



Central Texas Council of Governments
Council of Government

Texas Homeland Security
Strategic Plan
2015-2020

Implementation Plan for 2017

November 1, 2016

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Central Texas Council of Governments
Texas Homeland Security Strategic Plan 2015-2020
Implementation Plan for 2017

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FOREWORD

The Texas Homeland Security Strategic Plan, dated 2015-2020, directs that “Each Council of Governments will develop an annual implementation plan [for the strategy] detailing significant regional and local implementation tasks.”

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

This implementation plan is for 2017. It identifies priority actions that have clear performance measures, completion milestones, and required resources.

This homeland security implementation plan also ensures that the Central Texas Council of Governments is fully integrated into the Texas Homeland Security Strategic Plan and has identified all resources necessary to achieve homeland security preparedness goals for 2017.

Jim Reed, AICP
Executive Director
Central Texas Council of Governments

SECTION I: GENERAL

A. Purpose and Scope

This document establishes the Central Texas Council of Government's (CTCOG)'s Implementation Plan in support of the Texas Homeland Security Strategic Plan 2015-2020. It establishes priority actions with specific performance measures to be completed by milestones established in the plan. This plan is a roadmap for our homeland security preparedness and identifies the resources required to implement the plan. Provisions of this document apply to all aspects of the region's homeland security activities, and all jurisdictions within the region share responsibility for implementing this plan.

B. Planning Process

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

C. Authorities

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

D. Key Personnel

Position Title	Point of Contact	E-mail Address/ Office Telephone	Area of Responsibility
CTCOG Executive Director	Jim Reed	jreed@ctcog.org 254-770-2236	CTCOG Regional Response Plan
Bell County Judge	Jon Burrows	jon.burrows@co.bell.tx.us 254-933-5105	Bell County Emergency Management
Coryell County Judge	John Firth	county_judge@coreyllcounty.org 254-865-5911	Coryell County Emergency Management

Hamilton County Judge	Mark Tynes	countyjudge@hamiltoncountytexas.org 254-386-1290	Hamilton County Emergency Management
Lampasas County Judge	Wayne Boultinghouse	wayne.boultinghouse@co.lampasas.tx.us 512-556-8271	Lampasas Emergency Management
Milam County Judge	Dave Barkemeyer	dbarkemeyer@milamcounty.net 254-697-7001	Milam County Emergency Management
Mills County Judge	Kirkland Fulk	kirkland.fulk@co.mills.tx.us 325-648-2222	Mills County Emergency Management
San Saba County	Byron Theodosis	judge@san-sabacounty.org 325-372-3635	San Saba County Emergency Management
Bell County EMC	Michael Harmon	Michael.Harmon@co.bell.tx.us 254-933-5587	Bell County EMC
Coryell County EMC	Bob Harrell	coryellcountymc@coryellcounty.org 254-223-0952	Coryell County EMC
Hamilton County EMC	Mark Tynes	countyjudge@hamiltoncountytexas.org 254-386-1290	Hamilton County EMC
Lampasas County EMC	Angela Rainwater	emergencycoor@co.lampasas.tx.us 254-556-4177	Lampasas County EMC
Milam County EMC	Susan Reinders	sreinders@milamcounty.net 254-697-7060	Milam County EMC
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Killeen EMC	TBD	254-220-8864	Killeen EMC

Figure I-1. Identification of Key Personnel

E. References

1. The Texas Homeland Security Strategic Plan 2015-2020, October 2016
2. State of Texas Emergency Management Plan, May 2012
3. The National Incident Management System, December 2008
4. The National Prevention Framework (2nd Ed.), June 2016
5. The National Protection Framework (2nd Ed.), June 2016
6. The National Mitigation Framework (2nd Ed.), June 2016
7. The National Response Framework (3rd Ed.), June 2016
8. The National Disaster Recovery Framework (2nd Ed.), June 2016
9. The National Preparedness Goal (2nd Ed.), September 2016

10. The National Preparedness System, November 2011
11. Homeland Security Exercise and Evaluation Program, April 2013
12. Department of Homeland Security Infrastructure Taxonomy Version 4.0, February 2011
13. Texas Division of Emergency Management Fiscal Year 2017 Training Calendar
14. Central Texas Council of Governments Regional Emergency Management Plan.

SECTION II: PREPAREDNESS ASSESSMENT

A. Regional Overview

The Central Texas Council of Governments, known as CTCOG, was established as a sub-region in 1968 and gained full regional status in 1974. The seven counties encompassed by the CTCOG region include Bell, Coryell, Hamilton, Lampasas, Milam, Mills and San Saba. These counties cover a total area of 5,514 square miles and contain 32 cities and several unincorporated communities. The CTCOG region is on the edge of the Texas Hill Country; however, most of the area is flatland or gently rolling terrain. The soils along the western portion of the area are mostly sandy loams, graduating to black soils in the central area of the region. Moderate to subtropical conditions characterize the climate of the region. There are two Dams, a new water facility that provides water for most of central Bell County, and Bell County Justice complex, including the Bell County Communication Center, located throughout the county. Bell County has a population of 329,140 people. Bell County is the 16th most populated county in the State of Texas.

