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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 383 partner organizations involved in incident management across 45 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 yrs, update all emergency operations plans that define the roles and responsibilities of 383 partner organizations involved in incident management across 45 jurisdictions affected and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from event.

Capability Change Description

The COG's Homeland Security Program Director retired in June, and the replacement hired in September requires training and orientation to the program. Several OEMs in the region have onboarded new personnel who require training, and additional emergency management staff have been added across multiple jurisdictions, further increasing regional training needs.

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
Jurisdictions within the Coastal Bend area have established verbal and written MOAs and MOUs for a response but lack specific doctrine directly targeting IED. Incidents. These IED Response Plans are essential for areas like Corpus Christi, with limited resources for multiple jurisdictions and agencies. Mass fatality and reunification planning for the region need review, date, and adoption. A funding gap of \$300,000.00 to conduct a Cyber Security assessment of the largest jurisdiction and produce a template for assessing all jurisdictions. Additionally, gaps exist in planning a response for a complex event in the Port area, including access challenges for marine facilities, collisions, and allusions.
Organization
Review bomb threat management policies and regional bomb threat management plans, including the Threat and Hazard Identification and Risk Assessment (THIRA) annually, to

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ensure all response agencies and private sector facilities have updated their current SPR Capability Assessment policies to include an IED. Annex that addresses scenarios with multiple, simultaneous IED attacks. Provide an organization for regional Level III IMT. Identify potential emergency first responder staging areas. Develop coordinated OEM and ISD protocols for sharing common public safety messages on OEM and ISD-operated mass notification systems.
Equipment
No regional training center exists for EOC drills. Mobile IMT command equipment is needed to operate an incident management team for complex incidents.
Training
The following courses are needed to support the development of regional IMT: O-305 All Hazards Incident Management Team Class is the top training gap. E0962: NIMS ICS All-Hazards Planning Section Chief Course E0103: Planning: Emergency Operations MGT-360: Incident Command: Capabilities, Planning, and Response Actions for All Hazards The following courses are needed to support NGO and VOAD E0197: Integrating Access and Functional Needs into Emergency Planning The following courses are needed to support OEM and elected officials in the region G0194.4: Preparing for Post-Disaster Responsibilities E0361: Multi-Hazard Emergency Planning for Schools E0550: Continuity of Operations Planning G0318: Mitigation Planning for Local Governments Emergency Planning for Local Public Health The following courses are needed to support Health care in the region MGT-341: Disaster Preparedness for Hospitals and Healthcare Organizations Within the Community Infrastructure The following courses are needed to support LE in the region MGT-401: Planning and Intervention for Gangs, Hate and Terrorist Groups in Rural Jails and
Exercises
Conduct joint Bomb Squad/SWAT multi-jurisdictional exercises and training. Develop both full-scale exercises and tactical tabletop training events focused on simultaneous Bomb Squad/SWAT resolutions. Funding for regional IED training. \$400,000 funding is needed for cyber security exercise and assessment.

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 10 minutes notice of an incident, deliver reliable and actionable information to 477,153 people affected, including 12,067 people with access and functional needs (affected) and 12,460 people with limited English proficiency affected.

Estimate of Current Capability

Within 15 minutes of notice of an incident, deliver reliable and actionable information to 477,153 people affected, including 12,067 people with access and functional needs affected and 12,460 people with limited English proficiency affected.

Capability Change Description

The three counties in the Coastal Plain LEPC have entered into an agreement with the Corpus Christi/Nueces County LEPC to enhance the regional public alert system.

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
Develop written agreements with the agencies that control the mass notification systems that allow quick access for the region beyond the systems they currently have, enabling enhanced public awareness capabilities.
Organization
N/A
Equipment
The Coastal Bend Region lacks redundant personnel / program that allows the public to receive public safety messages. This is especially true in more rural areas where private critical infrastructure does not exist.
Training
E0105: Public Information and Warning E0952: NIMS ICS All-Hazards Public Information Officer Course AWR-209W: Dealing with the Media: A Short Course for Rural First Responders PER-304: Social media for Natural Disaster Response and Recovery
Exercises
Public information is included in regional exercises when practical.

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 47 jurisdictions affected and with 362 partner organizations involved in incident management. Maintain for 14 day(s).

Estimate of Current Capability

Within 3hr of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across 47 jurisdictions affected and with 383 partner organizations involved in incident management. Maintain for 3 days.

Capability Change Description

Ongoing Incident Management Team (IMT) training ensures continuous development of operational capabilities. In May each year the CBEMA Coastal Bend Hurricane Conference provides training to approximately 1,200 responders and emergency management personnel, enhancing regional readiness. Local, regional, state, and federal partners meet monthly through the Coastal Bend Emergency Managers Association to discuss regional information, emerging threats, and hazards, ensuring coordinated planning and response across jurisdictions.

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
Continued development of formal written plans, policies, and procedures. Develop specific plans to cover marine facilities, collisions, and allisions.
Organization
Where feasible, align written doctrine with other Coastal Bend area agencies to ensure standardized response procedures. Strengthen regional communications with stakeholders and response teams to facilitate coordinated collaboration among local, state, and federal partners, while addressing differences in regional LMR systems through practical operational solutions.
Equipment
To support standardized response procedures and coordinated collaboration among local, state, and federal partners, technical solutions are needed to address variations in regional LMR systems. The region currently lacks a dedicated training center for EOC drills. Acquisition of mobile IMT command equipment, including radios, laptops, and mobile

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command vehicles, will enable Incident Management Teams to operate effectively during complex incidents, enhance regional interoperability, and improve training capabilities.

Training

The following courses are needed to support the development of regional IMT:
 0 – 305 All Hazards Incident Management Team Class is the top training gap.
 E0962: NIMS ICS All-Hazards Planning Section Chief Course
 E0103: Planning: Emergency Operations
 MGT-360: Incident Command: Capabilities, Planning, and Response Actions for All Hazards
 ICS 300
 ICS 400
 E0984: NIMS ICS All-Hazards Task Force/Strike Team Leader
 The following courses are needed to support NGO and VOAD
 The following courses are needed to support OEM, Staff and elected officials in the region
 IS0558: Public Works and Disaster Recovery
 L0089: National Disaster Recovery Framework: Leadership Workshop
 AWR-209W: Dealing with the Media: A Short Course for Rural First Responders
 E0361: Multi-Hazard Emergency Planning for Schools
 G0318: Mitigation Planning for Local Governments
 Emergency Planning for Local Public Health
 E0202: Debris Management Planning for State, Tribal, and Local Officials ICS 300
 ICS 400
 G0386: Mass Fatalities Incident Response Course
 The following courses are needed to support Health care in the region
 MGT-341: Disaster Preparedness for Hospitals and Healthcare Organizations Within the Community Infrastructure
 The following courses are needed to support LE in the region
 PER-335: Critical Decision Making for Complex Coordinated Attacks
 PER-340: Active Threat Integrated Response Course (ATIRC)
 MGT-401: Planning and Intervention for Gangs, Hate and Terrorist Groups in Rural Jails and Prisons
 AWR-219: Site Protection through Observational Techniques (SPOT) AWR-315: Fundamental of Criminal Intelligence
 ICS position Specific training one per quarter (\$150,000.00 annually)

Exercises

A full-scale exercise simulating a complex incident involving multiple agencies is needed to enhance preparedness and coordination. Estimated cost: \$350,000.

Forensics and Attribution

SPR Step 1: Assess Capabilities

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

Within **2 hours** of a suspected terrorist attack, initiate outreach to the local fusion center, the Joint Terrorism Task Force (JTTF), and identify 93 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 two hours of a suspected terrorist attack, initiate outreach to the local Fusion Center, the Joint Terrorism Task Force (JTTF), and the Coastal Bend Threat Intelligence and Training Network, and deploy 93 designated personnel to support follow-up information sharing, intelligence analysis, investigative actions, and the collection, examination, and analysis of evidence to identify perpetrators.

Capability Change Description

No change to description this year.

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
Establish formal written agreements that ensure the dissemination of I&I with jurisdictional agencies.
Organization
Assessment of terrorist-related capabilities is largely conducted outside the region. Currently, regional representation exists through the Houston JTTF, which includes members from the Port Police and Corpus Christi Police Department. While this provides some local engagement, limited in-region resources constrain immediate response, intelligence analysis, and operational support. Strengthening regional participation and coordination with local fusion centers and threat networks would enhance readiness and ensure faster, more effective response.
Equipment
Biometric analysis is currently limited to first response equipment, and additional portable forensic, mobile command, and incident management tools are needed to enhance regional preparedness and operational effectiveness.
Training

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Forensic analysis is almost wholly conducted outside the region. Current training includes AWR-315: Fundamentals of Criminal Intelligence and PER-201: Evidence Collection in a Hazardous Materials Environment. Additional training in IMT operations, advanced evidence handling, fusion center collaboration, and terrorism awareness is needed to strengthen regional preparedness and response capabilities.

Exercises

Regional preparedness includes tabletop exercises, simulation-based training, cross-training among agencies, functional and full-scale exercises, and drills to enhance coordination, test operational capabilities, and identify areas for improvement.

