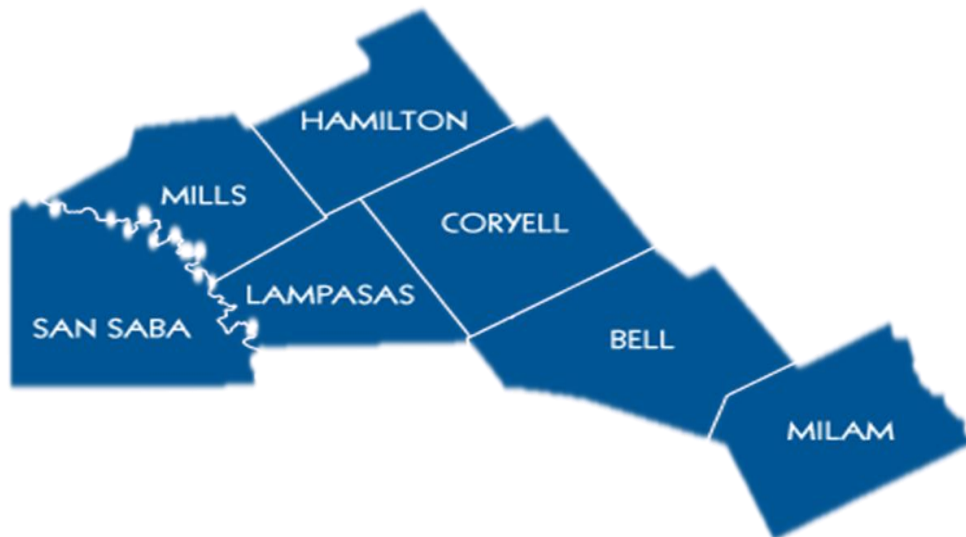




# **2025 THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)**

## ***CENTRAL TEXAS COUNCIL OF GOVERNMENTS***



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## THIRA Overview

The THIRA is a three-step risk assessment that helps answer the following questions:

- What threats and hazards can affect our community?
- If they occurred, what impacts would those threats and hazards have on our community?
- Based on those impacts, what capabilities should our community have?

The THIRA helps communities understand their risks and determine the level of capability they need in order to address those risks. The outputs from this process lay the foundation for determining a community's capability gaps during the SPR process.

The THIRA follows a three-step process, as described in *Comprehensive Preparedness Guide 201, Third Edition*:

1. **Identify Threats and Hazards.** Based on a combination of experience, forecasting, subject matter expertise, and other available resources, develop a list of threats and hazards that could affect the community. When deciding what threats or hazards to include in the THIRA, communities consider only those that challenge the community's ability to deliver at least one core capability more than any other incident; the THIRA is not intended to include less challenging threats and hazards.
2. **Give Threats and Hazards Context.** Describe the threats and hazards identified in Step 1, showing how they may affect the community and create challenges in performing the core capabilities. Identify the impacts a threat or hazard may have on a community.
3. **Establish Capability Targets.** Using the impacts described in Step 2, determine the level of capability that the community plans to achieve over time in order to manage the threats and hazards it faces. Using standardized language, create capability targets for each of the core capabilities based on this desired level of capability by identifying impacts, objectives, and timeframe metrics. A core capability is comprised of several functional areas in which a community may have a gap. Each required standardized target addresses one or more functional areas.

## Report Overview

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This report contains two sections:

- **THIRA Steps 1 and 2: Threats /Hazards Context and Impacts**
  - Identified threats and hazards
  - Scenario descriptions
  - Standardized impacts
- **THIRA Step 3: Capability Targets**
  - Standardized capability targets



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## Threat/Hazard Descriptions and Impacts

Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood	Yes

### Scenario Description

On July 4, 2026, Fort Hood hosts its annual Independence Day Celebration, drawing more than 70,000 visitors, including soldiers, families, retirees, and local residents. At 6:10 P.M., as vehicles line up at the Clear Creek Gate, a white cargo van detonates, killing gate guards, destroying nearby cars, and injuring dozens. The explosion sends panic through the crowds already gathered on post for evening festivities. At 6:32 P.M., gunfire erupts near the Warrior Way PX, where thousands of attendees are shopping and preparing for the fireworks. Witnesses report two armed suspects firing indiscriminately and moving through the area. Fort Hood Military Police, FBI, ATF, and local law enforcement agencies respond, while EOD and SWAT are requested to secure the scene and locate additional explosives.

