencies. Functional areas of capability gaps: • Electronic search • Physical investigation • Promoting an observant nation • Screening • Wide-area search

POETE	Capability Gaps
Organization	O-1 - New threats will lead to various changes in organization structure on who can do what for who. Functional areas of capability gaps: • Bio surveillance • Laboratory testing
Equipment	E-1 - Additional equipment will be needed for screening and search techniques in the area. Functional areas of capability gaps: • Bio surveillance • CBRNE detection • Screening
Training	Training to volunteer in search and rescue. 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. Functional areas of capability gaps: • Electronic search • Physical investigation • Promoting an observant nation
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. Functional areas of capability gaps: • Electronic search • Laboratory testing

Recent Advances

POETE	Recent Advances
Planning	Better surveillance techniques among law enforcement agencies help with controlling drugs in the CTCOG area.
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): Bell and Milam County have some of the highest rates for drug trade due to the Highway 79 and also 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

Verify the identities and control access of 100% of 10,000 employees, 425 vendors, 50 volunteers and 20,000 visitors at 21 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 1,050 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 occured in the last five years	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	Develop plans to help with access control into unsecured pars 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. Functional areas of capability gaps: • Controlling cyber access • Controlling physical access
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. Functional areas of capability gaps:

POETE	Capability Gaps
	• Controlling physical access
Equipment	E-1- Establish some type of credentialing system. E-2- Vet or verify persons who work in secure arras. E-3 - Data bases that can be shared among all law enforcement agencies and security personnel. Functional areas of capability gaps: • Controlling cyber access • Controlling physical access
Training	T-1 - retrain all agencies and volunteers on the use of the current badging systems. T-2 - train all employees as to the vetting process for secure areas. Functional areas of capability gaps: • Controlling physical access • Verifying identity
Exercises	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. Functional areas of capability gaps: • Controlling physical access

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): Mass Fatality Exercise showed our weakness on who should access Family Assistance Center and how to exclude media from this area. Set media up another location.

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.

Cybersecurity Core Capability

- **Mission Area**: Protection
- **Description**: Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Priority

Medium

Capability Target	Protect 100% of electronic computers, networks and 2 SCADA systems and the information contained therein at 24 critical infrastructure facilities and 200 private businesses from damage, unauthorized use and/or explosions.

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	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 occured in the last five years	3 - Exercises/real-world demonstration have occured; 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 to handle Cybersecurity issues. P-2- Coordinate plans to include non- profits, private business. P-3 - Increase public awareness for cybersecurity - involve banks, saving and loans, all financial institutions. Functional areas of capability gaps: • Continuity of operations for cyber systems • Controlling electronic access • Guidelines, regulations, and standards • Protective measures
Organization	O-1 Include all financial institutions in cyber security meetings and scenarios. O-2 - Include all of the key resources with updates and meetings. Functional areas of capability gaps: • Continuity of operations for cyber systems

POETE	Capability Gaps
	• Protective measures
Equipment	Having new electronic access for points for large computer networks of business, banking, electrical grids and substation. E-1 - install detection and protection software on all systems. Functional areas of capability gaps: • Continuity of operations for cyber systems • Controlling electronic access
Training	Training needed on protocols for accessing secure facilities by controlling access points through a series of screening. Basic operational security for control system. Address training gaps in staff, turnovers within departments. T-2- Have SME's at training events. T-3 Implement multi-agencies, and state and neighboring counties in training events. T-4 training on how to handle sensitive material. Functional areas of capability gaps: • Continuity of operations for cyber systems • Protective measures
Exercises	E-1 - Implement corrective actions and improvement plans. E-2 - Increase participation in all exercises from the private sector, businesses, key resources and non-governmental agencies. Functional areas of capability gaps: • Continuity of operations for cyber systems • Controlling electronic access • Technical countermeasures

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):

- Recent events in which major companies computers were hacked require change of banks cards for millions.

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

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	Develop and implement physical protective measures for 100% of the 31 critical Infrastructure facilities, systems and assets, and 7 governments and 4 private sector governed internet systems through protective policies and countermeasures against identified or perceived attacks or threats.

