

2025 THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)

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

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Table of Contents

THIRA Overview	4
Threat/Hazards Context and Impacts	6
Capability Targets.....	14
Planning	14
Public Information and Warning.....	15
Operational Coordination.....	16
Forensics and Attribution.....	17
Intelligence and Information Sharing	18
Interdiction and Disruption.....	19
Screening, Search, and Detection	20
Access Control and Identity Verification	21
Cybersecurity	22
Physical Protective Measures.....	23
Risk Management for Protection Programs and Activities	24
Supply Chain Integrity and Security.....	25
Community Resilience.....	26
Long-term Vulnerability Reduction.....	27
Risk and Disaster Resilience Assessment.....	28
Threats and Hazards Identification	29
Critical Transportation	30
Environmental Response/Health and Safety	31
Fatality Management Services	32
Fire Management and Suppression.....	33
Logistics and Supply Chain Management.....	34
Mass Care Services	35
Mass Search and Rescue Operations	36
On-scene Security, Protection, and Law Enforcement.....	37
Operational Communications	38
Public Health, Healthcare, and Emergency Medical Services.....	39
Situational Assessment	40
Infrastructure Systems.....	41

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Table of Content

Economic Recovery	42
Health and Social Services.....	43
Housing	44
Natural and Cultural Resources.....	45

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THIRA 2025 - Page **3** of **45**

THIRA Overview

The THIRA is a three-step risk assessment that helps answer the following questions:

- What threats and hazards can affect our community?
- If they occurred, what impacts would those threats and hazards have on our community?
- Based on those impacts, what capabilities should our community have?

The THIRA helps communities understand their risks and determine the level of capability they need in order to address those risks. The outputs from this process lay the foundation for determining a community's capability gaps during the SPR process.

The THIRA follows a three-step process, as described in *Comprehensive Preparedness Guide 201, Third Edition*:

1. **Identify Threats and Hazards.** Based on a combination of experience, forecasting, subject matter expertise, and other available resources, develop a list of threats and hazards that could affect the community. When deciding what threats or hazards to include in the THIRA, communities consider only those that challenge the community's ability to deliver at least one core capability more than any other incident; the THIRA is not intended to include less challenging threats and hazards.
2. **Give Threats and Hazards Context.** Describe the threats and hazards identified in Step 1, showing how they may affect the community and create challenges in performing the core capabilities. Identify the impacts a threat or hazard may have on a community.
3. **Establish Capability Targets.** Using the impacts described in Step 2, determine the level of capability that the community plans to achieve over time in order to manage the threats and hazards it faces. Using standardized language, create capability targets for each of the core capabilities based on this desired level of capability by identifying impacts, objectives, and timeframe metrics. A core capability is comprised of several functional areas in which a community may have a gap. Each required standardized target addresses one or more functional areas.

Report Overview

This report contains two sections:

- **THIRA Steps 1 and 2: Threats /Hazards Context and Impacts**
 - Identified threats and hazards

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- Scenario descriptions
- Standardized impacts
- **THIRA Step 3: Capability Targets**
 - Standardized capability targets

Threat/Hazard Descriptions and Impacts *(add additional scenarios as needed)*

Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Livestock Disease	No
Scenario Description		
Garza County cattle ownership lease grazing land and utilize a feed yard in Floyd County. During the warm summer months and in the midst of a declared drought, feed yard workers discovered diseased cattle while working in. The feed yard houses the cattle of 5 owners with approximately 2000 total heads of cattle. Of cattle exposed 200 of the cattle were determined upon veterinarian diagnosis to have black leg bacterial disease.		

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	1200	Partner Organizations Involved In Incident Management	
People Requiring Medical Care	50	Customers (Without Power Service)	-
People Requiring Rescue	50	Customers (Without Water Service)	-
People Requiring Evacuation	-	Customers (Without Communication)	-
Exposed Individuals (Hazmat-Related Incidents)	-	Structure Fires	-
People With Access And Functional Needs (AFN) Affected	-	Miles Of Road Affected	-
People With Limited English Proficiency Affected	-	Affected Healthcare Facilities And Social Service Organizations	-
People Requiring Food and Water	-	Damaged Natural And Cultural Resources And Historic Properties	-
People Requiring Long-Term Housing	-	Businesses Closed Due To The Incident	-
People Requiring Shelter	-	Animals Requiring Shelter, Food, And Water	25
Jurisdictions Affected	15		

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Sources Used to Develop Context Description and Calculate Impacts (Optional)

