

# Central Texas Council of Governments

## Texas Homeland Security Strategic Plan **2015-2020**

### Implementation Plan for 2020

December 17, 2019

Prepared by Jesse Hennage

Due to the compilation of potentially sensitive data, this Texas Homeland Security Strategic Plan Implementation Plan is marked FOR OFFICIAL USE ONLY (FOUO) when completed. This information may be exempt under the provisions of the Freedom of Information Act, 5 U.S.C. § 552 and is protected under the provisions of Chapter 418 of the Texas Government Code. As such, anyone wishing to disseminate this document outside of the Texas State Government should contact the Central Texas Council of Governments for disclosure review.

**FOR OFFICIAL USE ONLY**



**PRIVACY STATEMENT**

The disclosure of information in this plan could compromise the security of essential equipment, services, and systems of Central Texas Council of Governments (CTCOG) or otherwise impact the ability to carry out essential emergency responsibilities. Distribution of this document is limited to those organizations with a need to know the information in order to successfully implement the plan.

Portions of this plan may contain information that raise personal privacy issues. Those portions may be exempt from mandatory disclosure under the Freedom of Information Act. See 5 U.S.C. §552, 41 C.F.R. Part 105-60.

Any decision to disclose information in this plan outside of a Texas or Federal government entity or to withhold information in this plan from a non-Texas or Federal government entity must be coordinated with CTCOG's Office of the Executive Secretary or General Counsel.

**FOR OFFICIAL USE ONLY**

**FOR OFFICIAL USE ONLY**



**Central Texas Council of Governments**

**Texas Homeland Security Strategic Plan 2015-2020  
Implementation Plan for 2020**

**TABLE OF CONTENTS**

<b>Foreword .....</b>	<b>4</b>
<b>Section I: General .....</b>	<b>5</b>
<b>Section II: Preparedness Assessment.....</b>	<b>8</b>
<b>Section III: Concept of Implementation .....</b>	<b>10</b>

**FOR OFFICIAL USE ONLY**

**FOR OFFICIAL USE ONLY**



**Central Texas Council of Governments**

**Texas Homeland Security Strategic Plan 2015-2020  
Implementation Plan for 2020**

**FOREWORD**

*The Texas Homeland Security Strategic Plan*, dated October 2015, directs that “Each Council of Governments will develop an annual implementation plan [for the strategy] detailing significant regional and local implementation tasks.”

All homeland security efforts will be tracked in a statewide performance measurement system that tracks demonstrable progress toward the achievement of specific homeland security priority actions.

This implementation plan is for 2020. It identifies priority actions that have clear 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 2020.

---

Jim Reed, AICP  
Executive Director  
Central Texas Council of Governments

**FOR OFFICIAL USE ONLY**

**SECTION I: GENERAL**

**A. Purpose and Scope**

This document establishes the Central Texas Council of Government' Implementation Plan in support of the Texas Homeland Security Strategic Plan 2015-2020. 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**

<b>Position Title</b>	<b>Point of Contact</b>	<b>E-mail Address/ Office Telephone</b>	<b>Area of Responsibility</b>
CTCOG Executive Director	Jim Reed	<a href="mailto:jreed@ctcog.org">jreed@ctcog.org</a> 254-770-2236	CTCOG Regional Response Plan
Bell County Judge	David Blackburn	<a href="mailto:david.blackburn@bellcounty.texas.gov">david.blackburn@bellcounty.texas.gov</a> 254-933-5105	Bell County Emergency Management
Coryell County Judge	Roger Miller	<a href="mailto:county_judge@coreyllcounty.org">county_judge@coreyllcounty.org</a> 254-865-5911	Coryell County Emergency Management