Bell County is centrally located along the I-35 corridor. Bell County is serviced by two major railroads and offers state-of-the art medical facilities, several excellent colleges, and a large regional airport, all of which make it a great choice to call home. Bell County is home to Fort Hood. With a capacity of 50,000 troops, it is one of the largest military installations in the free world.

B. Threats and Hazards

Based on this year's THIRA report, wildfires, droughts, and terrorist attacks are of particular concern to the area. Currently, Central Texas is still feeling the effects of the 2011 drought that hit most of the year. Even though Central Texas has received precipitation this year we are still behind on average rainfall for the year. With the below average rainfall this year, this has caused a high probability for wild fires throughout the region. All counties in the region are at risk of wildfire. In the last couple of decades, Central Texas has seen numerous terroristic events occur from the 1991 Luby's mass shootings to the 2009 Ft. Hood shootings. Terrorist plots have thwarted due to shared intelligence by various authorities.

C. Capability Assessment

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

SECTION III: CONCEPT OF IMPLEMENTATION

A. Overview

Although the Texas Homeland Security Strategic Plan establishes the road map for the next five years, this particular implementation plan focuses only on 2016 – 2017. Each year the Central Texas Council of Government will write a Homeland Security Strategic Implementation Plan for the following year predicated on assessing preparedness actions and adjusted risk assessments from the current year. This section of the implementation plan identifies priority actions that support the goals and objectives listed in SECTION THREE of the Texas Homeland Security Strategic Plan and identifies resources required to accomplish objectives no later than the established milestones.

Objective Number	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Jurisdictions plans are to be reviewed yearly or anytime that changes need to be made to their plans. Monthly Jurisdiction Prepared Profiles are discussed at each monthly Homeland Security Advisory Committee (HSAC) which are held on a rotation basis among all of the counties	Each of the EMC's familiarize themselves with each of the other counties equipment and areas served.	HSAC source of funding is the SHSP grant which has served in their current goal-in-process of becoming 100% interoperable.	During some of the planning meetings it was decided to go back to all of the agencies and provide hands on radio training on each of their radio systems. Turnover rate among dispatch left many of the dispatchers unfamiliar with their equipment.
Organization				
Equipment				
Training	The implementation plan will exploit available homeland security training, particularly federally-funded training that is vetted and certified and training that has been approved by the SAA for the State of Texas.	Each agency and organization should determine what training is required in order to ensure their employees and local jurisdictions are able to perform homeland security responsibilities.		During the past year we had offered several types of training.
Exercise	The region will be participating in a full scale Bombing Prevention exercise with federal, state, and local agencies.	Coordinated with the Texas Division of Emergency Management (TDEM) to ensure a coordinated, statewide effort and consistent standard of excellence.	The National Emergency Response and Rescue Training Center (NERRTC) develop, deliver, and assure the quality of exercises on behalf of the TDEM.	Completion Date is expected to be January 2017.

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

OBJECTIVE 1.1: Expand and enhance the statewide intelligence capability that reduces the threat of terrorism and criminal enterprises.

a. Recent Accomplishments:

- 1) Maintained Code Red Emergency Communications System “reverse 911” system in all counties, to include training personnel on how to use the system. Increased awareness through several training sessions and webinar on how to operate the system among the various agencies.
- 2) Participated in the full scale exercise with Ft. Hood (see Appendix C1) which allowed local, state, and federal agencies to build cohesion.
- 3) CTCOG Region 23 completed the requirement of the National Emergency Communications Plan (NECP).
- 4) Narrow banding of some 630 VHF radios and upgrades to P25 capability improved interoperable communications between agencies.
- 5) Upgrading Bell County Communication center with new P25 equipment.

b. Implementation Tasks:

- 1) Continue to train agencies on use of the Code Red Emergency Notification system.
- 2) Continue to plan and participate in local, state, and federal exercises.
- 3) Continue to upgrade the regions radio systems to ensure interoperability between local, state, and federal agencies.
- 4) Continue to implement law enforcement training specifically targeting terrorism and criminal enterprises.

c. Performance Measures:

- 1) Relevant terrorism-related information is incorporated into planning, training, and day-to-day operations.
- 2) Stakeholders, contributors, and consumers of information and intelligence were identified and included in collaborative activities and the flow of information.
- 3) Protocols were in place and successfully applied.
- 4) Information was put in priority, categorized, and disseminated according to established standards.
- 5) Classified information was properly handle

d. Elements of Preparedness:

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

a. Recent Accomplishments:

- 1) Participated in the full scale exercise with Ft. Hood (see Appendix C1) which allowed local, state, and federal agencies to build cohesion.
- 2) CTCOG Region 23 completed the requirement of the National Emergency Communications Plan (NECP).
- 3) Continually replacing all radios with the upgrade of P25 capability improved interoperable communications between agencies.

b. Implementation Tasks:

- 1) Continue to plan and participate in local, state, and federal exercises.
- 2) Continue to upgrade the regions radio systems to ensure interoperability between local, state, and federal agencies.
- 3) Continue to implement law enforcement training specifically targeting terrorism and criminal enterprises, to include classes focused on crime scene investigation and processing of evidence.

c. Performance Measures:

- 1) Legal investigative jurisdiction was established upon investigation unit arrival at incident.
- 2) Identified, interviewed, and investigated victims, witnesses, informants, and suspects.
- 3) Time to apprehend suspects achieved standard.
- 4) Time to secure and preserve the incident scene achieved standard.
- 5) Time to complete scene investigation achieved standard.
- 6) Initial assessment of incident scene was conducted.
- 7) Investigative access was available to all-source intelligence/information from Federal, State, tribal, local, private sector, and other non-Federal entities.
- 8) Evidence was documented and preserved.
- 9) Suspects, witnesses, bystanders, victims/friends/family, and other first responders were secured and separated.
- 10) Proper procedures on obtaining and executing warrants were followed.

d. Elements of Preparedness:

Objective 1.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Expand Neighborhood Watch, Reserve Deputy/Reserve Officer, and Citizen Academy Programs.	CTCOG, Regional Agencies, and School Districts	Police Officers Training Grants	Continuous
Organization	CTCOG will schedule law enforcement training through criminal Justice Grants. CTCOG and Law Enforcement must track their agencies training needs and ensure officers attend.	CTCOG, Regional Agencies, and School Districts	Police Officers Training Grants	Continuous
Equipment	CTCOG will report training hours for law enforcement training.	CTCOG	N/A	Ongoing
Training	Develop an ongoing training program which includes anti-terrorism activities.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Agencies shall participate in Regional exercise annually.	Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

- 1) Increase of participation in the Regional Ft Hood Exercise to include more of the regions local agencies.
- 2) Increased more training for all law – enforcement agencies – regarding smuggling and trafficking awareness.
- 3) Each year a regional training activity that runs for two day s is hosted by the District attorney office for all agencies to attend – in regards to drugs trade and human trafficking for our region.
- 4) Through grant funds – some law enforcement agencies have purchased infrared camera for surveillance and drug busts.

b. Implementation Tasks:

- 1) Increase awareness of Terrorists and Cartels who may be affiliated with new organizations – recruitment of new people.
- 2) Disrupt smuggling paths – increase more awareness of possible o active smuggling routes into the counties and cities.
- 3) Target those mid-level operations of the drug and smuggling trade.
- 4) Increase number of officers on the ground for raids on those buildings with suspicious activity.
- 5) Airlines are vetting international flights passengers.
- 6) Screening of cargo on airplanes.

c. Performance Measures:

- 1) COG's have training for law enforcement personnel.
- 2) Area law enforcement agencies and district attorneys are handling more cases involving drugs and smuggling. Seems to deter criminals for short time frames.
- 3) Increase of law enforcement presence on most major highways.

d. Elements of Preparedness:

Increase the training efforts for Law enforcement regarding human trafficking and drug cartels in the area.

Objective 1.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Expand Neighborhood Watch, Reserve Deputy/Reserve Officer, and Citizen Academy Programs.	CTCOG, Regional Agencies, and School Districts	Police Officers Training Grants	Continuous
Organization	CTCOG will schedule law enforcement training through criminal Justice Grants. CTCOG and Law Enforcement must track their agencies training needs and ensure officers attend.	CTCOG, Regional Agencies, and School Districts	Police Officers Training Grants	Continuous
Equipment	CTCOG will report training hours for law enforcement training.	CTCOG	N/A	Ongoing
Training	Develop an ongoing training program which includes anti-terrorism activities.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Agencies shall participate in Regional exercise annually.	Emergency Management Coordinators	N/A	Annually

OBJECTIVE 1.4: Increase public awareness and reporting of suspicious activities related to crime and terrorism, with emphasis on drug trafficking, human trafficking, and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) threats.

a. Recent Accomplishments:

- 1) Increase of participation in the Regional Ft Hood Exercise to include more of the regions local agencies.
- 2) Increase awareness through social media about reporting suspicious activities in your area.

b. Implementation Tasks:

- 1) Increase awareness of Terrorists and Cartels who may be affiliated with new organizations – recruitment of new people.
- 2) Airports are making passenger aware of baggage or luggage left unattended in the airport – reporting to proper authorities.
- 3) Expand multi-agency crime and counterterrorism programs.

c. Performance Measures:

- 1) COG's have training for law enforcement personnel.
- 2) Area law enforcement agencies and district attorneys are handling more cases involving drugs and smuggling. Seems to deter criminals for short time frames.
- 3) Increase of law enforcement presence on most major highways.

d. Elements of Preparedness:

- 1) Increase the training efforts for Law enforcement regarding human trafficking and drug cartels in the area.
- 2) Share information among agencies regarding possible terrorist organizations or cells and other related threats.
- 3) Increase networking among agencies in the region and the adjoining counties.