### Standardized Impact Estimates (You have the option to include additional impacts, as needed)

Impact Category	Estimate	Impact Category	Estimate
Fatalities	30	Partner Organizations Involved In Incident Management	20
People Requiring Medical Care	250	Customers (Without Power Service)	N/A
People Requiring Rescue	40	Customers (Without Water Service)	N/A
People Requiring Evacuation	1000	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	100	Structure Fires	1
People With Access And Functional Needs (AFN) Affected	20	Miles Of Road Affected	3
People With Limited English Proficiency Affected	75	Affected Healthcare Facilities And Social Service Organizations	5
People Requiring Food and Water	100	Damaged Natural And Cultural Resources And Historic Properties	2
People Requiring Long-Term Housing	0	Businesses Closed Due To The Incident	15

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People Requiring Shelter	0	Animals Requiring Shelter, Food, And Water	10
Jurisdictions Affected	4		

## Sources Used to Develop Context Description and Calculate Impacts (Optional)

U.S. Census Bureau (2020) – Bell County & Killeen Metro population data  
 Department of Defense, Fort Hood Visitor Statistics & Event Records  
 DHS Office for Bombing Prevention, VBIED Incident Profiles  
 Texas Department of Transportation (Traffic Volumes, I-14 corridor)  
 CDC estimates for AFN populations (23% of impacted)



Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Commercial Aircraft Crash – Killeen–Fort Hood Regional Airport	No

**Scenario Description**

On a Friday in October, American Eagle Flight 4217 departs Dallas–Fort Worth International Airport at 4:05 P.M., carrying 68 passengers and 4 crew members bound for Killeen–Fort Hood Regional Airport. At 4:48 P.M., while on final approach to Runway 15 at GRK, the aircraft suffers a dual-engine failure. The pilot attempts an emergency landing but crashes short of the runway into a grassy field near the outer perimeter fence, striking several vehicles on Farm-to-Market Road 3470. The aircraft breaks apart on impact and bursts into flames, with thick smoke visible for miles. Initial reports indicate multiple fatalities and dozens injured. Local fire, EMS, and law enforcement respond alongside Fort Hood Fire Department, with FAA and NTSB investigators requested. Mutual aid is activated from Temple, Copperas Cove, and Bell County.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	25	Partner Organizations Involved In Incident Management	20
People Requiring Medical Care	40	Customers (Without Power Service)	N/A
People Requiring Rescue	20	Customers (Without Water Service)	N/A
People Requiring Evacuation	150	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	100	Structure Fires	2
People With Access And Functional Needs (AFN) Affected	20	Miles Of Road Affected	2
People With Limited English Proficiency Affected	15	Affected Healthcare Facilities And Social Service Organizations	4
People Requiring Food and Water	50	Damaged Natural And Cultural Resources And Historic Properties	1
People Requiring Long-Term Housing	0	Businesses Closed Due To The Incident	0
People Requiring Shelter	100	Animals Requiring Shelter, Food, And Water	0

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Jurisdictions Affected	4		

**Sources Used to Develop Context Description and Calculate Impacts (Optional)**

Federal Aviation Administration (FAA) – Airport operations data for GRK  
 U.S. Census Bureau (2020) – Bell County demographics  
 National Transportation Safety Board (NTSB) – Crash survivability statistics  
 Texas Department of Transportation – Roadway data for FM 3470  
 CDC estimates for AFN populations (23% of impacted individuals)



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Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Flood	No

