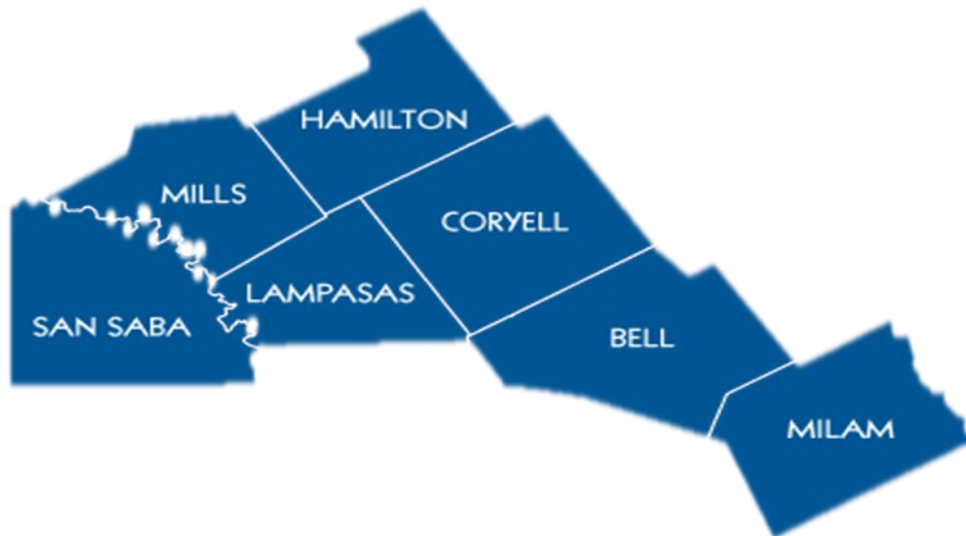




2022 STAKEHOLDER PREPAREDNESS REVIEW (SPR)

CENTRAL TEXAS COUNCIL OF GOVERNMENTS



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SPR Overview

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

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

The SPR follows a two-step process:

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

SPR Capability Assessment

Planning

SPR Step 1: Assess Capabilities

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

Within every **five years** update all emergency operations plans that define the roles and responsibilities of **45** partner organizations involved in incident management across **7** jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.

Estimate of Current Capability

Within every **five years** update all emergency operations plans that define the roles and responsibilities of **45** partner organizations involved in incident management across **7** jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.

Capability Change Description

The Hazardous Mitigation Plan process has been initiated for Bell, Coryell, Lampasas, Milam, Mills, and San Saba Counties and jurisdictions within. The plans are expected to be completed by early 2023. Hamilton County has hired an Emergency Management Coordinator (EMC)/Communications Director.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update the Mass Casualty Plan and Multi-Agency Coordination System (MACS). Create/research Cybersecurity Plan. Review and update mutual aid agreements.
Organization
Equipment
N/A

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Training
Provide necessary Training for new Hamilton County EMC.
Exercises
Conduct regional exercise (Cybersecurity is in currently being planned).

Public Information and Warning

SPR Step 1: Assess Capabilities

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

Within **five minutes** notice of an incident, deliver reliable and actionable information to **100,000** people affected, including **1,000** people with access and functional needs (affected) and **1,000** people with limited English proficiency affected.

Estimate of Current Capability

Within **15 minutes** notice of an incident, deliver reliable and actionable information to **30,000** people affected, including **300** people with access and functional needs (affected) and **300** people with limited English proficiency affected.

Capability Change Description

Recent training with CodeRed Emergency Notification System was conducted, information sharing has increased throughout the region. In the renewal of this year's contract, CodeRed implemented multiple language options to the region. CodeRed will also assist in notifying people with functional needs.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update MACS plan to address the use of CodeRed Emergency Notification System.
Organization
N/A
Equipment
N/A
Training
Continue training authorized "notification launchers" on CodeRed and ensure they are using the multi-language feature as well as the existing features for functional needs. Provide awareness to the region that we have the CodeRed system in place for emergency notifications.
Exercises



Incorporate CodeRed into regional exercises.

