TCOG Governing Board
Meeting Agenda
Presiding Location: 1117 Gallagher Drive, Sherman, Texas
Eisenhower Room
November 19, 2026 5:30 p.m.

A. **Call to Order & Declaration of a Quorum**

B. **Invocation and Pledges**

C. **Welcome Guests**

D. **Public Comment**
{Comments from the public are limited to three (3) minutes. The Governing Board may not address any issues, but may receive information}

E. **Executive Director's Report**

F. **Approval of Minutes:** Approve Meeting Minutes for October 15, 2026

G. **Consent**
All items on Consent Agenda are considered to be routine and will be enacted with one motion. There will not be separate discussion of these items unless a member of the Governing Body or a citizen so requests, in which event these items will be removed from the general order of business and considered in normal sequence

1. **FYE 2026 TCOG Annual Report (AF):** Approve TCOG's FYE 2026 Annual Report
Eric Bridges, Executive Director - Page 3
2. **2026 TCOG Criminal Justice Advisory Committee (CJAC) Members (RS):** Approve the 2026 Criminal Justice Advisory Committee (CJAC) membership and appointment of Vice Chairperson
Miranda Harp, Criminal Justice and Emergency Planning Program Supervisor - Page 32
3. **2026 TCOG Criminal Justice Advisory Committee (CJAC) bylaws updates and changes (RS):** Approve the 2026 TCOG Criminal Justice Advisory Committee (CJAC) bylaws updates and changes
Miranda Harp, Criminal Justice and Emergency Planning Program Supervisor - Page 33
4. **Texoma Regional Threat & Hazard Identification Risk Assessment, Stakeholder Preparedness Review, and Implementation Plan (RS):** Approve the 2026 Texoma Regional Threat & Hazard Identification Risk Assessment (THIRA), 2026 Stakeholder Preparedness Review (SPR), and the 2027 Regional Implementation Plan (IP).
Miranda Harp, Criminal Justice and Emergency Planning Program Supervisor - Page 40
5. **FY 27 Texoma Risk Informed Methodology (RS)** Approve the Texoma Risk Informed Methodology and Funding Process for the FY 27 Office of the Governor's Homeland Security Grant Division Grant Solicitation
Miranda Harp, Criminal Justice and Emergency Planning Program Supervisor - Page 190

H. **Action**

1. **FYE 2027 Cost Pool Report and Monthly Financial Statements (AF):** Review and accept the monthly Cost Pool report and financial statements
Mindi Jones, Grants Manager - Page 193

I. **President's Report**

J. **Adjourn**

APPROVAL

Eric M. Bridges, Executive Director

AS: Aging Services Department AF: Administration & Finance Department CS: Client Services Department ES: Energy Services RS: Regional Services
Pursuant to the Texas Open Meeting Act, Government Code Chapter 551 one or more of the above items may be considered in executive session closed to the public, including but not limited to consultation with attorney pursuant to Texas Government Code Section 551.071 and Section 551.074 arising out of the attorney's ethical duty to advise TCOG concerning legal issues arising from an agenda item. Any decision held on such matter will be taken or conducted in open session following the conclusion of the executive session.

Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services are requested to contact Administration & Finance at 903-813-3512 two (2) work days prior to the meeting so that appropriate arrangements can be made. The above Agenda was posted online at http://www.tcog.com and physically posted at the Texoma Council of Governments offices in a place readily accessible to the public. The Agenda was also emailed to the County Clerk offices in Cooke and Fannin Counties, TX.

TCOG Governing Board
Meeting Minutes

Presiding Location: 1117 Gallagher Drive, Sherman, Texas
October 15, 2026

Members Present: Jim Atchison, Allen Sanderson, Clay Barnett, Karla McDonald, John Roane, Reggie Marr, Josh Marr, Kurt Fogelberg, Danny Powell, Tommy Moore (Zoom), Newt Cunningham (Zoom)

Members Absent: Debbie Barnes-Plyler, Scott Neu

A. Call to Order & Declaration of a Quorum
President Jim Atchison called the meeting to order at 5:30 p.m. and recognized a quorum.

B. Invocation and Pledges
Jim Atchison provided the invocation, and Josh Marr led the pledges.

C. Welcome Guests
Guests included: Eric Bridges (staff), Mindi Jones (staff), Beth Eggar (staff), Miranda Harp (staff), Cara Lavender

D. Public Comment
There was no public comment.

E. Executive Director's Report
Mr. Bridges provided an overview of key program activities and introduced Cara Lavendar, Aging Services Director who delivered a presentation on TCOG's Aging Services Department.

F. Approval of Minutes
Danny Powell made a motion to accept the minutes for the September 15, 2026 meeting. Josh Marr seconded the motion. Motion carried unanimously.

G. Consent

1. A motion was made by Clay Barnett to accept the report of investments for the period July 1, 2026 through September 30, 2026. The motion was seconded by Josh Marr. The motion carried unanimously.

H. Action

1. A motion was made by Kurt Fogelberg to authorize the submission and if awarded, the acceptance of the annual Section 8 Family Self-Sufficiency Grant. The motion was seconded by Clay Barnett. The motion carried unanimously.

2. A motion was made by Allen Sanderson to accept the monthly Cost Pool Report and financial statements. The motion was seconded by Karla McDonald. The motion carried unanimously.

I. President's Report
Jim Atchison thanked his fellow Members for their continued support and participation and staff for their continued great work. He also thanked Allen Sanderson for filling in for him as Presiding Officer during his absence at the September meeting. He also reminded everyone about early voting and encouraged everyone eligible to vote to do so. He also remined his fellow local elected officials about the Texas Municipal League Conference being held in San Antonio November 11 through the 13th. The meeting adjourned at 6:11p.

DRAFT

texoma council of governments



2026 ANNUAL REPORT

better leaders building better lives™

1. Foundation *noun*
foun·da·tion
/foun'dāSH(ə)n/
an underlying basis or principle for something

2. Mission *noun*
mis·sion
/'miSHən/
a strongly felt aim, ambition, or calling

3. Vision *noun*
vi·sion
/'viZHən/
a mental image of what the future will or could be like

4. Intention *noun*
in·ten·tion
/in'ten(t)SH(ə)n/
purpose or attitude toward the effect of one's actions or conduct

Over a decade ago, TCOG adopted the vision **Better Leaders Building Better Lives** and established the following principles as the foundation of our leadership philosophy: ***commitment, trust, support, integrity, courage***, and ***celebration***. We set an intention to operate from a heart-first, vision-pursuit mindset, where our energy and efforts are collectively focused on being **better leaders**, training **better leaders**, and supporting **better leaders**, knowing that if we chased after excellence in our leadership and performance, we would build the organization and thereby, inevitably, build more **quality of life.**

Our mission at TCOG is simple and straight-forward: **make life better** for people, and the better we are at our jobs, meaning the more efficient we are in the expenditure of public funds, the more effective we are at transitioning people out of poverty, the more committed we are to continually improving our programs and services, the greater impact we have on **quality of life** in Texoma.

We knew when we adopted our vision that challenges would come. Our vision statement accounted for this and made a call for **inspired leaders** who can see a bigger vision; **committed leaders** who believe the vision will be achieved; and **courageous leaders** who endure challenges, overcome obstacles, and transform the vision into reality. While we still have ground to cover and progress to make, this Annual Report reflects our success in enduring and overcoming challenges and the tremendous work achieved in the pursuit of our vision.

Proudly serving the citizens of Cooke, Fannin & Grayson counties

2026 ANNUAL REPORT

table of contents

1. Aging Services
2. Client Services
3. Energy Services
4. Regional Services
5. Statement of Revenues and Expenditures
6. Statement of Net Assets
7. Governing Board & General Membership

TCOG
better leaders building better lives

1117 Gallagher Drive, Sherman, TX 75090 | (903) 893-2161 | www.tcog.com | fb.com/texomaCOG | @texomaCOG

AGING SERVICES

The federal Older Americans Act designated Area Agencies on Aging to develop and implement programs and services for older people at the local level.

The Texoma Region has a larger per capita population of older persons than the State of Texas.

Our AAA served over 5,690 clients and expended $2,054,626 in Federal and State funding across our region last year.



TCOG's Area Agency on Aging (AAA) is dedicated to providing older Texomans an appropriate and coordinated system of services that fully supports their health and well-being, with the goal of creating an environment where they may age with grace and dignity. Texoma AAA continues to evaluate, modify and implement projects to address identified unmet needs of Texoma seniors.

Benefits Counseling

TCOG's Benefits Counselors answer questions regarding public benefits, private insurance, and Medicare and Medicaid for those age 60 and over, disabled individuals and caregivers.

Our Counselors providing 700 hours of counseling and assistance to approximately 836 clients during FYE 2026.





Managing Local Ombudsman

The Managing Local Ombudsman (MLO) is responsible for monitoring the quality of care for residents in long-term care facilities, advocating for Resident's Rights, and also recruiting and training volunteers to become State Certified Volunteer Ombudsmen (CVO).

The MLO and CVOs participate in nursing home open hearings, research complaints and ensure the best possible care for the residents of long-term care facilities throughout the Texoma region.

Our MLO and CVOs conducted 210 visits to area Nursing Homes and 67 visits to area Assisted Living Facilities during FYE 2026.





Care Coordination

Care Coordination is a community-based home care program administered by professional case managers which promotes independent living for persons age 60 and over. Services include assistance with activities of daily living, home-delivered meals, minor residential repair, health maintenance (dental, vision, hearing, and medication), emergency transportation and in-home service arrangements.

Homemaker Assistance

$3,400 in funding and 31 hours was dedicated to 2 clients for homemaker assistance. .

Our Care Coordinators provided over **680 hours of coordinated service** during FYE 2026, enabling older Texomans to live at home longer and preventing premature placement in long-term care facilities.

Congregate and Home-Delivered Meals

Over 144,000 meals were provided in the Texoma area to eligible clients valued at more than $1,238,792.

Nutrition Education

931 clients were provided with nutrition education

Health Maintenance

$1,125 in local grant funding was spent in services for dental, vision, hearing and emergency medications for 24 clients.

Residential Repair

Almost $52,200 in grant funding was spent for residential repair services to 61 clients in Texoma including safety issues, plumbing, and electrical wiring.

Caregiver Program

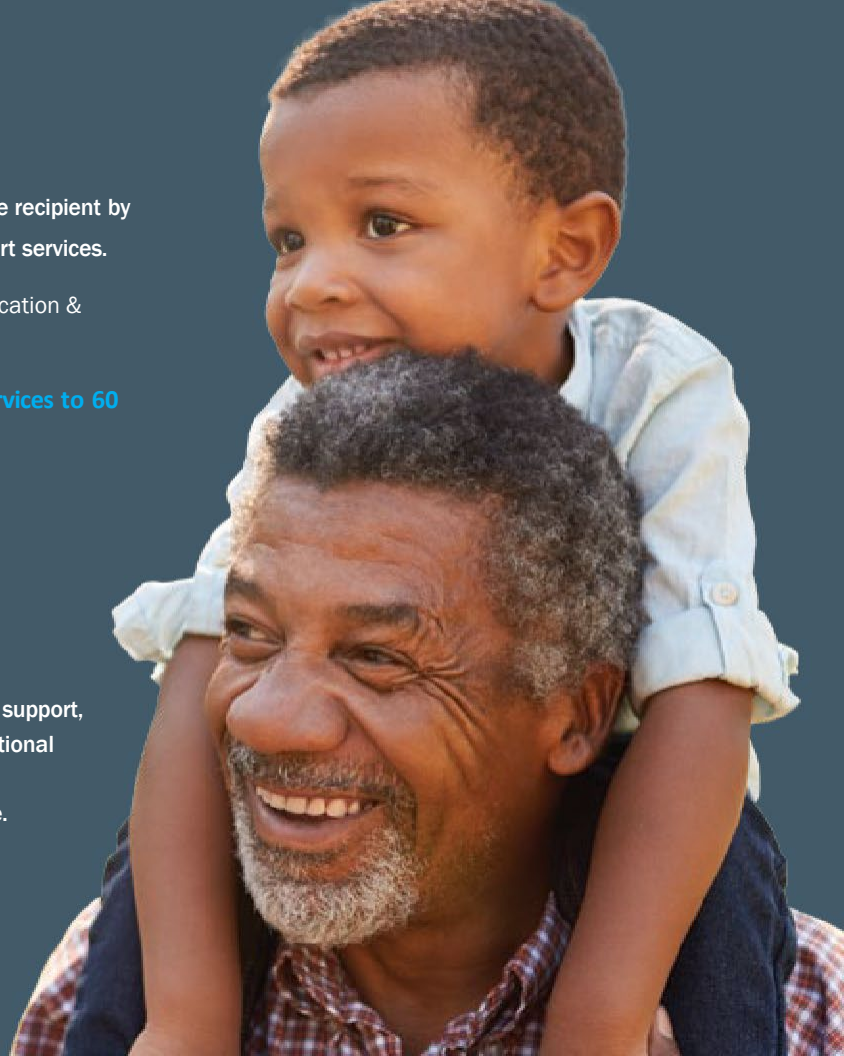
The Caregiver Program assesses the needs of a caregiver and care recipient by identifying, planning, arranging, coordinating and providing support services.

Programs include: Falls Prevention, Community Outreach, and Education & Training for Alzheimer's and/or Dementia.

During FYE 2026, we provided nearly 120 hours of caregiver services to 60 clients.

Evidence-Based Intervention - A Matter of Balance
Falls Prevention & Powerful Tools for Caregivers
TCOG provided services to 20 clients at a value of over $17,700.

Join a local support group for volunteer support, peer and formal counseling, and educational programs to address your needs as a grandparent or other relative in this role. Call (903) 813-3575.



