

# **2025 STAKEHOLDER PREPAREDNESS REVIEW (SPR)**

**[Ark-Tex Council of Governments]**

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## SPR Overview

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

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

The SPR follows a two-step process:

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

# SPR Capability Assessment

## Planning

### SPR Step 1: Assess Capabilities

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

*Within every 5 years update all emergency operations plans that define the roles and responsibilities of 75 partner organizations involved in incident management across 38 jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.*

Estimate of Current Capability

*Within every 5 years update all emergency operations plans that define the roles and responsibilities of 50 partner organizations involved in incident management across 38 jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.*

Capability Change Description

*There is no significant change to the Planning capability. To sustain the Planning capability, emergency operation plans are being updated on a 5-year cycle. We are continuing to engage more partner organization that are involved in incident management by staying active with our RAC, COADS, and coalitions. New LEPC committees have been formed in Bowie and Cass County as recent as November 2023. Several counties need to update Hazard Mitigation plans including Morris Co., Red River Co., Franklin CO., and the City of Texarkana. EOP Plans have been updated for Red River and Titus County in 2025. Most of the counties need additional trained personnel to assist with the planning process. Several counties have new EMC's in 2023-2024 (Mt. Vernon, Titus Co., Red River Co., and Morris Co.) The region as a whole worked and developed 2024 Solar eclipse plans and included a multitude of partner organizations.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Enhance Emergency Operation plans in all 9 counties
Enhance Coop Plans in all 9 counties

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Develop Solar Farm Plans in Lamar Co., Hopkins Co., Delta Co., City of Mt. Pleasant, and City of Bogota
<b>Organization</b>
<p>Additional personnel are needed to support effective planning. Multiple counties have emergency managers that are tasked with other responsibilities that do not directly correlate to emergency management functions.</p> <p>All counties need additional personnel to assist with writing and reviewing mitigation plans.</p>
<b>Equipment</b>
N/A
<b>Training</b>
<p>Region needs training for developing Emergency Operation Plans, Incident Actions Plans, and Recovery plans at the local level.</p> <ul style="list-style-type: none"> <li>• E0197: Integrating Access and Functional Needs into Emergency Planning</li> <li>• MGT-383 Emergency Operations Plans for Rural Jurisdictions</li> <li>• IS-11.a Animals in Disaster: Community Planning</li> <li>• IS-318 Mitigation Planning for Local and Tribal Communities</li> <li>• IS-554 Emergency Planning for Public Works</li> </ul>
<b>Exercises</b>
Region needs to conduct planning workshops and COOP exercises that include their COADs, LEPCs, and Coalitions.

## Public Information and Warning

### SPR Step 1: Assess Capabilities

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

*Within 1-hour notice of an incident, deliver reliable and actionable information to 65,000 people affected, including 150 people with access and functional needs (affected) and 5,000 people with limited English proficiency affected.*

Estimate of Current Capability

*Within 1-hours' notice of an incident, deliver reliable and actionable information to 65,000 people affected, including 150 people with access and functional needs (affected) and 5,000 people with limited English proficiency affected.*

Capability Change Description

*As a region, we continue to building public information and warning capabilities. Most jurisdictions are testing weather sirens on a weekly basis, as well as IRIS and Code Red on a monthly basis. Lamar County has installed 6 new sirens, since their tornado event in 2023. The City of Texarkana, Cass County, as well as Hopkins County has purchased new weather sirens in 2023-2024. Delta County has secured grant funding to install 6 sirens as well in 2025. All jurisdictions now have some form of a mass notification system, with most system being able to rely information in multiple languages as well as text to speech to reach the limited English-speaking population and the access and functional need population. Jurisdictions also continue to test capabilities through social media, television broadcast, and radio broadcast. Jurisdictions are finding more creative ways to utilize their public information and warning systems such as for road closures, and large events in jurisdictions. Several jurisdictions are relying on social media platforms to deliver reliable weather information. With these systems jurisdictions are able to obtain reports on the number of individuals receiving and or viewing messages. Our regional DSHS partners also have access to a STEER disaster registry to assist with the delivery of information to people with access and functional needs. Public information and warning capabilities continue to grow region wide, and are being exercised on a regular basis through real world events.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
N/A
Organization

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<p>All counties with the exception on Bowie County need a STEER rep to manage disaster registry.</p> <p>211 need to be updated regularly with information from jurisdictions</p>
<p><b>Equipment</b></p>
<p>Warning sirens are needed in Morris County, Red River County, Franklin County, and City of Dekalb.</p> <p>Weather Radar system needed in area of Delta Co, Paris Co, Titus Co, and Red River Co</p>
<p><b>Training</b></p>
<p>More training is needed on Code Red and IPAWS systems. Training is needed for the delivery of information to individuals with access and functional needs as well as individuals with limited English proficiency. Additional trainings needed includes:</p> <ul style="list-style-type: none"> <li>• Basic &amp; Advanced Public Information Officer Course</li> <li>• E0105 Public Information and Warning</li> </ul>
<p><b>Exercises</b></p>
<p>Public Education events should be held to promote self-registration into the STEER database</p>

## Operational Coordination

### SPR Step 1: Assess Capabilities

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

*Within 1 hour of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across 3 jurisdictions affected and with 6 partner organizations involved in incident management. Maintain for 14 day(s).*

Estimate of Current Capability

*Within 3 hours of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across 3 jurisdictions affected and with 6 partner organizations involved in incident management. Maintain for 7 day(s).*

Capability Change Description

*This capability continues to increase around the ATCOG region. To improve this capability the region continues to conduct Emergency Management meetings for EMC's to coordinate, plan, and engage with other EMC's in the region. This capability has been exercised during the Red River Army Depot Disaster Drill in August 2024, the Texas A&M Table Top Exercise in October of 2024, and during the Texarkana Tri-annual Airport Exercise in October of 2025. These capabilities have been demonstrated in real world events such as the Tornados in 2023-2024, Summer Storms in 2023, and 2024 Solar Eclipse. This capability has been exercised during the Tri-State Communication Exercise in February 2024. During these exercises and real-world events, our region has demonstrated the ability to work with multiple partner agencies across multiple jurisdictions. We have also hosted in the region MGT317 in August 2024, MGT 439 in November 2025, MGT 319 in June 2025, MGT 348 in March of 2025, L105 Basic PIO in August of 2025, and the HSEEP in February of 2025. Lamar County Cert Teams received training manuals, and cert equipment in 2025, as well as hosted training for new members.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Enhance emergency operation and communication plans for all 9 counties. Incorporate COAD's and LEPC's in the planning process.
<b>Organization</b>
Trained personnel are needed for operations in EOC over multiple operational periods. Establish COG Wide LEPC

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Equipment
<p>Physical space with hygiene amenities is needed for EOC operations in Red River County, Franklin County, and Delta County.</p> <p>Updated EOC equipment is needed in Lamar County, and ATCOG such as:</p> <ul style="list-style-type: none"> <li>• Computers/Laptops</li> <li>• Communications/ phone lines/radios</li> <li>• Projectors</li> <li>• Smart Boards</li> <li>• Computer Servers</li> <li>• Printers/Copiers</li> </ul>
Training
<p>Trainings that are needed includes:</p> <ul style="list-style-type: none"> <li>• Advanced Incident Command System for Command and General Staff - Complex Incidents</li> <li>• Emergency Operations Center/Incident Command System Interface</li> <li>• Partner Coordination in Disaster Response and Recovery</li> </ul>
Exercises
<p>Consistent multi-agency exercises are needed region wide to address the operational coordination gaps. More participation in regional communication exercises is needed as well. Every County Judge need to be included in at least one exercise annually.</p>

## Forensics and Attribution

### SPR Step 1: Assess Capabilities

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

*Within 1 hour of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify 1 personnel assigned to support follow up information sharing, intelligence analysis, and/or investigative actions associated with the collection, examination, and analysis of evidence, as well as the identification of perpetrators.*