Operational Coordination

SPR Step 1: Assess Capabilities

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

Within **two hours** of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across **three** jurisdictions affected and with **seven** partner organizations involved in incident management. Maintain for **10** day(s).

Estimate of Current Capability

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

Capability Change Description

No significant change in current capability, real world events such as wildfires, severe storms, and the Coryell Memorial Hospital explosion tested our capabilities however, the region has not had the need to maintain for 10 days. COVID has evaluated certain aspects of Operational Coordination, but nothing to evaluate the required capabilities.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Include plans to ensure operational structure can be maintained for 10 days.
Organization
N/A
Equipment
Explore options for mobile command equipment. i.e., Pelican case with equipment needed for onsite EOC. This item would more than likely be managed by CTCOG staff, unless we are able to purchase multiple which would be spread throughout the region's EMC offices.
Training
N/A
Exercises
Incorporate this capability into regional exercises.

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Forensics and Attribution

SPR Step 1: Assess Capabilities

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

Within **15 minutes** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **20** personnel assigned to support follow up information sharing, intelligence analysis, and/or investigative actions associated with the collection, examination, and analysis of evidence, as well as the identification of perpetrators.

Estimate of Current Capability

Within **15 minutes** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **20** personnel assigned to support follow up information sharing, intelligence analysis, and/or investigative actions associated with the collection, examination, and analysis of evidence, as well as the identification of perpetrators.

Capability Change Description

COVID-19 has restricted some in person meetings, however virtual meetings and communication has been maintained. Decliner in COVID cases has resulted in more in-person engagements however, no significant change to this capability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update contact information in outdated plans. Include fusion cell and JTTF in plans where applicable.
Organization
N/A
Equipment
N/A
Training
Need to receive more training to ensure the region is familiar with all the resources that are available.

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Exercises

Incorporate personnel from fusion center and JTTF into regional training exercises.

Intelligence and Information Sharing

SPR Step 1: Assess Capabilities

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

Within **15 minutes** of the identification or notification of a credible threat, identify/analyze local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with **five** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Estimate of Current Capability

Within **30 minutes** of the identification or notification of a credible threat, identify/analyze local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with **five** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Capability Change Description

There has been no change to this capability, local processes still in need of updating and exercising to achieve target.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update/create contact list and apply to appropriate plans as needed.
Organization
Identify key agencies/personnel to share intelligence information.
Equipment
Identify equipment which will allow for local first responders such as Fire, Law Enforcement, and Emergency Management, the ability to share real time information with other agencies within the region, as well as out of region. Potential equipment systems listed below by the Authorized Equipment List (AEL).
04AP-01-CADS System, Dispatch, Computer Aided (PSAPs, Fire, Law Enforcement)
04AP-02-AVLS Systems, Automatic Vehicle Locating (AVL) (Fire and Law Enforcement)

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SPR Capability Assessment

04AP-11-SAAS Enforcement)	Applications, Software as a Service (PSAPs, Fire, Law
13IT-00-DEXC Enforcement)	Data Exchange and Interoperability (PSAPs, Fire, Law
13IT-00-DFSN	Data Fusion/Synthesis (PSAPs Law Enforcement)
13IT-00-FACE	Software, Facial Recognition (Law Enforcement)
13IT-00-INTL	Systems, Intelligence Sharing (PSAPs, Fire, Law Enforcement)
21GN-00-OCEQ Operations/Fusion Centers	Equipment and Supplies, Information/Emergency (PSAPs, Fire, Law Enforcement)
Training	
Provide training with key agencies/personnel in the intelligence community and develop standard operating procedures to add to plans.	
Exercises	
Incorporate key agencies/personnel into regional exercises when applicable.	

Interdiction and Disruption

SPR Step 1: Assess Capabilities

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

Within **15 minutes** of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **20** personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.

Estimate of Current Capability

Within **15 minutes** of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **20** personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.