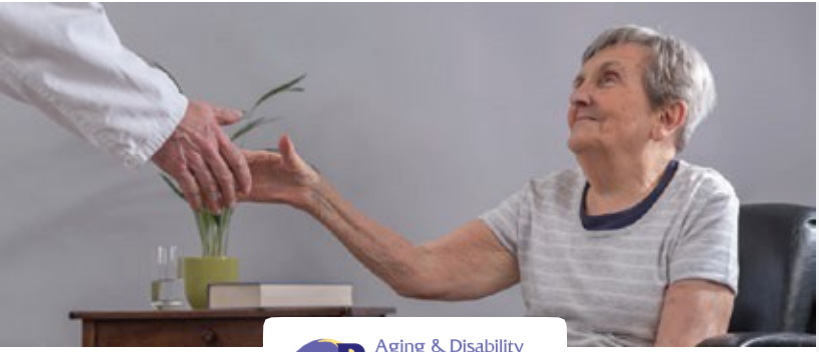


Information and Referral (IR&A)

The IR&A Specialist is trained in local and State resources and is a point of contact for services at the Area Agency on Aging of Texoma.

The Specialist evaluates the needs of each caller, identifies what services are needed, makes referrals to appropriate sources, and follows up on referrals to ensure service was provided.

Over 2,100 individual client referrals were made during FYE 2026.



TCOG's ADRC Program provides specialized person-centered referrals to clients seeking access to long-term services and supports such as care counseling, benefits counseling, program eligibility determination and program enrollment assistance. Clients are provided with "warm referrals" meaning the ADRC Specialist not only makes refer- rals but actually contacts the referral on behalf of the client to ensure services are understood and received.

An important component to this program is building strong partnerships with programs and agencies throughout the service region. Programs and agencies are brought together for monthly stakeholder meetings where they collaborate on outreach and share program information. By working together, there is a strong alliance among the programs and agencies, which translates to better referrals and service to all clients.

Community Outreach Efforts

ADRC staff facilitated quarterly stakeholder meetings for Texoma's aging and disability network and provided the following outreach:

- ADRC staff assisted with 28 Disability Applications
- Provided Your Texas Benefits application assistance to 73 clients. (TCOG's ADRC is a Level 3 partner in Texas Health and Human Services Community Partner Program (CPP)
- Participated in 42 local events
- Participated in the annual Homeless Point-In-Time count.
- Provided financial support for one summer camp for adults with disabilities, Divine Equine therapy sessions and respite for families caring for a family member with dementia.

AmeriCorps Seniors

The goal of AmeriCorps Seniors is to provide positive impact service and to bridge the gap between seniors who *want* to serve with people/agencies who *need* their service.

Texoma AmeriCorps Seniors consists of two senior volunteer programs - Foster Grandparent Program (FGP) and Retired and Senior Volunteer Program (RSVP) - for people age 55 and over. We serve Grayson, Cooke and Fannin Counties.

FGP volunteers must meet certain income criteria as well as pass a physical and criminal background check and commit to a minimum of fifteen hours a week and focus on at-risk children who are in need of support.

Volunteers can be found serving in area schools, day cares, and after-school programs and receive a small hourly stipend and travel expense assistance for their service.

RSVP volunteers may serve as little as one hour a month at locations such as hospitals, food pantries, meal delivery programs, and business offices.

During FYE 2026, 28 **FGP volunteers contributed over 23,000 hours serving 90 children** at 24 different stations. Our **382 RSVP volunteers** partnered with 28 stations collectively contributing over 52,300 hours of service.



CLIENT SERVICES

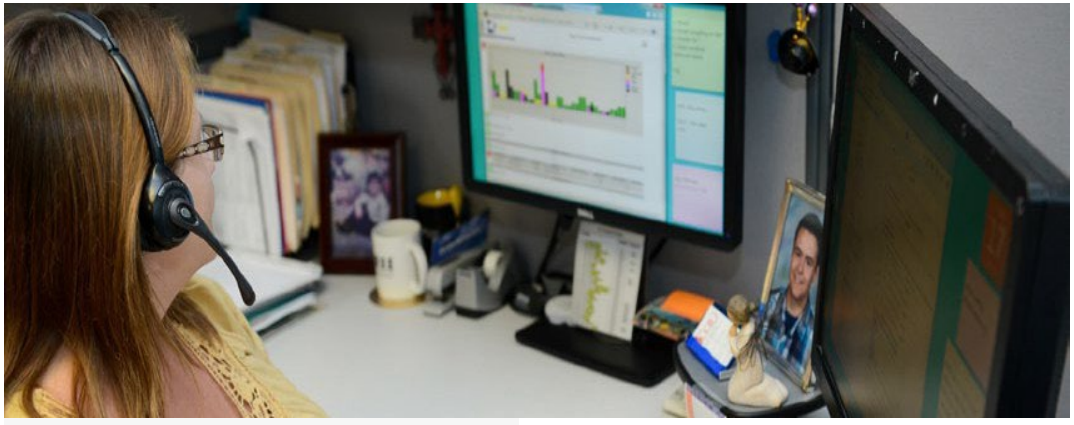
Whether providing affordable housing, self-sufficiency programs, or referrals to crucial social services, the common goal of Client Services is to: *Give families hope.*

The Client Services programs are supported with state and federal funds and offer families a better tomorrow by providing life-changing resources today.



By thoughtfully and strategically planning for the future needs of our region, TCOG continues to improve the level of social and lifeline services which in turn improves quality of life for all Texoma residents.

The Client Services Department specializes in the delivery of direct services to qualified families living in Texoma and includes the Family Self-Sufficiency Program, Section 8 Housing Choice Voucher Program, Veteran Administration Supportive Housing Program, and 2-1-1 Information and Referral



- In FYE 2026, 2-1-1 Texoma handled over 27,000 calls.



2-1-1 Information & Referral

2-1-1 Texas, a program of the Texas Health and Human Services Commission, is committed to helping Texas citizens connect with the services they need.

Whether by phone or internet, the goal is to present accurate, well-organized and easy-to-find information from state and local health and human services programs.

Resources provided include basic needs like rent assistance, housing, food, mental health services, childcare referrals, veteran resources, aging services, seasonal assistance and we also transfer persons seeking up to the minute status of their state services like SNAP, Medicaid, Medicare, TANF, and CHIP.

Staff from Texoma 2-1-1 also attend many community outreach events and provide the region with a Texoma Veterans Guide, free of charge to any veteran or association.

2·1·1 TEXAS
Connecting People and Services

> Each of Texas' twenty-five (25) call centers is a local operation with services that reflect local needs and concerns.

To learn more visit www.211texas.org

Section 8 Housing Choice Voucher Program



With an annual budget of over $10 million, the Section 8 Housing Choice Voucher Program provides affordable housing to over 1200 households in Fannin and Grayson Counties.

The Tenant-Based Voucher Program is administered in Fannin and Grayson Counties. Project-Based Vouchers are in the following cities: Bells, Bonham, Celeste, Ector, Farmersville, Gunter, Honey Grove, Howe, Ladonia, Leonard, Pottsboro, Princeton, Savoy, Tioga, Tom Bean, Trenton, Van Alstyne, Whitewright and Windom.

Section 8 families may choose to participate in the Family Self-Sufficiency/Homeownership Program to achieve the goal of financial independence through support services including employment and educational training, credit counseling, and homeownership classes.

Additionally, in coordination with the Department of Veterans Affairs, TCOG was selected to receive specialized vouchers which assist the most vulnerable, chronically-homeless veterans and their families transition from homelessness to permanent housing.

Family Self-Sufficiency

- 149 Family Self-Sufficiency (FSS) Graduates and over $615,000 in escrow disbursed since 1994
- 111 Active FSS/Homeownership Programs Participants
- 16 proud homeowners since 2025 with 5 mortgages paid in full.

HUD-VASH (Veterans Affairs Supportive Housing)

In partnership with the Department of Veterans Affairs, TCOG was selected to receive specialized vouchers which assists the most vulnerable, chronically homeless veterans and their families' transition from homelessness to permanent housing

Special purpose Programs

- The Mainstream Program assists non-elderly households with disabilities
- The Family Unification Program coordinates with the Texas Department of Family and Protective Services to reunite families in crisis
- The Money Follows the Person Demonstration links HUD housing with Health and Human Services to assist eligible Texans out of nursing facilities and return to their communities.

ENERGY SERVICES

TCOG Energy Services is comprised of three (3) separate programs including: Weatherization Assistance, Utility Bill Assistance, and Family Assistance/Case Management



TCOG's Energy Services programs are designed to assist in meeting energy needs of low-income households and encourages consumers to control energy costs through education.



Energy Services

TCOG Energy Services served over 5,000 households and expended approximately $4.99 million in Federal, State and private funding across the Texoma region in FYE 2026

Weatherization

Provides the installation of energy-saving applications to homes, reducing energy consumption up to 40% and thereby lower utility costs.



Utility Assistance Program

Provides co-payment of gas, propane and electric utilities and the provision of supportive services for educating clients on how to conserve energy.

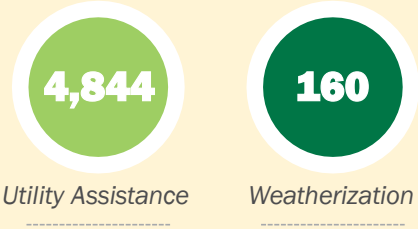
Family Assistance/Case Management

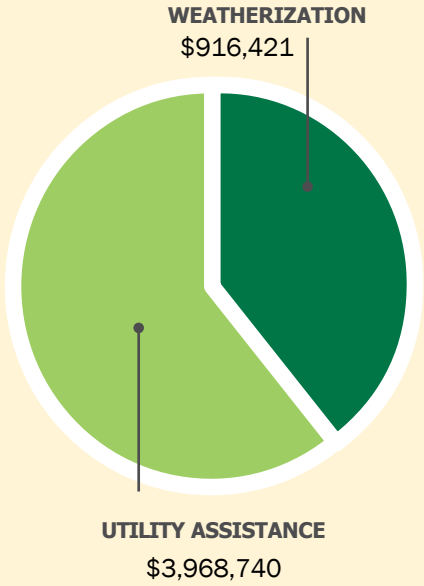
Provides one-on-one support to families striving for self-sufficiency by providing assistance with the cost of training or education which help move them out of poverty.

# of Household Served– 76
# of Services Provided – 105
Total $ Spent - $109,363



Number of Households Served





REGIONAL SERVICES

Focused on finding regional solutions to challenges in Texoma & improving quality of life at the community level.

Regional Services supports regional and local jurisdictions and municipalities in developing, maintaining and improving quality of life in Texoma.

From planning for the population increases that are projected in the next thirty years to making sure first responders have the training and equipment that they need to get to the scene of the emergency when you call 9-1-1, the Regional Services team is focused on finding regional solutions to challenges in Texoma & improving quality of life at the community level.





Geographic Information Systems (GIS) & Planning

Professionals in the GIS (Geographic Information Systems) Program create, analyze and manage geographic datasets and applications. These datasets include political jurisdictions, transportation networks, emergency management and environmental resources.

Local governments and citizens can utilize maps and data created by the TCOG GIS Program to make well-informed and often life- saving decisions. The GIS Program helps promote geographic education in the region and provides a coordinating resource for GIS professionals in the region.

Regional Collaboration

TCOG's GIS Program works to coordinate and collaborate with local governments, universities, and private companies to consolidate efforts as well as provide innovative solutions. These solutions help to inform citizens and allow local governments to make critical decisions that can sometimes be life-saving.

The GIS Program also has worked diligently in the same spirit to coordinate regional aerial imagery acquisition. The region has been working to combine resources in purchasing these high quality images which has allowed for cost reductions for everyone involved.

Rural Addressing

The GIS Program also provide 9-1-1 addressing services to several local jurisdictions in the region. This collaboration has been very successful and allowed for TCOG to build increasingly important datasets that help make important decisions for a fast growing region.

The GIS program assigned 843 new addresses and responded to an additional 1,852 customer inquiries within Texoma over the past year.



TCOG 9-1-1 Program

The TCOG 9-1-1 Program utilizes state-of-the-art call-taking equipment that incorporates digital mapping applications in Texoma's seven 9-1-1 Public Safety Answering Points (PSAPs).

TCOG provides planning, implementation, management and ongoing administration of the regional network of systems and financing for more than **fifty** police, fire and emergency medical service agencies in the region.

PSAPs participating in the Program are: Bonham Police Department, Gainesville Police Department, Whitesboro Police Department, Cooke County Sheriff's Office, Fannin County Sheriff's Office, and the Grayson County Sheriff's Office.

TCOG successfully delivered 73,443 calls to the seven 9-1-1 PSAPs during the FYE 2026.

Continued Training Education

Program staff successfully provided 1.024 hours of training for regional telecommunicators and distributed over 12,000 education pieces throughout the region.



Criminal Justice

TCOG's Criminal Justice Program works with a 25-member Criminal Justice Advisory Committee (CJAC) to score and prioritize grant applications for the Office of the Governor's Criminal Justice Division. The CJAC review and score applications that resulted in $825,599 in awards during FYE 2026.

These projects included:

- Abigail's Arms- Cooke County Victims Assistance ($298,504)
- City of Sherman- Vehicle Data Retrieval ($20,660)
- City of Southmayd - Police Vehicle Outfitting ($26,427)
- Communities in Schools of North Texas – Gainesville ($13,882)
- Fannin County District Attorney's Office – Boost Digital Forensic Capabilities ($38,952)
- Fannin County Crisis Center- Crime Victim's Assistance ($45,995)
- Grayson County- DA's Domestic Violence Investigator Program ($37,085)
- Grayson County Sheriff's Office – Ticket Writer Project ($17,440)
- Grayson County Women's Crisis Line, Inc. -Victims Assistance ($300,000)

Emergency Planning

TCOG's Emergency Planning Program includes the administration and facilitation of the State Homeland Security Program funds through the Office of the Governor's Homeland Security Grant Division; the application and administration of funding through the Statewide Emergency Radio Infrastructure Program; the development of FEMA approved natural hazard mitigation plans; and technical assistance with grant applications and planning instruments. Activities for 2026 included:

- Application of $250,000 in Homeland Security Preparedness Projects
- Completion of the Regional Stakeholder Preparedness Review, Regional Threat Identification and Risk Assessment.