SME's reasonable best estimates

Focus Groups conducted with the following associations in attendance:

- Emergency Responders Advisory Committee (ERAC)

Historical Event- June-July 2017

Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Extreme Winter Weather	No
Scenario Description		
<p>The National Weather Service issues winter weather alert during mid-November and warns of heavy rain transitioning to ice overnight that would cover the entire Panhandle of Texas. Heavy rain arrives during the weekday and continues to overnight with temperatures dropping below freezing. Ice accumulates up to 1 inch and more on roads, vegetation and power lines. Approximately 365,000 customers in the Panhandle are without power. Water and wastewater treatments experience operational failure. Utility and public infrastructure is heavily damaged and most, particularly in the rural areas. Will not see restoration for at least 7 days. Approximately 40% of residents in Cochran, Bailey, Lynn and Dickens, and Terry counties are stranded within their homes unable to clear driveways for several days.</p>		

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	100	Partner Organizations Involved In Incident Management	100
People Requiring Medical Care	500	Customers (Without Power Service)	200,000
People Requiring Rescue	1,000	Customers (Without Water Service)	100,000
People Requiring Evacuation	100,000	Customers (Without Communication)	150,000
Exposed Individuals (Hazmat-Related Incidents)	-	Structure Fires	-
People With Access And Functional Needs (AFN) Affected	10,000	Miles Of Road Affected	25,000
People With Limited English Proficiency Affected	15,000	Affected Healthcare Facilities And Social Service Organizations	80
People Requiring Food and Water	100,000	Damaged Natural And Cultural Resources And Historic Properties	5
People Requiring Long-Term Housing	-	Businesses Closed Due To The Incident	20
People Requiring Shelter	-	Animals Requiring Shelter, Food, And Water	1.2 million
Jurisdictions Affected	23		

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Sources Used to Develop Context Description and Calculate Impacts (Optional)

Historical Event- February 2021 Winter Storm Uri

Southwest Council of Agribusiness

Veterinary Medicine and Science Academic Journal- February 2019; 5(2):118-128.doi:10.1002/vms3.152

National Weather Service

TXDOT

SME's reasonable best estimates

Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Active Shooter	No
Scenario Description		
<p>It is Friday late morning, in early March, at Levelland Middle School. There was an all-school award assembly and many of the parents are signing their children out of school for the rest of the day. There is a long line in the administration office of approximately 115 parents. There is a total of 775 students enrolled at Levelland Middle school and this day a total of 739 in attendance. Total staff is estimated to be approximately 55, with 52 on record for showing up to work. As the bell rings for the first group to attend lunch, an active shooter enters the cafeteria and begins to fire. There are 6 immediate fatalities with 100 injured from trampling in the immediate panic of the crowd. The gunman was neutralized within 3 minutes by on-campus officer and a security guard. The first medical responders on scene are two ambulances from Levelland, ambulances with EMS from Lamb County and Brownfield enroute. After the arrival of three police patrol units Ellis Street and Alamo Road is closed to civilian traffic. Several agencies from the region arrive within 25-40 minutes.</p>		

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	6	Partner Organizations Involved In Incident Management	25
People Requiring Medical Care	200	Customers (Without Power Service)	-
People Requiring Rescue	500	Customers (Without Water Service)	-
People Requiring Evacuation	875	Customers (Without Communication)	-
Exposed Individuals (Hazmat-Related Incidents)	-	Structure Fires	-
People With Access And Functional Needs (AFN) Affected	150	Miles Of Road Affected	30
People With Limited English Proficiency Affected	125	Affected Healthcare Facilities And Social Service Organizations	4
People Requiring Food and Water	-	Damaged Natural And Cultural Resources And Historic Properties	1
People Requiring Long-Term Housing	-	Businesses Closed Due To The Incident	5
People Requiring Shelter	-	Animals Requiring Shelter, Food, And Water	-
Jurisdictions Affected	10		

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Sources Used to Develop Context Description and Calculate Impacts (Optional)

Focus Groups conducted with the following associations in attendance:

- Emergency Responders Advisory Committee (ERAC)
- Regional Roundtable

SME's reasonable best estimates

Levelland Middle School

Emergency Operations Plans for the South Plains Association(SPAG) Area of Responsibility