**FOR OFFICIAL USE ONLY**



Hamilton County Judge	Mark Tynes	<a href="mailto:countyjudge@hamiltoncountytx.org">countyjudge@hamiltoncountytx.org</a> 254-386-1290	Hamilton County Emergency Management
Lampasas County Judge	Randall Hoyer	<a href="mailto:randy.hoyer@co.lampasas.tx.us">randy.hoyer@co.lampasas.tx.us</a> 512-556-8271	Lampasas County Emergency Management
Milam County Judge	Steve Young	<a href="mailto:syoung@milamcounty.net">syoung@milamcounty.net</a> 254-697-7001	Milam County Emergency Management
Mills County Judge	Ed Smith	<a href="mailto:countyjudge@co.mills.tx.us">countyjudge@co.mills.tx.us</a> 325-648-2222	Mills County Emergency Management
San Saba County	Byron Theodosis	<a href="mailto:judge@san-sabacounty.org">judge@san-sabacounty.org</a> 325-372-3635	San Saba County Emergency Management
Bell County EMC	Michael Harmon	<a href="mailto:Michael.Harmon@co.bell.tx.us">Michael.Harmon@co.bell.tx.us</a> 254-933-5587	Bell County EMC
Coryell County EMC	Bob Harrell	<a href="mailto:coryellcountymc@coryellcounty.org">coryellcountymc@coryellcounty.org</a> 254-223-0952	Coryell County EMC
Hamilton County EMC	Mark Tynes	<a href="mailto:countyjudge@hamiltoncountytx.org">countyjudge@hamiltoncountytx.org</a> 254-386-1290	Hamilton County EMC
Lampasas County EMC	Angela Rainwater	<a href="mailto:emergencycoor@co.lampasas.tx.us">emergencycoor@co.lampasas.tx.us</a> 254-556-4177	Lampasas County EMC
Milam County EMC	Brian Burns	<a href="mailto:bburns@milamcounty.net">bburns@milamcounty.net</a> 254-697-7060	Milam County EMC
Mills County EMC	Clint Hammonds	<a href="mailto:sheriffhammonds@centex.net">sheriffhammonds@centex.net</a> 325-648-2245	Mills County EMC
San Saba County EMC	Marsha Hardy	<a href="mailto:emergencygmt@co.san-saba.tx.us">emergencygmt@co.san-saba.tx.us</a> 325-372-8570	San Saba County EMC
CTCOG Director of Planning & Regional Services	Uryan Nelson	<a href="mailto:uryan.nelson@ctcog.org">uryan.nelson@ctcog.org</a> 254-770-2373	Planning & Regional Services
CTCOG Emergency Services	Jesse Hennage	<a href="mailto:jesse.hennage@ctcog.org">jesse.hennage@ctcog.org</a> 254-770-2365	Emergency Services Program Manager

**Figure I-1. Identification of Key Personnel**

**E. References**

1. The Texas Homeland Security Strategic Plan 2015-2020, October 2015
2. State of Texas Emergency Management Plan, May 2012
3. The National Incident Management System (3<sup>rd</sup> Ed.), October 2017
4. The National Prevention Framework (2<sup>nd</sup> Ed.), June 2016
5. The National Protection Framework (2<sup>nd</sup> Ed.), June 2016
6. The National Mitigation Framework (2<sup>nd</sup> Ed.), June 2016
7. The National Response Framework (3<sup>rd</sup> Ed.), June 2016
8. The National Disaster Recovery Framework (2<sup>nd</sup> Ed.), June 2016
9. The National Preparedness Goal (2<sup>nd</sup> Ed.), September 2015
10. The National Preparedness System, November 2011
11. Comprehensive Preparedness Guide (CPG) 201 (3<sup>rd</sup> Ed.), May 2018
12. Homeland Security Exercise and Evaluation Program, April 2013
13. Department of Homeland Security Infrastructure Taxonomy Version 4.0, February 2011
14. Texas Division of Emergency Management Fiscal Year 2020 Training Calendar

## **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. 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. There are two Dams, a new water facility that provides water for most of central Bell County, and Bell County Justice complex, including the Bell County Communication Center, located throughout the county. Bell County has a population of 329,140 people. Bell County is the 16<sup>th</sup> most populated county in the State of Texas and home to Fort Hood which has a capacity of 50,000 troops, it is one of the largest military installations in the free world.

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.

Employment in Bell County, TX declined at a rate of -5.98%, from 137,545 employees to 129,316 employees. The most common employment sectors for those who live in Bell County, TX, are Healthcare & Social Assistance, Retail trade, and Public Administration. Future development in Killeen is a hydrogen peroxide factory which is in the final stages of planning and expected to begin construction soon.

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. Currently, Central Texas is still feeling the effects of the 2011 drought that hit most of the year. 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 which experiences 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 received a grant through 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. In the last couple of decades, Central Texas has seen numerous terroristic events occur from the 1991 Luby's mass shootings to the 2009 Ft. Hood shootings. Terrorist plots have thwarted due to shared intelligence by various authorities and continue to be a common issue which affects Fort Hood and surrounding counties. Recent criminal activity and trends report the CTCOG region is close to average with the national average, showing above average in a few areas. 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. 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.