Municipal Solid Waste

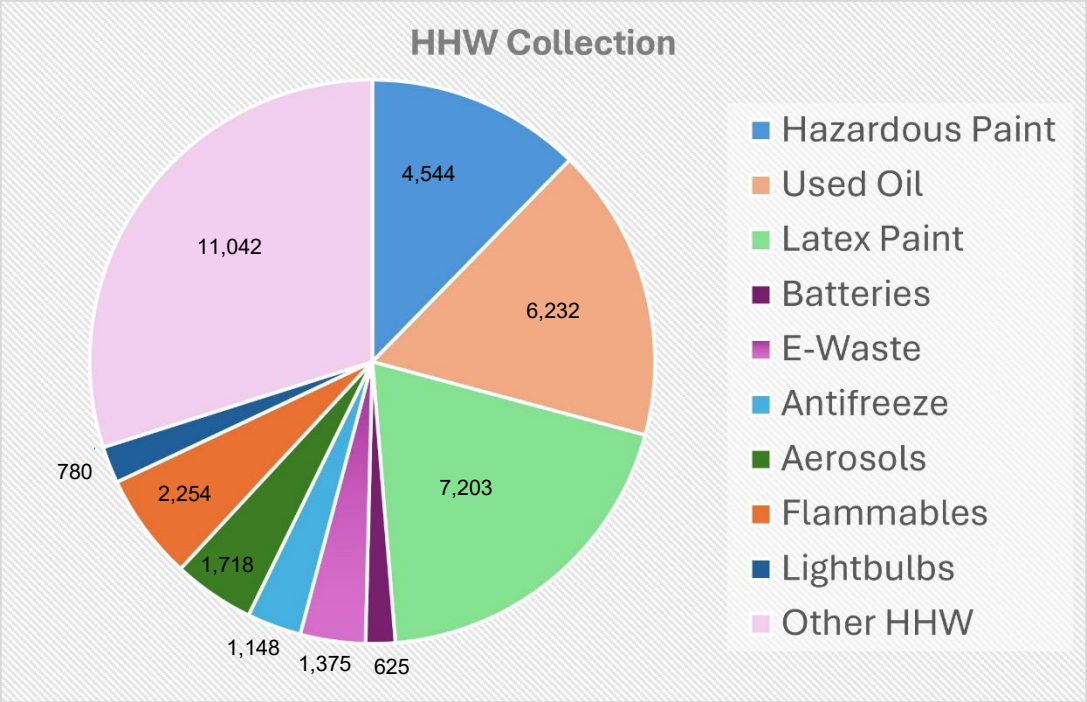
The Municipal Solid Waste (MSW) Grant Program provides both financial and technical assistance to city and county governments, school districts, and law enforcement districts in their efforts to combat illegal dumping, promote recycling, and ultimately reduce the amount of waste introduced to local landfills.

We increased our Education and Outreach during the year by hosting presentations on the proper disposal and use of Household Hazardous Waste. TCOG staff enjoyed friendly competition of a July Reuse Rally, where departments collected recyclables for future recycled crafts days. Raising awareness has helped us further reach our MSW goals!

Our main activity we host twice a year is our Household Hazardous Waste Collection Event.

*Performed with a grant from Texas Commission on Environmental Quality (TCEQ) and with SEP penalty monies from a Texas Commission on Environmental Quality enforcement action.

www.tcog.com/msw for more information





COMMUNITY & ECONOMIC DEVELOPMENT

The Texas Community Development Block Grant Program supports community development activities to build stronger and more resilient communities.

Annually, the TCOG region receives a formula-based allocation of funds for which applicants can compete. The CDBG applications are scored based on criteria developed by the Unified Scoring Committee (USC), which is composed of one representative from each Council of Governments in the state, and points allocated by Texas Department of Agriculture (TDA). Grants are awarded to the highest-ranking applications. Projects are funded until all available money is expended from that cycle.

All non-entitlement cities and counties in the TCOG region are eligible for these funds which come to TDA from the U.S. Department of Housing & Urban Development (HUD).

During FYE 2026, TCOG staff helped communities in Cooke, Grayson, and Fannin counties navigate these funding opportunities. Through its Community and Economic Development Assistance Fund (CEDAF) work, TCOG shared information on available grants, application deadlines, and training. In February, TCOG hosted a regional stakeholder meeting with TDA to discuss current and upcoming funding opportunities.







TCOG hosted the Texoma Made Conference on November 5, 2025, at Austin College in Sherman. Nearly 300 participants from North Texas and Southern Oklahoma came together to discuss how Texoma can welcome growth, preserve the character of its communities, and build a more diverse regional economy.

Local officials, business owners, educators, chamber representatives, and economic development professionals explored how communities can balance new investment with local needs for housing, infrastructure, and a skilled workforce. Sessions on small business growth and downtown revitalization highlighted ways to build local strengths. A central theme was economic resilience. Supporting businesses and jobs across a range of industries helps communities withstand a downturn in one sector or the loss of a major employer.

The conference received partial funding from the U.S. Economic Development Administration. Conference details, photos, and video highlights are available at https://www.texomamadeconference.com/.

TEXOMA
ECONOMIC DEVELOPMENT DISTRICT

TCOG is designated as the Economic Development District (EDD) for Texoma by the Economic Development Administration (EDA).

The Texoma EDD supports ongoing community and regional planning goals and provides data resources for Cooke, Fannin, and Grayson Counties.



FY 2026 Highlights

CEDS Update: Began developing the region's next five-year Comprehensive Economic Development Strategy, with a modernized, visual format.

Strategy Committee: Recruiting a CEDS Strategy Committee of local economic development organizations and community partners from all three counties. Partners already committed include the Bonham EDC and the Denison Development Alliance.

Regional Data Tools: Added new data and analysis resources, including a mySidewalk subscription as well as a Placer subscription, to give member communities current economic and demographic data.

Regional Partnerships: Supported local planning efforts, including the City of Bonham's Jones Field Airport visioning workshop and the Downtown Revitalization Playbook from the NADO Research Foundation, developed in collaboration with Denison Main Street.

To learn more visit www.texomaedd.org



The Texas Regional Broadband Program is coordinated by the Texas Association of Regional Councils (TARC) in partnership with the Texas Broadband Development Office (BDO), within the Texas Comptroller of Public Accounts (CPA).

This $8.75 million investment, funded by the state's Broadband Infrastructure Fund, will enable each COG to lead local planning efforts to foster successful broadband adoption and implementation of digital opportunity initiatives at the regional level.

TCOG launched its Broadband and Digital Opportunity program in 2026 to help communities across Cooke, Fannin, and Grayson counties address gaps in internet access and build the digital skills residents need for everyday life and work. In April, TCOG signed a three-year grant agreement with the Texas Broadband Development Office to support this effort, with particular attention to rural communities, older adults, and underserved residents. Initial work included reviewing broadband and demographic data, identifying community partners, and assessing regional needs.

TCOG is compiling a regional database of local permitting requirements and contacts to help internet service providers and local governments coordinate broadband infrastructure projects. TCOG is also organizing a regional advisory group to keep the program informed about changing community needs and help guide its priorities.

TCOG met with state library digital inclusion staff, the Texas Broadband Development Office, and Goodwill North Texas to identify gaps in digital skills and explore ways to address them. Those conversations covered the skills residents need to use healthcare portals and other online services, as well as the skills they need to search for jobs, complete online applications, and use technology in the workplace.

Conversations with local libraries underscored the demand for one-on-one assistance. That feedback is shaping plans for a regional Digital Navigator network that would connect residents with personalized help through trusted community partners. TCOG also partnered with Refresh to develop a digital literacy app, with rollout planned for January 2027. The app will pair lessons on topics such as cybersecurity, job searches, and telehealth with hands-on activities that let residents practice at their own pace.

COMBINED STATEMENTS OF REVENUES, EXPENDITURES, & CHANGES IN FUND BALANCES

FYE APRIL 30, 2026

During FYE 2026, Texoma Council of Governments administered over **$22.45 million** in federal, state and local programs.

REVENUES	FY 2026
FEDERAL	$19,377,702
STATE	$1,791,157
LOCAL & IN-KIND	$1,222,310
INTEREST AND OTHER INCOME	$41,445
TOTAL REVENUES	**$22,432,614**

EXPENDITURES	
GENERAL GOVERNMENT	$244,770
AGING AND DISABILITIES	$3,194,097
COMMUNITY & ECONOMIC DEVELOPMENT	$1,452,427
HOUSING AND CLIENT SERVICES	$16,991,565
CAPITAL OUTLAY	$22,681
DEBT SERVICE	$22,681
TOTAL EXPENDITURES	**$21,905,540**
Change in Net Position	$527,074

CURRENT ASSETS	2026	2025
Cash and Pooled Investments	$3,675,922	$2,322,122
Accounts Receivable	$1,672,992	$3,071,496
Lease Receivables	$0	$0
Under Allocated Indirect Cost Pools	$89,367	$49,983
Prepaid Items	$117,134	$164,076
Total Current Assets	**$5,555,415**	**$5,617,677**
NONCURRENT ASSETS		
Capital Assets, Net of Accumulated Dep/Amort		
Buildings and Improvements	$1,474,544	$1,639,013
Furniture, Vehicles, and Other Equipment	$1,479,827	$1,616,197
Total Non-Current Assets	**$2,954,371**	**$3,255,210**
TOTAL ASSETS	**$8,509,786**	**$8,872,887**
LIABILITIES		
Accounts Payable and Accrued Liabilities	$1,121,389	$1,478,660
Accrued Wages	$145,341	$142,334
Unearned Revenue	$1,579,470	$1,964,240
Over Allocated Indirect Cost Pools	$0	$0
Total Current Liabilities	**$2,846,200**	**$3,585,234**
Noncurrent Liabilities		
Due Within One Year	$113,600	$171,964
Due in More than One Year	$783,544	$876,323
Total Noncurrent Liabilities	**$897,144**	**$1,048,287**
TOTAL LIABILITIES	**$3,743,344**	**$4,633,521**
TOTAL NET POSITION	**$4,766,442**	**$4,239,366**

fye 2026 board officers & members

PRESIDENT
Edwina Lane, Fannin County

VICE PRESIDENT
Jim Atchison, Grayson County

SECRETARY/TREASURER
Clay Barnett, City of Sherman

James Thorne, Council Member
City of Denison

John Roane, County Judge
Cooke County

Scott Neu, Mayor
City of Lindsay

Danny Powell, Mayor
City of Callisburg

Mary Jo Dollar, Council Member
City of Gainesville

Allen Sanderson, Mayor
City of Bonham

Newt Cunningham, County Judge
Fannin County

Gayla Hawkins, County Treasurer
Grayson County

Dr. Lisa Bellow, Trustee
North Central Texas College

Brian Eaves, Trustee
Sam Rayburn ISD

better leaders building better lives™

fye 2026 general membership

CITIES & COUNTIES

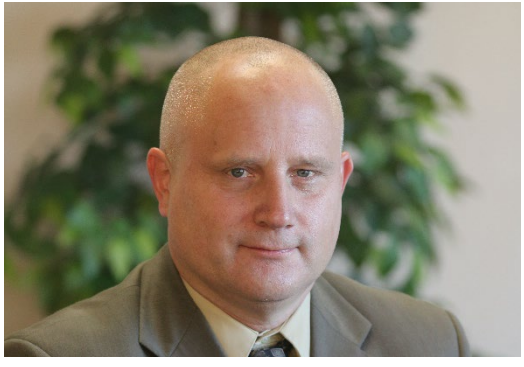
Cooke County
Fannin County
Grayson County
City of Bonham
City of Callisburg
City of Denison
City of Dodd City
City of Ector
City of Gainesville
City of Gunter
City of Honey Grove
City of Howe
City of Knollwood
City of Ladonia
City of Leonard
Town of Lindsay
City of Muenster
Town of Oak Ridge
City of Pottsboro
City of Ravenna
City of Sadler
City of Savoy
City of Sherman
City of Southmayd
City of Tioga
City of Tom Bean
City of Trenton
City of Van Alstyne
City of Whitesboro
City of Whitewright
Town of Windom

SCHOOL DISTRICTS & COLLEGES

Bells ISD
Bonham ISD
Dodd City ISD
Grayson College
Honey Grove ISD
North Central Texas College
Pottsboro ISD
Sam Rayburn ISD
Savoy ISD

1117 Gallagher Drive, Sherman, TX 75090 | (903) 893-2161 |
www.tcog.com

TCOG
better leaders building better lives



executive director
Eric M. Bridges

The Texoma Council of Governments is a voluntary association of the local governments in Cooke, Fannin, and Grayson Counties. Established in 1968, the Texoma Council of Governments promotes economy and efficiency in the coordinated planning and development of the tri-county region through its community and economic development activities.

Either directly, or through contractors, the Council provides housing, utility assistance, and weatherization services for low-income citizens in the region and assists the elderly and disabled through a variety of Area Agency on Aging programs. The Council also facilitates the delivery of grant funding for homeland security and criminal justice.



TCOG™
better leaders building better lives

Texoma Council of Governments
1117 Gallagher Drive
Sherman, TX 75090

(903) 893-2161
www.tcog.com
fb.com/texomaCOG
@texomaCOG

TCOG
better leaders building better lives

TO: TCOG Governing Board
THRU: Eric Bridges, Executive Director
FROM: Miranda Harp, Criminal Justice and Emergency Planning Program Supervisor
DATE: 11/9/2026
RE: 2026 TCOG Criminal Justice Advisory Committee (CJAC) Members

RECOMMENDATION
Approve the 2026 TCOG Criminal Justice Advisory Committee (CJAC) membership and appointment of Vice Chairperson

BACKGROUND
Working with the 25 member TCOG Criminal Justice Advisory Committee (CJAC), TCOG's Criminal Justice Program promotes and helps to develop coordinated, collaborative prevention and justice-oriented initiatives across Texoma. Partners on these projects include grantees, volunteers, community-based organizations, faith-based organizations, government agencies, the private sector and others. Through a contract with the Criminal Justice Division (CJD) of the Office of the Governor (OOG), TCOG administers the local process for grant distribution to the region. Over the years, this program has directed millions of dollars into area criminal justice systems for improvements.