Capability Change Description

Key personnel within the region continue to communicate with fusion center and JTTF resources by attending combined briefings and training. No change, regional stakeholders feel like this target is being met.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update contact information in outdated plans. Include fusion cell and JTTF in plans where applicable.
Organization
N/A
Equipment
N/A
Training
Need to receive more training to ensure the region is familiar with all the resources that are available.
Exercises

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SPR Capability Assessment

Incorporate personnel from fusion center and JTTF into regional training exercises.

Screening, Search, and Detection

SPR Step 1: Assess Capabilities

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

Within **15 minutes** of notice of a credible threat, conduct screening, search, and detection operations for **200** people requiring screening, including **20** people with access and functional needs (requiring screening).

Estimate of Current Capability

Within **30 minutes** of notice of a credible threat, conduct screening, search, and detection operations for **200** people requiring screening, including **20** people with access and functional needs (requiring screening).

Capability Change Description

COVID-19 has created a change in that numerous agencies have had to implement screening activities in their daily process, search and detection equipment continues to be applied for in grant funding.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update plans to reflect the coordination process for additional resources. Update/create mutual aid agreements with assisting agencies/jurisdictions.
Organization
Identify contacts to coordinate key resources screening, search, and detection equipment.
Equipment
Identify equipment which will allow for local first responders such as Fire, Law Enforcement, and Emergency Management, the ability to conduct screening, searching, and detection to identify a potential threat. Potential equipment systems listed below by the Authorized Equipment List (AEL).
15IN-00-PLSN System, Pulsed Neutron Activation, Non-Invasive (Fire and Law Enforcement)
15IN-00-RADR Radar, Ground/Wall Penetrating (Fire and Law Enforcement)



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SPR Capability Assessment

15IN-00-XRAY Enforcement)	System, Mobile Search & Inspection; X-Ray (Fire and Law
15SC-00-PPSS Enforcement)	Systems, Personnel/Package Screening (Fire and Law
07ED-03-PORT	Portal, Explosive Detecting (Fire and Law Enforcement)
Training	
Provide training on new equipment and standard operating procedures.	
Exercises	
Incorporate screening, search, and detection into regional exercises.	

Access Control and Identity Verification

SPR Step 1: Assess Capabilities

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

Within **15 minutes** of an event, be prepared to accept credentials from **45** partner organizations involved in incident management.

Estimate of Current Capability

Within **six hours** of an event, be prepared to accept credentials from **45** partner organizations involved in incident management.

Capability Change Description

Recently, the CTCOG badge making machine broke and is too antiquated to repair. Credentialing continues to be a topic of discussion on how to create a system and implement it throughout the region.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Develop process for vetting key personnel and incorporate into plans.
Organization
N/A
Equipment
Identify equipment which will allow for jurisdictions to secure critical infrastructure sites and restricted access areas from potential threats. Additional equipment may include credentialing equipment to simplify the personnel management in an emergency. This equipment could be used by first responders, EMCs, and/or local governmental officials. Potential equipment systems listed below by the Authorized Equipment List (AEL). 14SW-01-PACS System, Physical Access Control, locking devices and entry systems for control of physical access to facilities (All jurisdictions and municipalities)
Training
Conduct training on new equipment. Conduct training on process and requirements for access control and identity verification during incident management.

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Exercises

Incorporate access control measures into regional exercises when applicable.

Cybersecurity

SPR Step 1: Assess Capabilities

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

Every **two years**, appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **three** publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

Every **zero years**, appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **three** publicly managed and/or regulated critical infrastructure facilities.

Capability Change Description

Currently the region has no cyber incident plans/annexes in place, this plan is a priority and numerous projects have been planned for upcoming grant cycle. Cyber threats continue to grow in the region.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Create cyber incident plans/annexes. Need to review IT vendors' cybersecurity plans and ensure they are up to date and effective for CTCOG and other regional jurisdictions which may apply.
Organization
N/A
Equipment
Identify any equipment needs which would bolster cybersecurity measures throughout the region's network infrastructure. Potential equipment systems listed below by the Authorized Equipment List (AEL). 04HW-01-INHW Hardware, Computer, Integrated (All jurisdictions and municipalities) 13IT-00-FEES Fees, Usage, for Databases Containing Terrorist or Cyber Threat Information (All jurisdictions and municipalities)
Training

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Conduct training on cyber awareness.