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 occured in the last five years	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	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. Functional areas of capability gaps: • Identifying and prioritizing assets to protect • Physical security measures
Organization	Develop procedures for sharing threat information in a timely manner through law enforcement and security. O-1 - Coordinate or standardize sets of physical barriers so that various agencies can have access for physical protective measures. Functional areas of capability gaps: • Identifying and prioritizing assets to protect

POETE	Capability Gaps
Equipment	E-1 - Replace older barriers with new barriers. E-2 - Upgrade reflective vest for personnel in some of the smaller jurisdictions. E-3 - Develop list of shared assets for protective devices. Functional areas of capability gaps: • Identifying and prioritizing assets to protect • Physical security measures
Training	T-1 Address training gaps in proper protective barrier placements. T-2 - Training to include conducting risk assessment for each of the communities. Functional areas of capability gaps: • Identifying and prioritizing assets to protect • Site-specific and process-specific risk assessments
Exercises	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. Functional areas of capability gaps: • Identifying and prioritizing assets to protect

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	Ft Hood has increased awareness by Security lighting required ID to enter post, physical barriers and increased security patrols.
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	Complete 100% of risk assessments for 12 high priority assets and 24 critical infrastructure sites within the 7 county region.

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 occured in the last five years	3 - Exercises/real-world demonstration have occured; 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 Functional areas of capability gaps: • Analysis tools • Risk management planning
Organization	O-1 - Coordinate with all agencies when discussing risk management with private, non-profits, business, and volunteers. Coordinate with all of the community. Leaders risk assessments. Functional areas of capability gaps: • Analysis tools
Equipment	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.

POETE	Capability Gaps
	Functional areas of capability gaps: • Data collection • Risk management planning
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. Functional areas of capability gaps: • Data collection • Risk assessment • Risk management planning
Exercises	Increase participation among private sector and volunteers. Functional areas of capability gaps: • Data collection • Exercise design

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	Upon notification of impending terrorist act or terrorist attack, achieve a 30% increase in the security and resiliency of the supply chain. Secure 3 supply and 8 transportation nodes, 2 pipelines, 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	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 occured in the last five years	4 - Exercises/real-world demonstration have occured; some areas for improvement exist

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

POETE	Capability Gaps
Planning	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 trough training events, exercises, and real world events Functional areas of capability gaps: • Analysis of supply chain dependencies • Implementing physical protection
Organization	Identify those private sector vendors or contractor. O-2- Maintain list of potential supply chain vendors both private and nationally Functional areas of capability gaps: • Implementing physical protection • Verification and detection

POETE	Capability Gaps
Equipment	With new software system for tracking one can track commercial trucking, freight by rail. Utilize new software for tracking inventory. Functional areas of capability gaps: • Integrating security processes
Training	Hire additional Subject Matter Experts for training scenarios. Training needs to include those critical and key resources for that region. Functional areas of capability gaps: • Analysis of supply chain dependencies • Integrating security processes
Exercises	During exercise increase participation from private sector and community leaders. Functional areas of capability gaps: • Implementing countermeasures • Implementing physical protection • Verification and detection

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): Cargo thefts have been increasing on those products of high value.

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.

Individual and Community Preparedness

| What programs or activities have jurisdictions within your Region recently undertaken to foster individual and community resilience?

Check all that apply: | ☐ Using Media to promote individual and community resilience

☐ Posting links or materials regarding individual and community resilience on the jurisdiction's website

☐ Providing funding for individual and community resilience projects

☒ conducting whole community exercises
☐ Encouraging state employees and their families to prepare

☐ Communicating jurisdictional risks to community

☐ Distributing disaster preparedness information through the public education system

☐ Implementing America's PrepareAthon! To support actions to prepare the public

☒ Developing a strategy for building community resilience

☐ Establishing a state level community resilience task force or mechanism for coordinating individual preparedness amd community resilience