DISCUSSION
Pursuant to the Interlocal Agreement with the Office of the Governor's Criminal Justice Division, and the TCOG CJAC Bylaws, in the event of a vacancy in the position of any officer, the CJAC will elect, by majority of those present, a replacement no later than the next scheduled meeting of the CJAC, following notification that such vacancy exists. On October 14, 2026, the CJAC recommended that the Vice Chairperson vacancy be filled by Jason Kirk, Grayson County Adult Probation Deputy Director.

BUDGET
No budget impact.

TCOG
better leaders building better lives

TO: TCOG Governing Board
THRU: Eric Bridges, Executive Director
FROM: Miranda Harp, Criminal Justice and Emergency Planning Program Supervisor
DATE: 11/9/2026
RE: 2026 TCOG Criminal Justice Advisory Committee (CJAC) Bylaw Changes

RECOMMENDATION
Approve the 2026 TCOG Criminal Justice Advisory Committee (CJAC) bylaws updates and changes

BACKGROUND
Working with the 25 member TCOG Criminal Justice Advisory Committee (CJAC), TCOG's Criminal Justice Program promotes and helps to develop coordinated, collaborative prevention and justice-oriented initiatives across Texoma. Partners on these projects include grantees, volunteers, community-based organizations, faith-based organizations, government agencies, the private sector and others. Through a contract with the Criminal Justice Division (CJD) of the Office of the Governor (OOG), TCOG administers the local process for grant distribution to the region. Over the years, this program has directed millions of dollars into area criminal justice systems for improvements.

DISCUSSION
Pursuant to the Interlocal Agreement with the Office of the Governor's Criminal Justice Division, and the TCOG CJAC Bylaws, the following CJAC Bylaw changes were recommended: the updated membership requirements outlined in the Interlocal Cooperation Agreement between the Office of the Governor Public Safety Office and Texoma Council of Governments (CJAC Bylaws Article IV Section A), the addition of elected officers representing different counties within the region (Article IV Section C), and the addition of an alternate chair in the event both chair and vice-chair are unable to attend CJAC meeting (Article IV Section C).

BUDGET
No budget impact.

TEXOMA COUNCIL OF GOVERNMENTS
CRIMINAL JUSTICE ADVISORY COMMITTEE
BYLAWS
Proposed Revision and AdoptionOctober 14, 2026

ARTICLE I
NAME

The name of this body shall be the Texoma Council of Governments Criminal Justice Advisory Committee ["CJAC"].

ARTICLE II
AUTHORITY

The Criminal Justice Advisory Committee is created by the Texoma Council of Governments ["TCOG"] in accordance with the Texas Administrative Code (Title 1, Part 1, Chapter 3) ["1 TAC 3"] and an interagency agreement with the Office of the Governor, State of Texas, Criminal Justice Division ["CJD"] to perform those activities related to criminal justice grants and planning directed by the Texas Administrative Code and those agreed to in the interagency agreement between TCOG and CJD.

ARTICLE III
ACTIVITIES

In accordance with 1 TAC 3, the primary functions of the CJAC are (1) to participate in the grant application selection process as described in 1 TAC 3.7 in the TCOG Service Region (Cooke, Fannin, and Grayson Counties) ["Region"]; (2) to assist TCOG in carrying on a continuous planning program to identify criminal justice problems in the Region; (3) to determine the criminal justice needs of the Region; (4) to analyze the existing criminal justice systems and available resources in the Region; and, (5) to establish goals, priorities and/or a strategic vision for the development of services and programs as related to criminal justice throughout the Region.

ARTICLE IV
MEMBERSHIP

~~A.~~ Membership. The membership of the CJAC shall be composed of up to 25 persons representative of criminal justice interests as prescribed by CJD in the interagency agreement by and between CJD and TCOG which states that: ~~"The CJAC's membership must include individuals from the following groups/disciplines: citizens or parents, drug abuse prevention, education, juvenile justice, law enforcement, mental health, nonprofit organizations, prosecution/courts, and victim services." No single group will represent more than one-third (1/3) of the total membership of the CJAC.~~

(Replace with)
"The CJAC's membership must include the following disciplines: education; juvenile justice; law enforcement; mental health; prosecution or courts; and victim services, with at least one victim services member from a non-governmental agency. Each individual member may either represent one of the required disciplines or be classified as an "other" discipline. No single discipline, including the "other" category, may constitute more than one-third (1/3) of the CJAC." Members so elected shall be confirmed by the TCOG Governing Body before assuming their place on the CJAC.

1. Membership shall consist of no more than:
   a. Eight (8) representatives of Cooke County
   b. Eight (8) representatives of Fannin County
   c. Nine (9) representatives of Grayson County
2. The TCOG Criminal Justice Coordinator shall serve as an ex-officio member of The CJAC and shall perform the necessary staff functions to support the CJAC's activities.

B. Terms. Terms of membership for all elected CJAC members shall be three (3) years.
   1. Members may be re-elected to serve additional terms.
   2. Terms of membership shall begin January 1 of each year and end December 31 of the third year following the beginning of the term.

3. Members who are absent from three (3) consecutive meetings will be automatically removed from CJAC membership.
4. A member may resign at any time by submitting a written notice to the CJAC Chair.
5. Each Member may appoint in writing an alternate who shall be authorized to function at CJAC meetings in the member's absence.
6. Members appointed by the Chairperson to complete unexpired terms shall serve until the term that would have been served by the Member being replaced is complete.

C. Officers. Officers of the CJAC shall consist of a Chairperson and a Vice-Chairperson.
1. Officers will be elected by the Membership and will serve for a two (2) year period, provided that their membership in the CJAC is maintained throughout their term of office.
2. Elections for Chairperson and Vice-Chairperson will take place every two years at the regularly scheduled CJAC meeting held in December, while the CJAC is in session, with a quorum of the membership present.
3. Officers so elected must be approved by the TCOG Governing Body.
4. No person can be appointed as Chair or Vice-Chair for more than two consecutive terms.
5. **The elected officers should represent different counties within the Texoma Region.**
6. Officers shall begin their term of office on January 1 of the year immediately following their election.
7. **In the absence of both the Chairperson and Vice-Chairperson, a former CJAC Chairperson can perform the duties of the chairperson.**

D. Duties. The following constitute the duties of CJAC officers:
1. The Chairperson shall:
   a. Preside at all meetings of the CJAC;
   b. Call special meetings of the CJAC;
   c. Appoint persons to the CJAC nominating committee;
   d. Appoint persons to complete terms of Members who leave the CJAC before their term of office is completed;
   e. Create temporary sub-committees as the need arises to perform specific tasks related to the business of the CJAC;
   f. Appoint members of the CJAC to special sub-committees at his/her discretion; and,
2. The Vice-Chairperson shall, during the absence or incapacity of the Chairperson, act as Chairperson of the CJAC, and when so acting, shall have all the duties, responsibilities, powers, and privileges of the Chairperson.
3. In the event of a vacancy in the position of any officer, the CJAC will elect, by a majority of those present, a replacement no later than the next regularly scheduled meeting of the CJAC, following notification that such vacancy exists. The recommendation of the CJAC shall be forwarded to the COG Governing Body for action at their next regularly scheduled meeting.

E. Nominating Committee. The Chairperson of CJAC will appoint a Nominating Committee at the regularly scheduled CJAC meeting in October, or at the next CJAC meeting thereafter, of each year.
1. The Nominating Committee of the TCOG CJAC shall consist of five (5) members
   a. Chairperson
   b. Vice-Chairperson
   c. Three additional persons can be appointed by the Chairperson from CJAC membership, Governing Body membership, staff, or concerned citizens.
2. Equal representation.
   a. The Chairperson and Vice-Chairperson must be residents of different counties within the Texoma Region.
   b. Additional members of the nominating committee shall be chosen as follows: one representative of Cooke County, one representative of Fannin County, and one representative of Grayson County.
3. Duties.
   a. Each year a nominating committee will be responsible for nominating applicants to be elected to serve on the CJAC.

b. The nominating committee shall nominate potential members in such a manner as to assure the continued diversity of membership established in Article IV (A).

4. Vacancy. In the event a member of the nominating committee resigns, the Chairperson of the CJAC shall appoint a replacement for the remainder of the term.

F. Conflict of Interest. All applicants for grants or other public funds from any source processed through or by the CJAC, have the same rights and privileges and are subject to uniform and equitable review processes. Therefore, the following Conflict of Interest policy shall apply:

1. Members of the COG's governing body, the CJAC, and COG staff must abstain from reviewing, voting, commenting, or taking any action on any grant application, other than one submitted by a COG, during the prioritization process if the member or an individual related to the member within the third degree by blood or within the second degree by marriage (see Appendix):
   a. Is employed by the applicant agency and works for the unit or division that would administer the grant, if awarded;
   b. Serves on any board that oversees the unit or division that will administer the grant, if awarded;
   c. Owns or controls any interest in a business entity or other non-governmental organization that benefits, directly or indirectly, from activities with the applicant;
   d. Receives any funds from the applicant as a result of the grant, if awarded; or
   e. Uses or receives a substantial amount of tangible goods, services or funds from the applicant.
2. CJAC members and guests that have a Conflict of Interest or vested interest in a grant application must vacate the CJAC meeting room whenever the applications for the funding stream are presented to and/or reviewed by the CJAC, and shall not take part in or be present for any discussion on the application.

If any applicant, CJAC member, COG personnel or other individual has reason to believe that favoritism or inappropriate actions were displayed during the scoring or prioritization of CJD, the COG shall ensure that the concerns are shared with CJD as soon as possible.

ARTICLE V
MEETINGS

A. The CJAC shall meet as often as necessary to accomplish CJAC business.
1. Regular meetings to conduct the business of the CJAC shall be called by the Chairperson.
   a. Application Review and Prioritization Meetings will be scheduled as needed to fulfill CJD deliverables.
   b. Business Meetings. Any necessary business may be conducted at any CJAC meeting properly called by the Chairperson.
2. Discretion. The Chairperson of the CJAC may, at his or her discretion, reschedule any CJAC meeting.
3. Special Meetings.
   a. The Chairperson of the CJAC reserves the discretion to call special meetings of the CJAC at any time.
   b. The TCOG Governing Body reserves the right to call special meetings of the CJAC at its discretion.
   c. CJD reserves the right to require a special meeting of the CJAC at its discretion.
   d. Special meetings and votes may be conducted using electronic means.
4. Notification.
   a. CJAC members will be notified at least ten (10) days in advance of a regular meeting, with such notice including the date, time, place and items to be discussed.
   b. In the event of a special meeting, members will be notified at least a seventy-two (72) hour notice and the only subject(s) for which the meeting was called can be acted upon.
   c. Notice may be affected by posting on the TCOG criminal justice web site and by sending email to an address previously provided by a CJAC member.
5. Quorum. For all matters, a quorum will consist of a simple majority of the currently appointed membership of the CJAC at the time of the meeting

6. Open Meetings. All TCOG CJAC and Governing Body meetings in which CJD business is discussed will be held in compliance with the Open Meetings Act. CJAC meetings are open to the public and the public will be notified in accordance with Chapter 551, Government Code.
    a. TCOG will document all CJAC proceedings related to CJD business by recording the CJAC proceedings.
    b. TCOG will maintain all scoring sheets, prioritization documents, minutes, grant applications and recordings of meetings for a period which shall be not less than three years.
7. Orderliness: Meetings will be conducted in accordance with Robert's Rules of Order.

ARTICLE VI
GRANT APPLICATION PROCESS

The following policies and procedures are established for the purpose of defining the rules and regulations that will govern the application process in all funding streams controlled by the Criminal Justice Division (CJD) of the Governor's Office as outlined in the Interagency Agreement by and between CJD and TCOG as it relates to the TCOG/CJAC. All policies, rules, and regulations set forth in this document are in compliance with Texas Administrative Code (Title 1, Part 1, Chapter 3).

A. Eligibility
    1. Eligible applicants for CJD funding in the Texoma Region must be physically located and provide services in the Texoma Region.
B. Training.
    1. Applicants for CJD funding in the Texoma Region are required to attend a mandatory grant application or grant administration workshop on an annual basis. Applicants are required to present a synopsis of the project and be available to answer questions at the CJAC application prioritization meeting. CJD awarded grantees may be required to attend a mandatory post-award grant management workshop on an annual basis.
    Exception:
        a. Mandatory attendance may be waived by the Criminal Justice Coordinator.
        b. If attendance at the regularly scheduled workshop/meeting is not possible for an applicant, the applicant must contact the COG planner prior to the workshop/meeting to secure the required training in another manner.
C. Pre-Application
    1. TCOG shall notify current grantees and other requestors in the region of the availability of current CJD grant applications.
    2. TCOG shall inform current grantees and other requestors of the availability of relevant TCOG policies and bylaws, and shall provide such policies and bylaws to current grantees and requestors upon request.
D. Technical Assistance.
    1. Any applicant or potential applicant is encouraged to request technical assistance from the COG planner prior to submitting applications for funding.
E. Deadlines.
    1. Application deadlines for Texas will be set by the Criminal Justice Division, Office of the Governor on an annual basis. Deadlines for application submission will be made available to applicants on the Governor's website: https://www.cjdonline.governor.state.tx/
    2. Applications for funding must be received by the Criminal Justice Division, Office of the Governor, as directed by that agency.

ARTICLE VII
APPLICATION REVIEW

A. Review process:
    1. Review. All applications received in the Texoma Region will be reviewed by TCOG criminal justice program personnel to determine overall eligibility of the application and integrity of necessary documents prior to presenting applications to the Texoma CJAC for their review.
    2. Documentation. Criminal justice program personnel and/or members of the CJAC may request any additional information from the applicant agency that will assist in determining the eligibility of an

application and/or the grant administration capacity of the applicant agency. This request may be made at any point in the application or administration process. Failure to comply with requests for additional information may result in the application being deemed "not recommended" for funding.

