

2022 STAKEHOLDER PREPAREDNESS REVIEW (SPR)

South Texas Development Council

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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 **42** partner organizations involved in incident management across **11 jurisdictions** affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.

Estimate of Current Capability

Within every **5 years** update all emergency operations plans that define the roles and responsibilities of **42** partner organizations involved in incident management across **11** jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events

Capability Change Description

All jurisdictions are up to date on EOPs as mandated by TDEM. However, the region is in need of a cybersecurity assessment. The COG has 1 regional planner on staff for the 11 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
2 of 4 counties have FEMA approved hazard mitigation plans and no COOP plans in place. No cybersecurity assessments in the Region.
Organization
Currently there is 1 regional planner for the four-county area.
Equipment
n/a
Training
New hires need to be up to date with NIMS required courses. Example IS-703.

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Exercises

Although exercises have occurred, there is a lack for multi-agency participation.

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 **[a 30 minute]** notice of an incident, deliver reliable and actionable information to **[400,000]** people affected, including **[8,000]** people with access and functional needs (affected) and **[200,000]** people with limited English proficiency affected.*

Estimate of Current Capability

*Within **[1 hour]** notice of an incident, deliver reliable and actionable information to **[400,000]** people affected, including **[8,000]** people with access and functional needs (affected) and **[300,000]** people with limited English proficiency affected.*

Capability Change Description

Rise in social media presence and the use of it to disperse information. Webb County Sheriff's Office hired a new PIO.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
Need of more PIOs at the agency level.
Equipment
Currently there is no reverse E911 in 3 counties.
Training
There is needed training in the following areas: <ul style="list-style-type: none"> • ICS-702 • IS-29 • G-289 • G-290
Exercises
n/a

Operational Coordination

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 potential or actual incident, establish and maintain a unified and coordinated operational structure and process across **[11]** jurisdictions affected and with **[42 agencies]** partner organizations involved in incident management. Maintain for **[1]** day(s).

Estimate of Current Capability

Within **[4 hours]** of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across **[11]** jurisdictions affected and with **[42 agencies]** partner organizations involved in incident management. Maintain for **[1]** day(s).

Capability Change Description

Regional coordination has been tested throughout the pandemic and is starting to revert to normal operations. However, tabletop exercises at POEs are still virtual.

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 mutual aid agreement and Regional SOPs need update
Organization
n/a
Equipment
n/a
Training
Training for Zapata confined space rescue, and in Webb personnel in large animal rescue.
Exercises
Multi-jurisdictional coordination in an event has not been exercised. Multi-agency is tested regularly at the local level.

Forensics and Attribution

SPR Step 1: Assess Capabilities

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

Within **[3 hours]** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **[5]** 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 **[4 hours]** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **[5]** personnel assigned to support follow up information sharing, intelligence analysis, and/or investigative actions associated with the collection, examination, and analysis of evidence, as well as the identification of perpetrators.

Capability Change Description

Capability remains the same, no local forensic departments or forensic teams and relies on state agency support for this capability. Information is sent to Austin and has longer return times.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
No local forensic departments or forensic teams.
Equipment
Equipment is limited for local agencies. only basic equipment available, including evidence collection.
Training
n/a
Exercises
n/a

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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 **[1 hour]** of the identification or notification of a credible threat, identify/analyze local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with **[3]** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Estimate of Current Capability

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

Capability Change Description

Resources have been shifted to support border response. Additional money to work on border operations and gather intelligence has become available. This funding now includes second tier counties. More portals have been opened to share information with state and federal partners.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning	n/a
Organization	Additional techs, and personnel in this department
Equipment	MDTs
Training	n/a
Exercises	Natural threats (flooding) and active shooter exercises prove that communication between all levels of governments is lacking. Process and Protocols differ between all levels of government, hindering advancement of information from local levels of government.

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Interdiction and Disruption

SPR Step 1: Assess Capabilities

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

Within [3 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 [11] 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 [6 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 [11] personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.