Estimate of Current Capability

*Within 2 hour of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify 1 personnel assigned to support follow up information sharing, intelligence analysis, and/or investigative actions associated with the collection, examination, and analysis of evidence, as well as the identification of perpetrators.*

Capability Change Description

*This capability has been exercised during a real-world event in the City of Texarkana where potential IED's and suspicious packages were reported in the summer of 2023. This jurisdiction work with both the FBI and the Joint Terrorism Task Force (JTTF) to coordinate information. This capability has also been exercised during Red River Army Depot in August 2024 full scale exercise, and Texarkana Tri Annual Airport exercise in 2025. Forensic and attribution capabilities are not exercised often, and few real-world events actually occur. The region will need to continue to exercise on forensics and attribution capabilities.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
<ul style="list-style-type: none"> <li>• Develop forensic analysis processing plans.</li> </ul>
<b>Organization</b>
<ul style="list-style-type: none"> <li>• Most jurisdictions need forensic/CID analysis,</li> <li>• law enforcement officers with secret clearance to facilitate intelligence and information sharing.</li> </ul>
<b>Equipment</b>

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- Jurisdictions need evidence collection equipment, Biometric systems, and crime scene exploration and documentation tools
- forensic analysis systems are needed throughout the region.
- CBRNE material analysis equipment In Lamar and Bowie County
- evidence management systems need by Lamar and Bowie County Hazmat Team to be sustained and improved in order to support this capability.
- Outfitting for Crime Scene trailer in Lamar County
- Radiological Detectors in the City of Paris

### Training

Jurisdictions need training for crime scene control, communications and evidence collection.

Additional forensic training classes needed includes:

- AWR-103 Crime Scene Management for Chemical, Biological, Radiological, Nuclear, or Explosive Incidents
- PER-201 Evidence Collection in a Hazardous Materials Environment
- PER-220 Emergency Response to Domestic Biological Incidents
- PER-228 Advanced Forensic Investigations for Hazardous Environments

### Exercises

Exercises are needed to validate existing plans and policies within the region that pertain to this capability. Training/exercises for crime scene control, communications and evidence collection for officers would be need as well.

## Intelligence and Information Sharing

### SPR Step 1: Assess Capabilities

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

*Within 2 hours of the identification or notification of a credible threat, identify/analyze local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with 5 priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.*

Estimate of Current Capability

*Within 2 hours of the identification or notification of a credible threat, identify/analyze local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with 5 priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.*

Capability Change Description

*Intelligence and Information Sharing capabilities continue to increase in the ATCOG region through real world experiences. This capability has been exercised during many real-world events such as: the City of Texarkana Cybersecurity Ransom Attack of 2020 and suspicious package events in the City of Texarkana in the summer of 2023. These jurisdictions work closely with FBI, JTTF, TDEM, any many more agencies to validate their intelligence and information sharing capabilities. This capability has been exercised during the Texarkana Airport Exercise October 2025, the Red River Army Depot Active Shooter Exercise August 2024, and the Texas A&M tabletop exercise October 2024. Purchases of license plate readers in Lamar, Franklin County, Delta County, Hopkins County, and the City of Texarkana from 2022-2024 has contributed to the sustainment of this capability as well.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
<ul style="list-style-type: none"> <li>Terrorism response plans and mutual aid agreements should be established in all 9 counties</li> <li>Enhance Emergency Operation plans in all 9 counties</li> </ul>
<b>Organization</b>
<ul style="list-style-type: none"> <li>Each county will need at least one Law Enforcement Officer with SECRET clearance to facilitate information sharing.</li> <li>More officers region wide</li> </ul>

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<ul style="list-style-type: none"> <li>• Active LEPC in each county</li> </ul>
<b>Equipment</b>
<ul style="list-style-type: none"> <li>• List Servers all 9 counties</li> </ul>
<b>Training</b>
<p>Need training on managing sensitive information. The region needs universal training on operations of systems such as HSIN and IPAWS. Additional classes needed includes:</p> <ul style="list-style-type: none"> <li>• AWR-122 Law Enforcement Prevention and Deterrence of Terrorist Acts</li> <li>• AWR-160-W Terrorism Awareness for Emergency First Responders</li> <li>• AWR-305 Bioterrorism Awareness: Collaboration Among First Responders and Health Professionals</li> <li>• AWR-315 Criminal Intelligence Analysis Essentials</li> </ul>
<b>Exercises</b>
<p>Our region needs increased participation from non-governmental, private sector, and elected officials in exercises. Future exercises should include metrics, as applicable, to validate intelligence and information analysis practices. Exercises are needed to evaluate the relay of information when crossing over to other counties and jurisdictions.</p>

## Interdiction and Disruption

### SPR Step 1: Assess Capabilities

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

*Within 1 hour of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify 1 personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.*

Estimate of Current Capability

*Within 2 hours of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify 1 personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.*

Capability Change Description

*There has been increases in the interdiction and disruption capability level. Lamar County purchased Law Enforcement training simulators in 2023. The city of Mt Vernon has purchased thermal imaging cameras in 2023, and Red River County purchased radios and body armor in 2023 for SPR teams to aid in interdiction and disruption. LPR readers have been purchased in Lamar County, Franklin County, Delta County, Hopkins County, and the City of Texarkana between 2022-2024 to help close capability gaps. Police barricades and trailers were purchased in the City of Paris in 2024-2025, as well as a multitude of communication region wide (mobiles, portable, repeaters, and dispatch consoles) in 2025. There has been some real-world experience during the summer of 2023 and 2024 such and potential IED threats in The City of Texarkana and Paris. Hazmat Teams continue to conduct their regular training throughout the year. This capability has been exercised during the Red River Army Depot Active Shooter Exercise in August 2024, and the Texarkana Airport Exercise in October of 2025. Trainings that occurred in 2024-2025 include MGT317 and MGT 346 in August 2024, MGT 439 in November 2025, MGT 319 in June 2025, MGT 348 in March of 2025, L105 Basic PIO in August 2025, and the HSEEP in February of 2025. This capability continues to grow and is exercised daily.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Mutual Aid Agreements should be established between jurisdictions.
Organization

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<ul style="list-style-type: none"> <li>• Officers with secret clearance need to be identified in all 9 counties</li> <li>• Law Enforcement agencies need additional officers region wide to support anti-terrorism operations.</li> <li>• More HAZMAT teams and technicians are needed as well in Bowie County and Lamar County</li> <li>• Region needs a bomb squad</li> </ul>
Equipment
<ul style="list-style-type: none"> <li>• Law Enforcement agencies need night vision goggles, pole cameras, and ballistic body armor.</li> <li>• Lamar and Bowie County Hazmat team need CBRNE detections and collections tools, and PPE.</li> <li>• Drone needed in Franklin County and Bowie</li> <li>• Generators in Delta, Cass, and Red River Co</li> <li>• All 9 counties need more portable and mobile radios</li> </ul>
• Training
<p>Training is not held on this subject frequently due to lack of personnel to implement. Hazmat teams in Lamar and Bowie County need refresher training courses and other courses to better implement this capability. Training courses needed includes:</p> <ul style="list-style-type: none"> <li>• AWR-122 Law Enforcement Prevention and Deterrence of Terrorist Acts</li> <li>• PER-320 Personal Protective Measures for Biological Events</li> <li>• PER-905 Advanced Radiological Emergency Response Operations</li> <li>• ICS 300-400 for all VFDs</li> <li>• FAA 107 Drone Pilot Course</li> </ul>
Exercises
<p>This capability has been exercised by real world experiences however, additional exercises are needed within the region to validate existing plans.</p>

## Screening, Search, and Detection

### SPR Step 1: Assess Capabilities

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

*Within **3 hours** of notice of a credible threat, conduct screening, search, and detection operations for **1500** people requiring screening, including **75** people with access and functional needs (requiring screening).*