3. Scoring. All applications that are presented to the CJAC for scoring shall be duly processed and each grant application will be scored by the CJAC, using an approved scoring instrument. The approved scoring instrument will be provided to applicants prior to the review process. A minimum average score of 70 will be required of any grant application in order for that grant application to be recommended for funding. Only the scores of those CJAC members participating in person at the meetings established for prioritization of applications shall be used to determine the overall score assigned to an application. In the event of a tie score when the projects are totaled, staff will delete the high score and low score until the tie is broken.
4. Discretion. CJAC reserves the right to recommend an amount less than the requested amount of any application. Additionally, CJAC reserves the right to deny specific line items in any grant application. CJAC may ask for justification of specific line items in any application and deny recommendation for any line item in any application. Additionally, CJAC may request that an applicant reduce the amount requested in an application in order to stay within the Reasonable Budget Expectations for the Region.
5. Application Funding Cycle. Grant applications are submitted for 6-24 months of funding and there is no limit to the number of years in which a potential grantee may apply for funds. CJAC and TCOG will review all applications received annually on an equal basis. In accordance with CJD policy, CJAC and TCOG make no commitment that a grant, once funded, will receive priority consideration for subsequent funding.
6. Review by the TCOG Governing Body. All recommendations of the CJAC will be reviewed by the TCOG Governing Body. If the Governing Body approves the recommendation of the CJAC, the TCOG Governing Body will make recommendation to CJD for funding. Final decisions for funding remain the discretion of CJD.
7. Submission to CJD. All grant applications reviewed by the Texoma CJAC and recommended for funding will be submitted to the office of the Governor Criminal Justice Division as specified by CJD.
8. Notification. To facilitate communication, all applicants are required to provide a valid email address at which they can receive notices concerning their application and the overall grant process. All grant applicants shall be notified by email within ten working days of the prioritization meeting of:
   a. The final score for their grant application;
   b. Final rankings for all applications reviewed at the meeting; and,
   c. Recommendation status of their application.
9. Applicants whose applications are not recommended for funding will be notified by TCOG personnel in the above manner. This notification will serve as formal notification of denial for funding.
10. Notice of awards received by TCOG from CJD will be forwarded to the grantee within two days of receipt by TCOG of notice from CJD, should such notice be given to TCOG.

ARTICLE VIII

PERFORMANCE REQUIREMENTS

A. Grant performance review. All grants that are recommended for funding by the Texoma CJAC and funded by CJD will be subject to yearly review. Additionally, all grantees must comply with the grant activity reporting requirements of the Public Policy Research Institute, Texas A&M University, or other organization designated by CJD.
B. Revocation of Recommendation. Any grantee that fails to meet performance goals of a grant funded project may be subject to revocation of recommendation for funding at any point in the grant cycle. Grantees that fail to submit annual audits or performance reports in a timely fashion may be subject to revocation of recommendation.
C. Discretion. The Texoma CJAC reserves the right to review progress and administration capacity of any grantee that has been recommended for funding by the CJAC. In order to provide oversight of grants in the Texoma region the TCOG, CJAC reserves the right to request any information necessary to ensure that funds are being appropriately administered by grantees.

ARTICLE IX
GENERAL PROVISIONS

1. All meetings of the CJAC will be conducted in accordance with the provisions of the Texas Government Code, Chapter 551, the Texas Open Meetings Act.
2. TCOG will comply with the provisions of the Texas Review and Comment System.

ARTICLE X
BYLAW CHANGE PROCEDURE

These Bylaws can be changed by a vote of no less than one-half of the members of the current CJAC at a scheduled meeting. All amendments must be approved by TCOG Governing Body prior to taking effect.

APPENDIX
NEPOTISM CHART

By Blood Includes individuals related by blood			**Marriage** Includes spouse and individuals related to the spouse	
First Degree	Second Degree	Third Degree	First Degree	Second Degree
Parent	Grandparent	Great Grandparent	Spouse	Grandparent
Child	Grandchild	Great Grandchild	Parent	Grandchild
	Brother or Sister	Uncle or Aunt	Child	Brother or Sister
		Nephew or Niece		

TCOG
better leaders building better lives

TO: TCOG Governing Board

THRU: Eric Bridges, Executive Director

FROM: Miranda Harp, Criminal Justice and Emergency Planning Program Supervisor

DATE: 11/9/2026

RE: Texoma Regional Threat & Hazard Identification Risk Assessment, Stakeholder Preparedness Review, and Implementation Plan

RECOMMENDATION

Approve the 2026 Texoma Regional Threat & Hazard Identification Risk Assessment (THIRA), 2026 Stakeholder Preparedness Review (SPR), and the 2027 Regional Implementation Plan (IP).

BACKGROUND

TCOG staff and the TCOG Homeland Security Advisory Committee facilitate and execute the Homeland Security Funding Process with the Texas Office of the Governor (OOG), Homeland Security Grant Division (HSGD). This process includes stakeholders from the counties of Cooke, Fannin, and Grayson. Using state priority guidance, the TCOG HSAC plans and prioritizes projects for the Texoma region. Department of Homeland Security Funding includes the following funding streams: State Homeland Security Program (General use), Law Enforcement & Terrorism Prevention Activities (LETPA).
The TCOG Homeland Security Advisory Committee (HSAC) membership is made up of the three county judges in our region, the mayors of Bonham, Denison, Gainesville, and Sherman, and the emergency management coordinators from these seven jurisdictions. Committee activities and actions are conducted pursuant to published by-laws.

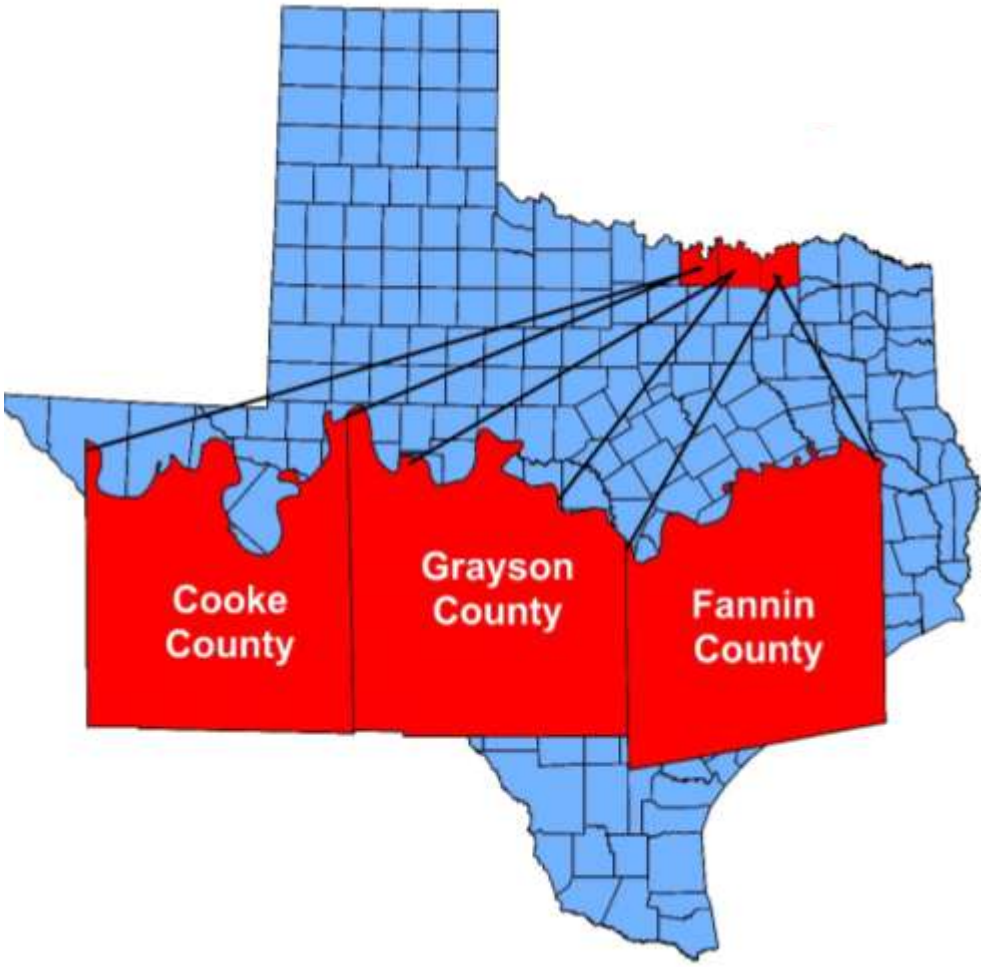
DISCUSSION

Pursuant to an interagency agreement between the Office of the Governor's Homeland Security Grant Division and TCOG, the TCOG HSAC recommends for approval the attached 2026 Texoma Regional Threat Hazard Identification and Risk Assessment (THIRA), the 2026 Stakeholder Preparedness Review (SPR), and the 2027 Regional Implementation Plan. These are yearly plans that are a requirement to receive Homeland Security funds to the region. The THIRA documents identifies the greatest risks to the area, the SPR quantifies the gaps in capabilities to address those risks, and the IP identifies the projected projects for 2027 to address those gaps..

BUDGET

No impact

2026 THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)



Texoma Council of Governments

Public Safety Department
1117 Gallagher Dr. Ste. 100
Sherman, TX 75090
(903) 893-3552

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Table of Contents

THIRA Overview 4
Threat/Hazards Context and Impacts 6
Capability Targets 18
Planning 19
Public Information and Warning 20
Operational Coordination 21
Forensics and Attribution 22
Intelligence and Information Sharing 23
Interdiction and Disruption 24
Screening, Search, and Detection 25
Access Control and Identity Verification 26
Cybersecurity 27
Physical Protective Measures 28
Risk Management for Protection Programs and Activities 29
Supply Chain Integrity and Security 30
Community Resilience 31
Long-term Vulnerability Reduction 32
Risk and Disaster Resilience Assessment 33
Threats and Hazards Identification 34
Critical Transportation 35
Environmental Response/Health and Safety 36
Fatality Management Services 37
Fire Management and Suppression 38
Logistics and Supply Chain Management 39
Mass Care Services 40
Mass Search and Rescue Operations 41
On-scene Security, Protection, and Law Enforcement 42
Operational Communications 43
Public Health, Healthcare, and Emergency Medical Services 44
Situational Assessment 45
Infrastructure Systems 46

Economic Recovery 47
Health and Social Services.....48
Housing.....49
Natural and Cultural Resources.....50

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

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

Threat/Hazard Descriptions and Impacts

Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Severe storms with wind, hail, flooding, and tornados hit the Texoma Region.	No

Scenario Description

It is a warm (87 degrees) and humid (85 %+) Thursday afternoon in April in the Texoma Region. The local stores are full of people as the Easter weekend approaches. At 1 PM, local radar detects thunderstorms forming along an approaching cold front to the northwest of the Texoma Region. The thunderstorm line forms between Ardmore, OK, and Weatherford, TX, moving to the SE toward Texoma at 35 mph. Individual storm cells are moving to the northeast. The storm deposited 4 inches in the Lindsay and Gainesville area on soil saturated by previous spring rains. This additional water causes flash flooding in and beyond the existing 100-year floodplain, resulting in loss of property, life, and critical infrastructure. There is a need for evacuations and swift water rescues. As the storm line moves across the area, an EF1+ tornado touches down near Lake Ray Roberts in southwestern Cooke County at 3:00 p.m. The tornado damaged several mobile homes and barns in a 2-mile area. Approximately 20 minutes later, as the local schools are ending their day, an EF4+ tornado touches down southwest of Sherman in an industrial area and follows a path north/northeast through downtown Sherman before lifting on the southeast side of Denison. The tornado leaves a path of destruction approximately 8 miles long and ½ mile wide. While on the ground, the tornado damaged many high-population structures, including businesses, multiple schools, hospitals, and several factories. Warnings were issued, but due to the time of day, many people were unable to take shelter.

As the storm moves out of Grayson County, it produces heavy rain with golf-ball-sized hail in southwestern Fannin County. This caused a multi-car accident on FM 121 between Trenton and Bonham that included a school bus carrying students. Local first responders and volunteer groups such as CERT are overwhelmed. This event would escalate if the paths of destruction included facilities with hazardous materials.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	2 by Tornado 1 on bus	Partner Organizations Involved In Incident Management	100+

People Requiring Medical Care	28	Customers (Without Power Service)	2,500
People Requiring Rescue	2 Swift Water	Customers (Without Water Service)	375
People Requiring Evacuation	100	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	400	Miles Of Road Affected	10
People With Limited English Proficiency Affected	225	Affected Healthcare Facilities And Social Service Organizations	10
People Requiring Food and Water	10	Damaged Natural And Cultural Resources And Historic Properties	5
People Requiring Long-Term Housing	2	Businesses Closed Due To The Incident	5
People Requiring Shelter	2	Animals Requiring Shelter, Food, And Water	4
Jurisdictions Affected	33		

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

- According to the CDC, 28.7% of the national population has access and functional needs.
- The Census Bureau estimates that 8.3% of the U.S. population has limited English proficiency, while an estimated 14.24% of Texans have limited English proficiency.
- The number of customers without water is from a report from the EPA, "Drinking Water from Household Wells," which states that 15% of the U.S. population is supplied by private wells. These wells require electricity and do not usually have an alternate power source.
- Discussions with law enforcement officials, local emergency management subject matter experts, and multiple escalated real-world events such as the Texoma floods of 2015 and a Texas F3 tornado in May 2024, which had 7 fatalities and over 200 homes damaged.

Category	Threat/Hazard Scenario Name	Terrorism?
Technological	Transportation Accident	No

Scenario Description

At 3:15 PM on a hot day in early September, with a temperature still around 90 degrees and winds out of the south at 10-15 mph, students are preparing for release from Denison High School. A train traveling on the Union Pacific railroad is at the Macgregor Drive crossing, 3/4 of a mile southwest of the high school. A compact car collides with the train after the driver suffers a heart attack.

The car wedges under the carriage of the train and causes a derailment of 4 railcars. The derailment breached one tank, releasing approximately 3,000 gallons of vinyl chloride. As the vinyl chloride leaks, it vaporizes quickly into a flammable gas. Inhalation of this gas is a general anesthetic but can have long-term effects, including cancer, damage to the liver, lungs, and brain.