**C. Capability Assessment**

The major gap our region is currently experiencing is with communication systems and trained personnel to run them. Currently, Bell County 800 radio system is enough, and personnel are available and trained to operate the systems. The problem lies within the rural counties in lacking equipment and trained personnel to run the systems. The turnover of personnel in rural areas is very high and it is hard to keep them properly staffed with experienced operators. One of the major goals of the CTCOG is to provide more training to help keep personnel abreast of system changes and upgrades. Utilization of the radio interoperability channels will part of the training for all radio users.

## **SECTION III: CONCEPT OF IMPLEMENTATION**

### **A. Overview**

The Central Texas Council of Governments' major regional priorities are to continue pursuing an interoperable communications regional plan and ensuring all first responder agencies are outfitted with current and functional communications equipment, develop a regional response plan which will allow for the sharing of equipment and resources in order to support jurisdictions in need, and to improve abilities to prevent, protect, mitigate, respond, and recover from emergency situations involving terrorist activities, man-made, or natural disasters.

### **B. GOAL 1: 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.

#### a. Recent Accomplishments:

- 1) Maintained Code Red Emergency Communications System "reverse 911" system in all counties, to include training personnel on how to use the system. Increased awareness through several training sessions and webinar on how to operate the system among the various agencies (October 2019).
- 2) Participated in the full-scale exercise with Ft. Hood which allowed local, state, and federal agencies to build cohesion (May 2019).
- 3) CTCOG Region 23 completed the requirement of the Regional Interoperability Communications Plan (RICP) (December 2019).

#### b. Performance Measures:

- 1) Update and/or create three plans over the next year. MACS, Cybersecurity, and Mass Casualty Plans.
- 2) Provide training for 1,500 first responders over the course of the next two years.
- 3) Conduct Cybersecurity Exercise with HSAC and key regional stakeholders.
- 4) Conduct 11 Homeland Security Advisory Committee meetings throughout FY20 to discuss the reduction of the threat of terrorism and criminal enterprises.

**FOR OFFICIAL USE ONLY**



c. Implementation Tasks:

<b>Objective 1.1</b>	<b>Task(s)</b>	<b>Responsibility</b>	<b>Cost and Source</b>	<b>Completion Date</b>
Planning	Law enforcement agencies need to share success and failures among all agencies not just the larger department.	CTCOG, Regional Agencies	Police Officers Training Grants equaling \$90,000	9/1/2020
Organization	Develop organizational relationships that support intel and information sharing plans.	CTCOG, Regional Agencies	N/A	4/1/2020
Equipment	The need for equipment that will enable better sharing of intel and information sharing regarding intelligence must be protected by some encryption, secure sight etc.	CTCOG	HSGD Funds \$100,000	8/1/2020
Training	Update all training programs to support information and intel sharing.	CTCOG and local Emergency Management Coordinators	N/A	4/1/2012
Exercise	Exercises need to develop an exercise plan to support the intel and information sharing.	Emergency Management Coordinators	N/A	7/1/2020

OBJECTIVE 1.2: Enhance investigative capability to address terrorism and criminal enterprises.

a. Recent Accomplishments:

- 1) Maintained Code Red Emergency Communications System “reverse 911” system in all counties, to include training personnel on how to use the system. Increased

**FOR OFFICIAL USE ONLY**



awareness through several training sessions and webinar on how to operate the system among the various agencies (October 2019).

- 2) Participated in the full-scale exercise with Ft. Hood which allowed local, state, and federal agencies to build cohesion (May 2019).
- 3) CTCOG Region 23 completed the requirement of the Regional Interoperability Communications Plan (RICP) (December 2019).

b. Performance Measures:

- 1) Establish legal investigative jurisdiction upon investigation unit arrival at incident within one hour.
- 2) Identify, interview, and investigate victims, witnesses, informants, and suspects within 72 hours.
- 3) Reduce time by two minutes to apprehend suspects by utilizing proper standing operating procedures.
- 4) Secure and preserve the incident scene by allowing zero contamination from outside sources within time standard according to agency policy.
- 5) Complete crime scene investigation to agency standard and follow policies with zero discrepancies.
- 6) Initial assessment of incident scene is conducted within 4 hours.
- 7) Investigative access is available within an hour to all-source intelligence/information from Federal, State, tribal, local, private sector, and other non-Federal entities.
- 8) Evidence is documented and preserved to agency standards.
- 9) Suspects, witnesses, bystanders, victims/friends/family, and other first responders are secured and separated within one hour of incident.

c. Implementation Tasks:

Objective 1.2	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Involve internal agencies, neighboring agencies and state agencies in the planning process. Integration of anti-terrorism operations, CBRNE render safe, disease prevention, financial disruption,	CTCOG, Regional Agencies	N/A	6/1/2020