☐ Establishing and promoting local mechanisms, such as Citizen Corps Councils, for the whole community participation in development and review of jurisdictional emergency management plans

☒ Reviewing inclusion of individuals with access and functional needs in jurisdictional emergency plans

☐ Integration of nontraditional, nongovernment resources into state and local emergency plans

☐ Other (specify below) |
| **How is your Region measuring the effectiveness of these programs or activities?** | Some of our areas suffered damages when tornado had hit in two counties causing some homeowners to have to relocate permanently and others chose to rebuild in place. |

What results has your Region achieved through these programs?	Providing sheltering needs for long term has created a problem in relocating of individuals.
What are your Region's primary obstacles to increasing individual and community resilience?	Once residents in shelters - financing startup cost for rebuilding proved harder than expected. Need to focus on items to keep residents within the county or city from leaving.
What steps should FEMA and is Federal partners take to help States and Territories foster and sustain effective individual and community resilience?	Utilization of temporary homes in the various areas need to be assessed prior to emergency events that has residents wanting to leave the area of the incident. FEMA provide more information for preparing for disaster that counties could circulate to residents.

Priority

High

Capability Target

*Ensure participation and outreach in integrated efforts to recognize, understand, plan and mitigate risk and improve resilience of 100% of the 7 counties and 32 municipalities in the Central Texas Council of Governments for 471,544 residents and 47,154 PAFN 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 occured in the last five years	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	Planning must have community input on the needs of the resilience of any city or county needs. Test and validate plans through exercises. Functional areas of capability gaps: • Communication and outreach • Education and skill building

POETE	Capability Gaps
Organization	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. Functional areas of capability gaps: • Communication and outreach • Partnership building
Equipment	Purchase modeling software to aid in preparing for community resilience. Functional areas of capability gaps: • Collaborative planning and decision-making • Communication and outreach
Training	Have training efforts that develop by preparing for economic and social change in the various communities. T-2 - include SME's on all training events. Functional areas of capability gaps: • Communication and outreach • Partnership building
Exercises	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. E-3 - identify through exercise what is your expected breaking points on various events. E-1 Identify those possible breaking points when doing large scale exercises. E-3 Increase participation among non-governmental agencies and the private sector. Functional areas of capability gaps: • Communication and outreach

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): Milam lost tax revenue from Luminant Power reduction of employees that had lived in the community now must seek employment elsewhere.

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

Medium

Capability Target	Counties and municipalities implement their all hazard mitigation plans to achieve a 100% measureable decrease in long-term vulnerability to identified hazards for 150 lifeline critical infrastructure facilities, systems an asset to include: 1 class 1 rail lines, 4 highways, 2 public transit systems, 2 airports, 55 health/hospital facilities, 5 electrical generation and distribution stations, and 34 water/wastewater treatment facilities 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 occured in the last five years	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	Planning projects for Drought related events. P-2- validate all plans through exercises and training and real world scenarios. Functional areas of capability gaps: • Adopting vulnerability reduction standards and building codes • Broadening the use of insurance
Organization	Participation in the hazard mitigation grants will help those agencies having long term vulnerability issues. Functional areas of capability gaps:

POETE	Capability Gaps
	• Incorporating mitigation measures into construction and development
Equipment	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. Functional areas of capability gaps: • Adopting vulnerability reduction standards and building codes • Developing neighborhood civic organizations
Training	T-1 Address all training gaps - this will include staffing, personnel changes. T-2- Increase participating form private sector for training events. T-3 - utilize SME's for training scenarios. Functional areas of capability gaps: • Incorporating mitigation measures into construction and development • Individual and family preparedness
Exercises	Exercises need to include civic organizations in the exercise and training. 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. Functional areas of capability gaps: • Developing neighborhood civic organizations • Incorporating mitigation measures into construction and development

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): 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