Estimate of Current Capability

*Within **3 hours** of notice of a credible threat, conduct screening, search, and detection operations for **1000** people requiring screening, including **75** people with access and functional needs (requiring screening).*

Capability Change Description

*The Screening, Search, and Detection capabilities are increasing in the ATCOG region. The Texarkana Independent School District have installed metal detectors at all campuses and sporting venues during the 2023 school year. This has help schools mitigate risk and screen for threats. Additionally, most ISD have hired licensed peace officers, school marshals, and guardians to close these capability gaps in the ISDs. The city of Mt. Vernon has also purchased thermal imaging devices to aide search and detection. Several fire departments are starting to utilize drones to assist with search and detection capabilities as well. Screening, Search and detections capabilities have been exercised during the Texarkana Tri-Annual Airport Exercise in October 2025, as well as in Red River Army Depot exercise in August of 2024. Lamar County Cert Teams received training manuals, and cert equipment in 2025, as well as hosted training for new members.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Stakeholders and private partners need to be included in the planning process to strengthen this capability.
<b>Organization</b>
More personnel needed for searching and screening bags and people. More law enforcement officers (Region Wide) are needed for physical investigation measures.
<b>Equipment</b>
Metal detectors, x-ray machines, full body thermal scanners are needed at all school districts apart from TISD, as well as at Critical infrastructure locations around the region.

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<p>Thermal imaging goggles needed in Lamar County</p> <p>Metal Detectors and CCTV capabilities in Delta Co</p>
<p><b>Training</b></p>
<p>Need training on proper screening, search and detection protocols including electronic search and screening. Additional courses needed includes:</p> <ul style="list-style-type: none"> <li>• AWR-122 Law Enforcement Prevention and Deterrence of Terrorist Acts</li> <li>• AWR-153 Principles of Detection and Diagnosis - Strategies and Technologies</li> <li>• MGT-335 Event Security Planning for Public Safety Professionals</li> </ul>
<p><b>Exercises</b></p>
<p>N/A</p>

# Access Control and Identity Verification

## SPR Step 1: Assess Capabilities

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

Within 2 **hour** of an event, be prepared to accept credentials from **20** partner organizations involved in incident management.

Estimate of Current Capability

Within 4 **hours** of an event, be prepared to accept credentials from **20** partner organizations involved in incident management.

Capability Change Description

*The Access Control and Identity Verification capabilities are increasing in the region due to the implementation of the TDEM PIV system. Most responders across the region has already obtained PIV badges to hold credentials. This capability will continue to grow as the PIV system builds out and agencies gain access and knowledge of the system. Access control capabilities continue to grow across the region as well due to agencies purchasing access control doors, camera systems, and fencing at critical infrastructures. Texarkana Independent school district has also increased access control capabilities in 2023 by fencing in their campuses and limiting entry points. The City of Daingerfield has purchased security camera systems at critical infrastructures in 2023. The city of Texarkana has installed access control doors at some critical locations as well. Lamar County has provided all VFD with identification cards during 2024. Most agencies are working with multifactor authentication for identity verification and access to critical system to help mitigate cyber threats.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Updated plans for controlling cyber and physical access,
<b>Organization</b>
Smaller jurisdictions need additional trained personnel to support access control of critical infrastructure and identity verification of visitors to high-profile targets within the region.  Delta County, Morris County, Franklin County, and Red River County need inhouse IT technicians
<b>Equipment</b>

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- personnel database solutions that validate certifications
- access control doors at critical infrastructures in the City of New Boston, Red River County, Franklin County, and Lamar County
- PIV card readers for identity verification in each county

**Training**

Need training pertaining to controlling cyber access and identity verification.

- PIV system training

**Exercises**

Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises.

## Cybersecurity

### SPR Step 1: Assess Capabilities

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

*Every 1 year appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering 75 publicly managed and/or regulated critical infrastructure facilities.*

Estimate of Current Capability

*Every 1 year appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering 75 publicly managed and/or regulated critical infrastructure facilities.*

Capability Change Description

*Cybersecurity capabilities levels have increased across the region and will continue increase through training and real-world experiences. Most jurisdictions review and update their cyber security policies on an annual basis and HSGD grantees are completing the National Cyber Security Review on an annual basis. Jurisdictions are completing annual cyber security trainings as required, and are becoming more vigilant of cyber threats. Vigilance in this capability will continue to increase with the 2023 SB 271 that requires local units of government to report cyber incidents. In 2023 The City of Texarkana purchased data protection hardware to enhance the security of their systems. In 2024 there has been ransom attacks at the Titus County hospital as well as at private business in Lamar County. The North East Texas Advisory Committee also held a cyber tabletop in 2024. Cyber Attacks and attempts are still occurring on a regular basis. Cybersecurity scenario has been included in ATCOGs 2025 Regional THIRA*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Jurisdictions need to evaluate and update COOP plans in event of a cyber attack. Review ESF 20 annually for updates
<b>Organization</b>
Several jurisdictions such as Red River County, Morris County, Delta County, and Franklin County need in-house IT technicians. Regional Cyber Security task force/work group needed

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<b>Equipment</b>
Data protection hardware is needed in Lamar County Software servers in Delta, Franklin, and Red River County
<b>Training</b>
Some information technology training has been implemented, but very little emphasis has been placed on providing cybersecurity training within the region or local jurisdictions. Training courses needed includes: <ul style="list-style-type: none"> <li>• AWR-135 Promoting Community Cyber Security</li> <li>• Critical Security Controls: Planning, Implementing and Auditing</li> <li>• Cybersecurity for Executives and Program Managers: Securely Provisioning Systems for the Future</li> <li>• Cybersecurity Investigations and Network Forensics Analysis: Practical Techniques for Analyzing Suspicious Network Traffic</li> <li>• CISA trainings</li> </ul>
<b>Exercises</b>
Exercises are need that includes someone access systems to see if they are detected by IT or system software.

## Physical Protective Measures

### SPR Step 1: Assess Capabilities

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, appropriate authorities review and update physical security plans covering **3** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.*

Estimate of Current Capability

*Within **6 months** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **3** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.*

Capability Change Description

*Physical Protective Measure capabilities have increased in the region by installation of security equipment. Several jurisdictions have purchased and installed surveillance systems during 2022-2023 at critical locations. Christus St. Michaels hospital have upgraded their camera security systems in Texarkana in 2023. Texarkana Independent school district in the City of Texarkana has also increased physical protective measure capabilities in 2023 by fencing in their campuses and limiting entry points. Access control door have been installed in the City of Texarkana during the 2024 year. Police Barricades has been purchased in the City of Paris in 2024-2025, and Law Enforcement training equipment was purchased in Hopkins County in 2023. Sustainment activities include annual risk and vulnerability assessments of critical infrastructure facilities.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Stakeholders and private partners need to be part of the planning process.
<b>Organization</b>
Law enforcement agencies are in of more officers to protect critical infrastructures in all 9 counties.
<b>Equipment</b>
Security cameras are needed in Franklin County, Red River Co, and Delta Co SO Enhanced security protective measures such as fencing in Morris, Bowie, and Franklin County.