**FOR OFFICIAL USE ONLY**



	cargo interdiction, conveyance interdiction, CBRNE acquisition prevention, and wide-area search and detection operations is needed to strengthen this capability.			
Organization	N/A	N/A	N/A	N/A
Equipment	Tactical equipment for law enforcement is needed, including personal protective equipment, optics, ballistic shields, and other tactical equipment. Local agencies need software/hardware solutions to prevent financial and information system disruption within the region.	CTCOG	HSGD LETPA Grants \$20,000	8/1/2020
Training	Develop an ongoing training program which includes anti-terrorism activities.	CTCOG and local Emergency Management Coordinators	N/A	7/1/2020
Exercise	Exercises which test highway drug interdiction, roadside interviews, concealed contraband concealment.	Emergency Management Coordinators	HSGD LETPA Grants \$5,000	6/1/2020

**FOR OFFICIAL USE ONLY**



**C. GOAL 2: 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, water, and financial services.

a. Recent Accomplishments:

- 1) No recent accomplishments in this objective.

b. Performance Measures:

- 1) Appropriate analytic “risk management” model, which identifies potential adverse incidents and associated probability and consequences, will be used to assess risk or vulnerability and identify with 100% accurate, probable treatment methods to reduce risk.
- 2) Innovative, visible, or advertised surveillance is employed at vulnerable or key sites to increase the probability of recognition and capture with 100% accuracy.
- 3) Continuity of operations plans, and protective measures are 100% effective in implementing for all identified CI/KR.
- 4) Critical infrastructure interdependencies are recognized and 100% up to date.

c. Implementation Tasks:

Objective 2.1	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Updating CI/KR, Coordinate training for IMT teams, and Credentialing	CTCOG will assist in updating CI/KR database. CTCOG will also assist with coordination of training for IMT when needed.	N/A	5/1/2020
Organization	CTCOG will also maintain badge making system at the COG	CTCOG, Local Communities, and County agencies.	N/A	8/1/2020
Equipment	Badge System	CTCOG and Bell County Communications Center	HSGD Grants of roughly \$14,000	8/1/2020

**FOR OFFICIAL USE ONLY**



Training	Develop an ongoing training program covering planning and mitigation	CTCOG, Local Communities, and County agencies.	N/A	3/1/2020
Exercise	Agencies shall participate in Regional exercise annually.	CTCOG, Local Communities, and County agencies.	N/A	7/1/2020

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 (October 2019).

b. Performance Measures:

- 1) Plans and procedures are successfully implemented.
- 2) Loss of life and economic impact from a chemical, biological, radiological, nuclear or explosive attack is minimized by use of standard operating procedures within regional plans.
- 3) Accurate identification of CBRNE type and source are achieved.
- 4) Appropriate personnel are properly trained and able to use processes and systems to rapidly and accurately detect CBRNE materials and respond appropriately.
- 5) Local first responders, including fire rescue and emergency medical services (EMS), recognize the presence of chemical, biological or radiological materials during emergency responses and take appropriate measures to respond with 100% accuracy.

c. Implementation Tasks:

Objective 2.2	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Continue to train regional agencies Hazmat teams and first responder.	CTCOG, Regional Emergency Services	Police Officers Training Grants equaling \$90,000	8/1/2020
Organization	CTCOG and Regional Emergency Service Agencies will coordinate training to ensure	CTCOG, Regional Emergency Services	Police Officers Training Grants	8/1/2020

**FOR OFFICIAL USE ONLY**

**FOR OFFICIAL USE ONLY**



	personnel can respond to CBRNE incidents.		equaling \$90,000	
Equipment	Local agencies will be responsible for acquiring required equipment.	Regional Emergency Service Agencies	Local funds and grants as approved	8/1/2020
Training	CTCOG will work with TDEM and other agencies to bring in required training.	CTCOG and Regional Emergency Service Agencies	N/A	8/1/2020
Exercise	Agencies shall participate in Regional exercise annually.	CTCOG and Regional Emergency Service Agencies	N/A	8/1/2020

OBJECTIVE 2.3: Reduce vulnerability to natural hazards and manmade threats to the agriculture industry.

a. Recent Accomplishments:

- 1) There have been no recent accomplishments in this area.

b. Performance Measures:

- 1) Food and agriculture safety and defense plans, policies, and procedures are successfully implemented in accordance with NIMS/NRP and TEMP.
- 2) Risk communication is effective in providing timely and accurate information to the public.
- 3) Trace-forward system to track food items already in the distribution supply system is successfully implemented with 100% accuracy.

c. Implementation Tasks:

Objective 2.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Implement the agricultural industry into regional plans	CTCOG and area Emergency Management	N/A	5/1/2020
Organization	During the planning phase, implement stakeholders and local farmers.	CTCOG and area Emergency Management Coordinators	N/A	5/1/2020
Equipment	N/A	N/A	N/A	N/A
Training	Coordinate training through outside agencies and TDEM involving Agricultural terrorism and disasters.	CTCOG and area Emergency Management Coordinators	N/A	5/1/2020

**FOR OFFICIAL USE ONLY**



**FOR OFFICIAL USE ONLY**



Exercise	Once finished, the plan will be tested during a regional exercise.	CTCOG, EMCs, Stakeholders, and Emergency Services from the region.	N/A	5/1/2020
----------	--	--	-----	----------

**OBJECTIVE 2.4: Enhance the Safety of Schools in Texas.**

a. Recent Accomplishments:

- 1) Participated in community activities which involved talking to local children about 911 and what to do in an emergency (September 2019).
- 2) Provided schools training aids to educate kids in classrooms about 911 and what to do in an emergency (throughout the entire year).
- 3) Ensured schools participate in drills and all-hazards exercises (conducted throughout the year).

b. Performance Measures:

- 1) Schools have vulnerability self-assessments 100% complete.
- 2) Schools have EOPs that are integrated into local jurisdiction EOPs and meet the standards for the State of Texas.
- 3) School officials are trained on homeland security-related and all hazards school safety.
- 4) Schools and Independent School Districts (ISDs) participate in drills and exercises annually.

c. Implementation Tasks:

Objective 2.4	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Include schools in local and regional plans	CTCOG, Regional Agencies, and School Districts	N/A	8/1/2020
Organization	Incorporate all schools in each district as well as PTOs and the community	CTCOG, Regional Agencies, and School Districts	Police Officers Training Grants equaling \$30,000	8/1/2020
Equipment	N/A	N/A	N/A	N/A
Training	Provide school administration and staff with classes targeted on violence in schools.	CTCOG and local Emergency Management Coordinators	CRASE \$0.00	8/1/2020
Exercise	Ensure local schools are incorporated in exercises.	Emergency Management Coordinators	N/A	8/1/2020

**FOR OFFICIAL USE ONLY**



**OBJECTIVE 2.5: Enhance statewide cyber security efforts to protect information assets.**

a. Recent Accomplishments:

- 1) Participated in community activities which involved talking to local organizations about cyber security.

b. Performance Measures:

- 1) Agencies have vulnerability self-assessments 100% complete.
- 2) Agencies have EOPs that are integrated into local jurisdiction EOPs and meet the standards for the State of Texas.
- 3) Officials are trained on homeland security-related and all hazards relating to cyber security within one year.
- 4) Agencies and community organizations participate in one drill and exercise annually.

c. Implementation Tasks:

<b>Objective 2.5</b>	<b>Task(s)</b>	<b>Responsibility</b>	<b>Cost and Source</b>	<b>Completion Date</b>
Planning	Include agencies in local and regional plans	CTCOG and Regional Agencies	N/A	8/1/2020
Organization	N/A	N/A	N/A	N/A
Equipment	N/A	N/A	N/A	N/A
Training	Provide local agencies on cyber threats and mitigation practices	CTCOG and local Emergency Management Coordinators	HSGD/CJD grants \$5,000	8/1/2020
Exercise	Ensure local agencies are incorporated in exercises.	Emergency Management Coordinators	N/A	8/1/2020

**FOR OFFICIAL USE ONLY**



**D. GOAL 3: 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.

a. Recent Accomplishments:

- 1) Completed and submitted Hazard Mitigation Action Plans to state were sent to FEMA and has since completed plans for three counties (January 2019).

b. Performance Measures:

- 1) Statewide hazard vulnerability assessment process that is annually updated by local jurisdictions.
- 2) Local jurisdictions have natural hazards mitigation plans that have been coordinated and tested in an exercise on an annual basis.
- 3) Natural hazard mitigation is integrated into COG regional plans.

c. Implementation Tasks:

<b>Objective 3.1</b>	<b>Task(s)</b>	<b>Responsibility</b>	<b>Cost and Source</b>	<b>Completion Date</b>
Planning	Continue to review and submit updates to the Hazard Mitigation Action Plans	Local Emergency Management Coordinators	Homeland Security Grants of roughly \$40,000	1/1/ 2021
Organization	Build a team involving Emergency Services, Stakeholders, and the community.	Local Emergency Management Coordinators, Stakeholders, Emergency Service Agencies, and the Community	N/A	3/1/2020
Equipment	N/A	N/A	N/A	N/A
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG and Emergency Management Coordinators	N/A	5/1/2020
Exercise	Test updated plans annually through regional	CTCOG and Emergency Management Coordinators	N/A	8/1/2020