The incident could escalate if the flammable gas gets ignited by static electricity, causing a dangerous plume to affect the nearby manufacturing facility. Local emergency and regional mutual aid capabilities are surpassed.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	N/A	Partner Organizations Involved In Incident Management	5
People Requiring Medical Care	1	Customers (Without Power Service)	N/A
People Requiring Rescue	N/A	Customers (Without Water Service)	N/A
People Requiring Evacuation	40	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	10	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	2	Miles Of Road Affected	1
People With Limited English Proficiency Affected	2	Affected Healthcare Facilities And Social Service Organizations	N/A
People Requiring Food and Water	N/A	Damaged Natural And Cultural Resources And Historic Properties	N/A
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	N/A
People Requiring Shelter	N/A	Animals Requiring Shelter, Food, And Water	N/A
Jurisdictions Affected	N/A		

Sources Used to Develop Context Description and Calculate Impacts (Optional)
• According to the CDC, 28.7% of the national population has access and functional needs. • The Census Bureau estimates that 8.3% of the U.S. population has limited English proficiency, while an estimated 14.24% of Texans have limited English proficiency. • The number of customers without water is from a report from the EPA, "Drinking Water from Household Wells," which states that 15% of the U.S. population is supplied by private wells. These wells require electricity and do not usually have an alternate power source. • Discussions with law enforcement officials, local emergency management subject matter experts • Based loosely on multiple real-world events such as the 2012 vinyl chloride train derailment in New Jersey, the ChemChina plant accident in Hebei, China, the Pemex Vinyl Chloride Plant Explosion in Coatzacoalcos, Mexico, and the 1971 railyard accident in Houston, Texas. The Houston accident is listed as one of Houston's worst explosions.

Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Active Shooter	No

Scenario Description

On a sunny and warm (80 degrees) afternoon in March, 160 elementary children at St. Mary's Catholic School, 713 S. Travis Street, Sherman, TX, are having recess after lunch at 12:30 pm. There is a known terrorist released from the Grayson County Justice Center 8 blocks away after lack of evidence at the same time. Three fellow suspected terrorists have dozens of assault weapons and semi-automatic handguns with high-capacity magazines, and they pick up the man.

The men out for revenge happened upon the school a few blocks away and opened fire on the children. The men were able to drive off and possibly could attack again. Local law enforcement, first responders, emergency, and regional mutual aid capabilities are surpassed. This event could escalate if the men strike again or if a high-speed chase ensues.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)

Impact Category	Estimate	Impact Category	Estimate
Fatalities	17	Partner Organizations Involved In Incident Management	30
People Requiring Medical Care	20	Customers (Without Power Service)	N/A
People Requiring Rescue	15	Customers (Without Water Service)	N/A
People Requiring Evacuation	N/A	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	N/A	Miles Of Road Affected	1
People With Limited English Proficiency Affected	15	Affected Healthcare Facilities And Social Service Organizations	1
People Requiring Food and Water	N/A	Damaged Natural And Cultural Resources And Historic Properties	1
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	1
People Requiring Shelter	N/A	Animals Requiring Shelter, Food, And Water	N/A
Jurisdictions Affected	2		

Sources Used to Develop Context Description and Calculate Impacts (Optional)
• St. Mary's student population is 175-180, with 30 teachers/staff members. Most students and staff are outside, with 15 remaining in the buildings needing to be rescued. • According to the CDC 28.7% of the national population has access and functional needs. • The Census Bureau estimates that 8.3% of the U.S. population has limited English proficiency, while an estimated 14.24% of Texans have limited English proficiency. St. Mary's student population is 23.8% Hispanic and 29.1% multi-racial, which means this number could be even higher. • Discussions with law enforcement officials and local emergency management subject matter experts. • This scenario uses recent school and agency shootings, such as the Santa Fe High School Shooting in May 2018 that left 17 dead. St Mary's School is adjacent to St Mary's Catholic Church, which is registered with the Texas Historical Commission. Gunshots fired could damage this historic building.

Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Explosive Devices	Yes

Scenario Description

The 113th annual “Battle of the Ax” football game between Sherman and Denison draws a crowd of 10,000+ to the Bearcat Stadium, located adjacent to Hwy 75 in Sherman. The kickoff for this November Friday night event is 7:30 pm with a temperature of 38 degrees, a wind-chill factor of close to 30 degrees, and strong winds from the north. The stadium is past capacity. People are dressed in layers, wrapped in blankets, and huddled close together for warmth.

A known terrorist group of three men is traveling through Sherman on Hwy 75 when they see the event. The men bring in 3 6-liter pressure cooker bombs filled with metal scrap and TNT hidden under their clothes and blankets and place the bombs under the concrete block bleachers. They put two bombs under the home bleachers and one bomb under the visiting side. The men leave unnoticed and detonate the bombs from a safe distance. The three bombs detonate 15 seconds apart. Local law enforcement, first responders, emergency, and regional mutual aid capabilities are surpassed. Bomb squad and SWAT teams are called in from the DFW Metroplex region and take over an hour to reach the incident location.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)

Impact Category	Estimate	Impact Category	Estimate
Fatalities	23	Partner Organizations Involved In Incident Management	30
People Requiring Medical Care	800	Customers (Without Power Service)	N/A
People Requiring Rescue	50	Customers (Without Water Service)	N/A
People Requiring Evacuation	10,000+	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	1580	Miles Of Road Affected	1
People With Limited English Proficiency Affected	900	Affected Healthcare Facilities And Social Service Organizations	N/A
People Requiring Food and Water	N/A	Damaged Natural And Cultural Resources And Historic Properties	1
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	N/A
People Requiring Shelter	N/A	Animals Requiring Shelter, Food, And Water	N/A
Jurisdictions Affected	3		

Sources Used to Develop Context Description and Calculate Impacts (Optional)
• According to the CDC, 28.7% of the national population has access and functional needs. • The Census Bureau estimates that 8.3% of the U.S. population has limited English proficiency, while an estimated 14.24% of Texans have limited English proficiency. • Real-world events that inspired this scenario include numerous bombings, such as the pressure cooker bombs at the Boston Marathon in April 2013 and the May 2017 Manchester Arena Bombing at an Ariana Grande Concert. • The number of people needing rescue is based on the average number of people that are in the areas beneath the stadium before, during, and after the game.

Category	Threat/Hazard Scenario Name	Terrorism?
Natural	Highly Infectious Disease	No

Scenario Description

On Saturday, January 9th, a 21-year-old male went to North Texas Medical Center (NTMC) emergency room with a six-day history of fever of over 100 degrees with muscle pain, abdominal cramps, and severe headache. The emergency room waiting area is full. The patient vomits in the bathroom before telling the admitting clerk that he has recently returned from a three-week trip to Central America. NTMC contacts his emergency contact for information as he is confused and disoriented.

The patient is a student at North Central Texas College. He spent the winter break doing mission work in several Central American countries. When he returned to the college on January 3rd, he was not feeling his best. He visits an urgent care on January 4th with symptoms of a headache, cough, malaise, and fatigue. His symptoms are diagnosed as a virus at the urgent care.

The patient's exposure population includes: 154+ passengers and crew on the flight, 250+ passing strangers at the airport terminal (the airport was full of holiday travelers), 6 passengers on a shuttle bus from the airport, 15 patients and staff at urgent care, 40 ER visitors and staff, and unknown others. The victim and another individual with confirmed exposure are deceased within 10 days.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)

Impact Category	Estimate	Impact Category	Estimate
Fatalities	2	Partner Organizations Involved In Incident Management	20
People Requiring Medical Care	100+	Customers (Without Power Service)	N/A
People Requiring Rescue	N/A	Customers (Without Water Service)	N/A
People Requiring Evacuation	N/A	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	16	Miles Of Road Affected	N/A
People With Limited English Proficiency Affected	9	Affected Healthcare Facilities And Social Service Organizations	N/A
People Requiring Food and Water	N/A	Damaged Natural And Cultural Resources And Historic Properties	10
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	N/A
People Requiring Shelter		Animals Requiring Shelter, Food, And Water	N/A

Jurisdictions Affected			

Sources Used to Develop Context Description and Calculate Impacts (Optional)
• According to CDC, 28.7% of the national population has access and functional needs. • The Census Bureau estimates that 8.3% of the U.S. population has limited English proficiency, while an estimated 14.24% of Texans have limited English proficiency. • This scenario is based on the 2014 Texas Ebola Virus outbreak in Dallas County, and more recently, the COVID-19 pandemic. • Discussions with law enforcement officials and local emergency management subject matter experts.

Category	Threat/Hazard Scenario Name	Terrorism?
Technological	Radiological/Nuclear Threat	No

Scenario Description

At approximately 1:15 pm on a dry, sunny 62-degree Monday in early December, a semi-truck carrying one spent Nuclear Fuel assembly is involved in an accident on Hwy 82 east of Bonham, Texas. The assembly of nuclear waste in a cask resting on a structural steel shipping skid. Two-inch thick insulation mats cover the cask with a canvas tarp secured by hemp road covering it. The entire skid remained secure to the trailer by heavy chains.

The semi-truck was heading west when the driver swerved off the road to avoid a head-on collision with an oncoming semi-truck. The driver passed away in the accident. When the driver lost control, the vehicle left the road surface and traveled approximately 400 feet down an embankment before overturning in a ditch containing water.

When the truck skidded down the embankment, the cask separated from the trailer and continued traveling another 50 feet before hitting a tree and stopping in standing water. Local first responder capabilities are exceeded. Approximately 50 people live within a ½-mile radius of the accident, and 150 people live within a 1-mile radius. Traffic counts on the highway exceed 8,000 units per day. There is a light north wind of 2-3 miles per hour and no predicted precipitation for several days.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)			
Impact Category	Estimate	Impact Category	Estimate
Fatalities	1	Partner Organizations Involved In Incident Management	20
People Requiring Medical Care	N/A	Customers (Without Power Service)	N/A
People Requiring Rescue	N/A	Customers (Without Water Service)	N/A
People Requiring Evacuation	N/A	Customers (Without Communication)	N/A
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	N/A	Miles Of Road Affected	2
People With Limited English Proficiency Affected	N/A	Affected Healthcare Facilities And Social Service Organizations	N/A
People Requiring Food and Water	N/A	Damaged Natural And Cultural Resources And Historic Properties	N/A
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	N/A
People Requiring Shelter	200 ready to shelter in place	Animals Requiring Shelter, Food, And Water	N/A

Jurisdictions Affected	1		

Sources Used to Develop Context Description and Calculate Impacts (Optional)
• This scenario is based on a 1971 transportation accident. A semi carrying an SNF cask veered off the road to avoid a head-on collision. The driver was killed in the accident, and the cask was thrown into a ditch. The cask suffered damage to two bolts, the paint, and the thermal insulation, but released no radioactive material. • The greater the potential risk posed by the contents, the more stringent DOT's packaging requirements. The DOT regulations limit how much radioactivity can be transported in each package. That way, the dose from any accident will not pose a serious health risk. NRC regulations for the safety of transport packages for large quantities of radioactive materials, including spent nuclear fuel, can be found in 10 CFR Part 71.

Category	Threat/Hazard Scenario Name	Terrorism?
Human Caused	Cyber Attack	Yes

Scenario Description

On Thursday July 3rd, county and city employees in numerous jurisdictions across the Texoma Region prepare for the start of the last workday before the Fourth of July holiday. When employees log into their computers, they see a plethora of pop-ups. After closing out the pop-ups, employees notice files are not opening, and word-processing and photo-editing software are not working. The employees believe these are normal glitches until consulting with others in the office. Upon further investigation, they realize they have been hacked.

Standardized Impact Estimates (You have the option to include additional impacts, as needed)

Impact Category	Estimate	Impact Category	Estimate
Fatalities	N/A	Partner Organizations Involved In Incident Management	12
People Requiring Medical Care	N/A	Customers (Without Power Service)	N/A
People Requiring Rescue	2 elevator	Customers (Without Water Service)	N/A
People Requiring Evacuation	N/A	Customers (Without Communication)	200
Exposed Individuals (Hazmat-Related Incidents)	N/A	Structure Fires	N/A
People With Access And Functional Needs (AFN) Affected	N/A	Miles Of Road Affected	N/A
People With Limited English Proficiency Affected	N/A	Affected Healthcare Facilities And Social Service Organizations	N/A
People Requiring Food and Water	N/A	Damaged Natural And Cultural Resources And Historic Properties	N/A
People Requiring Long-Term Housing	N/A	Businesses Closed Due To The Incident	2
People Requiring Shelter	N/A	Animals Requiring Shelter, Food, And Water	N/A
Jurisdictions Affected	33		

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

- Partner organizations assisting in incident management would include the Sheriff's Office, TDEM, TEEX, DPS, FBI, and the Sherman Police Department.
- The FBI's 2024 Internet Crime Report ranked Texas second nationally in cybercrime complaints, with 1.35 billion dollars in reported losses in 2024.
- Many entities utilize a voice over internet phone system that would shut down as part of the cyber security attack and response.
- Closure will be required for two outside businesses/agencies, AgriLife Extension Service and TDEM's DDC, who utilize office space within the courthouse.

Sources Used to Develop Context Description and Calculate Impacts (Optional)
• The identification of this threat is supported by information collected at the Texoma Regional Cybersecurity Working Group

Capability Targets

Planning

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

Within every **5 years,** update all emergency operations plans that define the roles and responsibilities of **100** partner organizations involved in incident management across **33** jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.

Capability Target Context

The Texoma region is made up of 33 jurisdictions, with approximately 100 partner organizations, typically in emergency and disaster planning and response. These local partner organizations include city and county officials, public works, public health, law enforcement, fire response, and emergency management personnel.

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

Public Information and Warning

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

Within **5 minutes** notice of an incident, deliver reliable and actionable information to **approximately 150,000** people affected, including **24,000** people with access and functional needs (affected) and **13,000** people with limited English proficiency affected.

Capability Target Context

According to the 2020 Census, the Texoma region has over 200,000 residents, not including those who may be visiting local tourist locations or commuting to the region to work. Strong storms often develop along a dry line and move rapidly across the region with a northwest-to-southeast pattern. Single cells can affect small geographic areas differently, but the threat is widespread and calls for a larger area needing notification.
Within the next 3-5 years, we plan to be able to alert 75% of the population within the region of a severe storm event within 5 minutes of notification from the National Weather Service by way of social media, code red, storm sirens, etc.
According to the Texas Workforce Investment Council, 15.8% of Texoma residents have access and/or functional needs.
The Migration Policy Institute estimates that 9% of the U.S. population has limited English proficiency.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?
Severe Storms (Specifically Tornados)

Operational Coordination

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

Within **5 minutes** of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across **15** jurisdictions affected and with **50** partner organizations involved in incident management. Maintain for **7** days.