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<p>Access control doors at critical infrastructures in the City of New Boston, Red River County, and Franklin County,</p>
<p><b>Training</b></p>
<p>The region needs training on protecting critical infrastructure and key resources, courses includes:</p> <ul style="list-style-type: none"> <li>• MGT-452 Physical and Cybersecurity for Critical Infrastructure</li> <li>• PHY-120 Intermediate Physical Security Systems</li> <li>• PHY-200 Physical Security Performance Testing of Systems</li> <li>• PER-336 Protective Measures Course</li> <li>• IS-915 Protecting Critical Infrastructure Against Insider Threats</li> </ul>
<p><b>Exercises</b></p>
<p>N/A</p>

## Risk Management for Protection Programs and Activities

### SPR Step 1: Assess Capabilities

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

Every **1 year** appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **75** publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

*Every **1 year** appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **75** publicly managed and/or regulated critical infrastructure facilities.*

Capability Change Description

*Risk Management for Protection Programs and Activated capabilities are sustained due to jurisdictions conducting risk vulnerability assessment of their critical infrastructure. Jurisdictions also review and update their cyber security policies on an annual basis. Additionally, HSGD grantees complete the National Cyber Security Review on an annually. These activities have contributed to growth in the capability.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Stakeholders and private sector partners need to be included in the planning process.
<b>Organization</b>
Additional personnel in all 9 Counties is needed to support risk assessments, analysis, and planning.
<b>Equipment</b>
N/A
<b>Training</b>
To support this capability, training courses needed includes: <ul style="list-style-type: none"> <li>• Community Risk Issues and Prevention Interventions</li> <li>• Cultural Competence in Risk Reduction</li> <li>• Executive Analysis of Community Risk Reduction</li> </ul>

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- Fundamentals of Risk Management

Exercises

Risk Management planning is difficult to exercise. Typically, this is tested in real-world situations rather than training or exercises, but will be considered in future training exercises.

## Supply Chain Integrity and Security

### SPR Step 1: Assess Capabilities

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

*Every 1 year engage 100 partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.*

Estimate of Current Capability

*Every 1 year engage 75 partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.*

Capability Change Description

*The Supply Chain Integrity and Security capabilities have decreased in our region. There has been many threats in our region that has tested the supply chain including (Covid-19 Pandemic, Tornado Outbreaks, Hurricane Beryl, and Storms of 2023-2024). Through these events we have determined that the supply chain is fragile. Our regional DHS agency no longer has a warehouse of equipment and supplies. We have determined that the only way to build the supply chain and security capability is to obtain MOA/MOU with local distributor for supplies. The region has worked closely with our Regional Advisory Council to strengthen the security and resilience of the supply chain. We continue to work with our LEPC's, RAC, and COADS to promote awareness of threats, dependencies, vulnerabilities, and strategies. Supply Chain assessments have been completed by regional RAC in 2025.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Stakeholders and private partners need to be included in the planning process. COAD's need to develop emergency operation plans. Regional resource directory is needed
Organization
Each county needs to establish an active LEPC or COAD to strengthen the security and resilience of the supply chains.
Equipment

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Training
Exercises
This capability has been exercised through real world experiences, but as always more experience is needed.

## Community Resilience

### SPR Step 1: Assess Capabilities

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

*Every [1 year], conduct [10] outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.*

Estimate of Current Capability

*Every [1 year], conduct [10] outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.*

Capability Change Description

*The Community Resilience capability level in the ATCOG region is being sustained, jurisdictions in the region continue to conduct outreach events. Most jurisdictions did community outreach events and activities in 2025 including: Fire Prevention Week, Sky-warn Classes, Health Fairs, vaccination clinics, Gun Safety events, Trauma Injury Prevention events, and National Night Out. Bowie and Cass county created a new combined LEPC fall of 2023, which will contribute to the community resilience capabilities. There have been poverty simulation exercises in Bowie County during 2024-2025, prison reentry simulations in 2025, as well as Opioid awareness and Narcan training in Bowie County in October 2024. Lamar County Cert Team received updated training manuals and training kits in 2025. Agencies continue to find new creative ways to keep the community informed and engaged.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Develop a regional public outreach and education plan to promote community resilience among all jurisdictions in the region.
<b>Organization</b>
Each county needs and active LEPC or COAD to help promote community resilience. Jurisdictions also need personnel to help facilitate outreach activities.  CERT Teams in Bowie County
<b>Equipment</b>
<ul style="list-style-type: none"> <li>Public Education material to distribute at community events.</li> </ul>

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<ul style="list-style-type: none"> <li>• Rehab trailer for Lamar County CERT Team</li> </ul>
<b>Training</b>
<p>ICS training is needed for some partner organizations. Additional classes needed includes:</p> <ul style="list-style-type: none"> <li>• E0426 Building a Roadmap to Resilience: A Whole Community Training</li> <li>• IS-315.a CERT and the Incident Command System (ICS)</li> <li>• IS-909 Community Preparedness: Implementing Simple Activities for Everyone</li> </ul>
<b>Exercises</b>
N/A

## Long-term Vulnerability Reduction

### SPR Step 1: Assess Capabilities

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

*Every [1 year], [38] jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.*

Estimate of Current Capability

*Every [1 year], [38] jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.*

Capability Change Description

*Long-term Vulnerability Reduction capabilities are being sustained, jurisdictions are reviewing building codes and performing risk assessments on an annual basis. Plans and annexes are being updated accordingly. Mass notification systems have been purchased in all counties. The City of Texarkana in 2023 purchased hardware and software to reduce cyber vulnerabilities. Cyber-security training and assessments have been done in all counties to reduce vulnerability as well. The update of communication infrastructure across the region in 2023-2025 has help sustain long-term vulnerability reduction capabilities. Franklin Co. installed 5 repeaters, Delta Co. installed 4 repeaters, a dispatch console and a tower, and Lamar County installed a new communication tower. The Christus St. Micheals Texarkana also hosted MGT 343 and MGT 345 in 2024.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Enhance Emergency Operation plans in all 9 counties
Develop Solar Farm Plans in Lamar Co., Hopkins Co., Delta Co., City of Mt. Pleasant, and City of Bogota
Update Hazard mitigation plans in Morris Co, Red River Co. Franklin Co
Organization
<ul style="list-style-type: none"> <li>• Building code inspectors are needed.</li> <li>• HAM radio operators are needed.</li> <li>• More Law Enforcement officers are needed region wide.</li> </ul>
Equipment

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<ul style="list-style-type: none"> <li>• updated communication equipment in Red River County, Morris County, Cass County, and Franklin County</li> <li>• cybersecurity systems to reduce vulnerability in Lamar County</li> </ul>
<p><b>Training</b></p>
<p>Need training on enhancing critical infrastructure and key resources.</p> <ul style="list-style-type: none"> <li>• MGT-343 Disaster Management for Water and Wastewater Utilities</li> <li>• MGT-345 Disaster Management for Electric Power Systems</li> </ul>
<p><b>Exercises</b></p>
<p>Long –term vulnerability capabilities need to be included in exercises. More Communication exercises are needed region wide.</p>

## Risk and Disaster Resilience Assessment

### SPR Step 1: Assess Capabilities

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

*Every 1 year after identifying threats and hazards of concern, model the impacts of 4 threat and hazard scenarios to incorporate into planning efforts.*

Estimate of Current Capability

*Every 1 year after identifying threats and hazards of concern, model the impacts of 4 threat and hazard scenarios to incorporate into planning efforts.*

Capability Change Description

*Risk and Disaster Resilience Assessment capabilities are being sustained. We are developing our regional Threat and Hazard Identification Risk Assessment on an annual basis. Our current THIRA models the impacts of 4 threat and hazard scenarios and are incorporated into regional planning efforts. In (2023-2025) we incorporated DSHS Public Preparedness specialist, Regional Hospital Preparedness Coordinator, and TDEM CLO officers to our THIRA committee. We have also established new LEPC in 2023 for Bowie and Cass County. ATCOG has also included a cybersecurity Threat scenario in the 2025 THIRA.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Need to involve additional internal agencies, sub-jurisdictions/neighboring jurisdictions, Northeast Texas Regional Advisory Council, Texarkana COAD, and Hopkins County LEPC, and the Miller-Bowie health coalition.
<b>Organization</b>
Region needs more partner organizations (COAD's, VOAD's, LEPC's) involved in the risk and disaster assessment. Such partner organizations include: Northeast Texas Regional Advisory Council, Texarkana COAD, and Hopkins County LEPC, and health coalitions
<b>Equipment</b>
N/A
<b>Training</b>
N/A
<b>Exercises</b>

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More exercises are needed that incorporates the impacts of the threat and hazard scenarios.