Objective 1.4	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Expand Neighborhood Watch, Reserve Deputy/Reserve Officer, Citizen Academy Programs and CERT Programs.	CTCOG, Regional Agencies, and School Districts	Homeland Security Grants, Police Officers Training Grants, and various other funds	Continuous
Organization	CTCOG will work with local agencies to schedule classes targeted at civilians involving terrorism and criminal activities.	CTCOG, Regional Agencies, and School Districts	Homeland Security Grants, Police Officers Training Grants, and various other funds	Continuous
Equipment	CTCOG will report training hours for law enforcement and provide classroom space if needed.	CTCOG	N/A	Continuous
Training	Schedule classes and participate in community events to engage with the public.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Agencies shall participate in Regional exercise annually.	Emergency Management Coordinators	N/A	Annually

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

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

a. Recent Accomplishments:

- 1) Updated and submitted changes to the (CI/KR) to the state.
- 2) Evaluated regional plans through two full scale exercises and one table top exercise (see Appendix C).
- 3) Implemented a regional All-hazards incident management team to aid in planning and identifying vulnerable areas throughout the region.

b. Implementation Tasks:

- 1) Critical infrastructure identification plan (CIIP) is in place.
- 2) Critical infrastructure identification plan is regularly reviewed and output validated.
- 3) Percent of infrastructure location designed/refitted to current security best practices and Federal/State/Local regulations.
- 4) A standardized criterion has been developed for identification, prioritization, and protection of CI/KR.
- 5) Applied the DHS process and criteria for conducting threat, vulnerability, and risk assessments for identified CI/KR.
- 6) Implement a training calendar to ensure IMT members are properly trained and credentialed.
- 7) Continue to issue badges to control access to CI/KR facilities.
- 8) Tighter security around most of the Critical Infrastructures and key Resources have been implemented.

c. Performance Measures:

- 1) Appropriate analytic "risk management" model, which identifies potential adverse incidents and associated probability and consequences, was used to assess risk or vulnerability and identify probable treatment methods to reduce risk
- 2) Innovative, visible, or advertised surveillance was employed at vulnerable or key sites to increase the probability of recognition and capture
- 3) Continuity of operations plans and protective measures were effectively implemented for all identified CI/KR.
- 4) Critical infrastructure interdependencies were recognized.
- 5) Number of IMT personnel that have been trained.
- 6) CI/KR reports are continuously reviewed, updated, and submitted to state annually.

d. Elements of Preparedness:

Objective 2.1	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Updating CI/KR, Coordinate training for IMT teams, and Credentialing	CTCOG will assist in updating CI/KR database. CTCOG will also assist with coordination of training for IMT when needed.	To be Determined	Ongoing
Organization	CTCOG will also maintain badge making system at the COG	CTCOG, Local Communities, and County agencies.	Homeland Security Grant Funds	Ongoing
Equipment	Badge System	CTCOG and Bell County Communications Center	N/A	Ongoing
Training	Develop an ongoing training program covering planning and mitigation	CTCOG, Local Communities, and County agencies.	N/A	Ongoing
Exercise	Agencies shall participate in Regional exercise annually.	CTCOG, Local Communities, and County agencies.	N/A	Annually

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

a. Recent Accomplishments:

- 1) Area agencies continued to equip and train HAZMAT teams.
- 2) Area agencies were able to implement and test response capabilities and plans by participating in the Ft. Hood full scale exercise (see Appendix C1)

b. Implementation Tasks:

- 1) Critical infrastructure identification plan (CIIP) is in place.
- 2) Critical infrastructure identification plan is regularly reviewed and output validated.
- 3) Plan and system is in place to support enhanced security at high threat periods.
- 4) Duration that enhanced protective measures can be sustained (days)
- 5) Assessment, discovery and interdiction capabilities for chemical threats are in place.
- 6) System is in place to identify sources for substances identified as potential chemical attacks.
- 7) Number of adequately staffed, trained, certified, and equipped deployable detection systems available for special security events
- 8) Number of adequately staffed, trained, certified, and equipped deployable personnel available for special security events
- 9) Tools for assessing the general state of health for people, plants and animals are in place.
- 10) Tools for monitoring food and water are in place.
- 11) Effective use is made of information generated by the intelligence and counterterrorism communities, law enforcement agencies, and other government agencies; and information is provided to these resources
- 12) Local first responders are trained and equipped to quickly detect chemical, biological and radiological materials and/or exposure at the scene of a major incident.
- 13) Local medical staff is adequately trained to detect and diagnose symptoms of exposure to chemical, biological or radiological materials.
- 14) Local medical facilities are included in the Critical Infrastructure Identification Plan

c. Performance Measures:

- 1) Plans and procedures were successfully implemented.
- 2) Loss of life and economic impact from a chemical, biological, radiological, nuclear or explosive attack is minimized.