**Scenario Description**

It is Saturday in March in Texas, and the residents of Bell County and surrounding areas are experiencing unseasonably cold and rainy weather. Bell County is a community with a population exceeding 470,000 residents, multiple area creeks and lakes are already experiencing increased levels due to steady and frequent rains. The National Weather Service indicates that thunderstorms producing heavy rainfall and damaging winds more than 60 mph are headed towards Bell county region. It is anticipated that the average rainfall anticipated by this storm will be at a rate of 10-20 inches per hour. By 5:00 P.M. Nolan creek has crested its bank, causing more flooding in an already saturated environment. On the west side of the county Bell county Sheriff officers and Harker heights police department have identified FM 3481 Stillhouse Hollow Lake Road has water overflowing the long bridge resulting in an evacuation of 20 square miles. Large, uprooted trees have struck the bridge infrastructure and has created damage to the structural member of the bridge.

**Standardized Impact Estimates (You have the option to include additional impacts, as needed)**

Impact Category	Estimate	Impact Category	Estimate
Fatalities	20	Partner Organizations Involved In Incident Management	22
People Requiring Medical Care	150	Customers (Without Power Service)	2,000
People Requiring Rescue	150	Customers (Without Water Service)	2,000
People Requiring Evacuation	500	Customers (Without Communication)	200
Exposed Individuals (Hazmat-Related Incidents)	50	Structure Fires	5
People With Access And Functional Needs (AFN) Affected	184	Miles Of Road Affected	15
People With Limited English Proficiency Affected	50	Affected Healthcare Facilities And Social Service Organizations	2
People Requiring Food and Water	13,000	Damaged Natural And Cultural Resources And Historic Properties	30
People Requiring Long-Term Housing	50	Businesses Closed Due To The Incident	100
People Requiring Shelter	560	Animals Requiring Shelter, Food, And Water	250

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Jurisdictions Affected	3		
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**Sources Used to Develop Context Description and Calculate Impacts (Optional)**

- Nolan Creek Flood Protection Plan developed by CTCOG staff and consultants
- United States Census Bureau (2020)
- Texas Department of Transportation (Roadway Inventory)
- American Veterinary Medical Association (Pet Ownership Statistics)
- United States Department of Agriculture
- Fast Local Emergency Evacuation Times
- Centers for Disease Control and Prevention (PAFN determined by 23% of impacted people estimate)



Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Tornado	No

**Scenario Description**

On a Spring Monday in the middle of May, severe thunderstorm activity in Brown and Mills County, Northwest of Bell County, begin developing around 1:00 P.M. A severe thunderstorm moving Southeast at 45 mph was reported with possible funnel clouds being sighted. By 1:30 P.M. a tornado watch was issued for Lampasas, Hamilton, and Bell County. By 2:30 P.M. a tornado warning was issued for parts of Ft. Cavazos and the Killeen area. At 2:55 P.M. an EF-0 (Enhanced Fujita Scale) tornado with winds reported at 80 mph touched down between Copperas Cove and Killeen. The tornado continued to grow in strength becoming an EF-3 as it began entering the city of Harker Heights paralleling the South side of Highway 190 in an East-Southeast direction of travel. Reported wind speeds more than 160 mph peaked just North of Stillhouse Lake and the tornado eventually dissipated at 3:10 P.M. within a half mile after crossing Interstate 35 in South Belton.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	25	Partner Organizations Involved In Incident Management	44
People Requiring Medical Care	2000	Customers (Without Power Service)	5000
People Requiring Rescue	1250	Customers (Without Water Service)	2000
People Requiring Evacuation	N/A	Customers (Without Communication)	500
Exposed Individuals (Hazmat-Related Incidents)	10	Structure Fires	50
People With Access And Functional Needs (AFN) Affected	750	Miles Of Road Affected	15
People With Limited English Proficiency Affected	35	Affected Healthcare Facilities And Social Service Organizations	15
People Requiring Food and Water	100000	Damaged Natural And Cultural Resources And Historic Properties	5
People Requiring Long-Term Housing	25	Businesses Closed Due To The Incident	7500
People Requiring Shelter	2250	Animals Requiring Shelter, Food, And Water	100000