Exercises

Conduct cyber-attack regional exercises.

Physical Protective Measures

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

Regional stakeholders feel this target is being met, no change. Projects are continuing to be funded to improve this capability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Monitor Hazard Mitigation Action Plan on an annual basis for accuracy and updates.
Organization
N/A
Equipment
N/A
Training
N/A
Exercises
N/A

Risk Management for Protection Programs and Activities

SPR Step 1: Assess Capabilities

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

Every **five years**, appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **15** publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

Every **five years**, appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **15** publicly managed and/or regulated critical infrastructure facilities.

Capability Change Description

Regional stakeholders feel this target is being met however, cyber improvements are needed to combat evolving cyber threats.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Create cyber incident plans/annexes.
Organization
N/A
Equipment
Research software to safeguard critical infrastructure against cyber-attacks (All jurisdictions and municipalities)
Training
N/A
Exercises
Conduct cyber-attack regional exercises.
Conduct Cybersecurity benchmark testing to identify weaknesses.

Supply Chain Integrity and Security

SPR Step 1: Assess Capabilities

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

Every **one year**, engage **22** partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.

Estimate of Current Capability

Every **zero years**, engage **22** partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.

Capability Change Description

Training events, prior to COVID-19, throughout the region invited and incorporated private sector supply chains into their training, plans still need to be established for continuity. The region is still working through COVID, training and exercises are expected to resume soon.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Create standard operating procedure for partner organization involvement and incorporate the process into existing and future plans.
Organization
Identify key personnel in partner organizations and create contact list.
Equipment
N/A
Training
N/A
Exercises
Develop exercise scenarios to focus on supply chain and partner organizations.

Community Resilience

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

Regional activities such as National Night Out and other community outreach programs were being conducted annually throughout the region, these events will be limited this year due to COVID-19 however, some events have resumed.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

Long-term Vulnerability Reduction

SPR Step 1: Assess Capabilities

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

Every **one year**, **six** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Estimate of Current Capability

Every **zero years**, **six** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Capability Change Description

Current building code, disaster resilient building codes are unknown throughout the region and need to be identified, no change to this capability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Identify and update plans with building code information and procedures.
Create standard operating procedures on building code updates and disaster resiliency.
Organization
N/A
Equipment
N/A
Training
N/A
Exercises
N/A

Risk and Disaster Resilience Assessment

SPR Step 1: Assess Capabilities

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

Every **two years**, after identifying threats and hazards of concern, model the impacts of **five** threat and hazard scenarios to incorporate into planning efforts.

Estimate of Current Capability

Every **two years**, after identifying threats and hazards of concern, model the impacts of **five** threat and hazard scenarios to incorporate into planning efforts.

Capability Change Description

Regional stakeholders feel this target is being met, no change.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

Threats and Hazards Identification

SPR Step 1: Assess Capabilities

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

Every **two years** engage with **six** jurisdictions and **44** partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

Estimate of Current Capability

Every **two years** engage with **six** jurisdictions and **44** partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

Capability Change Description

The CTCOG Homeland Security Advisory Committee meets monthly with numerous jurisdictions and partner organizations to discuss incident management and realistic threats and hazards which may impact the region. Regional stakeholders feel this target is being met, no change.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

Critical Transportation

SPR Step 1: Assess Capabilities

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

Within **one-hour** notice of an impending incident, complete the evacuation of **500** people requiring evacuation, including **100** people with access and functional needs (requiring evacuation).

Within **four hours** of an incident, clear **15** miles of road affected, to enable access for emergency responders, including private and non-profit.

Estimate of Current Capability

Within **one-hour** notice of an impending incident, complete the evacuation of **500** people requiring evacuation, including **100** people with access and functional needs (requiring evacuation).

Within **four hours** of an incident, clear **15** miles of road affected, to enable access for emergency responders, including private and non-profit.

