

2025 STAKEHOLDER PREPAREDNESS REVIEW (SPR)

**South Plains Association of
Governments (SPAG)**

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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 **1 year** update all emergency operations plans that define the roles and responsibilities of **21** partner organizations involved in incident management across **62** 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 **21** partner organizations involved in incident management across **62 jurisdictions** affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.

Capability Change Description

The South Plains Association of Governments annually plans to schedule reviews with jurisdictions within the Area of Responsibility to update their emergency operations plans. Currently, EOPs are required to be updated every 5 years, but an annual assessment through the THIRA planning process will allow the South Plains Association of Governments the ability to encourage updates and consistent review of emergency operations plans 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
Develop and enhance emergency operations plans for all counties. Develop and maintain a consistent schedule to update Hazard Mitigation Plans, as well as review and submit the THIRA, SPR, and IP.
Organization
Additional personnel are needed to support effective planning. Multiple counties do not have emergency management personnel available and rely heavily on SPAG to create and review effective planning documents for the relevant jurisdictions. All counties need personnel to

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assist with writing mitigation plans and enhancing emergency operations plans. SPAG will assist the region and jurisdictions within to develop hazard mitigation plans.
Equipment
N/A
Training
The region needs training to develop Emergency Operations Plans, Incident Action Plans, and Hazard Mitigation Plans at the regional and local levels. TDEM provides some training within the region, but additional training is necessary for more rural communities that lack emergency management personnel.
Exercises
The region needs to conduct planning workshops and COOP exercises with emergency management personnel, public officials, and regional partnering organizations to prepare for identified hazards within the region.

Public Information and Warning

SPR Step 1: Assess Capabilities

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

Within **1 hour** notice of an incident, deliver reliable and actionable information to **90%** of people affected, including **100%** of people with access and functional needs (affected) and **60%** people with limited English proficiency affected.

Estimate of Current Capability

Within **1 hour** notice of an incident, deliver reliable and actionable information to **50%** people affected, including **30** people with access and functional needs (affected) and **50%** people with limited English proficiency affected.

Capability Change Description

The South Plains Association of Government's Area of Responsibility continues to build upon the existing public information and warning capabilities. Most jurisdictions within the region test their outdoor warning sirens on an annual basis, as well as the I-Info and SPURS public warning systems. All jurisdictions have access to a form of mass notification system, but some jurisdictions do not have the current manpower to run a mass notification system and rely heavily on state and federal agencies to utilize their mass notification system, like the National Weather Services. Jurisdictions do have several other warning systems, including systems through local television providers that allow for weather related hazards and other man-made hazards information to be broadcast throughout the region, within the jurisdiction, and outside of the jurisdiction.

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
Regularly scheduled updates to the Standard Operating Procedures throughout the region. Continued plans to increase training and education across the region.
Organization
Development of better training resources and workshops for the use of regional notification systems in rural areas of the region. Additional outreach to encourage constituent usage of the regional notifications systems applicable to their area. SPAG will conduct annual trainings for regional stakeholders to stay informed of the available mass notification systems within the region.
Equipment

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Mass notification systems that are already in place and available to all cities and counties within the region. New outdoor warning sirens needed for Motley County have been identified as a need within the region.

Training

Increased awareness of the mass notification capabilities and training of users. Conduct 2 training courses annually for the emergency information systems available to the region.

Exercises

Biannual test of mass notification systems within each county and region wide. Biannual tests of public outdoor warning sirens throughout the region.

Operational Coordination

SPR Step 1: Assess Capabilities

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

Within **15 minutes** of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across **15** jurisdictions affected and with **102** partner organizations involved in incident management. Maintain for **2 days** day(s).

Estimate of Current Capability

Within **1 hour** of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across **15** jurisdictions affected and with **102** partner organizations involved in incident management. Maintain for **3 days** day(s).

Capability Change Description

This capability continues to improve throughout the SPAG region. Position-specific training is needed throughout the region. Additional region-wide exercises need to be conducted for all emergency management personnel and elected officials throughout the region. The region continues to conduct Emergency Responder Advisory Committee (ERAC) meetings as well as region wide quarterly meetings for Emergency Managers, County Judges, and other elected officials to attend for greater coordination and planning 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

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Enhance emergency operations plans and standard operating procedures for all 15 counties in the region. Develop and annually update a Regional Inoperability Communications Plan (RICP). There currently is no Interoperability Communications Plan within the region.
Organization
N/A
Equipment
Additional region-wide radios and channels are needed to promote interoperability.
Training
Incident command training is needed across the region. Position specific incident management training is needed. Additional training gaps exist as a result of turnover, attrition, and other staffing issues with no contingency plans in place for soon to retire Emergency Management Coordinators and other First Responders. There are currently no local instructors for position specific incident management training, and the most recent training was held in 2023 for the region. Additional training in Emergency Operations Center Management and Operations as well as Incident Command System Interface training is needed.
Exercises
All exercises will test operational coordination. Consistent multi-agency exercises are needed to address the operational coordination gaps. More participation in regional communication exercises is needed as well.