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 the local context of the threat within the respective area of responsibility and facilitate the sharing of threat information with 84 priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle and all dissemination protocols.

Estimate of Current Capability

The Coastal Bend Council of Governments region includes 21 essential infrastructure facilities, 84 local law enforcement agencies, 24 Offices of Emergency Management, four federal agencies, and four state agencies. Utilizing the Coastal Bend Threat Intelligence and Training Network facilitates synchronized intelligence analysis, information integration, and distribution among all partners, thereby improving the region's capacity to identify, avert, and react to intricate human-induced threats, including explosive devices or coordinated terrorist attacks.

Capability Change Description

Recent events and exercises have helped to exercise this capability. Two communications rodeos were conducted in the region.

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
Establish formal written agreements to ensure timely and consistent dissemination of intelligence and information with all relevant jurisdictional agencies.
Organization
Involve intelligence personnel from all 52 regional law enforcement organizations in interoperability exercises and training. Strengthen partnerships with the Texas Intelligence Center and the Coastal Bend Threat Intelligence and Training Network to share counterterrorism and IED information. Ensure key personnel have access to Tripwire and HSIN to facilitate timely information exchange with first responders.
Equipment
Equipment gaps include insufficient computers and specialized software programs, as well as limited facilities to support intelligence analysis, information sharing, and incident management operations.

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Training
Coordinate with DHS OBP and Coastal Bend Threat Intelligence and Training Equipment to schedule the DHS IED Search Procedures Workshop to increase intelligence personnel's awareness of IEDs AWR-315: Fundamentals of Criminal Intelligence E0105: Public Information and Warning IS-914: Surveillance Awareness: What You Can Do IS-247: Integrated Public Alert and Warning System (IPAWS) Awareness IS-251: Integrated Public Alert and Warning System (IPAWS) for Alerting Authorities PER-219: A Prepared Jurisdiction: Integrated Response to a CBRNE Incident Texas Critical Infrastructure Liaison Officer (ILO) Training
Exercises
Funding is needed to support exercises, including the AMSC Sector Annual Exercise, and to increase the frequency of training, awareness, and operational readiness activities.

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 **84** 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 **3 hours** of the identification or notification of a credible threat, conduct outreach to the Austin fusion center and Houston Joint Terrorism Task Force (JTTF) in the community and identify **84** personnel assigned to support follow-up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.

Capability Change Description

No change to capability description this year.

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
Functional Planning Gaps – Anti-terrorism operations Border security CBRNE detection CBRNE render safe operations Deterrent law enforcement presence Disease prevention Financial disruption Interdiction of cargo, conveyances, and persons Prevention of CBRNE acquisition Tactical law enforcement operations Tracking and targeting terrorists and their weapons Wide-area search and detection, including seaport operations
Organization
Our region is home to the Port of Corpus Christi; the nation's largest and the world's third-largest energy seaport. The port spans two counties and collaborates with 52 law enforcement agencies. To enhance regional intelligence and information-sharing capabilities, the region requires its own fusion center.

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Equipment
Equipment identified for Fire, HDS-certified bomb squads and LEOs: Detection and identification tools; CBRNE, CAMEO, Secondary Screening, Radiation Detection Kits, X-ray systems, HMR detectors, K9 bomb detection capabilities
Training
Forensic and Investigative Sciences Level 1 Property and Evidence Management Courses SLATT Training (bring to the region) Targeted Violence and Terrorism Prevention Liaison Training
Exercises
Funding for exercise needed approximately \$200,000.

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 **8 hours** of notice of a credible threat, conduct screening, search, and detection operations for **13,746** people requiring screening, including **3,500** people with access and functional needs (requiring screening).

Estimate of Current Capability

Within **2 hours** of notice of a credible threat, conduct screening, search, and detection operations for 13,746 people requiring screening, including 3,500 people with access and functional needs (requiring screening).

Capability Change Description

Large scale event, Blue Angels Show, "Wings Over South Texas," completed.

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
Leverage the National Counter-IED Capabilities Analysis Database (NCCAD) to identify equipment and training shortfalls across all 52 law enforcement organizations operating in the region. The widening of the Panama Canal and the addition of a new container facility, along with significant investment and increased activity on the north side of the port, will elevate cargo volumes, personnel flow, and overall risk, which underscores the need to address these capability gaps.
Organization
Coordinate with the FBI Special Agent Bomb Technician, as well as regional partners such as local police departments, Sheriff's Offices, the Port of Corpus Christi Police Department, area fire and HazMat teams, the Texas Department of Public Safety, the U.S. Coast Guard, Customs and Border Protection, Homeland Security Investigations, the Joint Terrorism Task Force, and regional emergency management personnel, to identify additional avenues for obtaining the necessary equipment and enhancing explosive response capabilities.
Equipment
Coordinate with Emergency Management to pursue grant funding for the acquisition of a Bearcat or similar armored response vehicle, an EOD-capable robot, and portable lightweight diagnostic and render-safe tools to support joint operations across multiple locations. Establish an account with the Department of Defense Logistics Agency Law Enforcement Support Office to access the surplus equipment program as an additional avenue for

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obtaining resources for SWAT and bomb squad operations. Procure hazard-detection equipment and metal or weapons-detection systems for law enforcement personnel and screening operations. Consider supplementing these capabilities with portable X-ray systems, handheld explosive trace detectors, CBRN detection devices, ballistic shields, and deployable barrier systems to strengthen safety and response readiness throughout the region.

Training

Coordinate with the Coastal Bend Threat Intelligence and Training Network (CBTITN) and Emergency Management to pursue grant funding for the acquisition of a BearCat or similar armored response vehicle, an EOD-capable robot, and portable lightweight diagnostic and render-safe tools to support joint operations across multiple locations. Establish an account with the Department of Defense Logistics Agency Law Enforcement Support Office to access the surplus equipment program as an additional avenue for obtaining resources for SWAT and bomb squad operations. Procure hazard-detection equipment and metal or weapons-detection systems for law enforcement personnel and screening operations. Consider supplementing these capabilities with portable X-ray systems, handheld explosive trace detectors, CBRN detection devices, ballistic shields, and deployable barrier systems to further strengthen safety and response readiness throughout the region.

Exercises

Approximately \$200,000 in funding is needed to support multi-agency training exercises to enhance coordination and readiness.

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 hours** of an event, be prepared to accept credentials from **362** partner organizations involved in incident management.

Estimate of Current Capability

Within **2 hours** of an event, be prepared to accept credentials from **362** partner organizations involved in incident management.

Capability Change Description

The State of Texas (TDEM) conducted first responder credentialing at this year's All-Hazard Hurricane Conference, including multiple PIV-I registration sessions held throughout the region. The CBCOG continues to manage credentialing for select fire response agencies through the CBCAN network.

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
The State of Texas (TDEM) conducted first responder credentialing at this year's All-Hazard Hurricane Conference, including multiple PIV-I registration sessions held throughout the region. The CBCOG continues to manage credentialing for select fire response agencies. Review current plans and protocols between jurisdictions and state and federal agencies to ensure coordination and consistency.
Organization
N/A
Equipment
Additional tagging and credentialing equipment is needed for private partners and the eleven counties. Key equipment for law enforcement, emergency responders, and the private sector includes CCTV, screening systems for people and baggage, lighting, fencing, gates, barriers, and PIV card issuance, supported by training for proper use and verification.
Training
S-913.A: Critical Infrastructure Security and Resilience: Achieving Results through AWR 167 – Sport and Special Event Risk Management and Planning AWR 177W – Information Risk Management Web-based MGT 335 – Event Security Planning for Public Safety Professionals

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MGT 345 – Disaster Management for Electric Power Systems MGT 383- Emergency Operations Plans for Rural Jurisdictions MGT 412 – Sport and Special Event Evacuation and Protective Actions MGT 447 – Managing Food Emergencies: Strategies for a Community Response MGT 475 – Crowd Management for Sport and Special Events
Exercises
Functional exercises to test physical access control, responder credentialing, and identity verification have not yet been conducted. Funding of at least \$50,000 is needed to support these exercises.

Cybersecurity

SPR Step 1: Assess Capabilities

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

Every **year**, appropriate authorities review and update cyber incident plans/annexes based on evolving threats and the Nationwide Cybersecurity Review (NCSR) covering **168** publicly managed and regulated critical infrastructure facilities.

Estimate of Current Capability

Every **year**, appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **80** publicly managed and/or regulated critical infrastructure facilities.

Capability Change Description

None to report.