Capability Change Description

The region is currently capable of reaching this capability with the use of local and state assets. Regional stakeholders feel this target is being met, no change.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Create mass casualty plan
Organization
N/A
Equipment
N/A
Training
N/A
Exercises

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SPR Capability Assessment

Exercise mass casualty plan in conjunction with critical transportation resources

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Environmental Response/Health and Safety

SPR Step 1: Assess Capabilities

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

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

Within **one and a half hours** of a hazmat incident, complete decontamination procedures for **six** exposed individuals (hazmat-related incidents).

Estimate of Current Capability

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

Within **one and a half hours** of a hazmat incident, complete decontamination procedures for **six** exposed individuals (hazmat-related incidents).

Capability Change Description

The region will sustain current capabilities, regional stakeholders feel this target is being met, no change.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update mutual aid agreements with HAZMAT teams.
Organization
N/A
Equipment
Identify equipment which will allow for the region's two HAZMAT Teams the ability to respond to a HAZMAT incident with the proper devices and tools needed. Potential equipment systems listed below by the Authorized Equipment List (AEL). 01CB-01-ENSM Ensemble, HazMat Emergency and Terrorism Incident Protective, NFPA 1994 Class 1 NFPA 1994 Class 1 HazMat Emergency and CBRN Terrorism Incident Protective Ensemble, including garment, gloves, footwear, and CBRN SCBA (certified as compliant with NFPA 1994) (Temple and Killeen Fire/HAZMAT)



Training
N/A
Exercises
Develop exercise to focus on HAZMAT response and cleanup.

Fatality Management Services

SPR Step 1: Assess Capabilities

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

Within **one week** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **50** fatalities.

Estimate of Current Capability

Within **one week** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **50** fatalities.

Capability Change Description

Mass fatality plan is current however, the plan has not been exercised nor has there been a real-world event to measure the capability. Regional stakeholders feel this target is being met, no change.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update mutual aid agreements
Update Mass Fatality Plan for accuracy
Organization
N/A
Equipment
N/A
Training
N/A
Exercises
Develop exercise to focus on recovery, identification, and mortuary services, including temporary storage services.

Fire Management and Suppression

SPR Step 1: Assess Capabilities

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

Within **36 hours** of an incident, conduct firefighting operations to suppress and extinguish **20** structure fires.

Estimate of Current Capability

Within **36 hours** of an incident, conduct firefighting operations to suppress and extinguish **20** structure fires.

Capability Change Description

No change to the capability target. Recent and frequent wildfires involving multiple counties continue to evaluate this capability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update mutual aid agreements.
Organization
N/A
Equipment
Any firefighting equipment to assist in suppressing and extinguishing structure fires (Too many AELs to list) (Fire Departments)
Training
Provide training to firefighting agencies to stay current
Exercises
N/A

Logistics and Supply Chain Management

SPR Step 1: Assess Capabilities

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

Within **3 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **250** people requiring shelter and **10,000** people requiring food and water. Maintain distribution system for **7 days**.

Estimate of Current Capability

Within **3 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **250** people requiring shelter and **10,000** people requiring food and water. Maintain distribution system for **7 days**.

Capability Change Description

No change, anticipate exercising this capability once COVID-19 restrictions are lifted.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update points of contacts in existing and future plans.
Organization
N/A
Equipment
N/A
Training
N/A
Exercises
Need to plan an exercise which includes and evaluates the logistic and supply chain capability.

Mass Care Services

SPR Step 1: Assess Capabilities

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

Within **six hours** of an incident, provide emergency sheltering, food, and water for **1,250** people requiring shelter and **10,000** people requiring food and water, including **125** people with access and functional needs (requiring accessible shelter) and **1,000** people with access and functional needs (requiring food and water), and **1,000** animals requiring shelter, food, and water. Maintain for **seven days**.

Within **one week** of an incident, move **1,225** people requiring temporary, non-congregate housing, including **115** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

Estimate of Current Capability

Within **12 hours** of an incident, provide emergency sheltering, food, and water for **1,250** people requiring shelter and **10,000** people requiring food and water, including **125** people with access and functional needs (requiring accessible shelter) and **1,000** people with access and functional needs (requiring food and water), and **1,000** animals requiring shelter, food, and water. Maintain for **seven days**.