## Threats and Hazards Identification

### SPR Step 1: Assess Capabilities

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

*Every 1 year engage with 38 jurisdictions and 25 partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.*

Estimate of Current Capability

*Every 1 year engage with 38 jurisdictions and 25 partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.*

Capability Change Description

*Threats and Hazards Identification capabilities are being sustained. We are developing our regional Threat and Hazard Identification Risk Assessment on an annual basis. We include our partner organizations in this process.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

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

## Critical Transportation

### SPR Step 1: Assess Capabilities

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

*Within **2 hours**' notice of an impending incident, complete the evacuation of **2000** people requiring evacuation, including **75** people with access and functional needs (requiring evacuation).*

*Within **2 hour** of an incident, clear **1** miles of road affected, to enable access for emergency responders, including private and non-profit.*

Estimate of Current Capability

*Within **4 hours**' notice of an impending incident, complete the evacuation of **2000** people requiring evacuation, including **75** people with access and functional needs (requiring evacuation).*

*Within **2 hour** of an incident, clear **1** miles of road affected, to enable access for emergency responders, including private and non-profit.*

Capability Change Description

*Critical Transportation capabilities are being sustained. There are MOU/ MOA' s in place with school districts, city transportation bus agencies, and nursing facilities to utilize van and busses if critical transportation is needed for mass evacuations. This capability has been tested in during the 2023 Summer Storm in Morris County. Critical transportation such as the ambulance bus was used to transport patients out of a nursing facility that had lost power. The clearing of affected roadway was also exercised and evaluated during the Tornado events in the Summer 2023 and 2024 Storms that affected Bowie, Red River, Hopkins, Morris and Lamar County, and most recently the Hurricane Beryl Storm event in Bowie County 2024. Critical transportation capabilities has also been exercised during the Texarkana Tri Annual Airport Exercise in October 2025 where 6 ambulances and 1 ambus was utilized to transport patients.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Review and Enhance emergency transportation plans, and establish mutual aid agreements with transportation agencies.
Review and Enhance debris management plans. Include stakeholder and private partners in the planning process.

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<p><b>Organization</b></p>
<p>To build the critical transportation capability, the region will need to have more CDL bus drivers to assist with transporting a large number of people.</p> <p>Smaller jurisdictions are unable to clear necessary roadways without outside assistance; therefore, debris management teams are needed. Heavy machinery operators are also needed to assist with the road clearing process.</p>
<p><b>Equipment</b></p>
<p>More vans and busses that accommodate the access and functional needs community are needed.</p> <p>Heavy machinery such as tractors, dozers, and tree trimmers are needed for the road clearing process.</p> <p>Sandbags</p> <p>Charbox</p>
<p><b>Training</b></p>
<p>This is a difficult capability to train on, and most rely on real-world events for practice and understanding. Classes that are needed includes:</p> <ul style="list-style-type: none"> <li>• MGT-460 Planning for Disaster Debris Management</li> <li>• IS-632 Introduction to Debris Operations</li> <li>• IS-633 Debris Management Plan Development</li> <li>• Emergency Transportation Operations for Disasters</li> </ul>
<p><b>Exercises</b></p>
<p>Need more realistic demonstrations of capability; exercises have been limited to tabletops and proof-of-concept.</p>

## Environmental Response/Health and Safety

### SPR Step 1: Assess Capabilities

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

*Within **2 hours** of an incident, assess, contain, and begin cleaning up hazardous material releases from **1** hazmat release sites.*

*Within **2 hours** of a hazmat incident, complete decontamination procedures for **25** exposed individuals (hazmat-related incidents).*

Estimate of Current Capability

*Within **3 hours** of an incident, assess, contain, and begin cleaning up hazardous material releases from **1** hazmat release sites.*

*Within **2 hours** of a hazmat incident, complete decontamination procedures for **25** exposed individuals (hazmat-related incidents).*

Capability Change Description

*The Environmental Response/Health and Safety capabilities are being sustained in the region. The region has one Hazmat team that does containment, but still rely on other hazmat teams from Tyler or Dallas to do full cleanup, which can take up to 4 hours for those teams to arrive after deployment. In 2022 Paris Regional Medical Center has obtained a new Hazmat Trailer, and Christus St. Michael Texarkana has obtained 2 Decon trailers. Bowie County is attempting to redeveloping their 15-person Hazmat team. To sustain this capability training and exercises are being performed region wide. This capability has been evaluated during the City of Texarkana Airport Tri-annual exercise in 2025. This capability is exercised often on highway spills, and waste clean ups at service stations. Contracts have been made with TDOT and other agencies to assist with Hazmat related clean up.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Response partners and stakeholders need to be included in the planning process. MOA/Contracts with trucking companies to perform decontamination
<b>Organization</b>
Hazmat and Decontamination teams are needed to perform clean up and decontamination procedures.
<b>Equipment</b>

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Additional response equipment and supplies is needed for the Bowie and Lamar County HAZMAT team such as decontamination equipment, radiological detections devises, and PPE.

**Training**

This capability will never reach 100% because the requirements and standards are constantly changing. Need training on most-up-to-date procedures.

- Hazardous Materials Incident Management
- MGT-441 Mass Decontamination for Mass Casualty Incidents
- PER-272 Emergency Responder Hazardous Materials Technician for CBRNE Incidents
- PER-309 Environmental Health Training in Emergency Response Operations

**Exercises**

This capability will never reach 100% because the requirements and standards are constantly changing. Need exercises on health and safety monitoring/assessment, decontamination, and hazardous material response and clean-up.

## Fatality Management Services

### SPR Step 1: Assess Capabilities

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

*Within **24 hours** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **20** fatalities.*

Estimate of Current Capability

*Within **72 hours** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **20** fatalities.*

Capability Change Description

*There has been no significant change in the Fatality Management Services capability, however, we have learned during the Covid-19 pandemic that funeral homes became overwhelmed during the first wave. Plans for fatality management are in place and are being updated/reviewed regularly to sustain this capability level. The region has a morgue trailer located in Hopkins Co. that can hold up to 20 bodies. The region continues to provide upkeep and maintenance on the trailer and has replaced parts and the A/C in 2024. This also helps the region to sustain capabilities.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Response partners need to be included in the planning process. Review and update fatality management plans regularly
Organization
Personnel can fulfill this capability on a smaller scale in the larger jurisdictions, but smaller jurisdictions are not capable at all. Additional personnel are needed to provide counseling, body recover, mortuary services, and victim identification.  Local Medical Examiner is needed Critical Incident Debriefing Team Personnel to run FRC
Equipment
<ul style="list-style-type: none"> <li>Need for additional mobile morgues, body bags, remains identification tags, and other supplies to support a mass fatality.</li> </ul>

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- Generators for morgue trailer

### Training

Need to implement multi-agency and/or multi-jurisdictional training to ensure stakeholders function from the same information and execute the same processes. Training courses needed includes:

- AWR-232 Mass Fatalities Planning and Response for Rural Communities
- AWR-309 Mass Fatality Planning and Response for Rural Morticians and Funeral Directors
- Bereavement Counseling Training
- G0386 Mass Fatalities Incident Response Course

### Exercises

Need increased focus on large-scale scenarios that identify "breaking points" for capabilities; exercises have been limited to small-scale scenarios. Need to exercise capability with hospital and funeral homes.