- Priority **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	Update and conduct 100% risk and disaster resilience assessments for Central Texas Council of Governments to determine the 445,000 residents in the area, 47,154 PAFN, and 42 impacted communities, 35 high priority assets, facilities and 32 systems, and 50,000 population at Fort Hood Military Base 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 occured; many mission critical findings exist	4 - Exercises/real-world demonstration have occured; 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 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. Functional areas of capability gaps: • Education and training • Obtaining and sharing data
Organization	O-1- Need to develop a community risk mitigation plan to include the VOADS, general public, private companies. Make changes to Emergency Operation Plans to define those changes. Functional areas of capability gaps:

POETE	Capability Gaps
	• Analysis • Obtaining and sharing data
Equipment	Acquire equipment that will enable department that will be needed for monitoring of risk management areas and resources availability. Functional areas of capability gaps: • Analysis
Training	T-1- Develop a training for all of the community partners, voads, non- profit and non-governmental agencies. T-2- Have SME's to train individuals on how to conduct risk assessment for agencies. Functional areas of capability gaps: • Education and training
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. Functional areas of capability gaps: • Analysis • Education and training

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): Mass Fatality produced problems with temporary housing and later for permanent Residences

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	Complete 100% of threat and hazard identification assessments for 7 counties and 32 municipalities 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 occured in the last five years	4 - Exercises/real-world demonstration have occured; some areas for improvement exist

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

POETE	Capability Gaps
Planning	When having planning meeting we need get more local involvement from the business and manufacturing districts. Functional areas of capability gaps: • Modeling and analysis • Stakeholder Collaboration/Coordination
Organization	Update all of the list of the various agencies and their contacts. Functional areas of capability gaps: • Stakeholder Collaboration/Coordination
Equipment	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.

POETE	Capability Gaps
	Functional areas of capability gaps: • Data collection and sharing • Estimating frequency and magnitude • Modeling and analysis
Training	Need for more training modeling tools such as Hazus, Cameo in the rural areas. T-2- Increase training opportunities to all agencies. Functional areas of capability gaps: • Data collection and sharing • Modeling and analysis
Exercises	During the exercises make sure that the threats and hazards were able to facilitate hazard projections among all agencies. Test the objectives of the scenarios. Functional areas of capability gaps: • Data collection and sharing • Modeling and analysis

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): Table Top exercise in Milam County for Tornado showed our exposure to minor events can cause long lasting effects in the community.

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	**Within 24 hours of the incident, provide transport to evacuate 200,000 residents, 25,000 visitors/transients, to include 20,000 PAFN, and 100,000 animals, over an area of 5,514 square miles to safety. Within 72 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 in the vicinity of 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 occured; many mission critical findings exist	4 - Exercises/real-world demonstration have occured; 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 must include those individuals who have disabilities, health or mental issues. P-2 validate all plans through exercises and real world events. Functional areas of capability gaps: • Establishing access • Evacuation • Transportation safety and condition assessments
Organization	Increase cooperation among transportation groups, - Schools, public transportation private companies.

POETE	Capability Gaps
	Have MOU's in place with all of the transportation companies. Functional areas of capability gaps: • Transportation safety and condition assessments
Equipment	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. Functional areas of capability gaps: • Delivery of response assets • Transportation safety and condition assessments
Training	T-1- Develop training plans to address those new operational procedures for the VOADS, and other volunteer agencies. Training may be needed on the transportation of personnel, medical or other sensitive information. Functional areas of capability gaps: • Establishing access • Evacuation
Exercises	E-1 Implement corrective actions and improvement plans as a result of the exercises. E-2- Develop exercise plan to address new operational objectives and procedures. Functional areas of capability gaps: • Establishing access • Transportation safety and condition assessments

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): Critical transportation needs of the elderly, handicapped, and medically dependent was addressed.

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

Within the first 24 hours following an incident, conduct health and safety hazard assessments and disseminate guidance and resources to include deploying 2 HAZMAT teams to support environmental health and safety actions for 100% of response personnel, and 491,544 residents and visitors, 47,154 PAFN, and 40,000 animals across an impacted area of 5,514 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 occured; many mission critical findings exist	4 - Exercises/real-world demonstration have occured; some areas for improvement exist

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

POETE	Capability Gaps
Planning	Planning for supplies of food, water, and waste water contamination has to 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. Functional areas of capability gaps: • Debris removal • Hazardous material clean-up • Survivor safety and assistance
Organization	O-1 - Develop protocols and process for activating those areas of environmental responses.