Within **one week** of an incident, move **1,225** people requiring temporary, non-congregate housing, including **115** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

Capability Change Description

The region does not have an up-to-date Mass Casualty Plan, this capability was evaluated to a small extent in the Coryell Memorial Hospital explosion however, not to the degree of meeting the capability target. There has been no change to this capability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Need to create Mass Casualty Plan.
Need to update mutual aid agreements and MOUs.



Organization
N/A
Equipment
<p>Identify equipment which will allow for local first responders such as Fire, Law Enforcement, EMS, volunteers (Community Preparedness groups), and Emergency Management, the ability to provide mass amounts of fresh water and warming/cooling tents during a mass care incident. Potential equipment systems listed below by the Authorized Equipment List (AEL).</p> <p>Temporary Emergency Shelter (No AEL Number) (Fire, Law Enforcement, EMS, volunteers (Community Preparedness groups), and Emergency Management)</p> <p>12TR-00-H2OT Trailer, Water/Source (Fire, Law Enforcement, EMS, volunteers (Community Preparedness groups), and Emergency Management)</p>
Training
N/A
Exercises
Need to conduct exercise which will evaluate mass casualty plan and capabilities.

Mass Search and Rescue Operations

SPR Step 1: Assess Capabilities

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

Within **5 hours** of an incident, conduct search and rescue operations for **100** people requiring rescue.

Estimate of Current Capability

Within **5 hours** of an incident, conduct search and rescue operations for **75** people requiring rescue.

Capability Change Description

There has been no change to this capability over the last year.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning	
Need to create Mass Casualty Plan and include mass search and rescue.	
Need to update mutual aid agreements and MOUs.	
Add mass search and rescue to MACS Plan.	
Organization	
N/A	
Equipment	
Identify equipment which will allow for local first responders such as Fire, Law Enforcement, and Emergency Management, the ability to conduct search and rescue activities. Potential equipment systems listed below by the Authorized Equipment List (AEL).	
03OE-02-TILA	Optics, Thermal Imaging and/or Light Amplification (Fire and Law Enforcement)
03OE-07-ROBT	Robots (Fire and Law Enforcement)
03SR-02-SBLD	Blades and Chains, Rescue Saws (Fire)
03SR-03-SCAM	Camera, Search (Fire and Law Enforcement)



03SR-05-RBTL	Attachments/Tools, Search & Rescue Robot or Remotely Piloted Vehicle (Fire and Law Enforcement)
03WA-02-BORD	Boards/Sleds, Search and Rescue (Fire and EMS)
Training	
Need to conduct training with Task Force 1.	
Exercises	
Need to conduct exercise which will evaluate mass casualty/mass search and rescue plan and capabilities.	



On-scene Security, Protection, and Law Enforcement SPR Step 1: Assess Capabilities

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

Within **3 hours** of an incident, provide security and law enforcement services to protect emergency responders and **15,000** people affected.

Estimate of Current Capability

Within **5 hours** of an incident, provide security and law enforcement services to protect emergency responders and **15,000** people affected.

Capability Change Description

No change to the current capability levels, this capability has not been evaluated in the last year.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update Mutual Aid Agreements.
Update MACS Plan to outline regional response of first responders.
Organization
N/A
Equipment
N/A
Training
N/A
Exercises
N/A

Operational Communications

SPR Step 1: Assess Capabilities

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

Within **12 hours** of an incident, establish interoperable communications across **six** jurisdictions affected and with **45** partner organizations involved in incident management. Maintain for **thirty days**.

Estimate of Current Capability

Within **12 hours** of an incident, establish interoperable communications across **six** jurisdictions affected and with **45** partner organizations involved in incident management. Maintain for **thirty days**.