## Fire Management and Suppression

### SPR Step 1: Assess Capabilities

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

*Within **4 hours** of an incident, conduct firefighting operations to suppress and extinguish **5** structure fires.*

Estimate of Current Capability

*Within **6 hours** of an incident, conduct firefighting operations to suppress and extinguish **3** structure fires.*

Capability Change Description

*Fire Management and Suppression capability are constantly increasing due the use of mutual aid and the purchase of equipment. Several jurisdictions such as (the City of Paris, Hopkins County, and the City of Texarkana) purchased Thermal Imaging to assist with fire suppression in 2022-2024. The City of Texarkana received 2 new Fire Trucks in in 2024. Many fire departments also have purchased drones to assist with fire incidents as well. This capability has been evaluated through daily operations. Exercises on Fire Management and Suppression includes the Texarkana Tri-Annual Airport Exercise in October 2025.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
N/A
<b>Organization</b>
More full-time firefighters are need across the regions. Due to limited funding, most departments are understaffed.
Volunteer Fire Fighters are needed region wide
Drone pilots
<b>Equipment</b>
Equipment needed to increase this capability includes: <ul style="list-style-type: none"> <li>• Thermal imaging</li> <li>• Arson investigation tools</li> <li>• Breathing apparatus</li> <li>• SCBA gear</li> </ul>

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<ul style="list-style-type: none"> <li>• Training equipment</li> <li>• Drones</li> </ul>
<p><b>Training</b></p>
<p>Need to implement multi-agency and/or multi-jurisdictional training. Training courses needed includes:</p> <ul style="list-style-type: none"> <li>• PER-296 CBRNE Rural Response Threat Protocol</li> <li>• S-130 Firefighter Training</li> <li>• FFA 107 Drone training</li> </ul>
<p><b>Exercises</b></p>
<p>N/A</p>

# Logistics and Supply Chain Management

## SPR Step 1: Assess Capabilities

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

*Within **12 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **1,500** people requiring shelter and **1,500** people requiring food and water. Maintain distribution system for **14 days**.*

Estimate of Current Capability

*Within **48 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **500** people requiring shelter and **1,500** people requiring food and water. Maintain distribution system for **7 days**.*

Capability Change Description

*The Logistics and Supply Chain Management capability level has not changed. Jurisdictions have participated in WebEOC training, where they were trained on submitting star request. This capability has also been evaluated (Covid-19 Pandemic, Tornado Outbreaks, Hurricane Beryl, and Storms of 2023-2024). During the Covid Pandemic essential commodities were delivered and distributed by the Regional Advisory Council through STAR request to the state. Red Cross and Salvation Army assisted with distribution during the Tornado/Hurricane Beryl events. During the Summer 2023 storms, the region did identify logistic and supply chain deficiencies. During these storms it took 3-5 days to get water, food, generators and other supplies to communities in Morris County. However, During the 2023 tornado, Lamar County was able to set up water and MRE distribution center and have it running for 7 days. Even though shelter plans are in place, our region has not been able to successfully set up shelter during these storm events. Our regional DHS agency no longer have a warehouse of equipment and supplies. We have determined that the only way to build the supply chain and security capability is to obtain MOA/MOU with local distributor for supplies. The region has worked closely with our Regional Advisory Council to strengthen the security and resilience of the supply chain and Supply Chain Integrity Assessments were completed in November 2025. We continue to work with our LEPC's, RAC, and COADS to promote awareness of threats, dependencies, vulnerabilities, and strategies.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Update emergency housing and shelter plans.
Develop mutual aid agreements with surrounding jurisdictions.

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<p>Develop MOU agreements with private partners to provide resources and the delivery of resources.</p> <p>Regional resource directory</p>
<p>Organization</p>
<p>Volunteers needed to distribute essential resources.</p> <p>Volunteers to staff shelters</p>
<p>Equipment</p>
<p>Generators and fuel trucks needed to support this capability, as well as mobile shelters, portable restrooms, and cots.</p> <p>Physical warehouse storage space is also needed to have commodities and resources on standby.</p>
<p>Training</p>
<p>Training that is needed to support this capability includes:</p> <ul style="list-style-type: none"> <li>• T-420 - Shelter Operations Course</li> <li>• IS-27 Orientation to FEMA Logistics</li> </ul>
<p>Exercises</p>
Empty cell for Exercises content

## Mass Care Services

### SPR Step 1: Assess Capabilities

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

*Within **24 hours** of an incident, provide emergency sheltering, food, and water for **1,500** people requiring shelter and **1,500** people requiring food and water, including **75** people with access and functional needs (requiring accessible shelter) and **75** people with access and functional needs (requiring food and water), and **200** animals requiring shelter, food, and water. Maintain for **7 days**.*

*Within 1 **month** of an incident, move **300** people requiring temporary, non-congregate housing, including **25** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.*

Estimate of Current Capability

*Within **48 hours** of an incident, provide emergency sheltering, food, and water for **250** people requiring shelter and **500** people requiring food and water, including **75** people with access and functional needs (requiring accessible shelter) and **75** people with access and functional needs (requiring food and water), and **50** animals requiring shelter, food, and water. Maintain for **7 days**.*

*Within 3 **months** of an incident, move **200** people requiring temporary, non-congregate housing, including **25** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.*

Capability Change Description

*The Mass Care Services capability for the Region has decreased. Red Cross has been working with jurisdictions to develop shelter plans, and identify organizations willing to shelter. After Red Cross temporary sheltering, there is no long-term shelters or non-congregate shelters available in the region. Many of the hotels and motels are now regularly booked with individuals that do not have permanent housing. The region as a whole need to enhance temporary housing plans and MOA to assist with sheltering. Mass care capabilities have been evaluated during the Summer Storms in 2023, where nursing facilities needed shelter for residents due to loss of power and water. Nursing facilities have agreements with other facilities to take on additional patients for care.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Develop shelter, temporary housing, and long-term housing plans.

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<p>Identify shelter locations and organizations willing to shelter.</p> <p>Develop commodity distribution plans and contracts to support food and water delivery.</p> <p>Develop MOA with private housing agencies, supply vendors.</p> <p>Develop plans with AgriLife for sheltering of animals.</p>
<p><b>Organization</b></p>
<ul style="list-style-type: none"> <li>• More personnel and community volunteers are needed to support the distribution of food and water.</li> <li>• More personnel and community volunteers are needed to manage shelters.</li> </ul>
<p><b>Equipment</b></p>
<p>Jurisdictions will need cots, generators, and fuel trucks in regional location</p> <p>Fema trailers</p> <p>Physical animal shelter in most counties</p>
<p><b>Training</b></p>
<p>Need increased private sector and/or community outreach and engagement. Training courses includes:</p> <ul style="list-style-type: none"> <li>• E0411 Mass Care/Emergency Assistance Support for Field Operations</li> <li>• E0418 Mass Care/Emergency Assistance Planning and Operations</li> <li>• MGT-403 Response Planning for People with Access &amp; Functional Needs in Rural America</li> </ul>
<p><b>Exercises</b></p>
<p>Need to develop exercises focused on Mass Care operations.</p>

## Mass Search and Rescue Operations

### SPR Step 1: Assess Capabilities

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

*Within **48 hours** of an incident, conduct search and rescue operations for **1,500** people requiring rescue.*

Estimate of Current Capability

*Within **72 hours** of an incident, conduct search and rescue operations for **250** people requiring rescue.*

Capability Change Description

*The Mass Search and Rescue Operations capability is increasing due to the purchase of specialized equipment across the region. Several jurisdictions (Mt. Vernon and Hopkins Co) have purchased thermal imaging cameras to aide in operations; Delta Co, and Lamar County purchased drones to locate individuals during a search. The region also has a specialized dive team in the City of Paris and a CERT team in Lamar County to assist with operations. This capability has been exercised on a smaller scale during the Texas A&M disaster drill in October 2024, the Red River Army Depot exercise August 2024, the Airport Triannual Exercise in 2025, the Tornado Outbreak in 2023-2025 in Bowie Co, Lamar Co, and Morris Co. Lamar County Cert Team has also received updated training manuals, cert backpacks, and hosted cert training in 2025.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
N/A
<b>Organization</b>
<ul style="list-style-type: none"> <li>• Additional Search and Rescue teams</li> <li>• Additional Dive Team in Region</li> <li>• Volunteers and cert team in Bowie County</li> <li>• SRT Rope Team in Hopkins County</li> <li>• FFA Certified Drone operators in Delta and Franklin County</li> </ul>
<b>Equipment</b>
<ul style="list-style-type: none"> <li>• thermal imaging goggles in Lamar County, Titus CO, Red River Co</li> <li>• drones Franklin County</li> </ul>