Forensics and Attribution

SPR Step 1: Assess Capabilities

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

Within **24 hours** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **2** 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 **48 hours** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **2** 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

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The creation of a fusion center closer to or within the region would encourage this gap to reach the target faster.

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
Information sharing policies and agreements currently do not exist. Without a regional fusion center, we lack the ability to plan for and identify potential terrorist threats as they occur. Inclusion of fire, EMS, and other first responders in the development and implementation of a new fusion center.
Organization
No regional fusion center is available within or around the region. Security clearance to be in those is limited and inaccessible to the region.
Equipment
The region needs a fusion center located and operational within the region.
Training
Accessibility to training and instructors to provide regional training. Increased training opportunities within the region for the identification of terroristic threats as well as coordination with a fusion center.
Exercises
Informational sharing exercises are currently not conducted but have been identified as a priority to the region. Integration of fire, EMS, and law enforcement into information sharing exercises. All community life-line organizations should be tied into the fusion centers.

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 **12 hours** of the identification or notification of a credible threat, identify/analyze the local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with **44** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Estimate of Current Capability

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Within **12 hours** of the identification or notification of a credible threat, identify/analyze the local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with **44** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Capability Change Description

Intelligence and Information sharing capabilities continue to improve within the SPAG region through real world events. However, the capability target is difficult to improve as there currently exists no means by which first responders across multiple jurisdictions can communicate with one another. There is no region-wide radio channel that allows different first responders or emergency managers to securely communicate if cell-phone towers are threatened.

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
Terrorism response plans and mutual aid agreements are needed in all 15 counties. Consistent schedules have been developed by SPAG to update emergency operations plans regularly. Hazard Mitigation Plan updates have been scheduled and will be maintained to update on their 5-year schedule. Need to promote further information sharing across jurisdictions and disciplines. Updates and plans have been scheduled for Hazard Mitigation Plans throughout the region.
Organization
Development of information sharing groups within the region and organized methods of developing and properly disseminating information and intelligence that impact more than a single jurisdiction or geographically separated jurisdictions that assist one another through mutual aid agreements.
Equipment
Information sharing equipment for interjurisdictional organizations and throughout the region. Accessible information sharing equipment for elected officials and law enforcement to communicate with one another across the region.
Training
Additional situational awareness training and critical situation training are to be provided to the region. Training on permitting processes for public gatherings and community-wide events. Training on what information to share and not to share across the region in certain specific events. Training in Information Sharing Groups.
Exercises

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Regional public information training and exercises conducted within local jurisdictions and across the region that include information sharing and intelligence components in the exercise.

Interdiction and Disruption

SPR Step 1: Assess Capabilities

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

Within **48 hours** of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **6** 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 **48 hours** of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **6** personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.

Capability Change Description

There currently is no fusion center available within the region. To properly meet this target or exceed the target capabilities explained here, a fusion center would be needed within the region, likely within the City of Lubbock considering its central location to the region. This capability target remains unchanged since the last year's THIRA as the regional capabilities in rural areas of the region have not improved.

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
No fusion center is available within the region. Having an accessible fusion center in the region would significantly improve the planning capabilities in the event of a terrorist attack. Mutual aid agreements should be established between jurisdictions within the region.
Organization
Establishment of a fusion center within the region. Additional personnel in smaller jurisdictions that do not have the staff to monitor activities of terrorism.
Equipment

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N/A
Training
Training is needed on how rural communities can utilize the fusion center and how to properly report items to the fusion center. Training is not held on this subject frequently within the region. Hazmat teams in Lubbock need additional training courses to better implement this capability.
Exercises
Conduct exercises for an imminent terroristic threat and how to engage the fusion center and other surrounding jurisdictions to mitigate the impact of an event on the region. The region requires more exercises in working in and around CBRNE environments.

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 **1 hour** of notice of a credible threat, conduct screening, search, and detection operations for **2,200** people requiring screening, including **100%** of people with access and functional needs (requiring screening).

Estimate of Current Capability

Within **1 hour** of notice of a credible threat, conduct screening, search, and detection operations for **2,200** people requiring screening, including **100% of** people with access and functional needs (requiring screening).

Capability Change Description

Current capabilities match the target capabilities within most of the region. However, there has been an identified need for metal detectors in rural regions for larger events conducted. Additional security in rural areas is sparse and has been identified as a gap for larger events held in more rural areas of 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
Implementation of search, screening, and detection procedures into the Standard Operating Procedures for more rural communities within the region.

