

Central Texas Council of Governments

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

Implementation Plan for 2023

December 2, 2022

Prepared by Jesse Hennage

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

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Central Texas Council of Governments

**Texas Homeland Security Strategic Plan 2021-2025
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FOREWORD

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

This implementation plan is for calendar year 2023. It identifies significant HSSP implementation tasks along with performance measures, completion milestones, and required resources.

This homeland security implementation plan also ensures that the Central Texas Council of Governments is fully integrated into the Texas Homeland Security Strategic Plan and has identified all resources necessary to achieve homeland security preparedness goals for 2023.

Jim Reed, AICP
Executive Director
Central Texas Council of Governments

SECTION I: GENERAL

A. Purpose and Scope

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

B. Planning Process

CTCOG staff conducts monthly Homeland Security Advisory Committee (HSAC) meetings which are held in rotation at the various counties and cities. Discussion topics range from grant requirements, preparedness profiles of each jurisdiction, plans and updates. Each agency and jurisdiction were tasked to identify if there were any changes in threats or hazards and to provide updates, as necessary. Agencies were also made aware of changes to the formatting of the plan.

C. Authorities

- Central Texas Council of Governments
- Bell County Judge
- Coryell County Judge
- Hamilton County Judge
- Lampasas County Judge
- Milam County Judge
- Mills County Judge
- San Saba County Judge

D. Key Personnel

Position Title	Point of Contact	E-mail Address/ Office Telephone	Area of Responsibility
CTCOG Executive Director	Jim Reed	jim.reed@ctcog.org 254-770-2236	CTCOG Regional Response Plan
Bell County Judge	David Blackburn	david.blackburn@bellcounty.texas.gov 254-933-5105	Bell County Emergency Management
Coryell County Judge	Roger Miller	county_judge@coreyllcounty.org 254-865-5911	Coryell County Emergency Management
Hamilton County Judge	Mark Tynes	countyjudge@hamiltoncountytexas.org 254-386-1290	Hamilton County Emergency Management

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Lampasas County Judge	Randall Hoyer	randy.hoyer@co.lampasas.tx.us 512-556-8271	Lampasas Emergency Management
Milam County Judge	Steve Young	syoung@milamcounty.net 254-697-7001	Milam County Emergency Management
Mills County Judge	Ed Smith	countyjudge@co.mills.tx.us 325-648-2222	Mills County Emergency Management
San Saba County	Byron Theodosis	judge@san-sabacounty.org 325-372-3635	San Saba County Emergency Management
Bell County EMC	Bob Reinhard	Bob.Reinhard@bellcounty.texas.gov 254-933-5587	Bell County EMC
Coryell County EMC	Bob Harrell	coryellcountymc@coryellcounty.org 254-223-0952	Coryell County EMC
Hamilton County EMC	Lacy Alexander	lalexander@hamiltoncountytexas.org 254-688-9090	Hamilton County EMC
Lampasas County EMC	Angela Rainwater	emergencycoor@co.lampasas.tx.us 254-556-4177	Lampasas County EMC
Milam County EMC	Brian Burns	bburns@milamcounty.net 254-697-7060	Milam County EMC
Mills County EMC	Clint Hammonds	sheriffhammonds@centex.net 325-648-2245	Mills County EMC
San Saba County EMC	Marsha Hardy	emergencygmt@co.san-saba.tx.us 325-372-8570	San Saba County EMC
CTCOG Director of Planning & Regional Services	Uryan Nelson	uryan.nelson@ctcog.org 254-770-2373	Planning & Regional Services
CTCOG Public Safety	Jesse Hennage	jesse.hennage@ctcog.org 254-770-2365	Assistant Director of Planning/Public Safety