Capability Change Description

Resources have been limited during the last year preventing locals from purchasing the necessary basic equipment, e.g. computers. Forms on DARS & BIAR reports have become more user friendly and can now be submitted online.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
More personnel to man Fusion Center, including analysts.
Equipment
CBRNE equipment needed, <ul style="list-style-type: none"> • Class A& B suits • SCBAs • Containment kits • Overpacking kits • Radiation detectors Hazmat equipment needed. <ul style="list-style-type: none"> • Decontamination trailer • Gas monitors • Cascade trailer

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<ul style="list-style-type: none"> • PPE <p>In the element of preparedness, first responder teams need to be fully equipped to secure and apprehend a threat, whether it be human, chemical, or technological.</p>
<p>Training</p>
<p>n/a</p>
<p>Exercises</p>
<p>More participation with private sector for technological hazards. Including with oil and railroad companies.</p>

Screening, Search, and Detection

SPR Step 1: Assess Capabilities

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

Within [4 hours] of notice of a credible threat, conduct screening, search, and detection operations for [10,000] people requiring screening, including [100] people with access and functional needs (requiring screening).

Estimate of Current Capability

Within [8 hours] of notice of a credible threat, conduct screening, search, and detection operations for [10,000] people requiring screening, including [100] people with access and functional needs (requiring screening).

Capability Change Description

Loss of many staff and personnel due to COVID. Vacancies still remain. A great number within the force are newcomers.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
In need of at least the following for regional use: <ul style="list-style-type: none"> • 1 hazmat team • 1 SWAT • 1 swift water rescue team, including personnel
Equipment
In need of Swift Water Rescue Boat, Life Vests, throw lines, etc. (Equipment need is based on the assistance local law enforcement and first responders provide to BP on the Rio Grande River and Falcon Lake for drug or human trafficking, etc.)
Training
In need of courses for Swift Water Rescue certification.
Exercises

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Real world events have happened (drownings at Falcon Lake), but the use of State Game Warden equipment was needed.

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 [1 hour] of an event, be prepared to accept credentials from [9] partner organizations involved in incident management.

Estimate of Current Capability

Within [3 hour] of an event, be prepared to accept credentials from [9] partner organizations involved in incident management.

Capability Change Description

Several jurisdictions continue with high turnover. A lot of new personnel has not been caught up with the adequate training.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning	n/a
Organization	More personnel and volunteers needed. Investigators needed.
Equipment	Needed in local agencies: scanners, security software, barcode tags.
Training	ICS training needed for volunteers in region. Shelter management training needed within region.
Exercises	Issues with inability to control self-dispatch.

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 covering [13] publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

Every [3 years], appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering [13] publicly managed and/or regulated critical infrastructure facilities.

Capability Change Description

A few jurisdictions have upgraded software and upgraded security software. New funding opportunities have encouraged agencies to perform cybersecurity assessments and take online cybersecurity awareness training.

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
<p>No local SOPs available outside Law Enforcement agencies.</p> <p>No policies and procedures in place. Need to create, update, address specifics, stricter background checks.</p> <p>Need to create annexes for cybersecurity for all jurisdictions.</p> <p>No cybersecurity assessments within the Region.</p>
Organization
<p>Need of more IT personnel for smaller jurisdictions.</p> <p>Increase of personnel for jurisdictions that do not have in-house staff.</p>
Equipment
<p>In need of:</p> <p>Dual Authentication Hardware:</p> <ul style="list-style-type: none"> - Chipped cards/magnetic card reader - Finger print readers

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<ul style="list-style-type: none">- Iris Scanners Cloud Back ups Software: <ul style="list-style-type: none">- Anti-virus- Anti-malware- Ransom ware- Computer software upgrades Access Control System
Training
In need of MGT452, MGT456, and PER257
Exercises
In need of inter/intra- agency exercise, including state and federal partners. In need of exercises with private partners who do not change username/passwords for databases.