**FOR OFFICIAL USE ONLY**



OBJECTIVE 3.2: Enhance the resilience of mission critical systems and infrastructure through vulnerability identification, community engagement, and coordination on potential legislative action.

a. Recent Accomplishments:

- 1) Completed and submitted Hazard Mitigation Action Plans to state were sent to FEMA and has since completed plans for three counties (January 2019).

b. Performance Measures:

- 1) Assess and prepare action plans for the timely response and proper mitigation of hazards to critical infrastructure.

c. Implementation Tasks:

Objective 3.2	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Continue to engage County EMCs, City & School Administrators and the community in planning sessions	CTCOG, Regional Agencies, and School Districts	Homeland Security Grants of roughly \$10,000	2/1/2020
Organization	Build a team involving Emergency Services, Stakeholders, and the community.	CTCOG, Regional Agencies, and School Districts	N/A	2/1/2020
Equipment	Room to hold meetings	Local Emergency Management Coordinators	N/A	2/1/2020
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG and local Emergency Management Coordinators	N/A	2/1/2020
Exercise	Test updated plans annually through regional exercises	Emergency Management Coordinators	N/A	2/1/2020

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 (July 2019).
- 2) Ham radio operators are an ever-present function of the Multi-Communications plan and exercises.

**FOR OFFICIAL USE ONLY**



3) P25 Radio Interoperability continues to draw participation from communities seeking to better their preparedness.

b. Performance Measures:

1) Assess and prepare action plans for the recovery and sustainability of communities in the aftermath of an event within 72 hours.

c. Implementation Tasks:

<b>Objective 3.3</b>	<b>Task(s)</b>	<b>Responsibility</b>	<b>Cost and Source</b>	<b>Completion Date</b>
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	4/1/2020
Organization	Create working groups to enhance participation and plan by-in.	CTCOG, Regional Agencies, and School Districts	N/A	4/1/2020
Equipment	Rooms to hold meetings	Emergency Management Coordinators, Schools	N/A	4/1/2020
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG and local Emergency Management Coordinators	N/A	4/1/2020
Exercise	Ensure stakeholders have by-in and participation in annual Regional exercise	Emergency Management Coordinators	N/A	4/1/2020

**FOR OFFICIAL USE ONLY**



**E. GOAL 4: 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: Maximize response capabilities by enhancing statewide regional response resources and the state and regional mutual aid network.

a. Recent Accomplishments:

- 1) No recent accomplishments for this objective.

b. Performance Measures:

- 1) Interoperability tested monthly through radio checks and capability assessments with 90% communications goals met.
- 2) Regional HazMat Teams participation in annual Regional exercise and test 100% of equipment.

c. Implementation Tasks:

<b>Objective 4.1</b>	<b>Task(s)</b>	<b>Responsibility</b>	<b>Cost and Source</b>	<b>Completion Date</b>
Planning	Continue to review and submit updates to the Hazard Mitigation Action Plans	CTCOG, Regional Emergency Management Coordinators	N/A	6/1/2020
Organization	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	N/A	6/1/2020
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	6/1/2020
Exercise	Test updated plans annually through regional exercises	Emergency Management Coordinators	N/A	6/1/2020

OBJECTIVE 4.2: Improve coordination structures, support systems, and teams for managing all hazards response operations.

a. Recent Accomplishments:

- 1) No recent accomplishments for this objective.

**FOR OFFICIAL USE ONLY**



b. Performance Measures:

- 1) Teams will participate in stand-alone training and exercises between the three teams and will participate in the annual Regional exercise with response to HAZMAT event within 30 minutes.
- 2) HAZMAT teams will begin decontaminating personnel within 30 minutes of on scene arrival.

c. Implementation Tasks:

Objective 4.2	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Continue to review and submit updates to the Hazard Mitigation Action Plans	CTCOG, Regional Agencies, and School Districts	N/A	5/1/2020
Organization	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG	N/A	5/1/2020
Equipment	Upgrade existing and purchase new first responder equipment	CTCOG, Emergency Management Coordinators and agencies.	N/A	5/1/2020
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG and local Emergency Management Coordinators	N/A	5/1/2020
Exercise	Test updated plans annually through regional exercises	Emergency Management Coordinators	N/A	5/1/2020

OBJECTIVE 4.3: Achieve statewide communications operability and interoperability in Texas.

a. Recent Accomplishments:

- 1) CTCOG Region 23 completed the requirement of the Regional Interoperability Communications Plan (RICP) (December 2019).

b. Performance Measures:

- 1) Radio interoperability checks conducted on monthly basis; includes medical/hospital participants with %90 participation.
- 2) Radio communication assessed during annual regional exercise with 100% accuracy.
- 3) Conduct daily operational usage and maintenance reporting all faults in equipment.