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Jurisdictions Affected	6		

**Sources Used to Develop Context Description and Calculate Impacts (Optional)**

- NOAA/National Weather Service/Storm Prediction Center
- United States Census Bureau (2020)
- Texas Department of Transportation (Roadway Inventory)
- American Veterinary Medical Association (Pet Ownership Statistics)
- United States Department of Agriculture
- Centers for Disease Control and Prevention (PAFN determined by 23% of impacted people estimate)



Category	Threat/Hazard Scenario Name	Terrorism?
Technological	HAZMAT	No

**Scenario Description**

On a Fall Tuesday morning at 10:00 A.M., A BNSF railcar carrying 25,000 gallons of flammable liquid (ethanol) fell from a bridge in Lampasas near Sulfur Creek between Private Road 184 and East Third Street. The tanker’s structure has a six-inch hole in the side and is creating a chemical pool, not on fire. The temperature was 65 degrees F, relative humidity 25%, and winds were 1-10 mph from the Northeast. ALOHA modeling states the Toxic Level of Concern is in the Orange Threat Zone with roughly 150 ppm, and an Emergency Response Planning Guideline-2. Approximately 7,000 people could be exposed, requiring emergency medical assistance and/or evacuation.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	5	Partner Organizations Involved In Incident Management	7
People Requiring Medical Care	25	Customers (Without Power Service)	N/A
People Requiring Rescue	5	Customers (Without Water Service)	800
People Requiring Evacuation	1,500	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	200	Structure Fires	0
People With Access And Functional Needs (AFN) Affected	460	Miles Of Road Affected	2
People With Limited English Proficiency Affected	10	Affected Healthcare Facilities And Social Service Organizations	2
People Requiring Food and Water	1,000	Damaged Natural And Cultural Resources And Historic Properties	N/A
People Requiring Long-Term Housing	2	Businesses Closed Due To The Incident	13
People Requiring Shelter	1,000	Animals Requiring Shelter, Food, And Water	73
Jurisdictions Affected	4		

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#### Sources Used to Develop Context Description and Calculate Impacts (Optional)

- ALOHA/CAMEO
- United States Census Bureau (2020)
- Texas Department of Transportation (Roadway Inventory)
- American Veterinary Medical Association (Pet Ownership Statistics)
- United States Department of Agriculture
- Fast Local Emergency Evacuation Times
- Centers for Disease Control and Prevention (PAFN determined by 23% of impacted people estimate)



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Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Wildfire	No

**Scenario Description**

Following months of severe drought conditions and lack of rain in Coryell and surrounding counties the potential and timeliness of a potential wildfire situation is at its greatest. Summer has brought many consecutive 100-degree days and local burn bans are in effect. On this July Friday, high winds begin to stir in the county creating the perfect conditions for wildfires to spread. The winds were out of the North and Northwest with gust between 30-35 mph. A Fort Cavazos training unit at the range Southeast of Gatesville caused a small brushfire at 2:00 P.M. which became out of control before the unit could extinguish it. High winds to the South allowed the fire to quickly spread outside of the Fort Cavazos training area to portions of Gatesville and intermittent small communities. The evacuation of 75 single family homes and 25 businesses has been ordered and no injuries have been reported and portions of Highway 36 must be closed due to zero visibility caused by smoke and fire along the road. With the high winds and ability of a high-intensity fire to create mass amounts of embers, the fire has a high probability of spreading at a high rate of speed through rural areas which can restrict firefighting efforts and eventually become a threat to more populated regions.

**Standardized Impact Estimates (You have the option to include additional impacts, as needed)**

Impact Category	Estimate	Impact Category	Estimate
Fatalities	5	Partner Organizations Involved In Incident Management	7
People Requiring Medical Care	15	Customers (Without Power Service)	300
People Requiring Rescue	10	Customers (Without Water Service)	300
People Requiring Evacuation	200	Customers (Without Communication)	100
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	20
People With Access And Functional Needs (AFN) Affected	30	Miles Of Road Affected	30
People With Limited English Proficiency Affected	15	Affected Healthcare Facilities And Social Service Organizations	4
People Requiring Food and Water	400	Damaged Natural And Cultural Resources And Historic Properties	2
People Requiring Long-Term Housing	20	Businesses Closed Due To The Incident	25