Capability Target Context

This capability target based on the August 2008 bus accident in Sherman, TX, that killed 17 and injured dozens. This event required mutual aid from agencies outside the region and even the state. The operational structure was in place for several days due to body identification and limited English proficiency.
The challenges of this capability were a general lack of knowledge by key individuals and agencies concerning disaster response/recovery planning and implementation, and emergency management functions in general, which led to confusion and frustration among responding agencies at all levels. A requirement to make progress toward this capability would be for more individuals to participate in NIMS training.

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

Forensics and Attribution

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

Within **5 minutes** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **12** 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

Local emergency managers will immediately contact the fusion center, local officials and state officials in a suspected terrorist attack.

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

Intelligence and Information Sharing

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

Within **5 minutes** 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 **5** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Capability Target Context

National security depends on the ability to share the right information with the right people at the right time. In the event of an active shooter, there is an immediate response, and information should be closely guarded to prevent widespread panic.

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

Interdiction and Disruption

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

Within **20 minutes** 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 **10** personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.

Capability Target Context

In an explosive device incident, due to the large number of people at the event, combined with the lack of a bomb squad in the region, the identification and/or notification would take longer than normal. A bomb squad requested for the Texoma region would have to come from the Dallas area and would take an hour to arrive.

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

Screening, Search, and Detection

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

Within **3 hours** of notice of a credible threat, conduct screening, search, and detection operations for **1,500** people requiring screening, including **240** people with access and functional needs (requiring screening).

Capability Target Context

The Texoma region's local stadiums and event venues stress this capability target weekly during football games, weddings, and concerts.
Due to the limited resources in the region, this capability would require mutual aid. Mutual aid required would take time to get to, arrive, set up, and process people.
According to the Texas Workforce Investment Council, 15.8% of Texoma residents have access and/or functional needs.

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

Access Control and Identity Verification

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

Within **20 minutes** of an event, be prepared to accept credentials from **15** partner organizations involved in incident management.

Capability Target Context

This capability target is based on the Sherman, TX, bus accident in August 2008 that killed seventeen and injured dozens. Partner agencies included nine different EMS agencies, DPS, fire & police, TXDOT, etc.

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

Cybersecurity

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

Every **year,** appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **200** publicly managed and/or regulated critical infrastructure facilities.

Capability Target Context

All plans and annexes are updated at least every five years. The Texoma Region is home to over 200 locally important critical infrastructure points.
Jurisdictions in the Texoma region review and update their cybersecurity policies on an annual basis and require staff to have cybersecurity training.

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

Physical Protective Measures

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

Within **3 months** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **over 200** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.

Capability Target Context

A risk and vulnerability assessment is completed every five years as part of the Hazard Mitigation Plan updates.

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

Risk Management for Protection Programs and Activities

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

Every **year,** appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **over 200** publicly managed and/or regulated critical infrastructure facilities.

Capability Target Context

When local agencies prepare for budget planning, they often review threats and vulnerabilities to identify needs for the upcoming budget cycle.
A risk assessment and review of vulnerabilities assist in the updating process of the yearly THIRA/SPR/IP.
Local jurisdictions conduct risk assessments in event planning, such as the Medal of Honor Parade and associated festivities.

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

Supply Chain Integrity and Security

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

Every **4 months,** engage **5** 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

Local communities conduct tabletop drills to test this capability.

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

Community Resilience

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

Every **year,** conduct **4** 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

Resilience is the ability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in turbulent change. Resilient communities minimize any disaster's disruption to everyday life and local economies. Resilient communities are prepared to help prevent or reduce the loss or damage to life, property, and the environment. They can also quickly return people to work, reopen businesses, and restore other essential services needed for a complete and timely economic recovery. With the limitation of funding for physical projects, public education is key to increasing community resiliency in the Texoma Region through school presentations, fairs, festivals, media, etc.

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

Long-term Vulnerability Reduction

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

Every **3 years**, **33** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Capability Target Context

Local jurisdictions review and update building codes at least every 3 years to stay in compliance.

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

Risk and Disaster Resilience Assessment

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

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

Capability Target Context

Every five years, the Mitigation Action Plan is updated, and a new threat and hazard assessment is conducted as a part of the process. During the development of the Mitigation Action Plan, multiple threat and hazard scenarios are run and incorporated into the plan.

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

Threats and Hazards Identification

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

Every **5 years,** engage with **33** jurisdictions and **10** partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

Capability Target Context

Threat and hazard identification is completed yearly as part of updating the regional THIRA/SPR/IP and at least every five years as part of the Plan. A local threat and hazard identification is done locally to include planned local events such as the Medal of Honor festivities.

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

Critical Transportation

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

Within **30 minutes** notice of an impending incident, complete the evacuation of **50** people requiring evacuation, including **8** people with access and functional needs (requiring evacuation).
Within **1 hour** of an incident, clear **2** miles of road affected, to enable access for emergency responders, including private and non-profit.

Capability Target Context

This capability is based on the Sherman, TX, bus accident in August 2008 that killed 17 and injured dozens. This event tested the Grayson County emergency response plans.
According to the Texas Workforce Investment Council, 15.8% of Texoma residents have access and/or functional needs.
Within 1 hour of the incident, the road would be usable for emergency response, or an alternative accessibility route would be determined.

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

Environmental Response/Health and Safety

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

Within **1 hour** of an incident, assess, contain, and begin cleaning up hazardous material releases from **1** hazmat release sites.
Within **2 hours** of a hazmat incident, complete decontamination procedures for **15** exposed individuals (hazmat-related incidents).

Capability Target Context

This capability is based on the September 8, 2016, explosion at the Voluntary Purchasing Group fertilizer plant in Bonham, Texas. Two employees suffered burns from the explosion. Clean-up for the accident was handled by the company and specialized contractors.

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

Fatality Management Services

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

Within **72 hours** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **17** fatalities.

Capability Target Context

This capability target is based upon the Sherman, TX bus accident in August 2008 that killed 17 and injured dozens. This event required mutual aid from agencies outside the region and even the state. Operational structure was in place for several days due to body identification and limited English proficiency.

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?
Severe Storms Due to the size of the area impacted by a severe storm event

Fire Management and Suppression

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 **1** structure fires.

Capability Target Context

Real world events such as daily transportation accidents and structure fires.

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

Logistics and Supply Chain Management

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

Within **2 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **50** people requiring shelter and **50** people requiring food and water. Maintain distribution system for **7 days**.

Capability Target Context

Capability target based on numerous real-world events that include the region wide flooding of 2007 and the 2024 Sherman flooding on Christmas Eve.

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

Mass Care Services

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

Within **1 hour** of an incident, provide emergency sheltering, food, and water for **100** people requiring shelter and **100** people requiring food and water, including **16** people with access and functional needs (requiring accessible shelter) and **16** people with access and functional needs (requiring food and water), and **20** animals requiring shelter, food, and water. Maintain for **2 weeks.**
Within **2 hours** of an incident, move **50** people requiring temporary, non-congregate housing, including **3** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

Capability Target Context

According to the Texas Workforce Investment Council, 15.8% of Texoma residents have access and/or functional needs.
Capability target based on numerous real-world events, including the region-wide flooding of 2007 & 2015 and hurricanes Katrina, Rita, Ike, and Harvey.

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

Mass Search and Rescue Operations

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

Within **10 hours** of an incident, conduct search and rescue operations for **80** people requiring rescue.

Capability Target Context

This capability target is based on the response to the April 1995 bombing of the Alfred P Murrah Federal Building in Oklahoma City. In less than 2 hours after the bombing, Urban Search and Rescue Task Forces were activated.
This capability target is also based on the March 2022 tornado and severe storm event in the Sherwood Shores and Gordonville areas and the May 2024 Valley View tornado. Within hours of the Valley View tornado, search and rescue operations began. There were seven fatalities confirmed and 100+ injured identified over the course of a few days.

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

On-scene Security, Protection, and Law Enforcement

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

Within **10 minutes** of an incident, provide security and law enforcement services to protect emergency responders and **160** people affected.

Capability Target Context

This capability target is based on active shooter events that have happened in recent years. Challenges for the capability target include securing the scene from further threats. Local residents, media, and concerned parents can interfere with the crime scene and delay emergency response

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

Operational Communications

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

Within **10 minutes** of an incident, establish interoperable communications across **33** jurisdictions affected and with **15** partner organizations involved in incident management. Maintain for **24 hours**.

Capability Target Context

During the first 12 to 18 hours after an emergency event, standard and cellular phone circuits will be overloaded, making it extremely difficult to communicate by telephone.
Past severe storms are utilized to establish this capability target due to the number of storm events that occur in the region, and the fact that a severe storm event has the ability to take out communication infrastructure.

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

Public Health, Healthcare, and Emergency Medical Services

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

Within **60 minutes** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **24** people requiring medical care.

Capability Target Context

This capability target is based upon the Sherman, TX bus accident in August 2008 that killed seventeen (17) and injured dozens. This event required EMS transport from nine (9) different EMS providers.
This capability target is also based on the March 2022 tornado and severe storm event in the Sherwood Shores and Gordonville areas, the 2024 Valley View tornado, and the 2025 Bonham tornado.

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

Situational Assessment

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

Within **60 minutes** of incident, and on a **every hour** cycle thereafter, provide notification to leadership and **4** partner organizations involved in incident management of the current and projected situation. Maintain for **12 hours.**

Capability Target Context

This capability target is based on the Valley View EF-3 tornado that claimed the lives of 7 people and damaged 200 homes and businesses.

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

Infrastructure Systems

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

Within **4 hours** of an incident, restore service to **5,000** customers without water service.
Within **4 hours** of an incident, restore service to **5,000** customers without wastewater service.
Within **4 hours** of an incident, restore service to **5,000** customers without communication service.
Within **10 hours** of an incident, restore service to **5,000** customers without electricity service.

Capability Target Context

Local entities strive to get critical infrastructure systems back in place as soon as possible. The Texoma Region is no stranger to utility outages, but past events have shown that most outages are restored within 4 hours. In severe storms and events that are widespread, it may take closer to 10 hours to restore electricity. In situations like the February 2021 winter storm, outages may take longer to be restored, but these events are not as common as severe storms in the Texoma Region.

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

Economic Recovery

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

Within **7 days** of an incident, reopen **10** businesses closed due to the incident.

Capability Target Context

Most events in the region are severe storm events that incur wind damage. Businesses often have to make emergency repairs and are able to reopen within a few days. In the flood events like the one experienced by the Texoma Region in 2007, many businesses that were not open within 7 seven days closed permanently. (Christmas Flood)

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

Health and Social Services

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

Within **2 weeks** of an incident, restore functions at **4** affected healthcare facilities and social service organizations.

Capability Target Context

This capability target is based on the 2014 Ebola outbreak in Dallas, TX. The ill patient arrived on September 25 and died two weeks later, but not before infecting two healthcare workers. Planning efforts are limited due to the continuous emergence and reemergence of infectious illnesses and the fact that each illness creates a unique set of planning challenges.
Add Covid

Which of your identified threats and hazards most challenges the region's ability to achieve this capability target?
Highly Infectious Disease Planning efforts are limited due to the continuous emergence and reemergence of infectious illnesses and the fact that each illness creates a unique set of planning challenges

Housing

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

Within **72 hours** of an incident, **50** people requiring long-term housing, including **8** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Capability Target Context

Capability target is based on recent hurricanes, severe storms, wildfires, floods and local structural fires that left families homeless.

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

Natural and Cultural Resources

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

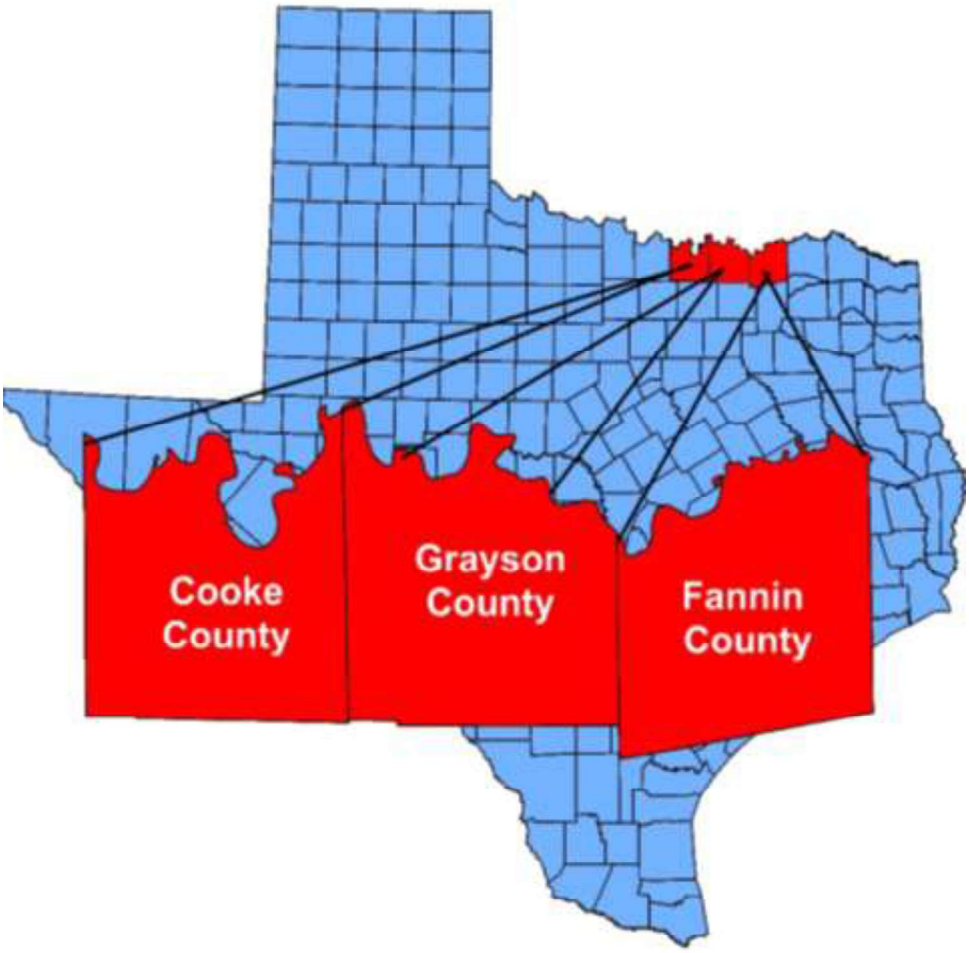
Within **3 months** of an incident, restore **2** damaged natural and cultural resources and historic properties registered in the jurisdiction.