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
Planning is needed to ensure continuity of operations for cyber systems, control electronic access, detect malicious activity, implement guidelines, regulations, and standards, investigate malicious actors, apply protective measures, share threat information, and deploy technical countermeasures.
Organization
Continue meetings and collaboration to enhance education and access protocols while incorporating additional partners, including the Coastal Bend Threat Intelligence and Training Network (CBTITN) and Infragard. Maintain and strengthen partnerships with regional stakeholders and CISA. Each year, ensure that every city completes the National Cybersecurity Review. Continue refining procedures and protocols, and work to increase regional knowledge and implementation of cybersecurity standards and reforms.
Equipment
Equipment needs to include software and hardware to conduct cybersecurity risk assessments and network monitoring. Additional requirements include portable surveillance systems, such as trailers equipped with license plate recognition (LPR) cameras and AI tracking capabilities. Regional Emergency Operations Centers (EOCs) are utilized to support operations and monitor potential terrorist activity during significant events. The region currently does not have a fusion center, which limits the ability to consolidate and analyze intelligence, share information across agencies, maintain situational awareness, and

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coordinate responses to cyber and physical threats. This underscores the importance of planning, exercises, and enhanced equipment to mitigate these gaps.

Training

Training is needed for end users, managers, and systems design personnel to enhance cybersecurity preparedness across the region. Recommended courses include:

- AWR 176 W, Disaster Recovery for Information Systems
- MGT 317, Disaster Management for Public Services and Public Works
- AWR 136, Essentials of Community Cybersecurity
- MGT 452, Physical and Cybersecurity for Critical Infrastructure
- MGT 456, Integration of Cybersecurity Personnel into the Emergency Operations Center for Cyber Incidents
- IS-0915, Protecting Critical Infrastructure Against Insider Threats
- PER 256, Comprehensive Cyberterrorism Defense
- PER 257, Cyberterrorism First Responder
- PER 371, Cybersecurity Incident Response and Management
- AWR 173 W, Information Security Basics (Web-Based)
- MGT 340, Crisis Leadership and Decision Making

Exercises

Functional exercises to test controlling cyber access, controlling physical access, and verifying identity once established. \$75,000.

Physical Protective Measures

SPR Step 1: Assess Capabilities

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

Within **5 years** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **50** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.

Estimate of Current Capability

Within five years of completing the risk and vulnerability assessment, ensure that the appropriate authorities review and update physical security plans for all 50 publicly managed or regulated critical infrastructure facilities to incorporate findings from the assessment.

Capability Change Description

These organizations are conducting planning in the region. Houston InfraGard Coastal Bend CSC South Texas Area Maritime Security Committee Port Security Working Group.

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
Planning gaps include biosecurity, site-specific, and process-specific assessments, along with clearer roles, compliance needs, and ongoing monitoring.
Organization
N/A
Equipment
A complete risk assessment is required to determine the equipment needed, which may include access control systems, surveillance, lighting, physical barriers, alarm systems, communication tools, and emergency equipment.
Training
MGT-452: Physical and Cybersecurity for Critical Infrastructure IS0915: Protecting Critical Infrastructure Against Insider Threats AWR 302 – Pipeline Security in Rural Communities PER 336 – Protective Measures Course PER 200 – Field Force Operations MGT 345 – Disaster Management for Electric Power Systems PER 212-1 Operational Level Response to HazMat/WMD Incidents, Train-the-Trainer

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PER 229 – Intro to the Computer Aided Management Emergency Operations Suite (CAMEO) PER 298 – Team Approach to Foodborne Outbreak Responses
Exercises
Funding for exercises is needed.

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 **5 years**, appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **50** publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

Every year, conduct a review of relevant physical and cyber threats, hazards, vulnerabilities, and strategies for risk management covering 10 publicly managed and regulated critical infrastructure facilities.

Capability Change Description

No change

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
Regional planning is needed for data collection, exercise design, risk assessment, and risk-management planning, along with improved stakeholder coordination, information-sharing, and training alignment.
Organization
This effort involves coordination with the Coastal Bend Emergency Managers Association (CBEMA), the Cybersecurity and Infrastructure Security Agency (CISA), and the Area Maritime Security Training and Exercise Program (AMSTEP).
Equipment
Outdated or insufficient equipment such as CCTV cameras, security screening tools for people and items, lighting, access controls, fencing, gates, barriers, and LPR readers, and the need for updated or additional personnel training; sustainment of regional programs is a potential gap.
Training
Need regional training for Data collection, Exercise design, Risk assessment, and Risk management planning IS-913.A: Critical Infrastructure Security and Resilience: Achieving Results through Partnership and Collaboration MGT-335-W: Event Security Planning for Public Safety Professionals, Web-Based PER-320: Personal Protective Measures

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IS-0906: Workplace Security Awareness
MGT-383: Emergency Operations Plans for Rural Jurisdictions
SPR Capability Assessment
MGT-414: Critical Infrastructure Resilience and Community Lifelines
MGT-418: Readiness Training Identification and Preparedness Planning (RTIPP)
AWR-302: Pipeline Security in Rural Communities
AWR-136: Essentials of Community Cybersecurity
Exercises
Regional exercises are needed to support data collection, exercise design, risk assessment, and risk-management planning.

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 **year** engage **24** partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support the restoration of private sector supply chains.

Estimate of Current Capability

Every **year** engage **5** partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support the restoration of private sector supply chains.

Capability Change Description

No Change.

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
Complete information on supply chain dependencies in the region is lacking.
Organization
Regional organizations primarily focus on key transportation nodes, including sea, rail, and intercoastal systems, and require coordinated assessment of interdependencies among these nodes.
Equipment
Regional organizations primarily focus on key transportation nodes, including sea, rail, and intercoastal systems, and require coordinated assessment of interdependencies. Stronger coordination between VOADs, COADs, and Emergency Management Coordinators (EMCs) is needed to enhance regional planning and disaster response.
Training
Training for implementing countermeasures and physical protection IS-913.A: Critical Infrastructure Security and Resilience: Achieving Results through Partnership and Collaboration Trainings identified for first responders, public works, utilities, and EMS: AWR-111-W: Basic EMS Concepts for CBRNE Events AWR-160-W: WMD/Terrorism Awareness for Emergency Responders MGT-317: Disaster Management for Public Services and Public Works MGT-319: Medical Countermeasure: Points of Distribution, Planning and Responses MGT-341: Disaster Preparedness for Healthcare Organizations within the Community

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PER-298: Team Approach to Foodborne Outbreak Response Infrastructure MGT-383: Emergency Operations Plans for Rural Jurisdictions MGT-414: Critical Infrastructure Resilience and Community Lifelines MGT-447: Managing Food Emergencies: Strategies for a Community Response
Exercises
Exercises for implementing countermeasures, physical protection, and verification and detection procedures complement the training curriculum, including courses on critical infrastructure security, emergency response for CBRNE events, disaster management, medical countermeasures, and community preparedness, and involve tabletop, functional, and full-scale drills with regional partners and response organizations.

Community Resilience

SPR Step 1: Assess Capabilities

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

Every **year** conduct **11** 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 **year**, conduct **3** outreach events or activities to increase awareness of significant local 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

Enhancing coordination with local agencies and stakeholders, and leveraging special events data to strengthen community preparedness, resilience, and response 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
Planning is needed to enhance collaborative decision-making, communication, and outreach, sustain public resiliency programs, update response plans, and conduct joint planning with state and federal partners, including CERTs, the CEDS Committee, and the Coastal Bend Hurricane Conference.
Organization
Partnerships should continue and expand with the Regional Resilience Partnership, VOADs, COADs, local emergency management offices, first responders, public health departments, utility and infrastructure providers, faith-based organizations, CERT teams, educational institutions, healthcare coalitions, and local nonprofits to strengthen regional preparedness, outreach, and resilience
Equipment
Equipment needs include PPE, first aid and trauma kits, tourniquets, safety tools, communication devices, laptops or tablets for data collection, portable generators and lighting, public outreach materials, CERT kits, and incident management tools.
Training
Cybersecurity Community Preparedness Active Shooter Training Is 315-CERT IS 317- Introduction to CERT

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G 317- Community Emergency Response Team Course E0289: State Volunteer and Donations Management PER-334: Disaster Preparedness and Survival: A Guide for Individuals, Families, and Communities G-489: Management of Spontaneous Volunteers in Disasters AWR-228: Community Resilience – Building Resilience from the Inside Out AWR-356: Community Planning for Disaster Recovery MGT-314: Enhanced All-Hazards Incident Management/Unified Command MGT-301: Community Cybersecurity Preparedness Simulation TVTP: Targeted Violence and Terrorism Prevention for Communities and Workplaces
Exercises
Additional regional training and exercises are needed to strengthen community preparedness, response coordination, and resilience among local agencies, stakeholders, and volunteers.

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 **five years**, **22** jurisdictions review their building codes and, if necessary, enact or update risk-appropriate, disaster-resilient building codes.

Estimate of Current Capability

Every **five years**, **11** jurisdictions review their building codes and, if necessary, enact or update risk-appropriate, disaster-resilient building codes.