POETE	Capability Gaps
	Coordinate with Public health regarding safety monitoring and assessments. Functional areas of capability gaps: • Debris removal
Equipment	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 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. Functional areas of capability gaps: • Health and safety monitoring and assessment • Survivor safety and assistance
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. Functional areas of capability gaps: • Decontamination • Health and safety monitoring and assessment • Predictive modeling
Exercises	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. Functional areas of capability gaps: • Decontamination • Hazardous material clean-up • Health and safety monitoring and assessment

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): Milam County table top with Tornado scenario led into discussion of debris clearance priorities, debris task force, and staging and disposal of items.

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	Within the first 24 hours following an incident, locate, process, and recover 500 fatalities over an area of 30 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 bereaved.

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 occured in the last five years	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	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.

POETE	Capability Gaps
	Functional areas of capability gaps: • Bereavement counseling • Family reunification • Victim identification
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. Functional areas of capability gaps: • Family reunification • Victim identification
Equipment	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. Functional areas of capability gaps: • Body recovery • Mortuary services • Victim identification
Training	T-1- Identify and address training gaps resulting from attrition or other staffing issues. T-2 training on Mass fatality plans. Functional areas of capability gaps: • Family reunification • Mortuary services
Exercises	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. Functional areas of capability gaps: • Family reunification • Victim identification

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): Mass Fatality showed plan call for 2-1-1 to handle all call related to this type of event - needed to differentiate emergency calls from calls of for family members.

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	During the first 2-4 hours of notification, provide and coordinate structural, wildland, and specialized firefighting capabilities to manage, contain, and suppress a wildfire over a 30 square mile area encompassing 1,000 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. Sustain operations for 2-4 days.

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 occured; few mission critical findings exist	4 - Exercises/real-world demonstration have occured; some areas for improvement exist

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

POETE	Capability Gaps
Planning	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	To support firefighting efforts, there will need to be an increase in additional personnel in the region. Local jurisdictions must determine the feasibility of alternate approaches of maintaining fire service agencies within their jurisdiction.
Equipment	

POETE	Capability Gaps
	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.
Training	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 in order to further develop the capability to meet its target.
Exercises	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. 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:

- Exercise(s): Fire Management and Suppression - extensive training for this capability will be in future and ongoing training efforts.

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.

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	**Within the first 24 hours of the incident, stabilize critical infrastructure functions, minimize health and safety threats and efficiently restore and revitalize lifeline systems and services to include 4 fire stations, 2 damaged hospitals, 2 police stations, 3 communications towers, 1 water and wastewater treatment facilities, 2 electrical substations in order to support a viable resilient community.**

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 occured in the last five years	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	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. Functional areas of capability gaps: • Communications systems • Power restoration • Public safety facilities • Transportation infrastructure
Organization	O-1- Review that organizational capability can meet the needs to handle the damage to infrastructure facilities.

POETE	Capability Gaps
	Functional areas of capability gaps: • Communications systems • Water treatment and provision
Equipment	E-1- Can the current equipment availability handle the current needs. E-2- Proper IDs among all agencies, volunteers, contractors, Functional areas of capability gaps: • Communications systems • Power restoration • Transportation infrastructure
Training	T-1- Revise and develop new training plan to reflect a revised infrastructure system plan. Functional areas of capability gaps: • Communications systems • Power restoration
Exercises	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. Functional areas of capability gaps: • Communications systems • Infrastructure site assessments • Power restoration • Transportation infrastructure

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	Interstate I-35 is and parts of Highway 190 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.