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Organization
Additional redevelopment aimed at improving coordinated regional efforts by eliminating redundancy without creating unnecessary overlap.
Equipment
Additional metal detectors and screening devices for rural areas of the region.
Training
Additional training on electronic search capabilities, radiological screening, and wide area search tactics is needed for the entire region, but specifically in more rural areas of the region.
Exercises
Greater exercise is needed to incorporate the detection of Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) events, particularly biological materials and electronic methods of search and screening.

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 **102** partner organizations involved in incident management.

Estimate of Current Capability

Within **12 hours** of an event, be prepared to accept credentials from **102** partner organizations involved in incident management.

Capability Change Description

There is currently no reliable credentialing database for the region, thus most credentialing is completed through credible word of mouth credentialing immediately before and after an incident. There has been an identified need to develop a region-wide accessible credentialing system and/or statewide credentialing 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

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No common credentialing systems region-wide or state-wide.
Organization
Development of a standardized credentialing system.
Equipment
Credentialing system that is region-wide and/or state-wide and updated regularly.
Training
Standardized credentialing training for all organizations and jurisdictions within the South Plains Association of Governments area of responsibility.
Exercises
After the implementation of a credentialing system, develop exercises to practice validation of the credentialing system and use of the multi-factor authentication systems. This capability is rarely included in exercises.

Cybersecurity

SPR Step 1: Assess Capabilities

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

Every **1 year**, appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **62 agencies** publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

Every **1 year**, appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **62 agencies** publicly managed and/or regulated critical infrastructure facilities.

Capability Change Description

The target and current capability are based on the annual cybersecurity training, planning, and systematic tests that are required by the state to be conducted among all local government entities and partner organizations. Upon request, the Texas Municipal League also offers annual cybersecurity screenings to assist smaller jurisdictions in the assessment of their cybersecurity 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

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regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Creation of organizational documents, and non-disclosure agreements. Jurisdictions need to evaluate and update their COOP plans in the event of a cyberattack.
Organization
Develop a system of information sharing as it pertains to cybersecurity threats and hazards. Most jurisdictions within the region do not have in-house IT technicians and utilize third-party organizations for IT needs.
Equipment
Development of a secure remote meeting platform with a multi-factor authentication system in place for such meetings.
Training
Information sharing group training. Continued cybersecurity training is required by the governor's office and additional training is required by insurance for each county and city. Additional training is needed regarding what to do if credentials are compromised.
Exercises
Regional exercise for information sharing and possible response to cybersecurity threats throughout the region.

Physical Protective Measures

SPR Step 1: Assess Capabilities

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

Within **72 hours** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **89** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.

Estimate of Current Capability

Within **72 hours** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **89** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.

Capability Change Description

To adjust this target, exercises among all jurisdictions need to be conducted. The installation of additional security equipment has been shown effective in larger jurisdictions, but some security equipment is inaccessible to more rural areas of the region. This capability target is sustained by the annual risk and vulnerability assessments conducted, like THIRA, Hazard

Mitigation Plans, and Emergency Operations Plans. These assessments will begin to monitor critical infrastructure facilities and how they are protected within the jurisdiction.

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
Conduct surveys every year throughout the region for an accurate count of publicly managed and regulated critical infrastructures within each jurisdiction. Record their locations and include these infrastructure sites in other jurisdictional planning documents. Additional development of plans as to how they will protect critical infrastructure.
Organization
N/A
Equipment
N/A
Training
N/A
Exercises
Additional exercises will need to be conducted to ensure that all areas of the region can meet this capability target and have a clear plan in place in the event of a threat to critical infrastructure within the jurisdiction, such as tests of their Emergency Operations Plans.

Risk Management for Protection Programs and Activities

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

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There is currently no difference in the target capability and current capability due to new procedures within the South Plains Association of Governments Area of Responsibility. Annual THIRA planning and 5-year updates to Hazard Mitigation plans encourage jurisdictions to maintain a consistent pattern of review for threats and hazards that impact 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
Conducted annually and sometimes on a biannual basis. COOPS, Disaster Recovery Plans, Incident Response Plans, EOP and THIRA.
Organization
N/A
Equipment
N/A
Training
Continuity Training for emergency managers and key elected officials. There is a disparity in training with key elected officials.
Exercises
Continuity exercises are conducted on a regularly scheduled basis or given as a practice exercise for cities and counties to conduct on their own time (4 hour training & 4 hour tabletop exercise).

Supply Chain Integrity and Security

SPR Step 1: Assess Capabilities

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

Every **1 year** engage **102** 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

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Every **1 year** engage **62** 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

Supply chain integrity has been identified as a major gap within the region. Currently, a maintained inventory of vital equipment necessary in the event of certain catastrophes does not exist within the region. The region continues to work with national organizations to maintain working relationships that could assist the region in the event of an emergency with supplies that are otherwise unavailable due to a lack of inventory.