- 3) Accurate identification of CBRNE type and source was achieved.
- 4) Appropriate personnel were properly trained and able to use processes and systems to rapidly and accurately detect CBRNE materials and respond appropriately.
- 5) Local first responders, including fire rescue and emergency medical services (EMS), recognized the presence of chemical, biological or radiological materials during emergency responses and took appropriate measures to respond
- 6) Local medical community recognized exposure to chemical, biological or radiological materials and took appropriate measures to respond.
- 7) Appropriate survey instruments and detection equipment were functional to monitor agent reappearance or spread.
- 8) Information and conditions were communicated to the appropriate authorities.

d. Elements of Preparedness:

Objective 2.2	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Continue to train regional agencies Hazmat teams and first responder.	CTCOG, Regional Emergency Services	To be determined	Ongoing
Organization	CTCOG and Regional Emergency Service Agencies will coordinate training to ensure personnel can respond to CBRNE incidents.	CTCOG, Regional Emergency Services	To be determined	Ongoing
Equipment	Local agencies will be responsible for acquiring required equipment.	Regional Emergency Service Agencies	Local funds and grants	Ongoing
Training	CTCOG will work with TDEM and other agencies to bring in required training.	CTCOG and Regional Emergency Service Agencies	N/A	Ongoing
Exercise	Agencies shall participate in Regional exercise annually.	CTCOG and Regional Emergency Service Agencies	N/A	Annually

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

a. Recent Accomplishments:

There have been no recent accomplishments in this area.

b. Implementation Tasks:

- 1) Plans, policies, and procedures are in place for food and agriculture safety and defense in accordance with NIMS/NRP and TEMP.
- 2) Trained personnel by emergency response function (as outlined in emergency plans)
- 3) Functional food crop positive identification trace-back and trace-forward tracking systems is in place.
- 4) Relevant international agriculture and health officials are identified and contact information is kept current; copies of relevant international standards and regulations are available
- 5) Plans are exercised and tested.

c. Performance Measures:

- 1) Food and agriculture safety and defense plans, policies, and procedures were successfully implemented in accordance with NIMS/NRP and TEMP.
- 2) Number of samples processed
- 3) Number per day of agricultural sources evaluated
- 4) Number per day of food processing plants evaluated
- 5) Adequate security at processing facilities
- 6) Risk communication was effective in providing timely and accurate information to the public.
- 7) Trace-forward system to track food items already in the distribution supply system was successfully implemented.

d. Elements of Preparedness:

Objective 2.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Implement the agricultural industry into regional plans	CTCOG and area Emergency Management Coordinators	N/A	2016
Organization	During the planning phase, implement stakeholders and local farmers.	CTCOG and area Emergency Management Coordinators	N/A	2016
Equipment	N/A	N/A	N/A	N/A
Training	Coordinate training through outside agencies and TDEM involving Agricultural terrorism and disasters.	CTCOG and area Emergency Management Coordinators	N/A	2016
Exercise	Once finished, the plan will be tested during a regional exercise.	CTCOG, EMCs, Stakeholders, and Emergency Services from the region.	N/A	2016

OBJECTIVE 2.4: Enhance the Safety of Schools in Texas.

a. Recent Accomplishments:

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

b. Implementation Tasks:

- 1) Schools have the ability to conduct vulnerability self-assessments.
- 2) Schools can create emergency operations plans (EOPs) that meet the standards for the State of Texas.
- 3) Independent School Districts have the ability to provide school officials training on homeland security-related and all hazards school safety.
- 4) Schools and Independent School Districts (ISDs) are capable of participating in drills and exercises.
- 5) Continue to provide training aids to local schools.

c. Performance Measures:

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

d. Elements of Preparedness:

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

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

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

a. Recent Accomplishments:

- 1) Completed and submitted Hazard Mitigation Action Plans to state were sent to FEMA - - has since hired a consultant to handle project for multi counties.
- 2) Identified and developed action plans throughout the region to mitigate natural hazards. Have held regional Mass Fatality Exercise for CTCOG region over 60 participants representing every CTCOG county (7) Cities (10), DDC, Federal, State and local agencies.
- 3) Participated in a full scale exercise "Operation Stormy Weather" to test county and regional plans (see Appendix C2).
- 4) Completed a Regional Mass Fatality plan for CTCOG region. Distributed to each County and City.

b. Implementation Tasks:

- 1) The ability to conduct vulnerability assessments.
- 2) The capacity to complete hazard mitigation plans.