**FOR OFFICIAL USE ONLY**



c. Implementation Tasks:

<b>Objective 4.3</b>	<b>Task(s)</b>	<b>Responsibility</b>	<b>Cost and Source</b>	<b>Completion Date</b>
Planning	Solicit current capabilities assessment from local EMCs, agencies, end users.	CTCOG	N/A	7/1/2020
Organization	Coordinate with TDEM and Emergency Management Coordinators for updates on capability requirements	CTCOG, Regional Agencies, and School Districts	N/A	7/1/2020
Equipment	Upgrade/refurbish existing, source new equipment that meets or exceeds current capability requirements	Regional Emergency Management Coordinators, Agencies, local government	HSGD Grants \$100,000	7/1/2020
Training	Coordinate with vendors, Emergency Management Coordinators to source training for users	CTCOG and local Emergency Management Coordinators	N/A	7/1/2020
Exercise	Capabilities assessment during annual Regional exercise.	Emergency Management Coordinators	N/A	7/1/2020

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

a. Recent Accomplishments:

- 1) Quarterly participation in CTRAC meetings and exercises to promote enhanced medical response (November 2019).
- 2) Participated in the full-scale exercise with Ft. Hood which allowed local, state, and federal agencies to build cohesion (May 2019).

b. Performance Measures:

- 1) Participate in mass casualty/mass fatality exercise annually to tests MACS plan.



**FOR OFFICIAL USE ONLY**



c. Implementation Tasks:

Objective 4.4	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Input capabilities and assessment from THIRA and SPR	CTCOG, CTRAC and Emergency Management Coordinators.	N/A	5/1/2020
Organization	N/A	N/A	N/A	N/A
Equipment	N/A	N/A	N/A	N/A
Training	Medical facilities participate in Regional functional and tabletop exercises.	CTCOG and local Emergency Management Coordinators	N/A	6/1/2020
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	7/1/2020

OBJECTIVE 4.5: Integrate and coordinate multiple methods to warn and keep the public and local leaders informed about emergencies in their communities.

a. Recent Accomplishments:

- 1) CTCOG recently updated the MACS plan which included updating the contacts of all Judges and resources in the seven-county region.

b. Performance Measures:

- 1) Public information plan successfully implemented with 100% accuracy.
- 2) Notifications are communicated to appropriate individuals and groups according to emergency operations plans with 100% accuracy.
- 3) Emergency public information is coordinated and consistent across agencies.

c. Implementation Tasks:

Objective 4.5	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	CTCOG staff works to identify special needs populations in the region. CTCOG staff works to increase familiarity with risk communications protocols at local level.	CTCOG	N/A	4/1/2020
Organization	N/A	N/A	N/A	N/A

**FOR OFFICIAL USE ONLY**



Equipment	A later determination will be made as to whether or equipment will be required to meet this objective.	CTCOG	N/A	4/1/2020
Training	COG assists in coordinating delivery of relevant course related to risk communication.	CTCOG	N/A	4/1/2020
Exercise	To the extent permitted by TDEM/NERRTC, the exercise goals of this objective will be blended as elements into future exercises.	CTCOG	N/A	4/1/2020

**OBJECTIVE 4.6:** Ensure updated and validated emergency plans are in place at public agencies that provide vital public services and encourage such planning within private entities.

a. Recent Accomplishments:

- 1) Completed 2019 Regional Strategic Plan (June 2019).
- 2) Improvements made in areas identified in last Plan according to statistical data, despite increase in population.
- 3) Several counties have updated maps provided by CTCOG GIS Division (maps made as requested throughout the year).

b. Performance Measures:

- 1) All 7 counties Emergency Management Offices have updated maps of their respective areas with 100% accuracy.
- 2) Participation in annual Regional exercise one time per fiscal year.

c. Implementation Tasks:

Objective 4.6	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Continue to review and submit updates to the Hazard Mitigation Action Plans	CTCOG, Regional Agencies, and School Districts	Homeland Security Grants of roughly \$40,000	1/1/2021
Organization	N/A	N/A	N/A	N/A
Equipment	N/A	N/A	N/A	N/A
Training	N/A	N/A	N/A	N/A