Prior year THIRA

Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Cybersecurity	Yes
Scenario Description		
<p>On November 4th at 6:00PM, in Bailey County an adversary used ransomware and infiltrated the electoral infrastructure at the main county polling site. All electronic voter registration systems were impacted and eligible voters could not be validated. All registered voter's personal information was compromised and distributed among the dark web. The infected software comes in the form of a message, telling a poll worker to "Click HERE for more information" on a false hazard. Upon selecting the link, the malware is immediately distributed and all data held on the device infected is immediately locked from the user and obtained by the hacker. The issue persists through the closure of all polling systems in the county. Initial Responders, State Officials and the Cybersecurity Infrastructure Security Agency (CISA) begins an open investigation.</p>		

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	-	Partner Organizations Involved In Incident Management	90
People Requiring Medical Care	-	Customers (Without Power Service)	
People Requiring Rescue	-	Customers (Without Water Service)	
People Requiring Evacuation	-	Customers (Without Communication)	2000
Exposed Individuals (Hazmat-Related Incidents)	-	Structure Fires	-
People With Access And Functional Needs (AFN) Affected	10,000	Miles Of Road Affected	-
People With Limited English Proficiency Affected	10,000	Affected Healthcare Facilities And Social Service Organizations	23
People Requiring Food and Water	-	Damaged Natural And Cultural Resources And Historic Properties	-
People Requiring Long-Term Housing	-	Businesses Closed Due To The Incident	250
People Requiring Shelter	-	Animals Requiring Shelter, Food, And Water	-
Jurisdictions Affected	10		

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Sources Used to Develop Context Description and Calculate Impacts (Optional)

Historical Event- City of Allen Texas 2021

Focus Groups conducted with the following associations preset:

- Emergency Responders Advisory Committee
- City IT Departmental Leaders with experience in malware and ransomware attacks
- South Plains Association of Governments
- Regional Roundtable, South Plains Association of Governments(SPAG) Region

Capability Targets

Planning

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.

Capability Target Context

The South Plains Association of Governments assists in the creation of Emergency Operations Plans for each jurisdiction within the region at their discretion. Emergency Operations Plans are to be updated in full every 5 years, but with new planning and scheduling, the South Plains Association of Governments plans to review and make adjustments to each Emergency Operations Plan once a year.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Public Information and Warning

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%** people affected, including **100%** people with access and functional needs (affected) and **60%** people with limited English proficiency affected.

Capability Target Context

This is based on the goals and expectations for the implementation of various resources including I-info, Brown Box and other early warning and public systems implemented throughout the SPAG Area of Responsibility. Expectations are also derived from historical events that have occurred and scaled to the population and impact of the region.

The SPAG's Area of Responsibility calculated the non-English speaking population from the United States Sensus data, which was last updated in 2024. Most jurisdictions in the region utilize or will utilize an electronic early warning system as well as social media and digital public warning systems. The region greatly depends on the National Weather Service to issue warnings in regards to natural hazards that impact the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Operational Coordination

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** day(s).

Capability Target Context

The capability target is derived from the worst-case scenario and real-world events. In the event of a worst-case scenario situation, a chain of command would be established through law enforcement protocols and jurisdictional action plans.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Forensics and Attribution

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.

Capability Target Context

*Within **48 hours**, prioritize the examination, identification, and collection of evidence associated with an act of terrorism. The Joint Terrorism Task Force would place one liaison in charge of the investigation to identify suspected actors, conspirators, and sponsors using scientific based forensics.*

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter

Intelligence and Information Sharing

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 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 Target Context

Currently, information shared between agencies is limited in capability. During an incident, there is an established protocol of communication on scene. However, communication is limited between the 32 law enforcement offices that have jurisdiction over the region as there are currently no means to disseminate information between agencies who are not on scene.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Interdiction and Disruption

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.

Capability Target Context

Coordinate with 7 federal, 4 state, and 32 local law enforcement agencies to maximize the interdiction of conveyances, cargo, and persons associated with a terroristic threat to the South Plains Association of Governments Area of Responsibility. Conduct tactical counter-terrorism response to imminent threats and render safe/dispose of identified CBRNE hazards in all locations and environments consistent with established protocol.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Screening, Search, and Detection

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% people with access and functional needs (requiring screening).

Capability Target Context

Within 12 hours of an expected event, screen 100% of employees and vendors. Within 1 hour of the expected event, screen attendees of the event. Much of the region does not have access to metal detectors for screening purposes, which has been identified as a need in more rural communities within the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Access Control and Identity Verification

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.

Capability Target Context

Within 2 hours establish a system to verify the identities and control access to incident scene to the responders involved in the incident. Currently, we lack a reliable regional database to check credentials for counties and cities outside of their jurisdiction. The region has identified a need for local agencies to utilize their SPURS systems to create a region-wide credentialing system, but a greater state and federal credentialing system has been identified as a need for the region to credential response members from outside of the region that may be traveling in during or after an incident occurs.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Identification

Cybersecurity

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.