Physical Protective Measures

SPR Step 1: Assess Capabilities

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

Within [30 days] of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering [15] publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.

Estimate of Current Capability

Within [60 days] of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering [8] publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.

Capability Change Description

Multiple agencies have been awarded funding for ballistic shields and are enrolled in ALERRT Training.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
n/a
Equipment
n/a
Training
n/a
Exercises
Issues have risen with lack of collaboration with international counterparts.

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 [month], appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering [8] publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

Every [2 years], appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering [8] publicly managed and/or regulated critical infrastructure facilities.

Capability Change Description

Most of the region is composed of rural and lack the financial resources to purchase necessary equipment in case of an incident. However, Roma PD acquired an armored vehicle and drone for their SWAT.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
n/a
Equipment
Need larger morgue facilities. Mobile latrines (2) Mobile canteen (2) Portable generator (2) Laundry trailer (2)
Training
Need additional training in exercise design and development for first responders and emergency management planners.

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Training Courses desired:

- MGT418
- MGT414

Exercises

Need at least 1 regular exercise with public and private entities, including VOADS.

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 [42] partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.

Estimate of Current Capability

Every [3 years], engage [15] partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.

Capability Change Description

The City of Laredo Airport performed their preparedness exercise this year. The exercise was interagency and multi-discipline.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
Personnel needed to provide security. Changes with location and updates with DSHS are not transmitted timely.
Equipment
n/a
Training
Basic SNS training for distribution points and warehouses.
Exercises
n/a

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 [5] 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 [5] outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.

Capability Change Description

Starr and Webb counties have their annual Operation Lone Star events that have support from local law enforcement and first responder agencies. Law enforcement agencies have restarted their National Night Out events since reopening from COVID. Multiple Stop the Bleed and Active Shooter training have been held in the community throughout 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
2 of 4 counties have a FEMA approved mitigation plan. No Coop plans in place.
Organization
Lack of resources to support personnel/ regulation in code enforcement.
Equipment
Lack of street signs, IPAWS.
Training
Training needed in the following: <ul style="list-style-type: none"> - AWE 310 - G318 - E0426
Exercises
n/a

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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 [year], [11] jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Estimate of Current Capability

Every [2 years], [11] jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Capability Change Description

Not all jurisdictions have adopted building codes due to the rural location of the communities. Some lack resources and personnel.

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
Building codes are adopted at the local level and not all jurisdictions have them.
Organization
In need of more code enforcement personnel.
Equipment
n/a
Training
In need of training in building codes.
Exercises
n/a

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 [3] threat and hazard scenarios to incorporate into planning efforts.

Estimate of Current Capability

Every [year], after identifying threats and hazards of concern, model the impacts of [0] threat and hazard scenarios to incorporate into planning efforts.

Capability Change Description

Planning workshop held in October 2022 with a good number of represented agencies.

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
2 of 4 counties do not have mitigation plans within the region.
Organization
In need of 1 more full-time regional planner. In need of more public official participation.
Equipment
GIS software
Training
n/a
Exercises
Exercised not held to test this capability. Workshops are held, however there is need of more participation from local agencies.

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 [11] jurisdictions and [5] 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 [6] jurisdictions and no partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

Capability Change Description

Workshops are held annually to assess the threats and risks. However, participation from the public sector is average and almost nonexistent from the private sector.

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
2 of 4 counties do not have mitigation plans within the region.
Organization
In need of 1 more full-time regional planner. In need of more public official participation.
Equipment
n/a
Training
Trainings held; more attendance needed in workshops.
Exercises
Exercises not held to test this capability. Workshops are held, however there is need of more participation from local agencies.