- Real-world event(s): City of Buckholt's and Barteltt had pump failure related to storms and lighting - no contingency plan for emergency backup was in place. Size of generator and voltage required to operate pumps where unknown by some City officials

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

> Within the first 72 hours of the incident, provide life-sustaining services to 100,000 residents, to include 10,000 PAFN, providing 1,200,000 meals, 50,000 gallons of water, and shelter for 80,000 people. Food and shelter for 50,000 pets, for the first 96 hours following the event. 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 occured; many mission critical findings exist	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	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. Functional areas of capability gaps: • Family reunification • Relocation assistance • Resource distribution

POETE	Capability Gaps
	• Sheltering
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. Functional areas of capability gaps: • Family reunification • Feeding • Relocation assistance
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 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. Functional areas of capability gaps: • Family reunification • Feeding • Relocation assistance • Sheltering
Training	Develop a training plan for mass care services. T-2 - Address all of the training gaps as a result 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. Functional areas of capability gaps: • Family reunification • Relocation assistance • Resource distribution • Sheltering
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, privates sectors, Cert teams, volunteers. Functional areas of capability gaps: • Family reunification • Relocation assistance • Resource distribution • Sheltering

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): Mass Fatality plans were rewritten to include Family Assistance Center and Relocation assistance as two different buildings.

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	Within the first 48 hours of the incident, conduct search and rescue operations to locate and rescue 30,000 persons (including 5,000 PAFN) and 3,000 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 occured; many mission critical findings exist	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	Plans did not originally show the breakdown of all of the persons who might be in Search and Rescue. P-2- Plans need to be validated through training events, exercises and real world events. Functional areas of capability gaps: • Community-based search and rescue support • Specialized operations
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 dogs teams, canine teams designed for search and rescue.

POETE	Capability Gaps
	Functional areas of capability gaps: • Community-based search and rescue support • Specialized operations
Equipment	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 teams supplies, oxygen supplies, batteries, flashlights, blankets, and mobile transport units. E-4 - Search and rescue equipment E-5-Animal trailers for transportation and storage. E-6- Technical devices for search and rescue support. Functional areas of capability gaps: • Community-based search and rescue support • Specialized operations
Training	Training needed for volunteers in a search and rescue of bodies. All bodies have to be treated and cared for in a manner of dignity. T-2- address all training gaps as a result 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. Functional areas of capability gaps: • Community-based search and rescue support • Specialized operations
Exercises	Implement corrective actions and improvement plans. E-2- Develop and exercise plan to support new mass search and rescue plans. Functional areas of capability gaps: • Community-based search and rescue support • Specialized operations

Recent Advances

POETE	Recent Advances
Planning	Mass fatality plan was completed to handle a variety of events and the size. The plan is a template for any agency to use.
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): Mass Fatality Functional Exercise allowed us some hands on training in search and rescue and body identification.

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	**Within 24 hours, provide a safe and secure environment through law enforcement and related security and protection operations to meet the needs of 471,544 residents to include 47,154 PAFN, and 20,000 transients/visitors in 7 counties and 32 cities over 5,514 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 occured in the last five years	4 - Exercises/real-world demonstration have occured; 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:

POETE	Capability Gaps
	• Protecting response personnel • Securing disaster areas
Equipment	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 Functional areas of capability gaps: • Protecting response personnel • Securing disaster areas
Training	SME's for Security Protection. T-2- 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. Functional areas of capability gaps: • Protecting response personnel • Securing disaster areas
Exercises	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. Functional areas of capability gaps: • Protecting response personnel • Securing disaster areas

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): Homicide require law enforcement to set up perimeters controls and access points

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

> **Within 1 hour of the incident, establish interoperable voice and data communications with 1 federal, 1 state and 10 local response agencies incorporating 15 first responders, and establish emergency communications with 471,544 impacted residents to include 47,154 PAFN, over an impacted area of 5,514 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 occured in the last five years	4 - Exercises/real-world demonstration have occured; some areas for improvement exist

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

POETE	Capability Gaps
Planning	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. Functional areas of capability gaps: • Communication between responders and the affected population • Interoperable communications between responders
Organization	Have to be more organized in basic radio operations among agencies. O-2- Develop organizational relationships with all operational communications plan and also the HAM radio operators. Functional areas of capability gaps: • Communication between responders and the affected population