c. Performance Measures:

- 1) There is a statewide hazard vulnerability assessment process that is routinely updated by local jurisdictions.
- 2) Local jurisdictions have natural hazards mitigation plans that have been coordinated and tested in an exercise.
- 3) Natural hazard mitigation is integrated into COG regional plans.

d. Elements of Preparedness:

Objective 3.	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Continue to review and submit updates to the Hazard Mitigation Action Plans	Local Emergency Management Coordinators	Homeland Security Grants	Annually
Organization	Build a team involving Emergency Services, Stakeholders, and the community.	Local Emergency Management Coordinators, Stakeholders, Emergency Service Agencies, and the Community	N/A	Ongoing
Equipment	Room to hold meetings	Local Emergency Management Coordinators	N/A	Continuous
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG and Emergency Management Coordinators	N/A	Ongoing
Exercise	Test updated plans annually through regional exercises	CTCOG and Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

- 1) Completed and submitted Hazard Mitigation Action Plans to state were sent to FEMA - - has since hired a consultant to handle project for multi counties.
- 2) Identified and developed action plans throughout the region to mitigate natural hazards. Have held regional Mass Fatality Exercise for CTCOG region over 60 participants representing every CTCOG county (7) Cities (10), DDC, Federal, State and local agencies.
- 3) Participated in a full scale exercise "Operation Stormy Weather" to test county and regional plans (see Appendix C2).
- 4) Completed a Regional Mass Fatality plan for CTCOG region. Distributed to each County and City.

b. Implementation Tasks:

- 1) The ability to conduct vulnerability assessments.
- 2) The capacity to complete hazard mitigation plans

c. Performance Measures:

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

d. Elements of Preparedness:

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

OBJECTIVE 3.3: Enhance the social resilience of Texas communities.

a. Recent Accomplishments:

- 1) Continue to expand implementation of the Code Red informational warning system
- 2) Ham radio operators are an ever present function of the Multi-Communications plan and exercises.
- 3) P25 Radio Interoperability continues to draw participation from communities seeking to better their preparedness.

b. Implementation Tasks:

- 1) Expand the role of volunteers in mitigation planning.
- 2) Develop stronger bonds with stakeholders by increasing solicitation of input at meetings and exercises.
- 3) Increase public education programs on Homeland Security and Hazard Mitigation through community outreach.

c. Performance Measures:

Assess and prepare action plans for the recovery and sustainability of communities in the aftermath of an event.

d. Elements of Preparedness:

Objective 3.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Perpetuate participation in CERT programs, other volunteer based programs	CTCOG, Regional Agencies, and School Districts	Homeland Security grants, various other funds	Continuous
Organization	Create working groups to enhance participation and plan by-in.	CTCOG, Regional Agencies, and School Districts	Homeland Security grants, various other funds	Continuous
Equipment	Rooms to hold meetings	Emergency Management Coordinators, Schools	N/A	Continuous
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Ensure stakeholders have by-in and participation in annual Regional exercise	Emergency Management Coordinators	N/A	Annually

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

OBJECTIVE 4.1: Maximize response capabilities by enhancing statewide regional response resources and the state and regional mutual aid network.

a. Recent Accomplishments:

N/A

b. Implementation Tasks:

- 1) Perpetuate continued upgrades to P25 radio interoperability.
- 2) Perpetuate continued enhancements to Regional Hazardous Material Response Teams.
- 3) Public awareness / education in Homeland Security events.
- 4) HMAP enhancements according to updated threat assessments in the Region.

c. Performance Measures:

- 1) Interoperability tested monthly through radio checks and capability assessments.
- 2) Regional Haz-Mat Teams participation in annual Regional exercise

d. Elements of Preparedness:

Objective 4.1	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Continue to review and submit updates to the Hazard Mitigation Action Plans	CTCOG, Regional Emergency Management Coordinators	Homeland Security grants, various other funds	Continuous
Organization	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	Homeland Security grants, various other funds	Continuous
Equipment	Rooms for meetings	CTCOG, local Emergency Management Coordinators	N/A	Continuous
Training	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Test updated plans annually through regional exercises	Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

- 1) Applied for 2014 Swept funds allocation to provide equipment, maintenance for Regional Hazard Material Response Teams.
- 2) Three dedicated Regional Response Teams in Regional.

b. Implementation Tasks:

- 1) Regional Response Teams are evenly spread throughout the Region.
- 2) Temple Fire Dept., Killeen Fire Dept. and Lampasas Fire Dept. can operate independently or collectively depending on Regional needs.
- 3) Upgrades to existing equipment and purchase of new equipment.
- 4) Training new and existing personnel.

c. Performance Measures:

Teams will participate in stand-alone training and exercises between the three teams and will participate in the annual Regional exercise.

d. Elements of Preparedness:

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

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

a. Recent Accomplishments:

- 1) Milam County radios bench-checked and cleared for re-distribution by Emergency Management Coordinator for smaller communities that are NIMS compliant.
- 2) Bell County P25 capability still moving forward; nearly all handheld and portable systems are compliant. Trunking system continues toward becoming 100%.
- 3) Copperas Cove radios are one step closer to 100% with the upgrade of portable units.

b. Implementation Tasks:

- 1) Continue with upgrading all P25 800 radios in the region to include hand held, portable and trunking system components.
- 2) Continue training end users on new P25 system.

c. Performance Measures:

- 1) Radio interoperability checks conducted on monthly basis; includes medical/hospital participants.
- 2) Radio communication assessed during annual Regional exercise.
- 3) Daily operational usage.

d. Elements of Preparedness:

Objective 4.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Solicit current capabilities assessment from local EMCs, agencies, end users.	CTCOG	Homeland Security grant funds, various other funds	Continuous
Organization	Coordinate with TDEM and Emergency Management Coordinators for updates on capability requirements	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Equipment	Upgrade/refurbish existing, source new equipment that meets or exceeds current capability requirements	Regional Emergency Management Coordinators, Agencies, local government	Homeland Security grant funds, various other funds	Ongoing
Training	Coordinate with vendors, Emergency Management Coordinators to source training for users	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Capabilities assessment during annual Regional exercise.	Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

- 1) Monthly participation in CTRAC meetings and exercises to promote enhanced medical response.
- 2) CTRAC participated in the 2016 Mass Fatality Exercise.

b. Implementation Tasks:

- 1) Continue to participate in CTRAC meetings and planning sessions.
- 2) Include CTRAC, local area medical agencies on Regional HMAP and mitigation planning.

c. Performance Measures:

Review update planning and performance based on participation in annual Regional exercise.

d. Elements of Preparedness:

Objective 4.4	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Input capabilities and assessment from THIRA and SPR	CTCOG, CTRAC and Emergency Management Coordinators.	Homeland Security Grant funds	Continuous
Organization	Coordinate with FEMA, TDEM to provide classes for emergency operations and sustainment.	CTCOG, Regional Agencies, and Emergency Management Coordinators.	Homeland Security grant funds, various other funds	Continuous
Equipment	Rooms for meetings	CTCOG, CTRAC	N/A	Continuous
Training	Medical facilities participate in Regional functional and table top exercises.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

- 1) CTCOG recently updated the MAC plan which included updating the contacts of all Judges in the seven county regions.
- 2) CTCOG forwards all information received from DPS/TDEM to all local leaders and agencies.

b. Implementation Tasks:

- 1) Public information plans are coordinated with all appropriate agencies and include partners (e.g., community leaders, media outlets, private companies).
- 2) Emergency operations plan has procedures for emergency public information and warning.
- 3) Public information plan is exercised.
- 4) Number of media modes available to notify the public of emergency actions (e.g., radio, television, sirens etc.).
- 5) Time from initial knowledge of risk of impending danger/identification of vulnerable population(s) to dissemination of information.
- 6) Jurisdiction can reach special populations with accurate, consistent, and timely information.

c. Performance Measures:

- 1) Public information plan was successfully implemented.
- 2) Notifications were communicated to appropriate individuals and groups according to emergency operations plans.
- 3) Emergency public information was coordinated and consistent across agencies.
- 4) All affected populations were notified of emergency and appropriate actions.
- 5) Adequacy of the release of timely, accurate information to the public.
- 6) Percent of requests for information that was credibly answered.
- 7) Length of time to establish a Joint Information Center.
- 8) Length of time from threat notification to activation of warning system.
- 9) Length of time from incident to the first news conference.

d. Elements of Preparedness:

Objective 3.9	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	CTCOG staff works to identify special needs populations in the region. CTCOG staff works to increase familiarity with risk communications protocols at local level.	CTCOG	N/A	Ongoing
Organization	CTCOG works with EMCs, local elected officials, and others who will be involved with the dispensing of public information.	CTCOG	N/a	Ongoing
Equipment	A later determination will be made as to whether or equipment will be required to meet this objective.	CTCOG	N/A	Ongoing
Training	COG assists in coordinating delivery of relevant course related to risk communication.	CTCOG	N/A	Ongoing
Exercise	To the extent permitted by TDEM/NERRTC, the exercise goals of this objective will be blended as elements into future exercises.	CTCOG	N/A	Annually

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

a. Recent Accomplishments:

- 1) Final stages of completing 2016-2018 Regional Strategic Plan
- 2) Improvements made in areas identified in last Plan according to statistical data, despite increase in population.
- 3) Several counties have updated maps provided by CTCOG GIS Division.

b. Implementation Tasks:

- 1) Continuous input from County Emergency Management Coordinators, Texas DPS, community administrators, community members, etc. continually update Hazard identification and areas of concern.
- 2) CTCOG GIS creating county wide maps for use in planning.
- 3) CTCOG 9-1-1 Addressing and PSAP coordination working with P25 committees and county governments to better improve communications and informational systems.