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, complete the evacuation of **[6,000]** people requiring evacuation, including **[120]** people with access and functional needs (requiring evacuation).*

*Within **[24 hours]** of an incident, clear **[150]** miles of road affected, to enable access for emergency responders, including private and non-profit*

Estimate of Current Capability

*Within **[72 hours]** notice of an impending incident, complete the evacuation of **[1,000]** people requiring evacuation, including **[20]** people with access and functional needs (requiring evacuation).*

*Within **[48 hours]** of an incident, clear **[150]** miles of road affected, to enable access for emergency responders, including private and non-profit.*

Capability Change Description

A lot of the communities have smaller agencies and do not have the adequate vehicles or staff to respond and transport the high number of people. This gap is not new, but recurrent due to lack of funds and resources.

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
Have MOUs in place with public and private entities that may provide transport services.
Organization
Needs in law enforcement personnel.
Equipment
In need of high Terrain vehicles, air boats, lift vans, PAFN vehicles, ambulance services (M-buses).
Training
In need of G-0358.

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Exercises

In need of a Region Wide Exercises and multi-jurisdictional exercises that include PAFN.

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 **[6 hour]** of an incident, assess, contain, and begin cleaning up hazardous material releases from **[1]** hazmat release sites.*

*Within **[1 hour]** of a hazmat incident, complete decontamination procedures for **[10]** exposed individuals (hazmat-related incidents).*

Estimate of Current Capability

*Within **[10 hour]** of an incident, assess, contain, and begin cleaning up hazardous material releases from **[1]** hazmat release sites.*

*Within **[4 hours]** of a hazmat incident, complete decontamination procedures for **[10]** exposed individuals (hazmat-related incidents).*

Capability Change Description

No new or significant 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
n/a
Organization
Establish MOUs with private companies that have haz-mat response teams.
Equipment
n/a
Training
Need of more personnel participation. Training in Intro to Hazmat and PER-309 needed.
Exercises
Participation from private sector needed in exercises/drills (doctors, nurses, and hospital staff).

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Fatality Management Services

SPR Step 1: Assess Capabilities

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

*Within **[24 hours]** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **[50]** fatalities.*

Estimate of Current Capability

*Within **[24 hours]** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **[10]** fatalities.*

Capability Change Description

Capability has been assessed through the Laredo Airport exercise.

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 Mass Fatality Plan needs serious updated and to be adopted.
Organization
In need of 1 more medical examiner and personnel.
Equipment
Need morgue body bags and medical examiner mobile unit.
Training
Needed training in G0386, Decon training, and WR-232.
Exercises
Regional exercise needed to test this capability. Lack of funding is an issue.

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 **[30 minutes]** of an incident, conduct firefighting operations to suppress and extinguish **[2]** structure fires.*

Estimate of Current Capability

*Within **[30 minutes]** of an incident, conduct firefighting operations to suppress and extinguish **[2]** structure fires.*

Capability Change Description

Significant equipment has been acquired throughout the region, including 2 pumper trucks, 1 tanker, 1 brush truck, and a new hire in Rio Grande City. 2 high profile vehicles and 2 boats in Roma. 1 high profile vehicle and 1 fire engine in Escobares.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
In need of more full-time personnel for fire departments in all four counties. A lot of fire departments are volunteer or combined.
Equipment
In need of the following: <ul style="list-style-type: none"> Wildland PPE, Structural PPE Cascade systems Search and rescue equipment
Training
Basic and Wildland training needed for high turnover.
Exercises
n/a

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 **[24 hours]** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **[1,000]** people requiring shelter and **[1,000]** people requiring food and water. Maintain distribution system for **[1 week]**.*

Estimate of Current Capability

*Within **[24 hours]** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **[1,000]** people requiring shelter and **[1,000]** people requiring food and water. Maintain distribution system for **[1 week]**.*

Capability Change Description

Capability is being sustained through using ICS. A new representative from Red Cross was hired for the Starr County area.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning	n/a
Organization	Need of more volunteers and VOADs within region.
Equipment	In need of Scanner, Mobile devices, and tracking software.
Training	Training needed in E0733 and MGT447.
Exercises	n/a