Capability Target Context

Currently, annual cybersecurity training is required for all federal, state, and local agencies per their insurance agreements. The Texas Municipal League conducts tests of computer systems upon request within the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity

Physical Protective Measures

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.

Capability Target Context

Within the first 12 hours of an incident, develop and implement protective measures for as many critical infrastructure facilities identified within the jurisdiction. Identify and develop physical and protective measures within the first 72 hours for all affected critical infrastructure. Surveys are currently being conducted to determine how many publicly managed and regulated critical infrastructure facilities exist within each jurisdiction. The number provided above reflects the infrastructure and facilities managed by the City of Lubbock.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Risk Management for Protection Programs and Activities

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.

Capability Target Context

Surveys are being conducted throughout the region to encourage each jurisdiction to identify its publicly managed and regulated critical infrastructure facilities. A risk assessment with assistance from CISA will be conducted in each jurisdiction. Annually, a risk assessment will be requested for critical infrastructure sites within each jurisdiction. The amount of publicly managed and regulated critical infrastructure facilities for each jurisdiction is diverse and cannot be accurately accounted for in the capability target. The amount of publicly managed and regulated critical infrastructure facilities comes from the results of the survey.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Supply Chain Integrity and Security

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.

Capability Target Context

Within 12 hours of receiving notice of an incident, notify partner organizations, including Economic Development Agencies and Chambers of Commerce for all regional jurisdictions, involved in the private sector supply chain. Utilize existing entities that are connected to private sector supply chains to encourage greater development of plans to the threats and hazards that may interrupt the current supply chain integrity.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Community Resilience

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.

Capability Target Context

The region has also identified an important partnership with the National Weather Service to conduct outreach events to assist with the required outreach events within the community every year. Additional outreach has been discussed in partnership with local television stations that broadcast to the entire South Plains Association of Governments Area of Responsibility.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Long-term Vulnerability Reduction

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.

Capability Target Context

The target is designed to develop and implement mitigation measures to decrease long-term vulnerabilities. Many of the municipalities within the South Plains Association of Government's Area of Responsibility do not have updated building codes.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Risk and Disaster Resilience Assessment

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.

Capability Target Context

This capability is integral to Emergency Operational Plans and Hazard Mitigation Plans. Annually, emergency operations plans are reviewed and/or updated to include any changes or additional threats and hazards of concern. Every 5 years, Hazard Mitigation Plans and Emergency Operations Plans are updated to plan for and mitigate potential hazards within each jurisdiction with the South Plains Association of Governments Area of Responsibility. Regional Focus Groups will be conducted to simulate and discuss real life events.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Threats and Hazards Identification

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.

Capability Target Context

Annually, the Threat & Hazard Identification and Risk Assessment is conducted and reviewed for accuracy and Emergency Operations Plans are updated for each jurisdiction within the South Plains Association of Governments Area of Responsibility. The region has identified a need to create a consistent schedule for updating Hazard Mitigation Plans. SPAG plans to fill that need by providing Hazard Mitigation Planning assistance annually to the counties within the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Critical Transportation

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 **4000** 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.

Capability Target Context

Within 24 hours of the incident, inspect, reestablish, and maintain land routes to move first responders and other resources safely to save lives and meet the needs of disaster survivors within the affected jurisdiction. These numbers are derived from historical involvement in the region during the arrival of Hurricane Katrina evacuees. This has not been tested in the region recently to evaluate capabilities.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Environmental Response/Health and Safety

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 sites.

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

Capability Target Context

Within five hours of an incident, assess, contain, and begin cleaning up hazardous material releases from one hazmat release sites. Within one and a half hours of a hazmat incident, complete decontamination procedures for six exposed individuals and containment of 100 exposed livestock.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Livestock Disease

Fatality Management Services

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

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

Capability Target Context

Current resources include Disaster Mortuary Operational Response Teams (DMORT), who would be needed to achieve this capability target. DMORT can currently identify and store up to 60 deceased individuals without a need for additional support in the form of temporary morgues and refrigeration vehicles. Livestock will be disposed of in coordination with the Texas Animal Health Commission(TAHC) and the Texas Commission on Environmental Quality (TCEQ).

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Active Shooter, Extreme Winter Weather, Livestock Disease

Fire Management and Suppression

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

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

Capability Target Context

Generally, resources can be successfully dispatched to a site within 30 minutes of receiving notification from 9-1-1 or other emergency services.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Active Shooter

Logistics and Supply Chain Management

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

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.