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
Continuity plans, alternative supplies, emergency contracts, mutual aid agreements, and private/public partnerships with regional stakeholders and elected officials.
Organization
Lack of employment in manufacturing companies. Many companies transitioned to assist in COVID-19 efforts and production and as a result, inventory has decreased. Adjustments have occurred in demand.
Equipment
Lack of maintained inventory. A lack of sustained inventory is one of the largest gaps that the region faces in the event of an emergency or imminent threat.
Training
Additional training is necessary for emergency managers within the region and elected officials who do not have emergency managers within their organizations.
Exercises
Continuity planning exercises and supply chain exercises.

Community Resilience

SPR Step 1: Assess Capabilities

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

Every **1 year**, conduct **2** outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.

Estimate of Current Capability

Every **1 year**, conduct **2** 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

Current capability, most communities do one a year depending on the organization 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
Additional emphasis is on the development of partnerships with local businesses, industry, and community leaders that aid local government in the region during a disaster. Greater efforts should be placed on maintaining outreach efforts to the local communities.
Organization
Personnel to conduct outreach activities within rural communities. Consider partnering with the National Weather Service(NWS) since they are required to do outreach activities within the communities already. Develop public-private partnerships to maintain the economic resiliency of the jurisdiction and region as a whole.
Equipment
Continued development and emphasis on the importance of mass notification systems in rural areas.
Training
Continue to work with the Texas Association of Regional Councils (TARC) to obtain Train-the-Trainer courses in the region to increase the number of qualified trainers within the region. Additional outreach partnerships allow training for resources that might not otherwise be available in the event of a threat or hazard.
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 **5 years, 44 municipality** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Estimate of Current Capability

Every **5 years, 22 municipality** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Capability Change Description

Due to the rural nature of the South Plains Association of Governments Area of Responsibility, not all counties within the region have established building codes that are enforced.

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 critical infrastructure survey put out by the Cybersecurity Infrastructure Security Agency (CISA) - that could assist with planning and identification of those gaps. SPAG assists in getting surveys completed by rural communities.
Organization
Planning Integrated Risk Score Card - a system that overlays all plans within a jurisdiction to compare and evaluate vulnerabilities (rare for jurisdictions to do this). Additional building code inspectors are needed on staff in rural communities to enforce new building codes.
Equipment
Geographic Information Systems(GIS) analysis data. Updated communication equipment needed for rural areas with failing mass notification outdoor warning systems.
Training
Risk assessment and identification. Vulnerability assessment and identification training. Obtain greater training opportunities for local elected officials that relay the benefits of improving local building codes and standards.
Exercises
N/A

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Risk and Disaster Resilience Assessment

SPR Step 1: Assess Capabilities

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

Every **1 year**, after identifying threats and hazards of concern, model the impacts of **6** threat and hazard scenarios to incorporate into planning efforts.

Estimate of Current Capability

Every **1 year**, after identifying threats and hazards of concern, model the impacts of **6** threat and hazard scenarios to incorporate into planning efforts.

Capability Change Description

The capability is reached annually through the THIRA assessments and additional meetings of the Emergency Responders Advisory Committee (ERAC), where threats and hazards from the region are assessed and placed in the order of importance to reduce gaps in capabilities 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
There is a critical infrastructure survey put out by CISA - that could assist with planning and identification of those gaps. SPAG assists in getting surveys completed by rural communities.
Organization
Planning Integrated Risk Score Card - a system that overlays all plans within a jurisdiction to compare and evaluate vulnerabilities. Develop public-private partnerships to maintain the economic resiliency of the jurisdiction and region as a whole.
Equipment
GIS analysis data. Updated communication equipment is needed for rural areas with failing mass notification outdoor warning systems.
Risk assessment and identification. Vulnerability assessment and identification training. Obtain greater training opportunities for local elected officials on emergency response, risk, and disaster resilience for those who do not have emergency management personnel on staff.

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Exercises
N/A

Threats and Hazards Identification

SPR Step 1: Assess Capabilities

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

Every **1 year**, engage with **62** jurisdictions and **102** partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

Estimate of Current Capability

Every **1 year**, engage with **62** jurisdictions and **102** partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

Capability Change Description

Annually, multiple varying assessments are conducted in specific jurisdictions and regionally to assess the threats and hazards that have the greatest likelihood of happening and/or would have the greatest impact on communities. Coordination with subject matter experts on these threats and hazards will develop the most in-depth plans.