Mass Care Services

SPR Step 1: Assess Capabilities

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

*Within **[4 hour]** of an incident, provide emergency sheltering, food, and water for **[1,000]** people requiring shelter and **[1,000]** people requiring food and water, including **[20]** people with access and functional needs (requiring accessible shelter) and **[20]** people with access and functional needs (requiring food and water), and **[0]** animals requiring shelter, food, and water. Maintain for **[6 hours]**.*

*Within **[24 hours]** of an incident, move **[500]** people requiring temporary, non-congregate housing, including **[10]** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.*

Estimate of Current Capability

*Within **[4 hour]** of an incident, provide emergency sheltering, food, and water for **[1,000]** people requiring shelter and **[1,000]** people requiring food and water, including **[20]** people with access and functional needs (requiring accessible shelter) and **[20]** people with access and functional needs (requiring food and water), and **[0]** animals requiring shelter, food, and water. Maintain for **[6 hours]**.*

*Within **[24 hours]** of an incident, move **[500]** people requiring temporary, non-congregate housing, including **[10]** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.*

Capability Change Description

This capability is assessed yearly, and the region’s healthcare preparedness coalition has determined there are enough resources to sustain this capability. However, it has not been thoroughly tested and the regional partners would like to sustain this level of capacity.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
Need of more certified volunteer groups to assist in clinics or quarantine areas.
Equipment
n/a

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Training
n/a
Exercises
n/a

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 **[24 hour]** of an incident, conduct search and rescue operations for **[500]** people requiring rescue.*

Estimate of Current Capability

*Within **[24 hour]** of an incident, conduct search and rescue operations for **[300]** people requiring rescue.*

Capability Change Description

New equipment purchases, including high profile vehicles and rescue boats have increased this capability.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
More personnel needed for diving teams, swift water rescue, confined space rescue, trench and high angle.
Equipment
In need of repelling equipment, ladder truck, ropes, helmets, vests, boats, and shoring equipment.
Training
Training needed in high angle rescue, confined space rescue, swift water rescue, large animal rescue, trench and wide area search.
Exercises
No mass events/ exercises have taken place, but localized real-world events have.

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 **[1 hour]** of an incident, provide security and law enforcement services to protect emergency responders and **[1,000]** people affected.*

Estimate of Current Capability

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

Capability Change Description

This capability is adequately sustained. Capability was tested during the vaccine drives and in the shelters during Euri.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
Lack of personnel to provide security.
Equipment
In need of IP scanners, metal detectors, barcodes tags for accountability, computers, and generators.
Training
n/a
Exercises
Exercises have shown that on scene security do not turn away self dispatchers or partner agencies. The last airport exercise had many last minute participants who weren't screened and were allowed on site solely based on their uniform.

Operational Communications

SPR Step 1: Assess Capabilities

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

*Within **[1 hour]** of an incident, establish interoperable communications across **[3]** jurisdictions affected and with **[8]** partner organizations involved in incident management. Maintain for **[12 hours]**.*

Estimate of Current Capability

*Within **[2 hour]** of an incident, establish interoperable communications across **[3]** jurisdictions affected and with **[8]** partner organizations involved in incident management. Maintain for **[12 hours]**.*

Capability Change Description

Significant upgrades to the regional communications system were made, including the upgrade to dispatch centers, channel expansion, and ethernet conversion. System is back to wide area.

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
In need of updates to regional SOPs, several local SOPs, and Regional Interoperable Communications Plan (RICP).
Organization
Need of more COML, COMT, an RADO operators.
Equipment
In need of radios (portable and mobile), towers and equipment, mobile repeaters, gateways, SAT phones, HAM Radios, Base Stations and radio programming software. Purchase of devices/service under FirstNet.
Training
Need of COML, COMT, RADO, and radio operation basic training.
Exercises
Need more full-scale exercises to test capabilities.