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<ul style="list-style-type: none"> <li>• cadaver dog in region</li> </ul>
<b>Training</b>
<p>Still needing additional search and rescue training for regional team as well as other local agencies. Training needed includes:</p> <ul style="list-style-type: none"> <li>• PER-213 Wide Area Search</li> <li>• Swift water Rescue Operations Course</li> <li>• PER-334 Search and Rescue in Community Disasters</li> <li>• FFA 107 Drone Certification Class</li> </ul>
<b>Exercises</b>
<p>Regional exercises need to be held involving the search team, dive team, and community volunteers. Exercises should include usage of drones.</p>

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

### SPR Step 1: Assess Capabilities

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

*Within **2 hours** of an incident, provide security and law enforcement services to protect emergency responders and **5,000** people affected.*

Estimate of Current Capability

*Within **3 hours** of an incident, provide security and law enforcement services to protect emergency responders and **2,500** people affected.*

Capability Change Description

*The On-scene Security, Protection, and Law Enforcement capability level is decreasing due to a shortage of Law Enforcement Officers. This capability is strictly scenario based and can change depending on the type of incident. This capability is exercised often in the region during large special events such as the Hopkins County Stew Contest which brings in roughly 6,000 attendees, as well as during festivals, county fairs, and rival football games. This capability was exercised region wide during the April 2024 solar eclipse, which brought thousands of visitors to the region. During these events, Law Enforcement ensures a safe/secure environment for people and communities located within the affected area. Additionally, in 2023 Texarkana Independent School District has add metal detectors and officer screening at all school events, and the City of Paris purchased police barricades to ensure on-scene security and protection. Many agencies purchased radios for their law enforcement in 2023-2025, and the City of Sulphur Springs purchased law enforcement training equipment in 2023 as well to help sustain capabilities.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Plans should be updated to incorporate lessons learned from real world events.
<b>Organization</b>
Additional Law Enforcement officers are needed across the region.
<b>Equipment</b>
More mobile and portable radios are needed in, Cass County, Franklin County, and Titus County
<b>Training</b>

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N/A
Exercises
N/A

## Operational Communications

### SPR Step 1: Assess Capabilities

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

*Within **1 hour** of an incident, establish interoperable communications across **38** jurisdictions affected and with **50** partner organizations involved in incident management. Maintain for **14days**.*

Estimate of Current Capability

*Within **2 hours** of an incident, establish interoperable communications across **38** jurisdictions affected and with **50** partner organizations involved in incident management. Maintain for **14days**.*

Capability Change Description

*The Operational Communications capability level continues to increase due to the purchase of addition interoperable communication equipment. Several jurisdictions have purchase new mobile and portable radios. Through SERI funds ATCOG has been able to install 5 repeaters (Franklin County) in 2023-2024, 1 dispatch consoles, and 5 repeaters in (Delta County)2024, 1 communication tower in Lamar County (2024) 1 communication tower in Delta in 2025. Lamar County has also added 3 repeaters at 2 of their ISD locations in 2024, and are working on adding trucking capabilities across the county. The region conducts a monthly repeater test to all Emergency Operation Centers in the region to ensure interoperable communications, and conduct an annual communication exercise each summer that documents responder’s ability to operate their mobile and portable radios, as well as access the state interoperability channels. The City of Paris also has a HAM radio operator group that meets on a monthly basis and assesses their capabilities. The region is also hosted a Tri-State Communication exercise for February 2024 in preparation for the April 2024 solar eclipse.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Update Morris County and Cass County communication capability into the Regional Interoperable Communication Plan.
Inclusion in DPS Gaiter system
Regional propagation survey needed
<b>Organization</b>

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More HAM radio operators needed across the region.
<b>Equipment</b>
<p>Mobile and portable radios in all counties</p> <p>Repeaters need in Morris County, and Red River County, Bowie County</p> <p>Dispatch Consoles needed in Hopkins County, Morris County, and Sulphur Springs, and Titus County</p> <p>Communication Tower needed in Delta County and Hopkins County</p> <p>Regional repeater for hospitals to connect with each other</p> <p>Trunking capabilities</p> <p>Portable repeater</p>
<b>Training</b>
Additional training on radio operations, patching channels, and interloper channels is needed within the region.
<b>Exercises</b>
Need to implement corrective actions and improvement plans for exercises and real-world events. Need to increase participation in annual communication exercise.

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

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

*Within **4 hours** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **50** people requiring medical care.*

Estimate of Current Capability

*Within **4 hours** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **25** people requiring medical care.*

Capability Change Description

*The Public Health, Healthcare, and Emergency Medical Services capabilities have remained the same in the region. We have been able to utilize Senate Bill 8 scholarship funding in 2024 to get roughly 60 students through EMT schooling; however, there is still a shortage of nurses and EMTs in the region. We have several ambulances down due to staffing issues. This capability has been exercised in Lamar County with the November 2022 Tornado Outbreak where 13 individuals needed hospital transfer. EMS transport wait times are 20-30 minutes due to these staffing deficiencies. This capability has also been exercised on a smaller scale during the Red River Army Depot full scale exercise in August of 2024 and the Texarkana Airport Tri-Annual Exercise in October of 2025. To increase this capability our region will need to hire more nurses and EMT's to support medical triage, treatment, and transfers.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Develop triage plans.
Develop contracts or MOA for additional nurses and EMT's
<b>Organization</b>
More EMTs and nurses are needed to handle medical triage, treatment, and transfer.
<b>Equipment</b>
First Aid Kits with hemorrhage supplies in for Mt Vernon Police Department
<b>Training</b>
SAMA training for first responders.

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Training on setting up medical triage trailer and western shelter
Exercises
More exercises are needed that focuses of triage and transferring of patients.

## Situational Assessment

### SPR Step 1: Assess Capabilities

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

*Within **1 hour** of incident, and on a **6-hour** cycle thereafter, provide notification to leadership and **20** partner organizations involved in incident management of the current and projected situation. Maintain for **14days**.*

Estimate of Current Capability

*Within **1 hour** of incident, and on a **12-hour** cycle thereafter, provide notification to leadership and **20** partner organizations involved in incident management of the current and projected situation. Maintain for **14days**.*

Capability Change Description

*The Situational Assessment capability is increasing in the ATCOG region. This capacity has been tested numerous times during the Tornado Outbreaks, Hurricane Beryl, and Storms of 2023-2024. This capability has been exercised as well during the Red River Army Depot Full scale exercise November 2024, the Texas A&M Texarkana tabletop exercise in October of 2024, and the Texarkana Airport Disaster Drill in October of 2025. This capability is exercised and evaluated during daily incidents, and well. From exercise and real-world events, we have determined that notifications to leadership and partner organizations typically happen on a 12 hour cycle and can be maintained beyond 14 days.*

## SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Include all decision makers in the planning process and establish how flow of information should go.
<b>Organization</b>
<b>Equipment</b>
N/A
<b>Training</b>
Basic ICS training for leadership roles and VFDs (ICS 100, 200, 700, 800, 300, 400)
<b>Exercises</b>

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N/A
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## Infrastructure Systems

### SPR Step 1: Assess Capabilities

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

*Within **72 hours** of an incident, restore service to **2,000** customers without water service.*

*Within **72 hours** of an incident, restore service to **2,000** customers without wastewater service.*

*Within **72 hours** of an incident, restore service to **25,000** customers without communication service.*

*Within **72 hours** of an incident, restore service to **9,000** customers without electricity service.*

Estimate of Current Capability

*Within **72 hours** of an incident, restore service to **2,000** customers without water service.*

*Within **72 hours** of an incident, restore service to **2,000** customers without wastewater service.*

*Within **72 hours** of an incident, restore service to **25,000** customers without communication service.*

*Within **72 hours** of an incident, restore service to **9,000** customers without electricity service.*

Capability Change Description

*There have been no significant changes in the Infrastructure Systems capability level. This capability is strictly dependent on the incident and the capabilities of the private sectors. However, this capability has been tested during the Tornado Outbreaks, Hurricane Beryl, and Storms of 2023-2024. This capability has also been tested in Red River County Fall of 2024, when the well infrastructure system went down for over 2 weeks. The City of Paris is also in the process of updating their waste water systems. Planning efforts should be made to include utility, communication, and private sector providers in the planning process. The Christus St. Micheals Texarkana also hosted MGT 343 and MGT 345 in 2024.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Include utility, communication and private sector providers in the planning process.
Organization
N/A

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<b>Equipment</b>
N/A
<b>Training</b>
<p>Need training on critical infrastructure shut-offs and functionality at the local level. Training courses includes:</p> <ul style="list-style-type: none"> <li>• M-342 Strategic Overview of Disaster Management for Water and Wastewater Utilities</li> <li>• GT-343 Disaster Management for Water and Wastewater Utilities</li> <li>• MGT-345 Disaster Management for Electric Power System</li> <li>• MGT-410 Business Continuity Planning for Rural Power Companies</li> </ul>
<b>Exercises</b>
Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises.