Capability Target Context

The capability is greater in larger communities, but for reporting purposes this capability is measured by the population of the smallest county and jurisdiction within the South Plains Association of Governments Area of Responsibility.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Mass Care Services

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 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.

Capability Target Context

Within the first 12 hours after an incident, provide life-sustaining services for 350 responders, 28,000 residents and visitors, 4,200 persons with access and functional needs, 11,260 animals across an impact area of 30 square miles. Within the first 12 hours, 10,511 people who require temporary, non-congregate housing, including 2,200 people with access and functional needs (requiring accessible temporary, non-congregate housing, from congregate care to temporary housing). The tornado in Matador proved this capability to be realistic.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Mass Search and Rescue Operations

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.

Capability Target Context

During the Matador Tornado incident, mass search and rescue accounted for 90% of the population within the first two hours. Further, an incident at White River in which a drowning was reported had responders out within an hour and a half, showing that this capability is realistic for the region and in rural communities under the South Plains Association of Government's Area of Responsibility.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

On-scene Security, Protection, and Law Enforcement

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.

Capability Target Context

With proper resources, within 6 hours provide a safe and secure environment through law enforcement and related security and protection operations to meet the needs of 28,000 residents and visitors, to include 4,200 persons with access and functional needs, in 1 county and 1 city of 225 square miles while eliminating or mitigating the risk of further damage to persons or property.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Operational Communications

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.

Capability Target Context

This target was proven possible after the Matador Tornado, who had inoperable communications established within 3 hours. Within 2 hours of the incident, establish inoperable voice and data communications with 28 state and local response agencies, incorporating 350 first responders, and 28,000 residents including 4,200 persons with access and functional needs over a 900 square mile impacted area, and maintain for 48 hours.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Public Health, Healthcare, and Emergency Medical Services

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.

Capability Target Context

In the South Plains Association of Governments Area of Responsibility, the most robust hospital services within the region are the University Medical Center in Lubbock, Covenant Hospital in Lubbock, and Lynn County Healthcare Services in Tahoka. Most other counties have urgent care and trauma centers available but have a maximum capacity of 8-10 people. To meet this target, triaging will need to take place at the incident site with those who need immediate services sent to local emergency rooms and those who still need services but whose injuries are stable, transportation to one of the hospital services in Lubbock.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Situational Assessment

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

Within 1 hour of 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.

Capability Target Context

The region currently does not have communication ability across jurisdictions in the event of an incident. In historical incidents, a single radio service was established on site and radios were given out to those responding to the incident. The need to have a cross-jurisdictional communication service has been identified as a need within the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Infrastructure Systems

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.

Capability Target Context

There are multiple utility cooperatives conducting business across the South Plains Association of Governments Area of Responsibility. The different utility cooperations work together along with city and county public works officials to achieve the above stated capability target.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Economic Recovery

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

Within **48 hours** of an incident, reopen **50%** businesses closed due to the incident.

Capability Target Context

This target is based on hazards like the Active Shooter scenario and Hazmat scenario. Depending on the type and intensity of any particular incident, the response time for businesses to recover will be different. This capability target is difficult to measure and could be better monitored on a case-by-case basis

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Health and Social Services

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.

Capability Target Context

Hospital systems and healthcare facilities throughout the region are encouraged and included in the hazard mitigation plans and emergency operations plans of each jurisdiction. In the event of any incident, hospital systems would be the first to recover to provide services to all impacted. All hospital systems throughout the South Plains Association of Governments Area of Responsibility have generators that are regularly tested in the event of an incident. However, healthcare facilities like nursing homes and assisted living facilities are not included in planning for a threat or hazard and it has been identified as a gap throughout the region.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease

Housing

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.

Capability Target Context

These numbers are derived in the historical context of Hurricane Katrina evacuations, which the South Plains Association of Government Area of Responsibility was part of. If this capability were to be tested, jurisdictions across the region would be included in the relief efforts.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather

Natural and Cultural Resources

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.

Capability Target Context

This target would only be possible with the assistance of non-profit organizations and historical commissions within the State of Texas and throughout the region. City jurisdictions would be responsible for any natural and cultural resources that fall under their domain for maintenance. Other natural and cultural resources that do not fall under city and county responsibility would be the responsibility of other commissions and organizations that have jurisdiction over the resource.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?

Cybersecurity, Active Shooter, Extreme Winter Weather, Livestock Disease