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

Estimate of Current Capability

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

Capability Change Description

New health director was hired by the City of Laredo Health Department and additional personnel has been added.

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
<ul style="list-style-type: none"> One local public health department serves 3 counties; needs improvement in involving wider variety of agencies throughout planning process Need to better incorporate mutual aid into plans Need to involve additional internal agencies, sub-jurisdictions, neighboring jurisdictions and/or higher-level jurisdictions in the planning process Need to validate plans through training events, exercises, and real-world incidents
Organization
<ul style="list-style-type: none"> Need additional SMEs in public health and emergency medical services. Need increased private sector and/or community outreach and engagement Need to implement multi-agency and/or multi-jurisdictional (state/local/tribal) training to ensure stakeholders function from the same information and execute the same processes Need establishment of MOUs with private sector for resources (i.e., ambulance service)
Equipment
<p>Need to acquire PPE for first responders in region.</p> <p>Jim Hogg in need of:</p> <ul style="list-style-type: none"> ambulances

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<ul style="list-style-type: none"> • MICU personnel • Basic EMS • Paramedics
Training
<p>Training for law enforcement for public health issues and operations;</p> <ul style="list-style-type: none"> • 161: Disaster Sanitation- EPHOC • Emergency Planning for Local Public Health
Exercises
n/a

Situational Assessment

SPR Step 1: Assess Capabilities

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

*Within **[15 minutes]** of incident, and on an **[hourly]** cycle thereafter, provide notification to leadership and **[42]** partner organizations involved in incident management of the current and projected situation. Maintain for **[24 hours]**.*

Estimate of Current Capability

*Within **[1 hour]** of incident, and on an **[hourly]** cycle thereafter, provide notification to leadership and **[15]** partner organizations involved in incident management of the current and projected situation. Maintain for **[24 hours]**.*

Capability Change Description

This gap has been represented through real world events at the local level. At the regional level that gap is greater. Lack of training and drills increase the response time and amount of organizations coordinated.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
More personnel in smaller jurisdictions to cover needed positions. Typically, personnel covers 2-3 positions.
Equipment
n/a
Training
Need training for turnover AWR-160: Standardized Awareness Training, E0948: Situational Awareness and Common Operating Picture, E0964: NIMS ICS All-Hazards Situation Unit Leader Course.
Need to implement multi-agency and/or multi-jurisdictional (state/local/tribal) training to ensure stakeholders function from the same information and execute the processes.
Additional training: E0143 and MGT340.

Exercises

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

Need to implement corrective actions and improvement plans.

Infrastructure Systems

SPR Step 1: Assess Capabilities

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

*Within **[1 week]** of an incident, restore service to **[50,000]** customers without water service.*

*Within **[1 week]** of an incident, restore service to **[100,000]** customers without wastewater service.*

*Within **[1 week]** of an incident, restore service to **[50,000]** customers without communication service.*

*Within **[2 weeks]** of an incident, restore service to **[150,000]** customers without electricity service.*

Estimate of Current Capability

*Within **[1 week]** of an incident, restore service to **[50,000]** customers without water service.*

*Within **[1 week]** of an incident, restore service to **[100,000]** customers without wastewater service.*

*Within **[1 week]** of an incident, restore service to **[50,000]** customers without communication service.*

*Within **[2 weeks]** of an incident, restore service to **[150,000]** customers without electricity service.*

Capability Change Description

Euri tested capability in Starr County. Waterplant shut down electricity and a request for a generator had to be sent to TDEM.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
n/a
Organization
n/a
Equipment
<ul style="list-style-type: none"> generators

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Training
Cross training needed for Law Enforcement, First Responders, and Public Sector.
Exercises
In need of more exercised with multi-agency participation, including collaboration o the public sector.