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
Hazard Mitigation Plans and Emergency Operations Plans need to be developed and maintained incrementally. Each of these is on a consistent schedule to be reviewed annually and updated every 5 years per the state's requirements.
Organization
Continue to improve relationships with local business and industry leaders in the area to mitigate hazards together.
Equipment
N/A
Training

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Need additional training offered throughout the region on data collection and information sharing. Additional training on developing hazard mitigation plans and emergency operating plans

Exercises

Need to incorporate GIS mapping services and modeling into exercises conducted in the region when possible. Monitor the impacts of certain threats and hazards through exercises and the effective completion of them.

Critical Transportation

SPR Step 1: Assess Capabilities

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

Within **12 hours**' notice of an impending incident, complete the evacuation of **4,000** people requiring evacuation, including **300** people with access and functional needs (requiring evacuation).

Within **12 hours** of an incident, clear **90** miles of road affected, to enable access for emergency responders, including private and non-profit.

Estimate of Current Capability

Within **24 hours**' notice of an impending incident, complete the evacuation of **4,000** people requiring evacuation, including **300** people with access and functional needs (requiring evacuation).

Within **24 hours** of an incident, clear **90** miles of road affected, to enable access for emergency responders, including private and non-profit.

Capability Change Description

Additional resources and partnerships are needed to increase the capability target and make significant changes within the next three to five years.

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

Evacuation plans, Emergency Operations Plans, and Incident Plans. Currently, the region does not maintain evacuation plans as many of the threats and hazards identified in the

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region would not encourage or require evacuation. However, plans need to be established in the event that evacuation becomes imminent.
Organization
Lack of information sharing. ICS 300-400 has decreased attendance. There is a significant lack of qualified instructors in the region to hold training sessions. Incorporation of other stakeholders within the region who can assist with critical transportation in the event of an emergency.
Equipment
N/A
Training
Position Specific Training. Education and promote evacuation plans and development of incident action planning. Information sharing and distribution training. Greater National Incident Management Systems (NIMS) objectives training. Resource typing.
Exercises
Incident action plans need to be implemented when conducting exercises to better prepare the plans for actual events.

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

Within **1 hour** of a hazmat incident, complete decontamination procedures for **200** exposed individuals (hazmat-related incidents).

Estimate of Current Capability

Within **12 hours** of an incident, assess, contain, and begin cleaning up hazardous material releases from **1** hazmat release site.

Within **3 hours** of a hazmat incident, complete decontamination procedures for **200** exposed individuals (hazmat-related incidents).

Capability Change Description

This capability encompasses Lubbock County and all immediately surrounding counties since no other counties within the region have a Hazmat team or facility. If a Hazmat incident were to occur in the far Eastern or Western sections of the region, the capability target would increase from within 3 hours, complete decontamination procedures to 4 hours. Additionally, mutual aid agreements have been developed in the past to encourage communications between counties, cities, and the regional Hazmat team. Hazmat incidents are rare within this

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region, but the region is not immune. Radiological materials have been transported through the region previously enroute to New Mexico for proper disposal. However, most of that material previously routed through the region has been physically protected by military presence, and derailment or terroristic attempts to derail the trains carrying the material are rare and unlikely.

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
Updates and regular maintenance of call-down lists, Emergency Operations Plans, and Standard Operating Procedures would prepare cities and counties for incidents.
Organization
Mutual aid agreements such as the regional mutual aid agreement were updated and adopted in 2023.
Equipment
Radiological material detection equipment. Additional detection equipment is needed as well. With the purchase of equipment, training is provided by the distributor to the hazmat team.
Training
Information sharing on hazardous materials and environmental threats throughout the region. Additional incident command systems training for city/county administrators to assist Hazmat teams in incident command has been identified as a need from the regional Hazmat team.
Exercises
Development of Hazmat exercises to conduct throughout the region. While most jurisdictions within the region do not have hazmat teams readily available, they need to know how to reach them and what mitigating steps should be taken prior to hazmat's arrival on the scene. Additionally, elected officials and city/county administrators need practice on their incident command systems training to best prepare for their role in a hazmat clean-up situation.

Fatality Management Services

SPR Step 1: Assess Capabilities

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

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Within **30 days** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **60** fatalities.

Estimate of Current Capability

Within **180 days** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **60** fatalities.

Capability Change Description

The region currently does not have access to mortuary services that conduct autopsies within the region. Almost all autopsies within the region are conducted in Dallas or Fort Worth. The gap between target and current capability is based on how long average autopsy results take to return to the region. Efforts are currently underway to establish a new medical examiner's office and bring those resources back to 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
Contracts and mutual aid agreements need to be established and in place across the region for sudden emergencies.
Organization
Limited local pathologists in the region. A new medical examiner's office is in the works, but additional pathologists will still be necessary to meet the target.
Equipment
N/A
Training
N/A
Exercises
Mass casualty exercises on a variety of events that might cause a mass casualty rate like a wildfire, tornado, and other events that might make identification of the body significantly more difficult.