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People Requiring Shelter	100	Animals Requiring Shelter, Food, And Water	6000
Jurisdictions Affected	3		

Sources Used to Develop Context Description and Calculate Impacts (Optional)
<ul style="list-style-type: none"> <li>-National Interagency Coordination Center (NICC)</li> <li>-Additional sources include regional response agencies' expertise in recent wildfires throughout the CTCOG region</li> <li>-United States Census Bureau (2020)</li> <li>-Texas Department of Transportation (Roadway Inventory)</li> <li>-American Veterinary Medical Association (Pet Ownership Statistics)</li> <li>-United States Department of Agriculture</li> <li>-Fast Local Emergency Evacuation Times</li> <li>-Centers for Disease Control and Prevention (PAFN determined by 23% of impacted people estimate)</li> </ul>

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Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Pandemic	No

Scenario Description
<p>In the month of March, Bell County, population roughly 363,000, began receiving its first case of a highly contagious severe respiratory virus. Over the first month, numbers of infected people were low however, over the next six months the number of confirmed cases reached 6,000 people, 300 of which were hospitalized, and 200 died.</p> <p>Due to the pandemic, thousands of people were not allowed to go to work and subsequently lost their jobs which created hardships for many families. Schools, churches, and many other gathering spots were forced to close, and the county was mandated to social distance.</p> <p>One of the initial issues was the scarce amount of personal protective equipment (PPE) available for civilians, health care workers, and first responders. The ability to take proper sanitation and protective measures was limited due to shortages of proper equipment.</p> <p>Additional issues in the region are the shortage of testing supplies needed to provide adequate testing within the county. For those tests being conducted, the county identified a need for testing sites (lab) so that tests could be processed locally as opposed to long waiting periods from sites outside of the region. Lastly, the need to identify and evaluate the homeless population is a concern due to lack of outreach and participation in testing capabilities.</p>

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	700	Partner Organizations Involved in Incident Management	7
People Requiring Medical Care	5,000	Customers (Without Power Service)	N/A
People Requiring Rescue	N/A	Customers (Without Water Service)	N/A
People Requiring Evacuation	N/A	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	N/A
People With Access and Functional Needs (AFN) Affected	1,150	Miles of Road Affected	N/A

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People With Limited English Proficiency Affected	200	Affected Healthcare Facilities and Social Service Organizations	4
People Requiring Food and Water	N/A	Damaged Natural and Cultural Resources and Historic Properties	N/A
People Requiring Long-Term Housing	N/A	Businesses Closed Due to The Incident	25
People Requiring Shelter	N/A	Animals Requiring Shelter, Food, And Water	
Jurisdictions Affected	13		

### Sources Used to Develop Context Description and Calculate Impacts (Optional)

- Centers for Disease Control and Prevention (PAFN determined by 23% of impacted people estimate)
- United States Census Bureau (2020)



## Capability Targets

### Planning

#### 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.

#### Capability Target Context

The capability target numbers were derived from aviation emergency planning needs for the Killeen–Fort Hood Regional Airport and surrounding jurisdictions. The information was obtained from regional Emergency Management Coordinators, airport officials, first responders, and subject matter experts. The CTCOG region includes 32 jurisdictions and roughly 15 partner organizations that participate in disaster planning, with plan updates guided by TDEM requirements every five years.

Which of your identified threats and hazards most challenges the region’s ability to achieve this capability target?

Commercial Aircraft Crash – Killeen–Fort Hood Regional Airport



## Public Information and Warning

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

Within **20 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.

### Capability Target Context

Given recent real-world events, including April 2022 tornados and the 2020 pandemic throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados. The region can use CodeRed Emergency Notification System to disseminate information to the public. Currently, jurisdictions are pushing for citizens to sign up and enroll for the system.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Operational Coordination

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

Within **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).