c. Performance Measures:

- 1) All 7 counties Emergency Management Offices have updated maps of their respective areas.
- 2) Participation in annual Regional exercise.

d. Elements of Preparedness:

Objective 4.6	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Continue to review and submit updates to the Hazard Mitigation Action Plans	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds	Continuous
Organization	Continue to solicit feedback from County agencies, municipal stakeholders	CTCOG, Regional Agencies and Emergency Management Coordinators	Homeland Security grant funds	Continuous
Equipment	Venues for meeting and functional exercises.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Training	CTCOG will assist in coordinating and facilitating relevant training.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

- 1) Participation in regional peace officer training classes and Homeland Security program exercises at all-time high.
- 2) Regional peace officer training has trained in excess of 500 in the last 5 months.
- 3) CTCOG consistently handles dozens of calls every month assisting communities with Hazard mapping, 9-1-1 addressing issues and other Homeland Security topics.

b. Implementation Tasks:

Continue preparing appropriate classes to educate all facets of Region in Terrorist Attack, Human Trafficking, Hazard Mitigation and similar.

c. Performance Measures:

Ratio of students completing based upon current population data in the Region.

d. Elements of Preparedness:

Objective 4.7	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	CTCOG will continue to solicit interest level from Emergency Management Coordinators, local governments and compare to National Preparedness Plan directives.	CTCOG, Regional Agencies, Emergency Management Coordinators and School Districts	Police Officer Training grants, Homeland Security grant funding	Continuous
Organization	CTCOG will host and facilitate any classed throughout the region that support the National Preparedness Goal.	CTCOG, Regional Agencies, and School Districts	Police Officers Training Grants	Continuous
Equipment	CTCOG will report training hours for peace officers	CTCOG	N/A	Continuous
Training	CTCOG will assist in coordinating and facilitating relevant training.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

N/A

b. Implementation Tasks:

Coordinate with local Emergency Management Coordinators to plan, coordinate and execute exercises that gauge the Region's response to 5 anticipated disasters that could occur locally.

c. Performance Measures:

Participation in annual Regional exercise.

d. Elements of Preparedness:

Objective 4.8	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Organization	CTCOG works with EMCs, local elected officials, and others who will be involved with the dispensing of public information.	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Equipment	Venues for exercises	CTCOG , and local Emergency Management Coordinators	N/A	Continuous
Training	CTCOG will assist in coordinating and facilitating relevant training.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	Annually

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

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

a. Recent Accomplishments:

N/A

b. Implementation Tasks:

Continue to coordinate with local Emergency Management Coordinators and liaison with support entities and organizations to evaluate services in place and what needs to be enhanced.

c. Performance Measures:

Participation in annual Regional exercise.

d. Elements of Preparedness:

Objective 5.1	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Organization	CTCOG works with EMCs, local elected officials, and others who will be involved with the dispensing of public information.	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Equipment	Venues for meetings	Local Emergency Management Coordinators	N/A	Continuous
Training	CTCOG will assist in coordinating and facilitating relevant training.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

N/A

b. Implementation Tasks:

Continue to coordinate with local Emergency Management Coordinators to establish relationships and agreements with supporting agencies and entities; Involve said entities in the Regional planning and exercise process.

c. Performance Measures:

Participation in annual Regional exercise.

d. Elements of Preparedness:

Objective 5.2	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Organization	CTCOG works with EMCs, local elected officials, and others who will be involved with the dispensing of public information.	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Equipment	Venues for meetings	Local Emergency Management Coordinators	N/A	Continuous
Training	CTCOG will assist in coordinating and facilitating relevant training.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	Annually

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

a. Recent Accomplishments:

N/A

b. Implementation Tasks:

Continually seek input and cooperation from local Emergency Management Coordinators to educate and facilitate funding and services in the event of any of the five identified Regional disaster priorities.

c. Performance Measures:

Participation in annual Regional exercise.

d. Elements of Preparedness:

Objective 5.3	Task(s)	Responsibility	Cost and Source	Completion Date
Planning	Coordinate with TDEM to provide classes in the region on mitigation planning	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Organization	CTCOG works with EMCs, local elected officials, and others who will be involved with the dispensing of public information.	CTCOG, Regional Agencies, and School Districts	Homeland Security grant funds, various other funds	Continuous
Equipment	N/A	N/A	N/A	N/A
Training	CTCOG will assist in coordinating and facilitating relevant training.	CTCOG and local Emergency Management Coordinators	N/A	Continuous
Exercise	Review performance and assess capabilities in annual Regional exercise.	Emergency Management Coordinators	N/A	Annually

ANNEX A: Threat and Hazard Identification and Risk Assessment

ANNEX B: State Preparedness Report for Region

ANNEX C: Exercises