Economic Recovery

SPR Step 1: Assess Capabilities

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

*Within **[1 month]** of an incident, reopen **[500]** businesses closed due to the incident.*

Estimate of Current Capability

*Within **[3 month]** of an incident, reopen **[500]** businesses closed due to the incident.*

Capability Change Description

The current pandemic has proven that adequate equipment, materials, and protocols must be set in place prior to reopening. Recovery is not solely based on reconstruction of facilities or stock of goods. Capability assessed using the initial closures from the current pandemic.

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
All jurisdictions have existing plans for economic development and growth; however, they lack assessment under recovery.
Organization
64% of the jurisdictions have EDCs (Economic Development Corporations) and/or Chambers of Commerce that support small business. City of La Grulla, El Cenizo, Rio Bravo, Jim Hogg County, and Zapata County are the entities not included.
Equipment
n/a
Training
Training in the private sector is lacking for economic recovery after disaster; including how to fill out insurance claim forms or how to request assistance at the state or federal level.
Exercises
n/a

Health and Social Services

SPR Step 1: Assess Capabilities

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

*Within **1 month** of an incident, restore functions at **8** affected healthcare facilities and social service organizations*

Estimate of Current Capability

*Within **1 year** of an incident, restore functions at **8** affected healthcare facilities and social service organizations.*

Capability Change Description

Although there is enough organizational support through coalitions and disaster planning, lack of personnel in addition to the already previous shortage has become evident throughout the current health crisis. The health care industry continues to struggle in this regard. Additional training and exercises at the regional level is also lacking.

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
Need to update plans to reflect current needs of region 19. Incorporate continuity of services for health and social services in the region.
Organization
Increase personnel capacity to fill vacancies and additional need.
Equipment
Acquire medical equipment and facilities to provide services to those in need throughout Region 19
Training
Increase training opportunities in disaster health/mental health, pediatric disaster response, CBRNE response in medical facilities, and various training for medical and social services providers.
Exercises
Must coordinate with public and private sector providers to test capability to provide services to region on a mass scale.

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Housing

SPR Step 1: Assess Capabilities

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

*Within **[1 week]** of an incident, **[150]** people requiring long-term housing, including **[2]** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.*

Estimate of Current Capability

*Within **[2 weeks]** of an incident, **[100]** people requiring long-term housing, including **[2]** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.*

Capability Change Description

This is a recurring issue regionally, where there are not identified facilities that can be used for long-term housing. Databases have been updated, but not enough vacancy for when an incident occurs. Regional housing navigator position remains vacant.

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
Need to update plans that address housing shortages, housing assessments, Reconstruction of destroyed housing, and Rehabilitation of damaged housing.
Organization
Need to acquire trained personnel to assist with assessing housing needs in region 19, including volunteers.
Equipment
More facilities with housing capabilities.
Training
n/a
Exercises
n/a

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 **[1 year]** of an incident, restore **[12]** damaged natural and cultural resources and historic properties registered in the jurisdiction.*

Estimate of Current Capability

*Within **[2 years]** of an incident, restore **[12]** damaged natural and cultural resources and historic properties registered in the jurisdiction.*

Capability Change Description

A restoration project for Fort Ringgold started 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
Need to develop plans to address natural and cultural resources in Region 19 and assess vulnerability to hazards. Including damage assessments, environmental preservation and preservation and restoration, and historic preservation.
Organization
Need to acquire personnel structure to update, maintain, and improve new and existing plans.
Equipment
n/a
Training
Need training so personnel can assess vital resources and components of their region and address vulnerabilities in plans. Need training: E0210: Recovery for Disaster. The Local Community Role, E0727: Executive Orders 11988 and 11990: Floodplain Management and Wetlands Protection.
Exercises
n/a

2022 Priorities

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Top 3 Core Capabilities to Sustain in 2022

1. Planning

2. Fire Management and Suppression

3. Operational Coordination

Top 3 Core Capabilities to Build in 2022

1. Cybersecurity

2. Intelligence and Information Sharing

3. Interdiction and Disruption