Capability Change Description

No changes

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
Planning gaps include integrating civic organizations into long-term recovery, implementing improvements from All-Hazards Hurricane exercises, and consistently updating county hazard mitigation plans.
Organization
Continued development of long-term recovery with State, Federal, CBDRG, CEDs, and local recovery organizations, and promotion of neighborhood civic organizations to enhance individual and family preparedness.
Equipment
Equipment gaps include computers and other necessary tools to support long-term recovery coordination, planning, hazard mitigation plan review, and implementation of improvements from All-Hazards exercises.
Training
G-277: Residential Coastal Construction G-279: Retrofitting Flood-Prone Residential Buildings G-282.1: Higher Standards in Floodplain Management G-284.1: Floodway Standards PER-306: HURRIPLAN: Resilient Building Design for Coastal Communities L0299: Risk MAP Process and Tools IS-2001: Threat and Hazard Identification and Risk Assessment (THIRA) IS-0318: Mitigation Planning for Local and Tribal Communities G-0318: Mitigation Planning for Local Governments G-393: Mitigation for Emergency Managers

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AWR-228: Community Resilience – Building Resilience from the Inside Out
MGT-342: Strategic Overview of Disaster Management for Water and Wastewater Utilities
AWR-409: Detecting Domestic and Homegrown Violent Extremism
Exercises
Funding for regional exercise and planning staff.

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 **year**, after identifying threats and hazards of concern, model the impacts of **10** threat and hazard scenarios to incorporate into planning efforts.

Estimate of Current Capability

Every **two years**, identify threats and hazards of concern and model the impacts of **5** threat and hazard scenarios to incorporate into planning efforts.

Capability Change Description

No change to capability description.

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
Planning gaps in the COG region include conducting AARs for Hurricane exercises and implementing improvement plans, enhancing planning ability to produce and submit IPs to increase regional resiliency, expanding resiliency studies beyond coastal counties, and ensuring timely updates of security, continuity, and response plans.
Organization
N/A
Equipment
N/A
Training
G-393: Mitigation for Emergency Managers IS-393.b: Introduction to Hazard Mitigation IS-559: Local Damage Assessment IS-556: Damage Assessment for Public Works L0299: Risk MAP Process and Tools AWR-228: Coastal Community Resilience – Building Resilience from the Inside Out E0426: Building a Roadmap to Resilience – A Whole Community Training
Exercises
Funding for exercises is needed.

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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 **year**, engage with **24** jurisdictions and **24** 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 **year**, engage with **11** jurisdictions and **24** partner organizations involved in an incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

Capability Change Description

COG staff reviewed the regional THIRA and SPR and discussed updates with regional partners to ensure current threats and hazards are accurately reflected.

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
Planning gaps include incorporating information from the updated Coastal Bend Hurricane Evacuation Study into local plans for all 11 counties, updating the regional evacuation plan, and reviewing COG region security risk management plans, COOPs, and response plans for regional response teams.
Organization
Sustain current working groups such as THIRA, SPR groups, EMC groups, and develop new working groups that meet throughout the year to address threats and hazards identification, including the Coastal Bend Threat Intelligence and Training Network, CBEMA, CISA, AMSTEP, and State and Federal partners.
Equipment
N/A
Training
E0313: Basic Hazus G-393: Mitigation for Emergency Managers IS-393.b: Introduction to Hazard Mitigation IS-559: Local Damage Assessment IS-556: Damage Assessment for Public Works L0299: Risk MAP Process and Tools AWR-228: Coastal Community Resilience Building Resilience from the Inside Out

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E0426: Building a Roadmap to Resilience A Whole Community Training
 IS-10: Animals in Disaster Awareness and Preparedness
 IS-329.a: State Mitigation Planning Training
 IS-662: Improving Preparedness and Resilience through Public-Private Partnerships
 MGT-315: Conducting Risk Assessment for Critical Community Assets
 MGT-317: Disaster Management for Public Services and Public Works
 MGT-360: Incident Command Capabilities, Planning, and Response Actions for All Hazards
 MGT-404: Sports and Special Events Incident Management
 MGT-452: Physical and Cybersecurity for Critical Infrastructure
 MGT-340: Crisis Leadership
 G-318: Local Mitigation Planning Workshop
 IS-2001: Threat and Hazard Identification and Risk Assessment (THIRA

Exercises

Funding is need for exercises in the region.

Critical Transportation

SPR Step 1: Assess Capabilities

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

Within **72 hours**’ notice of an impending incident, the complete evacuation of **480,000** people requiring evacuation, including **12,067** people with access and functional needs (requiring evacuation).

Within **72 hours**’ of an incident, clear **528** miles of road affected, to enable access for emergency responders, including private and non-profit.

Estimate of Current Capability

Within **7 days**’ notice of an impending incident, the complete evacuation of **480,000** people requiring evacuation, including **11,040** people with access and functional needs (requiring

Capability Change Description

No Change.

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
Planning gaps include developing transportation strategies to support the widened ship channel and elevated Bay Bridge, reviewing evacuation routes annually, and updating response plans for organizations serving the PAFN (People with Access and Functional Needs) population. Additional planning should include reviewing MOUs with partner organizations, continuing evacuation initiatives incorporating the Emergency Tracking Network (ETN) or similar systems, identifying critical transportation routes and supply chain dependencies, modeling impacts of extreme winter weather, addressing surge capacity and traffic management on evacuation routes, evaluating regional participation in Pulsara for patient tracking during mass evacuations, and incorporating animals into evacuation and transportation plans.
Organization
Support CBCOG Regional Transportation and evacuation planning through CBEMA, the Marine FF Committee, Port Security Working Group, InfraGard Houston, Coastal Bend Cross-Sector Council, and Regional Transportation Coordination Planning Committee; enhance collaboration with TXDOT, TDEM, DPS, and other partners, and implement WebEOC boards to incorporate transportation and evacuation routes with participation from CBCOG staff, fire departments, law enforcement, and other stakeholders.
Equipment

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Equipment gaps include continued development and implementation of WebEOC boards to incorporate transportation and evacuation routes, creation of incident templates in RNS (Regional Notification System) and other tracking systems, and determination of appropriate equipment and resource needs for ETN, Pulsara, or other evacuation/transportation tracking systems, while supporting collaboration among regional stakeholders including TXDOT, TDEM, and DPS.
Training
Offer training for WebEOC, RNS (Regional Notification System), and other platforms and databases. Train first responders and other relevant stakeholders on evacuation and transportation plans, processes, and protocols as appropriate Promote ETN training within the region Incorporate animal owners/operators and animal services stakeholders in training opportunities E0426: Building a Roadmap to Resilience – A Whole Community Training PER-276: Transit Terrorist Tools and Tactics G0358: Evacuation and Re-Entry Planning Course MGT-346: EOC Operations and Planning for All-Hazards Events MGT-383: Emergency Operations Plans for Rural Jurisdictions MGT-412: Sport and Special Event Evacuation Training and Exercise PER-335: Critical Decision Making for Complex Coordinated Attack
Exercises
Funding is needed to continue training in this area.

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 **15** hazmat release sites.

Within **4 hours** of a hazmat incident, complete decontamination procedures for **200,000** exposed individuals (hazmat-related incidents).

Estimate of Current Capability

Within **2 hours** of an incident, assess, contain, and begin cleaning up hazardous material releases from **2** hazmat release sites. Within 6hrs of a hazmat incident, complete decontamination procedures for **200** exposed individuals (hazmat-related incidents).

Capability Change Description

No Change

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
Planning must account for hazards from the Coastal Bend industrial and energy sectors, including oil and gas, petrochemical, heavy manufacturing, port and shipping operations, lithium battery plants, and solar farms, which pose risks such as chemical releases, fires, explosions, and transportation impacts, affecting public safety, evacuation routes, and critical supply chains. Planning gaps include addressing the shortfall of 8 HAZMAT teams, enhancing planning for survivor safety and assistance, and developing regional All-Hazard Incident Management Teams.
Organization
Organization gaps include creating and sustaining working groups via an online platform to coordinate regional response efforts. Previous incidents and exercises have shown the region would lack the ability to respond to a large HAZMAT spill during a natural disaster. Planning should allow for local government representation to review and organize area response plans to environmental dangers, and incorporate regional public health agencies, HAZMAT teams, and other stakeholders and resources into regional and local planning processes.
Equipment
Equipment gaps include outfitting eight HAZMAT teams at approximately \$490,000 each and maintaining specialized equipment and PPE for regional teams, including HAZMAT, SWAT, and other CBRNE response teams. Required equipment includes gas monitors, chemical identifiers such as ResQ CQL Analyzer and MX 908 Mass Spectrometry, RAMP cartridges, chemical hoses, PEAC WMD software, color metric tubes, Dahlgren decontamination

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solution, foam totes, Motorola intrinsically safe radios with throat mics, drones and monitoring accessories, mobile shower units, vehicles, and HAZMAT suits. Upgrades to existing resources such as gas chromatograph/mass spectrometers, radiation backpacks, portals, and monitors are needed. Mobile IMT command equipment is required for complex incident operations. Connectivity solutions such as StarLink, LTE devices, or other systems should be evaluated and implemented to address congested networks and improve data sharing and communication.