Capability Change Description

The CTCOG recently received \$1.1 million with SERI funding, this funding was used to purchase numerous pieces of communications infrastructure equipment. Additional communications equipment needs were identified, several organizations in need of replacements or upgrades.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update/revise regional Communications Plan
Organization
N/A
Equipment
Identify equipment which will allow for local first responders such as Fire, Law Enforcement, Public Safety Answering Points, and Emergency Management, the ability to utilize interoperable communications throughout the region and state. Potential equipment systems listed below by the Authorized Equipment List (AEL).
04AP-10-EMCS System, Emergency Medical Communication (Fire, Law Enforcement, and Emergency Management)
04HW-01-INHW Hardware, Computer, Integrated (Fire, Law Enforcement, and Emergency Management)

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06CC-01-CELL	Communications and Computing Device, Handheld (Fire, Law Enforcement, and Emergency Management)
06CC-03-SATB Management)	Phone, Satellite Base (Fire, Law Enforcement, and Emergency Management)
06CC-03-SATM Management)	Phone, Satellite Mobile (Fire, Law Enforcement, and Emergency Management)
06CC-05-PRTY	Priority Services, Communications (Fire, Law Enforcement, and Emergency Management)
06CP-01-HFRQ	Radio, High Frequency (HF) Single Sideband (Fire, Law Enforcement, and Emergency Management)
06CP-02-BRDG	Equipment, Bridging/Patching/Gateway (Fire, Law Enforcement, and Emergency Management)
06CP-03-ICOM	Intercom (Fire, Law Enforcement, and Emergency Management)
06CP-03-MWAV Management)	Radio, Microwave Link (Fire, Law Enforcement, and Emergency Management)
06CP-07-RFSA	Equipment, RF Detection and Spectrum Analysis (Fire, Law Enforcement, and Emergency Management)
10PE-01-PCHG	Chargers, Phone and Radio (Fire, Law Enforcement, and Emergency Management)
03OE-01-CTAC	Device, Tactical Communications (Fire, Law Enforcement, and Emergency Management)
Training	
Training is needed to ensure all emergency services personnel are properly trained on equipment as well as the regional Communications Plan.	
Exercises	
Need to develop exercises which will evaluate the region's interoperability communications.	



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

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

Within **four hours** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **250** people requiring medical care.

Estimate of Current Capability

Within **six hours** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **250** people requiring medical care.

Capability Change Description

No change to capability. However, communication and networking due to COVID has improved relationships between public health, healthcare, emergency medical services, and numerous other organizations throughout the region.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update plans to identify standard operating procedure for completing triage, beginning definitive medical treatment, and transferring to an appropriate facility. Update Mutual Aid Agreements.
Organization
N/A
Equipment
Any medical equipment used in support of triage, begin definitive medical treatment, and transfer to an appropriate facility (Too many AELs to List) (Fire, EMS, Law Enforcement, and Emergency Management)
Training
Need to conduct triage specific training, especially for mass casualty events.
Exercises
Need to incorporate mass casualty triage into regional training exercise.





Situational Assessment

SPR Step 1: Assess Capabilities

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

Within **four hours** of incident, and on **12 hours** cycle thereafter, provide notification to leadership and **45** partner organizations involved in incident management of the current and projected situation. Maintain for **8 days**.

Estimate of Current Capability

Within **four hours** of incident, and on **12 hours** cycle thereafter, provide notification to leadership and **45** partner organizations involved in incident management of the current and projected situation. Maintain for **8 days**.

Capability Change Description

Regional stakeholders feel this target is being met, no change.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update Mutual Aid Agreements.
Organization
N/A
Equipment
N/A
Training
Need to continue to provide ICS training to all first responders and key personnel in the region.
Exercises
N/A

Infrastructure Systems

SPR Step 1: Assess Capabilities

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

Within **24 hours** of an incident, restore service to **50,000** customers without water service.

Within **24 hours** of an incident, restore service to **50,000** customers without wastewater service.

Within **24 hours** of an incident, restore service to **50,000** customers without communication service.

Within **24 hours** of an incident, restore service to **50,000** customers without electricity service.

Estimate of Current Capability

Within **36 hours** of an incident, restore service to **50,000** customers without water service.