POETE	Capability Gaps
	• Data communications • Interoperable communications between responders
Equipment	Equipment needs of all departments for all types' pf P25 radio systems - everything from portables to backbone of Bell County 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. E-2 Radio interoperable P25 equipment between all responders. E-3- Mobile satellite Wi-Fi Functional areas of capability gaps: • Communication between responders and the affected population • Interoperable communications between responders
Training	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. Functional areas of capability gaps: • Communication between responders and the affected population • Interoperable communications between responders
Exercises	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. Functional areas of capability gaps: • Communication between responders and the affected population • Interoperable communications between responders

Recent Advances

POETE	Recent Advances
Planning	CTCOG and CTRAC has joined with all of the agencies to have multi-comm meetings monthly to develop procedures and guidance on basic radio operations to how to patch at dispatch for the interoperable channels.
Organization	
Equipment	Additional new P25 radios added to the entire CTCOG region will aid in the total Radio interoperability program for all of our counties.
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.

- Exercise(s)/Real-world Event(s): Have issues with proper knowledge of channels and interoperable channels in their radios. Helicopter can't get some rural fire departments for assistance in safe land zones by answering radios - they were on wrong channel

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	Within 24 hours, provide triage and lifesaving medical treatment to 10,000 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 471,544 people in 7 counties and 32 cities over an area of 5,514 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 occured; many mission critical findings exist	4 - Exercises/real-world demonstration have occured; 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 to identify health assessments during a large scale event - at a site or on location. P-2- Revise pans 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. Functional areas of capability gaps: • Definitive care • Health assessments • Laboratory medical testing

POETE	Capability Gaps
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. Functional areas of capability gaps: • Definitive care • Laboratory medical testing
Equipment	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. E-3- Lack of POD to supply medicines E-4- Region wide Meds for first responders. E-- Vaccinations or shots for first responders and citizens. Functional areas of capability gaps: • Laboratory medical testing • Medical surge
Training	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. Functional areas of capability gaps: • Health assessments • Medical countermeasures • Medical surge
Exercises	Implement corrective actions and improvement plans. E-2- Develop a full-scale exercise for multi jurisdictions to support updated public health and medical services. Functional areas of capability gaps: • Health assessments • Medical surge

Recent Advances

POETE	Recent Advances
Planning	
Organization	
Equipment	Increased awareness of EBOLA through media outlets and new paper articles.
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): Ebola incident had possible exposure and containment issues for some of the soldiers at FT Hood who were deployed.

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.

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	Within 1 hour, share information with 200 first responders, emergency managers, and public/private partners in 7 counties and 32 municipalities concerning potential or ongoing incidents through the use of 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	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 Functional areas of capability gaps: • Stakeholder engagement
Organization	O-1- Establish a situational awareness process for all agencies. O-2- include all private and non-private organizations in all meetings. Functional areas of capability gaps: • Assessing hazard impacts • Stakeholder engagement

POETE	Capability Gaps
Equipment	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. Functional areas of capability gaps: • Delivering situation reports • Tracking response activities
Training	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. Functional areas of capability gaps: • Analyzing information • Assessing hazard impacts • Stakeholder engagement
Exercises	E-1- Develop Exercise plans to support updated situational protocols. E-2-Implement corrective actions and improvement plans. Functional areas of capability gaps: • Stakeholder engagement • Tracking response activities

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): Exercise showed that we must coordinate information for all decision maker at all levels.

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	Within 36 hours of the incident, conduct a preliminary assessment of issues resulting from the loss of $400 million and 1,000 jobs, and identify potential inhibitors and foster stabilization of the economy in 7 counties and 32 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 occured; many mission critical findings exist	4 - Exercises/real-world demonstration have occured; 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 must address possible relocation of residents to new locations. 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. Functional areas of capability gaps: • Developing recovery objectives • Developing the workforce • Economic impact assessments • Reopening businesses
Organization	Develop various workgroup to attract new business. O-2 - Need to help business with COOP plan. O-3- Include private partners in plans.