### Capability Target Context

The information for this capability target was derived from the frequent summer fires we have throughout numerous counties in the CTCOG region through the dry season. Emergency management, first responders, Fort Cavazos personnel, and other stakeholders were able to provide information based off real-world events which have taken place in the past.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Wildfire



## Forensics and Attribution

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

Within **30 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 Target Context

The capability target numbers were derived from the November 5, 2009 Fort Hood shooting and comparable incidents documented by DHS and FBI. While the region has not experienced a VBIED or coordinated assault, past events demonstrate the need for rapid coordination with federal and military partners. The information was validated through discussions with the fusion center, Threat Fusion Cell (Fort Hood), Emergency Management Coordinators, and regional law enforcement, ensuring the target reflects both worst-case and most-likely conditions.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood



## Intelligence and Information Sharing

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

Within **30 minutes** of the identification or notification of a credible threat, identify and analyze the local context of the threat for Fort Hood and surrounding jurisdictions, and facilitate the sharing of threat information with at least **12** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle and established dissemination protocols.

### Capability Target Context

The 30-minute timeframe reflects current notification processes used by Fort Hood Military Police, the FBI JTTF, and the Texas Fusion Center to rapidly validate and share threat information. The estimate of 12 intelligence stakeholders covers key military, federal, state, local, and regional partners, consistent with past Fort Hood incidents and existing mutual aid agreements. While relationships are strong, challenges remain with communication interoperability, classification handling, and timely public information release during ongoing threats.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood



## Interdiction and Disruption

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

Within **45 minutes** of a credible threat notification, coordinate with the fusion center and JTTF and assign at least **20 personnel** to support interdiction and disruption activities targeting suspects or contraband.

### Capability Target Context

The 45-minute timeframe reflects current notification and tasking processes used between Fort Hood, the Texas Fusion Center, and the FBI JTTF. The estimate of 20 personnel is based on available military police, CID, FBI, ATF, and Texas DPS resources that can be mobilized for interdiction operations. This aligns with past real-world incidents and mutual aid agreements. The main challenges remain jurisdictional boundaries, simultaneous demands on limited specialized teams, and rapid mobilization in a large geographic area.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood



## Screening, Search, and Detection

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

Within **1 hour** of a credible threat, conduct screening and detection operations for up to **10,000 people**, including at least **1,500** with access and functional needs.

### Capability Target Context

The 10,000 estimate reflects Independence Day event attendance and traffic flow through Fort Hood's main gates. The 1,500 AFN figure is based on CDC's 15%–20% prevalence rate applied to the expected crowd size. Current resources from Fort Hood security, local law enforcement, and contracted security can manage these numbers, but limitations include equipment availability, specialized training, and ensuring accessible screening processes for AFN populations.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood



## Access Control and Identity Verification

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

Within **1 hour** of an aircraft crash event, be prepared to accept and verify credentials from up to **35** partner organizations involved in incident management.

### Capability Target Context

The 1-hour timeframe reflects the typical mobilization period for mutual aid partners arriving at the Killeen–Fort Hood Regional Airport area. The estimate of 35 partner organizations comes from the standardized impact assessment, which includes local fire, EMS, law enforcement, Fort Hood resources, and federal agencies such as the FAA and NTSB. This number also reflects mutual aid partners from Temple, Copperas Cove, and Bell County. Current regional plans already account for multiagency credentialing at crash or mass-casualty events, but challenges include inconsistent credential formats, limited on-site verification systems, and bottlenecks at access control points.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Commercial Aircraft Crash – Killeen–Fort Hood Regional Airport



## Cybersecurity

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

Every **three 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 Target Context

The context for this capability target was derived from conversations between first responders, regional stakeholders, and regional Emergency Management Coordinators. Based off guidance from several state agencies, cybersecurity is becoming a priority in the CTCOG region and training requirements becoming more frequent. Benchmark studies and software/hardware improvements are taking place to evaluate network systems throughout the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

HAZMAT



## Physical Protective Measures

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

Within **6 months** of completing a risk and vulnerability assessment, update physical security plans for at least **10** publicly managed or regulated critical infrastructure facilities to incorporate new information.