Within **36 hours** of an incident, restore service to **50,000** customers without wastewater service.

Within **36 hours** of an incident, restore service to **50,000** customers without communication service.

Within **36 hours** of an incident, restore service to **50,000** customers without electricity service.

Capability Change Description

No change to this capability. Communication between emergency response entities and utility companies needs to be improved.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Need to update plans to establish the process with public works and communications companies.
Need to update Mutual Aid Agreements.
Organization
N/A
Equipment



N/A
Training
N/A
Exercises
N/A

Economic Recovery

SPR Step 1: Assess Capabilities

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

Within **48 hours** of an incident, reopen **500** businesses closed due to the incident.

Estimate of Current Capability

Within **72 hours** of an incident, reopen **500** businesses closed due to the incident.

Capability Change Description

No change to this capability. COVID-19 has created a shortage in obtaining employees, demand for products has created longer wait times.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Plans 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. Revise economic recovery and resiliency plan.
Organization
Must include all governmental and non-governmental agencies in decision making processes.
Equipment
N/A
Training
Training all those persons who may lost jobs due to economic losses at a company - therefore downsizing to meet their needs. Revise training plan to support updates to the economic recovery plan.
Exercises
N/A

Health and Social Services

SPR Step 1: Assess Capabilities

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

Within **24 hours** of an incident, restore functions at **5** affected healthcare facilities and social service organizations.

Estimate of Current Capability

Within **36 hours** of an incident, restore functions at **5** affected healthcare facilities and social service organizations.

Capability Change Description

While all the changes due to COVID-19 have not been captured, the region expects ongoing changes to impact this capability throughout the ongoing pandemic. Restoring functions comes in the form of availability, staff, and equipment.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
<p>Validate plans through training events, exercises and real - world incidents.</p> <p>Develop health and human services plan to include the homeless, functional needs and others who may require additional help with health services.</p>
Organization
<p>Fill staffing shortages in the health and social services field</p>
Equipment
<p>N/A</p>
Training
<p>Employees need to be trained in proper layering of hospital gowns, face shields, for the infectious diseases</p>
Exercises
<p>Implement corrective actions and improvement plans.</p>

Housing

SPR Step 1: Assess Capabilities

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

Within **15 days** of an incident, **100** people requiring long-term housing, including **10** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Estimate of Current Capability

Within **one month** of an incident, **100** people requiring long-term housing, including **10** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Capability Change Description

No changes to this capability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Review and update post disaster community housing plans to include housing shortage, housing assessments and reconstruction of destroyed housing.
Organization
Develop a long-term recovery working group. Align organizational relationships with all agencies with an updated post disaster community.
Equipment
Equipment gap will be based on housing shortages, housing assessments, reconstruction of houses. No known equipment needs known at this time.
Training
Address training gaps from turnovers and staffing issues.
Exercises
N/A

Natural and Cultural Resources

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

Within **12 months** of an incident, restore **3** damaged natural and cultural resources and historic properties registered in the jurisdiction.

Capability Change Description

No changes to this capability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Plans must include areas of preservation of the natural resources. Planned communities allowing some greenbelt areas between development projects. Update a natural and cultural resources emergency and recovery plan. Validate plans through training events, exercises, and real-world events.
Organization
Gather organizations relationships with new natural and cultural resource plan. Develop public and private organizations contacts. Define the cultural and historic resources in the agencies area.
Equipment
Historical landmarks need to be protected by security lighting for night. Security features need to include by silent alarm system, video monitoring. (All jurisdictions and municipalities)
Training
Address training gaps due to staffing situations, reductions of staff.
Exercises

Implement corrective actions and improvement plans.

Increase participation from leadership and elected and appointed officials.

2023 Priorities

Top 3 Core Capabilities to Sustain in 2023

1. Communications
2. Organizational/Collaboration/Planning (Plan reviews and updates)
3. Screening, Search, and Detection

Top 3 Core Capabilities to Build in 2023

1. Cybersecurity
2. Communications
3. Intelligence and Information Sharing