Figure I-1. Identification of Key Personnel

E. References

1. The Texas Homeland Security Strategic Plan 2021-2025, January 2021
2. State of Texas Emergency Management Plan, February 2020
3. The National Incident Management System (3rd Ed.), October 2017
4. The National Prevention Framework (2nd Ed.), June 2016
5. The National Protection Framework (2nd Ed.), June 2016
6. The National Mitigation Framework (2nd Ed.), June 2016
7. The National Response Framework (4th Ed.), October 2019
8. The National Disaster Recovery Framework (2nd Ed.), June 2016
9. The National Preparedness Goal (2nd Ed.), September 2015
10. The National Preparedness System, November 2011
11. Homeland Security Exercise and Evaluation Program, January 2020
12. National Infrastructure Protection Plan, December 2013
13. Texas Division of Emergency Management Fiscal Year 2023 Training Calendar
14. The United States Census Bureau (2020 data)

SECTION II: PREPAREDNESS ASSESSMENT

A. Regional Overview

The Central Texas Council of Governments, known as CTCOG, was established as a sub-region in 1968 and gained full regional status in 1974. The seven counties encompassed by the CTCOG region include Bell, Coryell, Hamilton, Lampasas, Milam, Mills and San Saba. These counties cover a total area of 5,514 square miles and contain 32 cities and several unincorporated communities with a combined population of 518,529. The CTCOG region is on the edge of the Texas Hill Country; however, most of the area is flatland or gently rolling terrain. The soils along the western portion of the area are mostly sandy loams, graduating to black soils in the central area of the region. Moderate to subtropical conditions characterize the climate of the region.

The largest county in the CTCOG region, Bell County, has a population of 370,647 people and is the 15th most populated county in the State of Texas. Bell County is centrally located along the I-35 corridor. Recent roadway changes and constant construction to I-35 in North Temple create a hazard for potential HAZMAT transported by freight transportation. Interstate 14 is the Central Texas Corridor, following U.S. 190 from Brady east to Killeen, Temple, Bryan-College Station, Livingston and Woodville, and SH 63 between Jasper and the Sabine River. Potential extension of the corridor may take the route west to San Angelo and IH 20 at Midland-Odessa. The Texas Transportation Commission announced on January 27, 2017, that the 25-mile section of Interstate 14 between U.S. 190 Business (BU-190E) at Copperas Cove / Fort Hood and IH 35 at Belton was officially designated Interstate 14. Initial signs for IH 14 were unveiled on April 22, 2017. The remainder of the Central Texas Corridor requires future construction or upgrades to Interstate 14. Bell County is serviced by two major railroads and offers state-of-the art medical facilities, several colleges, and a large regional airport, which has potential to attract terrorist activity due to the proximity to a military installation and populated areas.

Fort Hood occupies 335 square miles of Bell and Coryell Counties, 60 miles north of Austin and 50 miles south of Waco. Seven surrounding cities with a regional population of approximately 335,000 are partnered with and provide substantial quality of life support to Fort Hood. The installation's principal cantonment area and the adjacent West Fort Hood are bisected by Interstate 14, a four-lane controlled access road that flows directly into US Interstate Highway 35, the main North-South route through Texas and Mid-America. Fort Hood has roughly 40,000 Soldiers and is the largest active-duty armored post in the U.S. Armed Forces.

The weather for the CTCOG Region reaches an average low in the winter months of 35.90 degrees and average high of 95.40 in the summer. The annual precipitation is 36.78 inches with an air pollution index of 114.00.

Mills County provides a windfarm consisting of 86 turbines located in Goldthwaite.

B. Threats and Hazards

Based on this year's THIRA report, wildfires, droughts, and terrorist attacks are of concern to the area. Central Texas remains dry and on the verge of drought conditions for most of the year.

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However, when the region does experience moderate amounts of rainfall, certain areas have become problematic and endure flood conditions. The Nolan Creek Flood Protection Plan which covers Fort Hood, Harker Heights, Nolanville, Killeen, and Belton. These locations experience significant flood events resulting in damage to infrastructure and property, as well as loss of human life. To be better prepared for future flood events and help protect citizens from dangerous flooding, the Central Texas Council of Governments has worked with the Texas Water Development Board (TWDB) to develop an early warning system and flood protection plan for Nolan Creek. Even though Central Texas has received precipitation this year we are still behind on average rainfall for the year. With the below average rainfall this year, this has caused a high probability for wildfires throughout the region. All counties in the region are at risk of wildfire.