Training

Training needs include preparing and standing up eight HAZMAT teams, supported by the following courses:

MGT-340 Crisis Leadership and Decision Making
 IS-0005.a Introduction to Hazardous Materials
 PER-219 Prepared Jurisdiction: Integrated Response to a CBRNE Incident
 PER-309 Environmental Health Training in Emergency Response Operations
 NFPA HAZMAT Operations and Technician-Level Training
 O-305 All-Hazards Incident Management Team Training
 Hazmat Gas Detector Train-the-Trainer
 L962 NIMS ICS All-Hazards Planning Section Chief
 L958 NIMS ICS All-Hazards Operations Section Chief
 MGT-360 Incident Command: Capabilities, Planning, and Response Actions for All Hazards
 PER-201 Evidence Collection in a Hazardous Materials Environment
 PER-320 Personal Protective Measures for Biological Events
 AWR-118 Biological Incidents Awareness
 AWR-322 Natural Disaster Awareness for Security Professionals
 MGT-346 EOC Operations for All-Hazards Events
 MGT-348 Medical Preparedness and Response for Bombing Incidents
 MGT-403 Underserved Populations Preparedness Planning for Rural Responders and Volunteers
 PER-211 Medical Management of CBRNE Events
 PER-261 Hazmat Technologies: Sampling, Monitoring, and Guidelines

Additional courses are required annually at approximately \$35,000 per class, along with ICS position-specific training estimated at \$75,000 for four classes per year. Training priorities also include instruction on HAZMAT plans for awareness and operational coordination, offering HAZMAT and CBRNE technical training to support regional team recruitment and maintenance, and providing additional environmental health and safety awareness and technical training across disciplines.

Exercises

Funding for full scale hazmat exercises in each of the 11 counties. \$12,000.00 each

Fatality Management Services

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, complete the recovery, identification, and mortuary services, including temporary storage services, for **2,000** fatalities.

Estimate of Current Capability

Within **72 hours** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services for 50 fatalities.

Capability Change Description

With the addition of the new Nueces facility, the region's reasonable capacity for accessing and processing decedents is 40, with the ability to store up to 50–55 bodies in a mass casualty or serious emergency scenario. This capacity does not provide additional space for movement of personnel but represents the maximum worst-case scenario capability. The region also has three BRAC (Body Recovery and Collection) trailers, each with the capacity to hold and transport 18 decedents, strategically located across Region 11.

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
Planning should account for the region's current capacity to process 40 decedents, up to 50–55 in a worst-case scenario, supported by three CBRAC trailers strategically located across Region 11. Current regional Mass Fatality Management plans are outdated and require review and updating. Planning should build on existing capabilities by identifying additional USAR assets, formalizing mutual aid agreements, and incorporating the CBCOG Homeland Security Advisory Committee (HSAC) and affiliated regional emergency management working groups. Local and regional Casualty and Fatality Management plans should involve Nueces County Medical Examiner, CBRAC, Justices of the Peace, local funeral homes and death care partners, healthcare officials and facilities, behavioral health authorities, and other relevant stakeholders. Pulsara should be incorporated as the patient-tracking system to monitor casualties and coordinate response operations, and additional appendices should address long-term surges and support services.
Organization
Planning should incorporate the CBCOG Homeland Security Advisory Committee (HSAC) and affiliated regional emergency management working groups, Nueces County Medical Examiner, and CBRAC resources. Justices of the Peace, local funeral homes and other death care industry partners, healthcare officials and facilities, behavioral health authorities and

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facilities, and other relevant stakeholders should be actively involved in the development and coordination of local and regional Casualty and Fatality Management plans.

Equipment

Equipment gaps include resources for body recovery, storage, and victim identification, including refrigerated storage, body bags, medical examiners and teams, specialized fatality management equipment, communication trailers, temperature-regulated mobile trailers, and warehouse facilities. Platforms such as WebEOC should be leveraged for tracking remains and articles, and strategies should be developed for acquiring, storing, and maintaining these resources to ensure readiness for mass fatality incidents.

Training

G0386: Mass Fatalities Incident Response Course
 MGT-340: Crisis Leadership and Decision Making
 WR-232: Mass Fatalities Planning and Response for Rural Communities
 O-305: All Hazards Incident Management Team (AHIMT) Class
 E0912: IEMC Preparing the Whole Community for a Complex Coordinated Attack
 G-386: Mass Fatalities Incident Response
 AWR 232: Mass Fatalities Planning and Response for Rural Communities
 MGT 341: Disaster Preparedness for Healthcare Organizations Within the Community Infrastructure
 MGT 346: EOC Operations and Planning for All-Hazards Events
 PER 355: Radiation Instruments Employment

Training also includes instruction on casualty and fatality management plans, processes, and protocols, as well as related support services such as Family Assistance Centers, reunification management, community outreach, and other adjacent services.

Exercises

Conduct tabletop, functional, and full-scale exercises to evaluate mass fatality management plans, casualty tracking with Pulsara, mutual aid coordination, and Family Assistance Center operations; funding is needed to conduct these exercises once plans are updated.

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 **3 days** of an incident, conduct firefighting operations to suppress and extinguish **75** structure fires.

Estimate of Current Capability

Within of the **12 hours** incident, firefighting operations to suppress and extinguish **13** structure fires or marine vessels or water side facilities.

Capability Change Description

The region has experienced prolonged droughts and high fire-fuel levels due to wet winters followed by extremely dry and hot summers, creating favorable conditions for frequent fires. Recent years have seen increased fire activity, including the Welder Fire, Salt Flats Fire, and Gregory Gin Fire, stretching local and state firefighting resources thin. State partners have staged support resources, but staffing constraints and the widespread occurrence of smaller, numerous fires across the region continue to challenge suppression efforts.

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 regional Mutual Aid Agreement for the COG region.
Organization
Engage regional fire departments in planning, update MOUs for COG response teams, and address the need for additional personnel due to population and infrastructure growth.
Equipment
Replace outdated equipment on fire trucks and older fire department vehicles, enhance trucks with hazmat response capabilities, and fund hazmat equipment nearing 10-year expiration including level A suits, gas and radiation monitors, infrared and identification tools, containment kits, gas plugs, and breaching equipment. Organize a regional Type III IMT team and address gaps in fire training reporting and certification among smaller departments.
Training
Additional O-305: All Hazards Incident Management Team (AHIMT) Class (\$35,000.00) R0614: Wildland Urban Interface: Fire-Adapted Communities R0837: Wildland Urban Interface: Fire-Adapted Communities (VIP) S-130: Firefighter Training S-190: Introduction to Wildland Fire Behavior NFPA Firefighter I and II

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Marine Firefighting Training and Certification Shipboard Marine Firefighting Marine Firefighting for Land-Based Firefighters Training exists in the State; no certification agency is available for current nationally recognized training standards.
Exercises
Funding is needed to support exercises for marine, search and rescue, and wildland responses. Fire management should continue to be integrated into regional exercises, and support provided for local wildland fire exercises.

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 **48 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **150,000** people requiring shelter and **165,000** people requiring food and water. Maintain distribution system for **three months**.

Estimate of Current Capability

Within **72 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **30,000** people requiring shelter and **3,375** people requiring food and water. Maintain distribution system for three months.

Capability Change Description

Ongoing long-term drought conditions, record-breaking summer heat, and temporary water treatment plant outages have highlighted vulnerabilities in the region's ability to sustain critical water supply for general consumption, agriculture, industrial use, fire suppression, and emergency response operations. Recent events prompted many jurisdictions to enact Stage 2 or 3 water restrictions, underscoring the need for enhanced coordination across jurisdictions. Extreme weather has also required multiple shelters to be adequately sustained throughout the year to support residents during emergencies. Population growth, increasing residential and industrial water demands, and recurring extreme weather events necessitate improvements in long-term planning, surge capacity, and interjurisdictional logistics to ensure water availability during both routine operations and emergency response scenarios.

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
Plan post-disaster logistics and supply chain management, clarify methods and data for accessing resources, complete revisions to regional response and mutual aid plans, address drought and critical supply chain vulnerabilities, and consider modeling or studies to inform long-term preparedness.
Organization
Identify and include additional CBCOG staff and stakeholders in planning activities for logistics and supply chain management, including critical private-sector supply chain partners. Sustain collaborations with private-sector owners and operators in key sectors such as grocery, pharmaceutical, medical goods, water, energy, communications, and fuel distribution. Solidify relationships with private companies, including but not limited to HEB, Home Depot, local food banks and distributors, Salvation Army, Red Cross, TDEM, and the National Guard. Additional volunteers and personnel are needed to assist with running

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shelters, and improvements are required for organized donation management during disasters.
Equipment
Develop logistics and supply chain management boards in WebEOC and other platforms, continue participation in FEMA's RIS program, and address critical resources including chlorine for water treatment, hygiene supplies, mobile shower/bathroom units, and plan for drought-related water shortages affecting residential, industrial, and emergency operations.
Training
Offer training on response plans, WebEOC, RNS, and other platforms. Identify and promote training related to supply chain management and critical infrastructure/resource risk assessment and management. E0143: Advanced Situational Awareness and Common Operating Picture E0733: Logistics Section Chief, Type III (now E/L 967) G0400: ICS 400: Advanced Incident Command System for Command and General Staff—Complex Incidents O-305: All Hazards Incident Management Team (AHIMT) Class
Exercises
Funding for exercises is needed. Incorporate logistics and supply chain management into regional exercises.