## Economic Recovery

### SPR Step 1: Assess Capabilities

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

*Within **1 month** of an incident, reopen **75** businesses closed due to the incident.*

Estimate of Current Capability

*Within **3 months** of an incident, reopen **75** businesses closed due to the incident.*

Capability Change Description

*The Economic Recovery capability level has remained the same. However, jurisdictions are conducting annual inspections and updating building codes regularly, having these updated inspections and codes will make the process of reopening business a lot smoother. Additionally, several jurisdictions have been working with their private sectors/stakeholders on COOP plans. Economic recovery capabilities have also been evaluated during the Covid-19 Pandemic. Information regarding damage assessments, federal programs and funds have been distributed to assist with the return of economic and business activities. This capability has also been evaluated during the Lamar County tornado outbreak in 2023 and 2024 as well as the Hurricane Beryl Storms in Texarkana 2024.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Work with private sector and stakeholders on COOP plans in Franklin County Include private sector in local EOP planning process.
<b>Organization</b>
Building inspectors are need as well as personnel to assist with writing/reviewing businesses COOP plans.
<b>Equipment</b>
N/A
<b>Training</b>
Need training on continuity of operations and economic recovery. Training courses needed includes: <ul style="list-style-type: none"> <li>• Providing Post-Disaster Substantial Damage Technical Assistance to Communities</li> <li>• MGT-416 Continuity of Government Operations Planning for Rural Communities</li> </ul>

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- MGT-381 Business Continuity Planning
- IS-395 FEMA Risk Assessment Database
- IS-662 Improving Preparedness and Resilience through Public-Private Partnerships
- Continuity of Operations Planning Program Manager Train-the-Trainer

Exercises

Tabletop exercises with business sectors/stakeholders are needed to evaluate COOP plans.

## Health and Social Services

### SPR Step 1: Assess Capabilities

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

*Within **1 week** of an incident, restore functions at **5** affected healthcare facilities and social service organizations.*

Estimate of Current Capability

*Within **1 week** of an incident, restore functions at **5** affected healthcare facilities and social service organizations.*

Capability Change Description

*The Health and Social Services capability level continues to increase. Sustainment activities includes developing and enhancing COOP plans at healthcare and critical services agencies. Healthcare Coalitions are meeting and planning on a quarterly basis. Regional Healthcare Coordinator has provided several trainings throughout 2024 for healthcare facilities including MGT 317 in August of 2024, MGT 439 November 2025, MGT 319 in June 2025, and MGT 348 in March 2025. DSHS Public Health Preparedness Specialist, and Regional Hospital Preparedness planners continue to be a part of our THIRA committee to help assess health and social service capabilities.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Update hospital and social service organizations COOP plans. Include these organizations in local EOP plans
<b>Organization</b>
Healthcare Coalition is needed in Cass Co., Franklin Co., Titus Co., and Hopkins Co.
<b>Equipment</b>
Specialized transportation vehicles for transport of critical patients.
<b>Training</b>
Training needed includes: <ul style="list-style-type: none"> <li>• E0426 Building a Roadmap to Resilience: A Whole Community Training</li> </ul>

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- MGT 341, Disaster Preparedness for Healthcare Organizations within the Community Infrastructure

Exercises

Health and Social Services capabilities need to be incorporated into more exercises. COOP plans need to be exercised on a regular basis. All healthcare facilities need to participate in a regional coordinated exercise amongst each other.

## Housing

### SPR Step 1: Assess Capabilities

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

Within **1 year** of an incident, **500** people requiring long-term housing, including **75** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Estimate of Current Capability

*Within **1 year** of an incident, **250** people requiring long-term housing, including **25** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.*

Capability Change Description

*The Housing capability level for our region has currently decreased. Due to the decline in the housing market, there are very few homes available to buy or rent. There are limit vacancies in apartment across the region which is forcing individuals to seek hotel and motels for temporary housing. Many of the hotels and motels are now regularly booked with individuals that do not have permanent housing. The region as a whole need to enhance housing plans and MOA to assist with long-term housing.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Long term housing plans need to be develop/enhanced for all jurisdictions. Private housing partners should be identified and included in the planning process.
<b>Organization</b>
Personnel needed to find housing for a large amount of people.
<b>Equipment</b>
Temporary housing units such as trailers/ mobile homes.
<b>Training</b>
Need additional training on implementing housing solutions. Additional training courses needed includes: <ul style="list-style-type: none"> <li>• Administration of Public Assistance for Community Recovery</li> <li>• E0210 Recovery from Disaster: The Local Community Role</li> </ul>

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- G0282.2 Manufactured Homes and the National Flood Insurance Program
- Preparing for Post-Disaster Responsibilities
- Rapid Needs Assessment
- Recovery from Disaster: The Local Government Role
- MGT-415 Disaster Recovery in Rural Communities
- MGT-416 Continuity of Government Operations Planning for Rural Communities
- IS-368 Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations

**Exercises**

Need increased incorporation into exercise objectives and scenarios; capability is rarely included in exercises. Future exercises should address housing shortages, housing assessments, and reconstruction/rehabilitation of damaged homes. Exercises should also include key stakeholders such as apartment complex owners, and hotel/motel owners.

## Natural and Cultural Resources

### SPR Step 1: Assess Capabilities

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

*Within **6 months** of an incident, restore **3** damaged natural and cultural resources and historic properties registered in the jurisdiction.*

Estimate of Current Capability

*Within **1 year** of an incident, restore **2** damaged natural and cultural resources and historic properties registered in the jurisdiction.*

Capability Change Description

*The Natural and Cultural Resources capability level has not changed. However, in October 2019, Hopkins County pipeline incident did affect the historic Turkey Creek properties and restoration is in process as of 2023. This exercise is not exercised often and few real world events have occurred.*

### SPR Step 2: Describe Capability Gaps

Capability Gaps

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

<b>Planning</b>
Develop national preservation recovery plans in all 9 counties Include local national preservation in planning process
<b>Organization</b>
Personnel not capable of meeting this capability due to lack of trained personnel. Additional trained personnel is needed across the region to conduct preliminary assessments.
<b>Equipment</b>
N/A
<b>Training</b>
Training is needed for understanding and estimating impacts on natural and cultural resources to better develop a recovery plan. Additional courses needed includes: <ul style="list-style-type: none"> <li>• HEART (Heritage Emergency Response Training)</li> <li>• Protecting Historic Properties during Disaster Response</li> <li>• Coordination NEPA and Section 106</li> </ul>
<b>Exercises</b>

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This capability is never exercised; future exercises should include planning for damage assessment and environmental and historic preservation.

## 2025 Priorities

### Top 3 Core Capabilities to Sustain in 2025

1. Planning
2. Community Resilience
3. Threats and Hazards Identification

### Top 3 Core Capabilities to Build in 2026

1. Operational Communication
Operational Coordination
2. Interdiction and Disruption