**FOR OFFICIAL USE ONLY**

**FOR OFFICIAL USE ONLY**



Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	7/1/2020
----------	---	-----------------------------------	-----	----------

OBJECTIVE 4.7: Ensure access to and adequate support for homeland security and emergency preparedness and response training across all agencies, jurisdictions, and disciplines.

a. Recent Accomplishments:

- 1) Participation in regional peace officer training classes and Homeland Security program exercises has increased significantly in FY19.
- 2) Regional peace officer training has trained in excess of 1,200 in the last 12 months.
- 3) CTCOG consistently handles dozens of calls every month assisting communities with Hazard mapping, 9-1-1 addressing issues and other Homeland Security topics.

b. Performance Measures:

- 1) Conduct 30 training classes for first responders in FY20.
- 2) Conduct 5 FEMA/Emergency Management courses in FY20.

c. Implementation Tasks:

Objective 4.7	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	CTCOG will continue to solicit interest level from Emergency Management Coordinators, local governments and compare to National Preparedness Plan directives.	CTCOG, Regional Agencies, Emergency Management Coordinators and School Districts	Homeland Security Grants of roughly \$1,000, Police Officers Training Grants equaling \$20,000, and various other funds	8/1/2020
Organization	N/A	N/A	N/A	N/A
Equipment	CTCOG will report training hours for peace officers	CTCOG	N/A	8/1/2020
Training	CTCOG will assist in coordinating and facilitating relevant training.	CTCOG and local Emergency Management Coordinators	Homeland Security Grants of roughly \$1,000, Police Officers Training Grants equaling \$20,000, and	8/1/2020

**FOR OFFICIAL USE ONLY**



			various other funds	
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	8/1/2020

OBJECTIVE 4.8 Conduct exercises across the state that include tribal, regional, and local entities and support the National Exercise Program (NEP) Principals' Objectives.

a. Recent Accomplishments:

- 1) Participated in the full-scale exercise with Ft. Hood which allowed local, state, and federal agencies to build cohesion (May 2019).

b. Performance Measures:

- 1) Participation in annual Regional exercise with five of the seven counties present.
- 2) Coordinate with 100% of local Emergency Management Coordinators to plan, coordinate and execute exercises that gauge the region's response to five anticipated disasters that could occur locally.

c. Implementation Tasks:

Objective 4.8	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	N/A	4/1/2020
Organization	N/A	N/A	N/A	N/A
Equipment	N/A	N/A	N/A	N/A
Training	N/A	N/A	N/A	N/A
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	HSGD grant \$3,000	8/1/2020

**FOR OFFICIAL USE ONLY**



**F. GOAL 5: 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) Participation in annual Regional exercise with 100% community outreach in affected area.
  - 2) Maintain effective communication with 100% utility companies and restore all damaged utilities within five business days.
- c. Implementation Tasks:

Objective 5.1	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies	N/A	6/1/2019
Organization	N/A	N/A	N/A	N/A
Equipment	N/A	N/A	N/A	N/A
Training	N/A	N/A	N/A	N/A
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	8/1/2020

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

- a. Recent Accomplishments:
  - 1) No recent accomplishments for this objective.
- b. Performance Measures:
  - 1) Participation in annual Regional exercise with 100% community outreach in affected area.
  - 2) Maintain effective communication with 100% utility companies and restore all damaged utilities within five business days.
  - 3) Contact 100% local business and involve them in emergency preparedness plans.

**FOR OFFICIAL USE ONLY**



c. Implementation Tasks:

Objective 5.2	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	N/A	7/1/2020
Organization	N/A	N/A	N/A	N/A
Equipment	N/A	N/A	N/A	N/A
Training	N/A	N/A	N/A	N/A
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	8/1/2020

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

a. Recent Accomplishments:

- 1) No recent accomplishments for this objective.

b. Performance Measures:

- 1) Participation in annual Regional exercise with 100% community outreach in affected area.
- 2) Maintain effective communication with 100% utility companies and restore all damaged utilities within five business days.
- 3) Contact 100% local business and involve them in emergency preparedness plans.

c. Implementation Tasks:

Objective 5.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	Homeland Security grants roughly \$10,000, various other funds	3/1/2020
Organization	N/A	N/A	N/A	N/A
Equipment	N/A	N/A	N/A	N/A

**FOR OFFICIAL USE ONLY**



Training	CTCOG will assist in coordinating and facilitating relevant training.	CTCOG and local Emergency Management Coordinators	N/A	4/1/2020
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	6/1/2020

**FOR OFFICIAL USE ONLY**