Mass Care Services

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, provide emergency sheltering, food, and water for **150,000** people requiring shelter and **165,000** people requiring food and water, including **12,067** people with access and functional needs (requiring accessible shelter) and **12,067** people with access and functional needs (requiring food and water), and **125,000** animals requiring shelter, food, and water. Maintain for **three months**.

Estimate of Current Capability

Within **144hrs** of an incident, provide emergency sheltering, food, and water for **300,000** people requiring shelter and **30,000** people requiring food and water, including 1,400 people with access and functional needs (requiring accessible shelter), 803 people with access and functional needs (requiring food and water), and **37,647** animals require shelter, food, and water. Maintain for three months. Within three months of an incident, move **73,375** people requiring temporary, non-congregate housing, including **16,802** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

Capability Change Description

No Change.

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
Evaluate, update, and revise CBCOG local and regional mass care and shelter plans, including MOUs, pandemic guidelines, and transitional housing needs. Plans should consider staffing challenges, particularly given potential reductions in traditional volunteer support from historically utilized VOADs. Assess regional animal sheltering plans and resources, and work with partners to evaluate alternatives for mass-care facilities, including shelters, Points of Distribution, and resource staging/storage. Incorporate Pulsara for patient tracking and use of TDEM ETN or other appropriate platforms to support coordination and tracking during mass care operations.
Organization
Identify and incorporate additional CBCOG staff, partners, and stakeholders into the planning process, including additional non-governmental organizations. Support the creation or expansion of CERT programs to enhance mass care services. Finalize the establishment of the Coastal Bend COAD/VOAD to strengthen regional coordination. Develop and conduct an AAR session to review lessons learned from the pandemic, including the need for additional

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nursing and medical staff in the region. Establish additional MOUs for shelters and mass distributions of power.
Equipment
Continue to evaluate and update WebEOC to support mass care operations, including integration with the fused state TDEM ETN board. Identify and maintain shelter, POD, and storage facilities to support mass care efforts, including facilities for large and small animals. Equipment needs for utilities, fire, and first responders include chlorine tablets, treated water, water pumps for clearing roads and flooded areas, and boats for search and rescue. Shelters currently lack backup power and sufficient cooling for chillers, with a gap capacity of 39,000. Additional equipment requirements include large supplies of cots, durable medical equipment, and storage solutions to support mass care operations.
Training
Trainings identified for mass care operations target First Responders, Fire, EMS, and LEOs to close the gap between current staff capacity and planning needs. Key courses support shelter operations, mass care planning, donation management, and the ability to assist populations with access and functional needs. E0143: Advanced Situational Awareness and Common Operating Picture E0411: Mass Care/Emergency Assistance Support for Field Operations E0417: Mass Care/Emergency Assistance Shelter Field Guide Training E0418: Mass Care/Emergency Assistance Planning and Operations E0459: IA Mass Care Program Specialist Surge Training MGT-360: Incident Command: Capabilities, Planning, and Response Actions for All Hazards MGT 346: EOC Operations for All-Hazards Events MGT 403: Response Planning for People with Access and Functional Needs in Rural America O-305: All Hazards Incident Management Team (AHIMT) Class G288: Donation Management G108: Community Mass Care and Emergency Assistance
Exercises
Incorporate mass sheltering objectives into regional exercises, where appropriate. Conduct local mass care exercises and drills, including sheltering, Points of Distribution (POD) operations, resource deployment and set-up, and intake/tracking of shelter residents and animals. San Pat PHEP and the City of Portland currently conduct a back-to-school POD exercise using HSEEP guidelines. Funding is needed to support these types of exercises and ensure continued preparedness.

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 3 **hours** of an incident, conduct search and rescue operations for **35,000** people requiring rescue.

Estimate of Current Capability

Within **72 hours** of an incident, conduct search and rescue operations for **7,000** people requiring rescue.

Capability Change Description

No Change.

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
Establish regional policy for USAR team credentialing in FEMA's OneResponder portal, RIS, or other asset/resource inventory systems. Evaluate and incorporate new guidance related to the STEAR database into local and regional plans as appropriate. Conduct regional planning to synchronize specialized operations and update MOUs for regional USAR teams to ensure coordinated response capabilities.
Organization
The region's gap will require the use of out-of-region organizations to assist. Incorporate Search and Rescue teams, including specialized teams such as PSURT, Swiftwater Rescue, and TXSAR, into planning processes and FEMA's OneResponder and RIS database systems to ensure coordinated response and resource tracking.
Equipment
Limited swift water rescue capabilities exist in the region, with equipment needed for 11 teams. Develop, evaluate, and/or purchase UAV interoperable software and support acquisition of additional UAV systems, including hardware, for regional operations. Ensure availability of equipment to support specialized teams, including structural collapse tools, generators, and other related resources. All first responders should maintain proficiency through ongoing trainings.
Training
Swiftwater and deep-water training are needed for one local dive team to move up to Type I. AWR 345: Uncrewed Aircraft Systems in Disaster Management E0984: NIMS ICS All-Hazards Task Force/Strike Team Leader

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E0987: NIMS ICS All-Hazards Introduction to Air Operations
 PER-213: Wide Area Search
 PER-334: Disaster Preparedness and Survival: A Guide for Individuals, Families, and Communities
 PER-334: Search and Rescue in Community Disasters
 MGT-901: Healthcare Leadership for Mass Casualty Incident
 O-305: All Hazards Incident Management Team (AHIMT) Class
 IS-0201: Forms Used for the Development of the Incident Action Plan
 PER-212-1: Operational Level Response to HazMat/WMD Incidents, Train the Trainer

Exercises

Integrate PSURT, TXSAR, and UAV Search and Rescue components into regional exercises.
 Conduct local exercises focused on Mass Search and Rescue (MSAR), including scenarios for specialized teams to practice coordination, deployment, and operations.

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 **25,000** people affected.

Estimate of Current Capability

Within **24hrs** of an incident, provide security and law enforcement services to protect emergency responders and **25,000** people affected

Capability Change Description

No Change.

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
Develop a regional plan for the distribution and tracking of law enforcement resources, and update on-site security and protection protocols, plans, and policies to incorporate current protective measures. This includes reviewing and revising SOPs for regional law enforcement response teams. Additionally, support local jurisdictions in evaluating and establishing more effective recruitment strategies to address ongoing staffing shortages across the region.
Organization
Integration of security, protection, and law enforcement into multiple shelter plans remains a priority for the region. Continued support for training and hiring of law enforcement officers is essential to ensure adequate staffing during emergency operations. CBCOG should incorporate appropriate public- and private-sector stakeholders into all security and protection planning initiatives to improve coordination and resource sharing. In addition, the development of a law enforcement subject-matter expert working group, like Coastal Bend Threat Intelligence Network that will become operational in 2026, will strengthen regional collaboration, information sharing, and situational awareness.
Equipment
Equipment to support on-scene security, protection, and law enforcement remains limited, and additional screening equipment for personnel access is needed across multiple jurisdictions. Local law enforcement agencies require sustained support to maintain adequate equipment levels, including radios, protective gear, and perimeter-security tools. The region may also need to acquire specialized resources, such as Explosive Ordnance Disposal (EOD) equipment, to ensure teams can respond effectively to complex or emerging threats.
Training

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Training needs for on-scene security, protection, and law enforcement include the following:

WEBEOC Training

AWR-160: Standardized Awareness Training

E0103: Planning: Emergency Operations

E0143: Advanced Situational Awareness and Common Operating Picture

O-305: All Hazards Incident Management Team (AHIMT) Class

PER-265: Law Enforcement Response Actions for CBRNE Incidents

AWR-132: Understanding and Planning for School Bombing Incidents

AWR-219: Site Protection Through Observational Techniques (SPOT)

PER-200: Field Force Operations

PER-264: Law Enforcement Protective Measures for CBRNE Incidents

PER-352: Active Shooter Incident Management

PER-353: Active Shooter Incident Management with Complex Incidents

NAEMT Tactical Emergency Casualty Care (TECC) Course

Exercises

Funding for this type of exercise is needed. Incorporate on-site security, protection, and law enforcement objectives into regional exercises.

Operational Communications

SPR Step 1: Assess Capabilities

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

Within **6 hours** of an incident, establish inter-operable communications across **47** jurisdictions affected and with **358** partner organizations involved in incident management. Maintain for **up to three months**.

Estimate of Current Capability

Within **12 hours** of an incident, establish interoperable communications across **47** jurisdictions affected and with **358** partner organizations involved in incident management. Maintain for **3 months**.