### Capability Target Context

The 6-month timeframe reflects the current planning and review cycles used by Fort Hood, Bell County, and local jurisdictions when integrating new assessment data. The estimate of 10 facilities includes airports, water treatment plants, emergency operations centers, and major government complexes that fall under regional oversight. This number is based on existing infrastructure inventories and the capacity of local agencies to review and update plans without straining resources. Challenges remain in coordinating across multiple jurisdictions, aligning military and civilian security standards, and funding needed improvements identified in assessments.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood



## Risk Management for Protection Programs and Activities

### 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.

### Capability Target Context

Given recent real-world events, including the April 2022 tornados and damaging storms throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Supply Chain Integrity and Security

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

Every **one year**, engage **15** partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.

### Capability Target Context

The information for this capability target was derived from the frequent spring flooding we have throughout numerous counties in the CTCOG region. Emergency management, first responders, Fort Cavazos personnel, and other stakeholders were able to provide information based off real-world events which have taken place in the past. Annually, Emergency Management Coordinators conduct exercises which include private sector supply chains and support assets. However, exercises and training have been limited due to COVID restrictions and resources.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Flood



## Community Resilience

### 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.

### Capability Target Context

Given recent real-world events, including recent tornados in April 2022 throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados. Activities such as National Night Out and Safety Resiliency Events take place throughout the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Long-term Vulnerability Reduction

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

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

### Capability Target Context

Given recent real-world events, including recent April 2022 tornados throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Risk and Disaster Resilience Assessment

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

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

### Capability Target Context

The capability targets are based on current regional risks, disaster concerns, and information gathered through the THIRA/SPR/IP process. Data and insights were provided by Emergency Management Coordinators, first responders, and subject matter experts across the region. The CTCOG Homeland Security Advisory Committee meets monthly, conducting after-action reviews to capture lessons learned from recent incidents. These findings are integrated into regional plans, ensuring capability targets remain aligned with evolving threats and operational challenges.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood



## Threats and Hazards Identification

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

Every **two years** engage with **seven** jurisdictions and **45** partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

### Capability Target Context

The capability targets are based off of current risk and disaster concerns in conjunction with the THIRA/SPR/IP. Given recent real-world events, including recent tornados throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent April 2022 tornados. The CTCOG Homeland Security Advisory Committee meets monthly, during these meetings numerous jurisdictions and partner organizations attend. The goal is to get more participation for information gathering and sharing of threats and hazards.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Critical Transportation

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

Within **two-hours**’ 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 Target Context

The information for this capability target was derived from the frequent Spring flooding we have throughout numerous counties in the CTCOG region. Emergency management, first responders, Fort Cavazos personnel, and other stakeholders were able to provide information based on real-world events which have taken place in the past.

Which of your identified threats and hazards most challenges the region’s ability to achieve this capability target?

Flood



## Environmental Response/Health and Safety

### 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).

### Capability Target Context

The context for this capability target was derived from regional HAZMAT Teams, conversations between first responders, regional stakeholders, and regional Emergency Management Coordinators.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

HAZMAT



## Fatality Management Services

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

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

### Capability Target Context

The capability target numbers were originally derived from the 2017 CTCOG Regional Mass Casualty Plan and refined through the THIRA/SPR/IP process. Input was gathered from regional Emergency Management Coordinators, first responders, public health officials, medical examiners, and other subject matter experts. These partners meet regularly through the CTCOG Homeland Security Advisory Committee, where after-action reviews and real-world lessons learned help validate or adjust capability expectations across the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood



## Fire Management and Suppression

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

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

### Capability Target Context

The information for this capability target was derived from the frequent Summer fires we have throughout numerous counties in the CTCOG region through the dry season. Emergency management, first responders, Fort Cavazos personnel, and other stakeholders were able to provide information based off real-world events which have taken place in the past. Wildfires were a constant conversation this year that required coordination between regional partners and state agencies.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Wildfire



## Logistics and Supply Chain Management

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

Within **three 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 Target Context

Given recent real-world events, including the February 2021 Winter Storm Uri and damaging storms throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Mass Care Services

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

Within **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.