Fire Management and Suppression

SPR Step 1: Assess Capabilities

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

Within **1 hour** of an incident, conduct firefighting operations to suppress and extinguish **2** structure fires.

Estimate of Current Capability

Within **1 hour** of an incident, conduct firefighting operations to suppress and extinguish **2** structure fires.

Capability Change Description

Local fire departments conduct regular training and exercises across the region and most training takes place within Lubbock County for all volunteer fire departments.

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
The region relies heavily on volunteer firefighting organizations. There are limited full-time staff that are paid. Very limited funding exists for volunteer firefighters.
Equipment
Limited funding for fire equipment and apparatuses. Additional equipment for rural areas would allow for the replacement of old equipment that needs to be replaced before a major event requires it. For example, some jurisdictions are working with outdated equipment like a 1986 fire engine.
Training
N/A
Exercises
Conduct region-wide fire exercises to include multiple fire departments.

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)

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Within **5 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **265** people requiring shelter and **265** people requiring food and water. Maintain distribution system for **1 week**.

Estimate of Current Capability

Within **16 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **265** people requiring shelter and **265** people requiring food and water. Maintain distribution system for **1 week**.

Capability Change Description

Capability has decreased due to changes in available local resources. The loss of sheltering facilities has reduced the capability through age, deterioration, or through increased requirements of FEMA, ADA, and other legislation.

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
Jurisdictional planning for shelter and site assessments.
Organization
Volunteer and personnel. Voluntary Organizations Active in Disaster (VOAD).
Equipment
Cots, blankets, generators, food, water, showering facilities.
Training
Shelter operations and management training.
Exercises
Sheltering exercises and mass care 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 **12 hours** of an incident, provide emergency sheltering, food, and water for **3,000** people requiring shelter and **3,000** people requiring food and water, including **300** people with

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access and functional needs (requiring accessible shelter) and **300** people with access and functional needs (requiring food and water), and **750** animals requiring shelter, food, and water. Maintain for **12 hours**.

Within **12 hours** of an incident, move **1,000** people requiring temporary, non-congregate housing, including **100** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

Estimate of Current Capability

Within **12 hours** of an incident, provide emergency sheltering, food, and water for **2,500** people requiring shelter and **2,500** people requiring food and water, including **250** people with access and functional needs (requiring accessible shelter) and **250** people with access and functional needs (requiring food and water), and **400** animals requiring shelter, food, and water. Maintain for **12 hours**.

Within **12 hours** of an incident, move **500** people requiring temporary, non-congregate housing, including **50** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

Capability Change Description

The previous capability was measured by the real-world events of Hurricane Katrina when citizens of New Orleans were brought into Lubbock to seek emergency shelter. We have lost several shelter facilities over the last few years.

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
Memorandum of Agreements (MOA), mutual aid agreements, emergency contracts.
Organization
Volunteers and additional personnel are needed in order to achieve this capability target.
Equipment
Additional costs, blankets, generators, food, water, and showering facilities will be needed to provide mass care services to the greatest amount of people possible. Additional inventory of each of these items is necessary.
Training

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Shelter operations and management training are needed for all emergency management personnel and additional training is conducted by local resources who specialize in mass care services.

Exercises

Conduct region-wide exercises for mass casualty services and sheltering needed.

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 **2 hours** of an incident, conduct search and rescue operations for **200** people requiring rescue.

Estimate of Current Capability

Within 4 **hours** of an incident, conduct search and rescue operations for **200** people requiring rescue.

Capability Change Description

This capability was measured by real world events after the drowning of a child in the White River jurisdiction. Mass search and rescue operations were also tested during the Matador Tornado on June 21st, 2023, where search and rescue operations were complete within 3 hours of the incident.

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
Emergency Operation Plans and Standard Operating Procedures should include mass search and rescue efforts as part of their planning. Currently, SPAG is working to update expired and non-existent plans throughout SPAG's Area of Responsibility.
Organization
Available personnel to be trained and the incorporation of volunteer organizations that specialize in specific styles of search and rescue, such as the Equine Search and Rescue.
Equipment
N/A

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Training
Wide area search and rescue classes. Structural collapse training. Additional training alongside volunteer search and rescue organizations within the region and those who assist state and nation-wide.
Exercises
Exercises for wide area search and rescue are needed. As well as, exercises for structural collapse.

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 **6 hours** of an incident, provide security and law enforcement services to protect emergency responders and **28,000** people affected.

Estimate of Current Capability

Within **6 hours** of an incident, provide security and law enforcement services to protect emergency responders and **28,000** people affected.