Capability Change Description

Some funding continues to support the enhancement of interoperable communications through the purchase of radios, repeaters, and generators. CBCOG HSAC Communications Subcommittee leads ongoing revisions of the Region Interoperable Communications Plan (RICP), which needs updating, and investments in related equipment across the region remain a priority. A subcommittee evaluates operating procedures to determine needed revisions and establish standards across system managers. Recent large-scale incidents, including extreme winter weather and local fire and HAZMAT events, highlight the importance of regional interoperability. Most CBCOG jurisdictions have initiated updates to communications infrastructure, including new hardware installations and replacements for systems at end-of-service life. Changes in encryption requirements and infrastructure providers, as well as opportunities for multi-COG initiatives under TDEM realignment, further underscore the need for coordinated communications planning across the region.

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
The Regional Interoperable Communication Field Operation Guide needs updating. Evaluate the adoption of the Regional Interoperability Communications Plan (RICP) across the region in 2026 and establish a more effective process for incorporating planning partners into the revision process. Assess additional plans, policies, and guidance documents that may be required at the local, regional, and multi-regional levels. Review local and regional plans to ensure continuity of operational communications systems and evaluate plans for all jurisdictions within the CBCOG region. Note that the local system CBRIN is now connected with LCRA, and TXDOT is establishing its own system connected to GATRRS, further underscoring the need to coordinate multiple interoperable communications systems across the region.
Organization

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Continue to refine communications systems in the region and include smaller agencies and jurisdictions in the process. Update regional SOPs and identify appropriate Emergency Management partners, command-level or executive leadership, and other stakeholders to incorporate into operational communications planning efforts. Establish closer planning relationships with TDEM Region 5 partners, the Coastal Bend Radio Coalition, and TXDOT radio systems to ensure coordination and interoperability.
Equipment
Equipment identified for dispatchers, first responders, LEOs, EMS, fire personnel, and information officers includes towers, repeaters, radios for special response teams, generators, bridging equipment, mobile communications systems, dispatch stations, radio consoles, TV monitors. Significant funding is needed to assist local jurisdictions in maintaining equipment, implementing planning improvements, and building interoperable layers across the region and State. Additional equipment and software should be identified, evaluated, and adopted to enhance communication and information-sharing capabilities in response to increasingly congested networks and growing data-sharing needs across the region. Consider adoption of Starlink or other satellite-based communications resources to enhance redundancy and connectivity across the region, particularly during infrastructure outages or high-demand incidents.
Training
G0191: Emergency Operations Center/Incident Command System Interface IS0242.b: Effective Communication O-305: All Hazards Incident Management Team (AHIMT) Class E0105: Public Information and Warning G0251: WEM Amateur Radio Resources IS0242c: Effective Communications MGT-902: Managing Public Information for All-Hazards Incidents PER-304: Social Media Platforms Disaster Management PULSARA Utilized to notify hospitals, EMS, and IC; state requirement for FROs
Exercises
Incorporate situational assessment into regional exercises. Develop interoperable communications tabletop exercises and conduct additional Communications Rodeos. Ensure that all After-Action Reports (AARs) are reviewed and updated with the Statewide Interoperability Coordinator (SWIC).

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 **12 hours** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **40,000** people requiring medical care.

Estimate of Current Capability

Within **24 hours** of an incident, complete triage, begin definitive medical treatment and transfer to an appropriate facility with **40,000** people requiring medical care.

Capability Change Description

No Change.

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
Planning is needed for mass care events and continued support of CBRAC, along with reviewing and updating MOUs and contracts established by local governments to support EMS across the region. Rural public health services must be evaluated to address gaps in vulnerable areas, and local and regional plans require updates to reflect current public health, healthcare, and EMS protocols, policies, and programs.
Organization
Evaluate and update partner and stakeholder rosters to support public health planning initiatives and continue strengthening the healthcare alliance while increasing nurse participation in the strike team MOU.
Equipment
Need to replace expired or shelf-life-limited items and the lack of prime movers required to move support trailers. A regional shortfall of approximately 130 modes of patient transport remains a major capability gap, along with the need for updated patient-tracking scanners and software licenses. Additional equipment needs include emergency medical transport units, laboratory testing equipment, packaging and medical surge supplies, triage and initial stabilization equipment, drone technology to support medical and public safety missions, tactical personal protective equipment for medical and law enforcement partners, and

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interoperable communication equipment to strengthen coordination across agencies. The region must determine an appropriate resource and asset-tracking system, evaluate upgrades or the adoption of additional software to support public health and medical missions, and continue to identify shortfalls in the acquisition and distribution of personal protective equipment and medical equipment.

Training

Need regional mass casualty incident response training
 E0354: Crisis Counseling Assistance and Training Program: Training State Trainers
 MGT-902: Managing Public Information for All-Hazards Incidents
 MGT-901: Healthcare Leadership for Mass Casualty Incident Emergency Planning for Local Public Health
 E0361: Multi-Hazard Emergency Planning for Schools
 AWR-232: Mass Fatalities Planning and Response for Rural Communities
 AWR-900: Framework for Healthcare Emergency Management
 O-305: All-Hazards Incident Management Team (AHIMT)
 All medical and first responders' continuation of training
 Disaster Sanitation – EPHOC
 AWR 111W: Basic EMS Concepts for CBRNE Events
 AWR 323W: Disease Containment Measures
 AWR 900: Framework for Healthcare Emergency Management
 IS-0520: Introduction to COOP Planning for Pandemic Influenza

Exercises

Regional exercises should include public health, animal health, healthcare, behavioral health, and EMS representatives. Exercises should incorporate medical points of distribution, mobile testing and clinical services, decontamination, infectious disease control, behavioral health, animal health, and protective measures. A regional mass casualty incident response exercise is also needed for the MMRS.

Situational Assessment

SPR Step 1: Assess Capabilities

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

Within **2 hours** of incident, and on a **12 hour** cycle thereafter, provide notification to leadership and **383** partner organizations involved in incident management of the current and projected situation. Maintain for **three months**.

Estimate of Current Capability

Within **4 hours** of an incident, complete triage, begin definitive medical treatment and transfer to an appropriate facility with **7,200** people requiring medical care.

Capability Change Description

No Change.

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
There is a need to distribute analyzed information and assess hazard impacts effectively. A formal regional information dissemination plan should be developed. Information sharing protocols, including interoperable communications and standardized procedures, should be incorporated into the Regional Response Plan and other relevant regional and local plans.
Organization
The region lacks a fusion center, and several LMR voice-critical systems exist. A gap remains because these disparate and proprietary systems are not integrated.
Equipment
Equipment identified for Strike Teams and law enforcement across the region includes real-time video drones and accessories to enhance capabilities, cellular, satellite, internet, and mobile communication systems, drone identification tools, live-streaming cameras, and LPR software for continuous monitoring.
Training
Provide training on regional standards for information sharing, assessment, and communication, as well as situational awareness and reporting. Training should also address connectivity challenges, including congested networks, through the use of systems such as StarLink, LTE devices, or other appropriate solutions. Additional training may include interoperable communications exercises, cybersecurity awareness for field teams, use of geospatial and data analytics tools to interpret real-time drone feeds and LPR outputs, joint information center protocols, redundant communication planning for system failures, and

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mobile command post operations to enhance multi-agency coordination and situational awareness.
Exercises
Incorporate situational assessment into regional exercises and continue conducting regular RNS and WebEOC drills to enhance information sharing and situational awareness. Provide training on WebEOC to ensure effective use during exercises and actual events.

Infrastructure Systems

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, restore service to **35,000** customers without water service.
 Within **24 hours** of an incident, restore service to **35,000** customers without wastewater service.
 Within **24 hours** of an incident, restore service to **200,000** customers without communication service.

Estimate of Current Capability

Within **72hrs** of an incident, restore service to 35,000 customers without water service.
 Within **72hrs** of an incident, restore service to 35,000 customers without wastewater service.
 Within **72hrs** of an incident, restore service to 35,000 customers without communication service.
 Within **144hrs** of an incident, restore service to 35,000 customers without electricity service.

Capability Change Description

No Change

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
Post-disaster infrastructure assessments require additional regional planning to clarify methods and data collection for opening or accessing infrastructure. Planning coordination is needed among the US Army Corps of Engineers (USACE), US Coast Guard (USCG), Port of Corpus Christi Authority (PCCA), and Marine Pilots. SOPs for critical infrastructure in the COG region should be reviewed, and Hazard Mitigation Plans, After-Action Reports, and other relevant documents evaluated to identify critical infrastructure systems. Critical infrastructure systems should be incorporated into local and regional plans. Continued participation in annual data call efforts is necessary to identify key critical infrastructure systems within the CBCOG region, along with engagement in local, regional, and state initiatives related to critical infrastructure systems and mitigation, including drought and water management.
Organization
Identify additional critical infrastructure partners and stakeholders to participate in planning and response efforts. Recruit these stakeholders to engage with regional and local LEPCs as appropriate, and determine which agencies require infrastructure data to ensure it is provided to authorized recipients. Continue to develop stronger collaboration between governmental and private sector partners to enhance regional infrastructure resilience and coordination.