### Capability Target Context

Given recent real-world events, including the April 2022 tornados throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Mass Search and Rescue Operations

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

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

### Capability Target Context

Given recent real-world events, including recent April 2022 tornados throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados and storms causing significant damage. This projection has not been evaluated recently and is based off goals provided by search and rescue agencies.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## On-scene Security, Protection, and Law Enforcement

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

Within **three hours** of an incident, provide security and law enforcement services to protect emergency responders and **1,000** people affected.

### Capability Target Context

This capability target reflects a goal that is regularly exercised on a small scale, but the region has limited real-world experience with large-scale security operations involving thousands of affected individuals. The target was developed with input from Emergency Management Coordinators, law enforcement agencies, first responders, and other subject matter experts across the region. Their assessments, paired with observations from local responses and after-action reviews, informed the region's understanding of its current capacity and the challenges involved in scaling security operations during major incidents.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Vehicle-Borne Improvised Explosive Device (VBIED) Attack on Fort Hood



## Operational Communications

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

Within **two hours** of an incident, establish interoperable communications across **4** jurisdictions affected and with **20** partner organizations involved in incident management. Maintain for **30 days**.

### Capability Target Context

This capability target is based on current regional communications resources, including LCRA towers, local 9-1-1 infrastructure, mutual-aid channels, and available deployable assets such as command trailers and mobile radios. Recent real-world incidents—including large structure fires, multi-agency law enforcement operations, and regional disaster responses—have demonstrated that small-scale interoperability is regularly achievable. However, large-scale, multi-jurisdictional communication operations remain a challenge due to radio system differences, variable coverage across rural areas, and limited availability of redundant systems. The target reflects what the region can realistically achieve during a major incident while accounting for operational constraints, terrain, system capabilities, and lessons learned from real-world events and after-action reviews.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Commercial Aircraft Crash – Killeen–Fort Hood Regional Airport



## Public Health, Healthcare, and Emergency Medical Services

### 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.

### Capability Target Context

This capability target was developed through discussions with the Regional Medical Operations Center (RMOC) and the Capital Area of Texas Regional Advisory Council (CATRAC). Additional insight was provided by Emergency Management Coordinators, first responders, EMS supervisors, and healthcare subject matter experts throughout the region. Regional hospitals regularly participate in exercises involving mass-casualty operations, surge capacity, patient tracking, and inter-facility coordination. These exercises, combined with real-world response experience, help shape a realistic understanding of available resources, transport capability, staffing limitations, and the region's ability to rapidly deliver treatment and move patients to definitive care.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Commercial Aircraft Crash – Killeen–Fort Hood Regional Airport



## Situational Assessment

### 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**.

### Capability Target Context

The information for this capability target was derived from the frequent Summer fires we have throughout numerous counties in the CTCOG region through the dry season. Emergency management, first responders, Fort Cavazos personnel, and other stakeholders were able to provide information based on real-world events which have taken place in the past.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Wildfire



## Infrastructure Systems

### 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.

### Capability Target Context

Given recent real-world events, including the April 2022 tornados and damaging storms throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Economic Recovery

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

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

### Capability Target Context

Given recent real-world events, including the 2020 COVID-19 pandemic throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent events. The directives due to the pandemic forced most businesses to close or significantly alter their normal business practices. As the pandemic changes and directives change, these businesses will be forced to produce alternative methods once reopened. The target is for business to implement protective measures to have the ability to reopen under county guidance, this will align with County Directives and what will be allowable.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Pandemic



## Health and Social Services

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

Within **24 hours** of an incident, restore functions at **1** affected healthcare facilities and social service organizations.

### Capability Target Context

Given recent real-world events, including the 2020 COVID-19 pandemic throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent events. Normal practices have been altered and new policies in affect to remain open.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Pandemic



## Housing

### 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.

### Capability Target Context

Given recent real-world events, including recent April 2022 tornados and storms damaging residential dwellings throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado



## Natural and Cultural Resources

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

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

### Capability Target Context

Given recent real-world events, including recent April 2022 tornados throughout the region, Emergency management, first responders, and other regional stakeholders were able to provide information drawn from recent tornados.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Tornado