Capability Change Description

In various real-world events, security and law enforcement can be gathered and at the ready within 2 hours of an incident. However, additional exercise and training would allow for this capability target to increase.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Mutual aid agreements and standard operating procedures for all jurisdictions should include items regarding on-scene security, protection, and law enforcement.
Organization
Joint operations and additional information sharing resources.
Equipment
N/A

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Training
Multi-jurisdictional joint training, information sharing
Exercises
Multi-jurisdictional exercises to ensure that the region can respond to specific threats without organizational concerns.

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 **5** jurisdictions affected and with **10** partner organizations involved in incident management. Maintain for **48 hours**.

Estimate of Current Capability

Within **3 hours** of an incident, establish interoperable communications across **4** jurisdictions affected and with **10** partner organizations involved in incident management. Maintain for **48 hours**.

Capability Change Description

This capability was measured in the Matador Tornado event of 2023. Operational communication was able to return to first responders and was maintained for two days, although it could have been sustained for 5 days.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
Regional Interoperable Communication Plan (RIC-P), simple operational guidance to transition to radio channels.
Organization
N/A
Equipment

Linked regional radio system. Currently, there is no existing regional radio system that allows first responders to communicate with one another outside of each jurisdiction. With additional regional radio systems, response times would be faster and information could be disseminated much easier.

Training

Training courses should conduct radio operations procedures training and additional regional resources procedure training.

Exercises

Communication exercises are needed throughout the region.

Public Health, Healthcare, and Emergency Medical Services

SPR Step 1: Assess Capabilities

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

Within **4 hours** of an incident, complete triage, begin definitive medical treatment and transfer to an appropriate facility **100** people requiring medical care.

Estimate of Current Capability

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

Capability Change Description

This capability is measured by the number of resources within the region to respond to events within a timely manner. The 25 people would be transported in the 25 available ambulances to rural areas. Additional work would need to be conducted to improve the transportation of individuals in need of healthcare services directly after an event. Currently, the procedures of emergency healthcare state that those who can seek medical care themselves should be held responsible for seeking their own medical care and taking themselves. Thus, the 25 people mentioned above would only include those who are incapable of seeking medical treatment themselves and need the assistance of the jurisdictional 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

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Triage treatment and mass care plans for all jurisdictions across the region. Maintain relationships with hospital organizations and additional healthcare/ emergency medical services organizations to promptly respond to the needs of people directly after an incident.
Organization
Rely heavily on volunteerism with limited personnel available. Additional management of relationships with hospital services and other volunteer organizations that can assist in efforts.
Equipment
N/A
Training
N/A
Exercises
Mass Care exercises

Situational Assessment

SPR Step 1: Assess Capabilities

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

Within **1 hour** of the incident, and on a **1 hour** cycle thereafter, provide notification to leadership and **25** partner organizations involved in incident management of the current and projected situation. Maintain for **48 hours**.

Estimate of Current Capability

Within **6 hours** of the incident, and on a **1-hour** cycle thereafter, provide notification to leadership and **10** partner organizations involved in incident management of the current and projected situation. Maintain for **48 hours**.

Capability Change Description

Due to interoperable communication gaps and abilities across jurisdictions within the region, this target is possible if a larger jurisdiction can bring its resources to a rural area for assistance. The development of mutual aid agreements and additional resources for communication would allow for an increase in this capability within the next three to five years. This has been identified as a priority gap 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

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regional programs may be included as potential gaps. If no gaps exist for the POETE element, enter N/A.

Planning
Terrorism response plans and mutual aid agreements should be established in all 15 counties. Consistent schedules need to be developed by SPAG to update emergency operations plans regularly. Hazard Mitigation Plan updates have been scheduled and will be maintained to update on their 5-year schedule. Need to promote further information sharing across jurisdictions and disciplines.
Organization
Development of information sharing groups within the region and organized methods of developing and properly disseminating information and intelligence that impact more than a single jurisdiction or geographically separated jurisdictions that assist one another from mutual aid agreements.
Equipment
Information sharing equipment for interjurisdictional organizations and throughout the region. Accessible information sharing equipment for elected officials and law enforcement to communicate with one another across the region.
Training
Additional situational awareness training and critical situation training are to be provided to the region. Training on permitting processes for public gatherings and community-wide events. Training on what information to share and not to share across the region in certain specific events. Training in Information Sharing Groups.
Exercises
Regional public information training and exercises conducted within local jurisdictions and across the region that include information sharing and intelligence components in the exercise.

Infrastructure Systems

SPR Step 1: Assess Capabilities

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

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

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

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

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

Estimate of Current Capability

Within **96 hours** of an incident, restore service to **2,000** customers without water service.

Within **96 hours** of an incident, restore service to **2,000** customers without wastewater service.

Within **96 hours** of an incident, restore service to **25,000** customers without communication service.

Within **96 hours** of an incident, restore service to **9,000** customers without electricity service.