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Equipment
Equipment needs include prepositioned assets for ship channel surveys, generators for lift stations, and other critical public utility assets. Identified equipment for public works, first responders, strike teams, and law enforcement includes physical security enhancements such as security cameras, security screening equipment for people and luggage, lighting, and access controls including fencing, gates, and barriers. Support is also needed for the acquisition of continuity resources, including planning software, generators, and other preparedness and mitigative measures for publicly owned critical infrastructure in the region.
Training
Offer training on the Data Call and other critical infrastructure awareness processes Identify and provide additional training related to critical systems and infrastructure, including long-term vulnerability reduction and risk management/mitigation Training recommended for Public Works, Utilities, and Strike Teams: SPR Capability Assessment MGT-342: Strategic Overview of Disaster Management for Water and Wastewater Utilities MGT-343: Disaster Management for Water and Wastewater Utilities MGT-345: Disaster Management for Electric Power Systems PER-326: Surface Transportation Emergency Preparedness and Security for Freight by Rail or Highway (STEPS Freight) ISO-556: Damage Assessment for Public Works ISO-558: Public Works and Disaster Recovery MGT-317: Disaster Management for Public Services MGT-340: Crisis Leadership and Decision Making PER-276: Transit Terrorist Tools and Tactics E0209: State Recovery Planning and Coordination E0210: Recovery from Disaster: The Local Community Role G0194.4: Preparing for Post-Disaster Responsibilities IS-0662: Improving Preparedness and Resilience through Public-Private Partnerships
Exercises
Incorporate critical infrastructure systems into regional exercises. Lessons learned from Hurricane Harvey after-action reports indicate additional exercises are needed to test LMR communications systems, government facilities, hospitals, and water treatment and provision capabilities.

Economic Recovery

SPR Step 1: Assess Capabilities

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

Within **2 weeks** of an incident, reopen **1,500** businesses closed due to the incident.

Estimate of Current Capability

Within **three weeks** of an incident, reopen **1,400** businesses closed due to the incident.

Capability Change Description

No Change

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
Develop workshops and guidance documents to assist jurisdictions and stakeholders in post-incident recovery. Develop or revise regional long-term recovery plans to coordinate efforts, identify key stakeholders, and support the restoration of businesses, employment, and essential services across the region.
Organization
Identify and involve economic development departments, chambers of commerce, non-governmental and volunteer support organizations, and other stakeholders in economic recovery planning and initiatives. Coordinate with the CBCOG Economic Development team and incorporate their Comprehensive Economic Development Strategies (CEDS) into regional economic recovery planning. Maintain standing case management personnel for the regional Long-Term Recovery (LTR) committee. Economic recovery is a collateral duty in 42 local jurisdictions. The Coastal Bend Volunteer Organizations After Disaster (COAD) is formed but needs structure and support to be maintained for effective regional recovery efforts.
Equipment
N/A
Training
Offer awareness-level training on economic recovery, long-term recovery planning, and related topics. Trainings recommended for stakeholders and business citizens from the region include: E0209: State Recovery Planning and Coordination E0210: Recovery from Disaster: The Local Community Role

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IS-394a: Protecting Your Home or Small Business from Disaster
 IS-559: Local Damage Assessment
 IS-662: Improving Preparedness and Resilience through Public-Private Partnerships
 Training for certification of case management workers
 E0376: State Public Assistance Operations
 L0089: National Disaster Recovery Framework: Leadership Workshop
 MGT-342: Strategic Overview of Disaster Management for Water and Wastewater Utilities

Exercises

Funding is needed for regional exercises and regional AAR development. Incorporate economic recovery objectives into regional exercises

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 **4 days** of an incident, restore functions at **33** affected healthcare facilities and social service organizations.

Estimate of Current Capability

Within **four days** of an incident, restore functions at **33** affected healthcare facilities and social service organizations.

Capability Change Description

No Change.

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
Outreach to additional agencies, including the Coastal Bend COAD/VOAD and Coastal Bend Disaster Recovery Group, to participate in regional health and social services planning. Evaluate tools for measuring and promoting community resiliency, including behavioral health and social service provision. Incorporate stress management, mental health support, and behavioral health considerations into policies, plans, and guidance documents.
Organization
Identify and incorporate behavioral health care facilities, social service agencies, CBRAC partners, and local government PHEP programs in planning, response, and recovery initiatives. Conduct outreach to coordinate efforts between agencies across the region, ensuring alignment of resources and services to support community health, behavioral health, and social service needs before, during, and after incidents.
Equipment
Equipment to support regional health and social services includes mobile behavioral health units, telehealth equipment, portable communication devices for field staff, personal protective equipment (PPE), laptops and tablets for data collection, and materials for stress management and self-care training. Additional equipment may include satellite phones, mobile cooling and heating stations for shelters, and software platforms to coordinate behavioral health and social service providers across the region.
Training
Training recommended for medical staff, EMCs, and other regional stakeholders:

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E0197: Integrating Access and Functional Needs into Emergency Planning E0354: Crisis Counseling Assistance and Training Program: Training State Trainers IS0662: Improving Preparedness and Resilience through Public-Private Partnerships IS-2900: National Disaster Recovery Framework Overview MGT-317: Disaster Management for Public Services E0210: Recovery from Disaster: The Local Community Role G0489: Management of Spontaneous Volunteers in Disasters MGT-341: Disaster Preparedness for Healthcare Organizations within the Community Identify and offer behavioral health, self-care, and stress management/reduction training for regional emergency responders.
Exercises
N/A

Housing

SPR Step 1: Assess Capabilities

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

Within **24 months** of an incident, **142,800** people requiring long-term housing, including **110,067** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Estimate of Current Capability

Within **36 months** of an incident, **70,250** people requiring long-term housing, including **1,157** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Capability Change Description

No Change

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
Current regional housing plans need updating to meet the capability target timeframe. Funding is needed to complete an AAR and Improvement Plan for recent recovery efforts to collect lessons learned and incorporate them into a regional housing plan. Continue planning with Coastal Bend COAD and the Coastal Bend Disaster Recovery Group to update strategies, and review plans with regional stakeholders regarding long-term housing needs across jurisdictions.
Organization
Evaluate and/or establish long-term housing plans in cooperation with public and private-sector organizations involved in housing services, including developers, nonprofit housing agencies, and volunteer organizations supporting disaster recovery. Identify and include disaster recovery specialists, city and county governments, and other stakeholders to participate in long-term housing planning. Additional resource agencies need to be identified to assist with housing assessments, as many agencies conduct surveys or assessments for similar purposes, resulting in potential duplication of efforts. Coordination is needed between both Stafford Act and HUD-funded programs. The Coastal Bend COAD/VOAD is formed but requires structure and ongoing maintenance to support these efforts effectively.
Equipment
N/A

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Training
Advanced ICS 400 Intermediate ICS 300 Disaster Accounting T – 600 Coastal Bend Hurricane Conference (700 Participants) E0416: Individual Assistance Housing Group Supervisor E0210: Recovery from Disaster: The Local Community Role E0418: Mass Care-Emergency Assistance Planning and Operations G0282.2: Manufactured Homes and the National Flood Insurance Program G0194.4: Preparing for Post-Disaster Responsibilities IS0559: Local Damage Assessment MGT-317: Disaster Management for Public Services E0209: State Recovery Planning and Coordination
Exercises
Funding for long-term recovery exercises needed.

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 **two months** of an incident, restore **884** damaged natural and cultural resources and historic properties registered in the jurisdiction.

Estimate of Current Capability

Within **one year** of an incident, restore **830** damaged natural and cultural resources and historic properties registered in the jurisdiction.

Capability Change Description

No Change

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
Implement guidance documents identifying natural and cultural resources across the region. Integrate protection, mitigation, and restoration objectives for these resources into local and regional plans. Collaborate with local, state, and federal stakeholders, as well as regional partners such as the Coastal Bend Bays and Estuary Program and Harte Research Institute, to promote public awareness and participation in preserving and restoring natural and cultural resources following a disaster. Update planning efforts to align with the timelines in the capability target and incorporate prepositioned disaster remediation service contracts to safeguard artifacts, records, and other critical cultural assets.
Organization
Additional resource agencies should be identified to support natural and cultural resource assessments, reducing duplication of efforts among organizations that perform similar surveys. Ensure coordination between Stafford Act and EDA-funded programs. Review policies for environmental preservation and restoration implemented by natural resource organizations across the CBCOG region. Identify and incorporate natural, historical, and cultural assessment teams, agencies, and other relevant organizations into planning, response, and recovery initiatives.
Equipment
Equipment to preserve, transport, or recover libraries, archives, and cultural artifacts is not available in the region. Needed items include portable climate-controlled storage units, archival-safe packing and handling materials, conservation kits for paper, textiles, and artifacts, mobile dehumidifiers, water and fire mitigation tools, and GPS-enabled mapping or tracking tools for field assessments.

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Training
Include capability in regional exercise objectives.
Exercises
Include capability in regional exercise objectives.

2026 Priorities

Top 3 Core Capabilities to Sustain in 2026

1. Planning
2. Operational Coordination
3. Operational Communication

Top 3 Core Capabilities to Build in 2026

1. Cybersecurity
2. Operational Communication
3. Threat and Hazards Identification