Reported credible threats for terrorist activities have remained minimal, although there remains a threat with Fort Hood located in the center of the CTCOG region. Recent criminal activity and trends report the CTCOG region is close to average with the national average, showing above average in a few areas.

C. Capability Assessment

The major gap our region is currently experiencing is with the communication systems and emergency communications infrastructure. Dispatching consoles, towers, handheld/portable radio upgrades continue to require immediate repair or replacement. Additionally, cybersecurity gaps have been identified in the form of needing to conduct benchmark assessments on systems throughout the region, as well as developing plans to assist in cybersecurity mitigation and planning. Other gaps throughout the region include equipment for first responders, plan updates, and conducting training and exercises.

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SECTION III: CONCEPT OF IMPLEMENTATION

A. Overview

The Central Texas Council of Governments' major regional priorities are to develop a cybersecurity plan followed by a benchmark assessment to determine weaknesses in cyber protection, improve emergency communications infrastructure, build upon information sharing between local and state/federal agencies, update & enhance the regional response plan which will allow for the sharing of equipment and resources in order to support jurisdictions in need, and provide equipment to first responders to improve abilities to prevent, protect, mitigate, respond, and recover from emergency situations involving terrorist activities, man-made, or natural disasters.

1. Cybersecurity
2. Emergency Communications
3. Information Sharing
4. Plan Development
5. First Responder Equipment

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

OBJECTIVE 1.1: Expand and enhance the statewide intelligence capability that reduces the threat of terrorism and criminal enterprises, with an emphasis on proactive intelligence

a. Recent Accomplishments:

- 1) Conducted in depth conversations with Emergency Management and First Responders on projects which may enhance information sharing with state agencies
- 2) Hamilton County hired an EMC which also oversees the Emergency Communications Department

b. Performance Measures:

- 1) Three terrorism related plans updated
- 2) 1,500 first responders, licensed Peace Officers, and Telecommunicators trained
- 3) 11 Homeland Security Advisory Committee meetings throughout FY23

c. Implementation Tasks:

Objective 1.1	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Develop plans and strategies to improve training and awareness for law enforcement and first responders	CTCOG, Regional Agencies	Police Officers Training Grants equaling \$106,000	9/1/2023
Organization	Develop organizational relationships that support intel and information sharing plans	CTCOG, Regional Agencies	N/A	4/1/2023
Equipment	Purchase equipment that will enable better sharing of intel and information sharing regarding intelligence must be protected by encryption, secure sight etc.	CTCOG	HSGD Funds \$200,000	9/1/2023

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Training	N/A	N/A	N/A	N/A
Exercise	Conduct joint intelligence training and planning with DHS officials and other entities designated by DHS	Emergency Management Coordinators	N/A	6/1/2023

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

OBJECTIVE 1.3: Prevent terrorists and criminal enterprises from exploiting Texas' international borders, including land, air, and sea

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

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

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

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

a. Recent Accomplishments:

- 1) Area agencies continued to equip and train HAZMAT teams with HSGD grant funds

b. Performance Measures:

- 1) Review all Mutual Aid Agreements between 37 jurisdictions and the two Regional HAZMAT Teams
- 2) Identify CBRNE equipment and resources needs with two HAZMAT teams
- 3) Professionally train appropriate personnel qualified to use processes and systems to detect CBRNE materials rapidly and accurately
- 4) Certify 100 first responders, including fire rescue and emergency medical services (EMS), to recognize the presence of chemical, biological or radiological materials during emergency responses

c. Implementation Tasks:

Objective 2.2	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Creation of resource list and include in appropriate plans	CTCOG, Regional Emergency Services	N/A	9/1/2023
Organization	N/A	N/A	N/A	N/A
Equipment	-PPE and other CBRNE equipment to outfit HAZMAT trailers -Detection and Analysis equipment	Regional Emergency Service Agencies	Local funds and grants as approved	9/1/2023
Training	N/A	N/A	N/A	N/A
Exercise	Agencies shall participate in regional exercise annually	CTCOG and Regional Emergency	N/A	6/1/2023

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		Service Agencies		
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OBJECTIVE 2.3: Strengthen statewide capability to detect, confirm, analyze, assess, and contain threats to public health

OBJECTIVE 2.4: Reduce the vulnerability of the agriculture industry to natural hazards and manmade threats

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

OBJECTIVE 2.6: Enhance statewide cybersecurity efforts to protect information assets

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

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

OBJECTIVE 3.2: Enhance the resilience of mission critical systems and infrastructure throughout Texas

OBJECTIVE 3.3: Enhance the social resilience of Texas communities

a. Recent Accomplishments:

- 1) Continue to expand implementation of the Code Red informational warning system.
- 2) Ham radio operators continue to be an ever-present function of the multi-Communications plan and exercises
- 3) Involvement in planning from non-governmental agencies continues to grow.

b. Performance Measures:

- 1) Assess and prepare two action plans for the recovery and sustainability of communities in the aftermath of an event

c. Implementation Tasks:

Objective 3.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Perpetuate participation in CERT programs, other volunteer-based programs	CTCOG, Regional Agencies, and School Districts	Homeland Security grants roughly \$1,000, various other funds	4/1/2023
Organization	Create regional working groups to enhance participation and plan by-in	CTCOG, Regional Agencies, and School Districts	N/A	4/1/2023
Equipment	N/A	N/A	N/A	N/A
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG and local Emergency Management Coordinators	N/A	7/1/2023
Exercise	Conduct annual regional exercise	Emergency Management Coordinators	N/A	6/1/2023

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

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

OBJECTIVE 4.2: Build and maintain the response teams and qualified personnel essential to all-hazard response operations

OBJECTIVE 4.3: Achieve statewide communications operability and interoperability in Texas

OBJECTIVE 4.4: Ensure continued enhancement of public health and medical emergency response systems

OBJECTIVE 4.5: Expand statewide capacity to assist government agencies rapidly and effectively in responding to cyberattacks

a. Recent Accomplishments:

- 1) The CTCOG region has not made any significant accomplishments however, cybersecurity has become one of the top priorities planned to be addressed

b. Performance Measures:

- 1) One Cybersecurity Exercise conducted
- 2) Three cyber benchmark tests conducted
- 3) Three vulnerability tests conducted

c. Implementation Tasks:

Objective 4.5	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Create a regional plan to combat and safeguard regional networks and systems from cyberattacks.	CTCOG	N/A	8/1/2023
Organization	N/A	N/A	N/A	N/A
Equipment	A later determination will be made as to whether or equipment will be required to meet this objective.	CTCOG	N/A	7/1/2023

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Training	COG assists in coordinating delivery of relevant course related to cybersecurity.	CTCOG	N/A	6/1/2023
Exercise	Conduct cybersecurity exercises of regional networks and computer systems.	CTCOG	N/A	8/1/2023

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

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

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

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

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

OBJECTIVE 5.1: Support effective, community based post-incident recovery by ensuring plans, structures and processes are in place at all levels of government and coordinated with private sector partners, as appropriate

- a. Recent Accomplishments:
 - 1) No recent accomplishments for this objective
- b. Performance Measures:
 - 1) Participate in one regional exercise
 - 2) Communicate with ten utility companies/local businesses
- c. Implementation Tasks:

Objective 5.1	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	N/A	N/A	N/A	N/A
Organization	N/A	N/A	N/A	N/A
Equipment	N/A	N/A	N/A	N/A
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies	N/A	9/1/2023
Exercise	Conduct community based post-incident recovery into regional exercises	Emergency Management Coordinators	N/A	8/1/2023

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

OBJECTIVE 5.3: Coordinate rapid and effective delivery of post-incident recovery assistance to impacted communities