POETE	Capability Gaps
	O-4 - Must include all governmental and non-governmental agencies in decision making processes. Functional areas of capability gaps: • Developing the workforce • Reopening businesses
Equipment	Labor force can be retrained to do other job skills at workforce centers. Functional areas of capability gaps: • Developing the workforce • Reopening businesses
Training	Training all of 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. Functional areas of capability gaps: • Developing recovery objectives • Developing the workforce • Economic impact assessments • Management planning
Exercises	Exercises to strengthen new development of business into the community. E-2 Implement corrective actions and improvement plans. Need to increase participation and involvement from leadership, and all elected and appointed officials. Functional areas of capability gaps: • Developing recovery objectives • Developing the workforce • Economic impact assessments

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): Luminant Power had a reduction in employees due restructuring of facilities and closing some of the shifts.

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

Medium

Capability Target	**Within 14 days, restore health and social services to promote the resilience, independence, health and well-being over and impacted area of 5,514 square miles. The services for 5 hospitals, 150 primary care facilities, and 30 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 occured; many mission critical findings exist	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	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. Functional areas of capability gaps: • Determining health and social needs • Health assessment • Public awareness • Public health measures

POETE	Capability Gaps
Organization	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. Functional areas of capability gaps: • Environmental health • Public awareness • School impacts
Equipment	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 Functional areas of capability gaps: • Behavioral health • Determining health and social needs • Health assessment • Public awareness • School impacts • Social services
Training	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. Functional areas of capability gaps: • Behavioral health • Ensuring access • Health assessment • Public awareness • School impacts
Exercises	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. Functional areas of capability gaps: • Behavioral health • Health assessment • Public health measures • Social 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 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	**Within 24 hours of the incident, assess preliminary housing impacts and needs and identify currently available options for temporary housing of 50,000 displaced persons, to include 5,000 PAFN, and shelter for 30,000 animals. Develop a community housing development plan to create permanent housing for 20,000 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 occured; many mission critical findings exist	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	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. Functional areas of capability gaps: • Addressing housing shortages • Housing assessments
Organization	Align organizational relationships with all agencies with an updated post disaster community. Develop a long term recovery committee. Functional areas of capability gaps:

POETE	Capability Gaps
	• Housing assessments • Rehabilitation of damaged housing
Equipment	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. Functional areas of capability gaps: • Addressing housing shortages • Rehabilitation of damaged housing
Training	Address training gaps from turnovers and staffing issues. T-2- Train long term recovery committee members. T-2 - training on meeting access and functional needs of the community. Functional areas of capability gaps: • Housing assessments
Exercises	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. Exercises must include non-governmental organizations and private sector. Functional areas of capability gaps: • Addressing housing shortages

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 of 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

Medium

Capability Target — **Within 2 weeks of the incident, conduct a preliminary assessment of its impact on the 15 museums, 20 historical sites, 10 libraries, and 2 wetlands and natural habitats in the 500 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 occured; many mission critical findings exist	3 - Exercises/real-world demonstration have occured; few mission critical findings exist

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

POETE	Capability Gaps
Planning	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. Functional areas of capability gaps: • Environmental preservation and restoration • Historic preservation
Organization	O-1- gather organizations relationships with new natural and cultural resource plan. O-2- Develop public and private organizations contacts.

POETE	Capability Gaps
	O-3- Define the cultural and historic resources in the agencies area. Functional areas of capability gaps: • Damage assessment • Environmental preservation and restoration • Historic preservation
Equipment	Historical landmarks need to be protected by security lighting for night. Security feature need to be included by silent alarm system, video monitoring. Functional areas of capability gaps: • Environmental preservation and restoration • Historic preservation
Training	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. Functional areas of capability gaps: • Environmental preservation and restoration • Historic preservation
Exercises	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. Functional areas of capability gaps: • Damage assessment

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
☐ 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

3. <u>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?</u>
<u>(select three)</u>

☒ 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 CODE RED 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.