Capability Change Description

In conversations with subject matter experts, the type of event that takes power, water, and communication offline would drastically impact the response time shown in this capability target. This capability target is measured by the response time it would take if utility disruptions were caused by winter weather issues and/or excessive heat issues.

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
Standard Operating Procedures (SOP), Mutual aid agreements, Emergency Operations Plans, and emergency contracts should include items planning for infrastructure disruptions. Additional planning with energy cooperations, water planning organizations, and telephone services should be included as well.
Organization
Texas Public Works Assistance Team

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Equipment
N/A
Training
N/A
Exercises
Severe weather exercises and informational meetings are needed to continue the measurement of this capability target.

Economic Recovery

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, reopen **50%** of businesses closed due to the incident.

Estimate of Current Capability

Within **96 hours** of an incident, reopen **50%** of businesses closed due to the incident.

Capability Change Description

This capability target is difficult to measure as it depends greatly on the severity of the event and the type of event that would cause businesses to shut down. For example, in the event of a tornado, many businesses may not be able to open for months. This capability target is measured by events like an active shooter and hazmat response.

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
Business continuity plan and encourage counties to include major employers from their jurisdictions in the Hazard Mitigation Plan. Development of strategic plans throughout the region, which would tie all plans under a jurisdiction together.
Organization

Communication with chambers, Economic Development Corporations, and real estate associations. Develop public-private partnerships to maintain the economic resiliency of the jurisdiction and region as a whole.
Equipment
N/A
Training
Cross-training Emergency Management Coordinators, Economic Development Corporations, and chambers about their individual roles; information sharing, collaborative economic recovery effort; private-public partnerships
Exercises
Business continuity 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 **12 hours** of an incident, restore functions at **3** affected healthcare facilities and social service organizations.

Estimate of Current Capability

Within **24 hours** of an incident, restore functions at **3** affected healthcare facilities and social service organizations.

Capability Change Description

All hospital systems within the region have emergency response plans, generators, and effective staff to quickly mobilize in the event of disaster. However, other social services and healthcare facilities like nursing homes and assisted living facilities do not have the same resources as the hospital systems. Additional planning by emergency managers within their jurisdiction is needed to guarantee that healthcare services have the resources and tools they need to protect those within their care.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning

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Business Continuity Plans, Emergency Response contracts, Mutual Aid Agreements
Organization
Private-public partnerships
Equipment
N/A
Training
Business Continuity Plans, Emergency Responder contracts, Mutual Aid Agreements
Exercises
Business Continuity Plans

Housing

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, **600** people requiring long-term housing, including **35** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Estimate of Current Capability

Within **120 hours** of an incident, **600** people requiring long-term housing, including **35** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Capability Change Description

This capability is measured by the real-world events of Hurricane Katrina when citizens of New Orleans were brought to Lubbock to seek resources and shelter. This capability target is a reflection of that response effort.

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
Business Continuity Plans, Emergency Response contracts, and mutual aid agreements across multiple jurisdictions throughout the region.

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Organization
Realtor Associations, VOADs, Private-public partnerships
Equipment
N/A
Training
private-public partnerships, outreach, and information dissemination
Exercises
Coordination with realtor associations, private-public partnerships

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 **3** damaged natural and cultural resources and historic properties registered in the jurisdiction.

Estimate of Current Capability

Within **2 years** of an incident, restore **3** damaged natural and cultural resources and historic properties registered in the jurisdiction.

Capability Change Description

This capability target is only possible with the assistance of resources outside of the city and county jurisdiction. If a cultural resource is privately owned, cities and counties do not have the means or the authority to restore the cultural resource. Thus, this capability is only possible if one natural and cultural resource is placed in the responsibility of the city, one in the responsibility of the county, and one in the responsibility of a third-party or state organization like the Texas Historical Commission.

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
Historical Restoration Plans should be included in all Emergency Operations Plans and other risk assessments conducted.

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Organization
Private-public partnership for all historic cultural and natural resources within each jurisdiction. Plans should include the insight of stakeholders within the region who would assist in the restoration process.
Equipment
N/A
Training
Information sharing, public outreach, Texas Historical Commission training for protocol and procedures regarding natural and cultural resources, as well as how to identify natural and cultural resources within the jurisdiction.
Exercises
Information sharing and public outreach exercises should be conducted along with exercises on how to manage a debris site containing historic artifacts and architecture.

2025 Priorities

Top 3 Core Capabilities to Sustain in 2024

1. Public Information and Warning
2. Intelligence and Information Sharing
3. Physical Protective Measures & Infrastructure Systems

Top 3 Core Capabilities to Build in 2025

1. Intelligence and Information Sharing
2. Access Control and Identity Verification
3. Risk and Disaster Resilience Assessment