Capability Target Context

Local jurisdictions have expanded and increased green space and park areas in flood hazard areas.
Denison Development Alliance purchased a 400-acre brownfield site for cleanup and redevelopment.

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

2026 STAKEHOLDER PREPAREDNESS REVIEW (SPR)



Texoma Council of Governments

Public Safety Department

1117 Gallagher Drive, Suite 100
Sherman, TX 75090
(903) 813-3552

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Table of Contents

SPR Overview 4
SPR Capability Assessment 5
Planning 5
Public Information and Warning 7
Operational Coordination 9
Forensics and Attribution 11
Intelligence and Information Sharing 13
Interdiction and Disruption 15
Screening, Search, and Detection 17
Access Control and Identity Verification 19
Cybersecurity 21
Physical Protective Measures 23
Risk Management for Protection Programs and Activities 25
Supply Chain Integrity and Security 27
Community Resilience 29
Long-term Vulnerability Reduction 31
Risk and Disaster Resilience Assessment 32
Threats and Hazards Identification 33
Critical Transportation 35
Environmental Response/Health and Safety 37
Fatality Management Services 39
Fire Management and Suppression 41
Logistics and Supply Chain Management 42
Mass Care Services 43
Mass Search and Rescue Operations 45
On-scene Security, Protection, and Law Enforcement 47
Operational Communications 49
Public Health, Healthcare, and Emergency Medical Services 51
Situational Assessment 53
Infrastructure Systems 55
Economic Recovery 57

Health and Social Services....58
Housing....59
Natural and Cultural Resources....60
2026 Priorities....61

SPR Overview

The SPR is an annual self-assessment of a community's capability levels based on the capability targets identified in the THIRA. It helps answer the questions:

- What are our current capability levels and how have our capabilities changed over the last year?
- What gaps exist between the capabilities we want to achieve and the capabilities we currently have?

The SPR follows a two-step process:

1. **Assess Capabilities.** Based on the language from the capability targets set in the THIRA, identify the community's current capability and describe any significant capability changes over the last year.
2. **Describe Capability Gaps:** Determine the causes of the capability gap between the capability target and the current capability identified in SPR Step 1, addressing each of the POETE elements (Planning, Organization, Equipment, Training, and Exercises).

SPR Capability Assessment

Planning

SPR Step 1: Assess Capabilities

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

Within every **5 years** update all emergency operations plans that define the roles and responsibilities of **100** partner organizations involved in incident management across **33** 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 **100** partner organizations involved in incident management across **33** jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events. All jurisdictions have current and approved annexes to the intermediate level, and most are at advanced levels. All of Texoma's 3 counties have a current FEMA approved mitigation plans that include the jurisdictions and school districts within.

Capability Change Description

- TCOG facilitates NIMS 300/400 training twice a year to assist in educating those who are new and/or unexperienced in emergency management process.
- Jurisdictions are updating Annexes to ESF

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Review and update the Regional Response Plan and local mutual aid agreements. • There is a need for an established standardized mutual aid plan to ensure expectations for assistance. • Promote community planning and coordination during emergencies through workshops • The Texoma Region needs a regional economic impact study that focuses on the interdependence of local businesses. • There is a need for EOPs for school districts and government entities to be updated to include all hazards. Better provisions are required for those with access and/or functional needs including school districts • Some critical facilities and required services do not have Continuity of Operations Plans (COOPS)

- Updating Annexes to ESF's

Organization

- Additional trained, certified, and equipped CERT volunteers are needed.
- Shortage of staff and volunteers is always an issue.
- Rural departments do not have the resources to attract or retain experienced personnel.
- Once new staff become experienced, there is a significant pattern of qualified staff being drawn south to the Dallas—Ft. Worth Metroplex for better pay and benefits.

Equipment

- Affordable and reliable high-speed internet and communication ability throughout the region is still needed.
- Small jurisdictions do not have the technology that is critical for in-depth planning.

Training

- Attrition throughout the region results in multiple training gaps. These training gaps include Foundations of Emergency Management, Science of Disaster, Public Information and Warning, NIMS 100 -800, Threat Identification and All-Hazard Planning Section Chief.
- Public education on FEMA's Integrated Public Alert & Warning System (IPAWS).
- Continued training is Emergency Planning Manager and Public Safety Planner.
- The local jurisdictions in the Texoma Region need training in continuity of operations for governments to ensure essential functions maintain continuity during critical situations.

Exercises

- A region-wide full-scale exercise is needed to identify gaps in the Texoma region and public and private entities would need to be included in this exercise.

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 **5 minutes** notice of an incident, deliver reliable and actionable information to **approximately 150,000** people affected, including **24,000** people with access and functional needs (affected) and **13,000** people with limited English proficiency affected.

Estimate of Current Capability

Within 1**5 Minutes** notice of an incident, deliver reliable and actionable information to **approximately 100,000** people affected, including **24,000** people with access and functional needs (affected) and **9,000** people with limited English proficiency affected.

Capability Change Description

- Texoma jurisdictions are providing weather alert text messages to enhance their Code Red alerts.
- Gainesville Fire and Rescue added an Emergency Management& Community Risk Specialist position.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Develop a region-wide plan for using warning systems. Some agencies sound all notifications for a threat to only a portion of the jurisdiction and others only provide notifications for a specific area. Ensure there is not a language barrier. • Utilization of social media platforms for information exchange • Plans that include provisions for persons with limited English proficiency and special needs are needed in the Texoma Region. • Educate public on warning and awareness of location • Public education and awareness campaigns to educate the public and provide resources to help identify and report potential criminal activity. • Intelligence analysis and evaluation of local, state, and federal resources.
Organization
• Trained staff and volunteers are constantly needed to be storm spotters. Local radar capabilities are limited so EMCs often rely on volunteers as storm spotters. • Code red participation is not 100%.
Equipment

- The agencies in the Texoma region are in desperate need of additional communication infrastructure to increase interoperability. The Texoma region has several areas with poor emergency radio communications abilities.
- Region-wide high-speed internet is needed to provide emergency notifications to target audiences.
- Mobile and remote programmable signage to redirect traffic and provide general public information are needed in the Texoma Region.
- Transition to new CORE systems within the Texoma Region.
- There are not enough warning sirens in many areas of the region where large groups attend outdoor activities. Additional sirens are needed, and updates are required for many existing sirens. The Texoma region has experienced an increase in RV parks where temporary residents may have limited means of emergency notification.

Training

- Approximately 50 VFDs need the AWR209 Working with the Media: A Short Course for Rural First Responder.
- Training such as E0105 Public Information and Warning, Public Information Officer NFPA 1035, public relations courses, and refresher training are needed due to staff turnover throughout the region.
- Public education about Code Red alerts needs to be increased. The participation in Code Red alerts by current residents is not 100%. Temporary residents and visitors need to be educated about the existing weather hazards and sources of warning information.
- Public education on FEMA's Integrated Public Alert & Warning System (IPAWS)

Exercises

- Although each entity has scheduled monthly local tests a scheduled region-wide organized test would benefit the region by identifying any additional gaps.

Operational Coordination

SPR Step 1: Assess Capabilities

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

Within **5 minutes** of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across **15** jurisdictions affected and with **50** partner organizations involved in incident management. Maintain for **7** day(s).

Estimate of Current Capability

Within **30 minutes** of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across **2 jurisdictions** affected and with **2** partner organizations involved in incident management. Maintain for **2** day(s).

Capability Change Description

- FY25 Homeland Security grants and local funds purchase communications equipment to increase interoperability capabilities during operational coordination. Equipment purchased with FY25 HS grants funds was purchased between July 2026 through April 2027 with equipment being placed into service before the end of April 2027.
- NIMS 300/400 training is available in the spring and fall within the Texoma Region.
- New CORE system went live in Sherman and Denison in 2025. Sherman CORE is fully live and Denison CORE to be fully live.

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
• Documented plans that clarify the roles and responsibilities of government, private sector, and non-profits in the event of a disaster. • Plan updates to include a process for adequate relief for personnel during long-term incidents. • There is a need for the local operations plan to be updated to include coordination with regional and state special teams.
Organization
• The Texoma region needs a regional Incident Management Team including trained experienced emergency management professionals. • Additional trained staff are needed due to the inability to sustain specialized personnel beyond the first 24-48 hrs.
Equipment
• Operational Coordination is impossible without good communication equipment. Additional funds are needed in the region to purchase new radios as current radios are past the end of life. • Transition to new CORE systems in the cities of Denison, Sherman, and Gainesville.

- Transition from Motorola to TAIT radio system for the cities of Gainesville and Sherman.

Training

- Many law enforcement and fire agencies have new staff that need NIMS 300/400 training.
- Basic radio communications training for new first responders to include FirstNet, SWIC, and other programs and agencies associated with communications.
- Position-specific training is needed for local-level emergency responders to increase their understanding of duties and responsibilities for positions at incident command and EOC.
- WebEOC Series Training for new EMCs and a refresher for others.
- Operations section chief training and EOC position training needed for approximately 30 responders.

Exercises

- A region wide exercise is needed to identify additional gaps in operational coordination.

Forensics and Attribution

SPR Step 1: Assess Capabilities

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

Within **5 minutes** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **12** 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 **15 minutes** of a suspected terrorist attack, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify **12** 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

- FY25 Criminal Justice grants, and local funds were used to equip law enforcement with a police vehicle for the City of Trenton and a FARO Scanner for the City of Sherman.
- The Body Worn Camera Program provided Grayson County with body cams.
- Grayson County purchased ballistic shields and body armor.

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 planning efforts are needed to increase coordination between local, state, and federal agencies concerning forensics and evidence collection. • There is a need for a joint task force or regional SRT with clear procedures and representation from all agencies and entities
Organization
• Facial recognition equipment, license plate readers, software, and other tools are needed to identify those wanted or suspected of criminal activity. Located adjacent to tribal and state borders and the presence of the State Hwy 75, State Hwy 82, and Interstate 35 corridors, the Texoma region needs equipment to monitor those in transit. • Lack of locally trained Bomb Squad/Explosives Team. • Local response agencies need a region-wide joint task force or other methods to share knowledge of criminal activity and other information within the region.
Equipment

- Jurisdictions need additional evidence collection equipment that would allow evidence preservation.
- Additional forensic and tactical response equipment is needed to equip Texoma's Special Response Teams.
- Additional license plate readers, facial recognition equipment, and forensic cameras are needed within the region.
- Basic forensic lab analysis equipment and forensic technology equipment is needed to obtain data from electronics.

Training

- Basic training for law enforcement, fire, and EMS in evidence preservation and collection.
- There is a need for basic fire investigator training.
- Basic Hazmat training with recognition of threats and immediate precautions needed across all agencies including fire, police, and public works.
- First responders need hazmat training at the operations and technician lever to improve capabilities for handling small or large incidents until special teams arrive.

Exercises

- A region-wide exercise is needed to focus on forensic capabilities to identify additional gaps.

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 **5 minutes** 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 **5** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Estimate of Current Capability

Within **20 minutes** 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 **4** priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Capability Change Description

- FY25 HSGP and local funds were used to equip law enforcement with license plate readers for the City of Denison, network switches for Cooke County, and a body cam server for Fannin County.
- Within the region, most school districts have at least one police officer and have heightened security procedures to help ensure access control and identify verification of students, staff, and visitors.

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
• A Texoma region-wide plan and protocol is needed to improve suspicious activity reporting and information sharing within the region and throughout the state. • Increased participation in the Crime Stoppers Program. • Continue to update and distribute the regional Point of Contact list. • Training and awareness programs to educate the public on misinformation campaigns and resources to help them identify and report potential instances of domestic violent extremism.
Organization
• Develop working relationships with FBI officials in the Texoma region. • Lack of region-wide information sharing to identify trends and threats. • Expand relationships with emergency response agencies to the north in Oklahoma, including the relationships with the two Native American tribes adjacent to the Texoma Region. • Bomb/EOD response team is needed. • Public/private surveillance partnership and equipment to allow for the sharing of privately collected security data with public safety.

Equipment
• ALPRs, cameras, and other technology are needed to gather and share intelligence on those associated with criminal activities. • UAS detection equipment • Facial recognition equipment, license plate readers, video analytics software, and other tools are needed to allow agencies to compare images and collect data. With the Texoma region being located adjacent to tribal and state borders and the presence of the State Hwy 75, State Hwy 82, and Interstate 35 corridors, the region needs equipment to monitor those in transit. • Explore and utilize HSIN as an information-sharing tool. • Drones and/or surveillance equipment that can gather intelligence from a safe distance. • Law enforcement agencies need additional in-car data terminals with accessories. • Video analytics software and investigation software to allow agencies to compare images and collect data against mugshots or other defined galleries. • Need additional dash cameras in patrol vehicles, security cameras in high crime areas, and body cameras for law enforcement personnel and fire investigators.
Training
• Investigators need training on how to utilize the fusion center as a resource. • Classes such as the Web EOC: Operations Technology in Support of Local Jurisdictions would help meet the Web EOC training needs in the region. • Training for approximately 40 public/private partners on suspicious activity and proper channels to report. • Joint intelligence analysis training and planning with DHS officials and other state and federal agencies. • Training in intelligence-led policing, crime scene management for CBRNE events, and the importance of critical infrastructure for front-line law enforcement.
Exercises
• A Texoma region-wide exercise to test the flow of information within and amongst the jurisdictions is needed

Interdiction and Disruption

SPR Step 1: Assess Capabilities

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

Within **20 minutes** 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 **10** 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 **30 minutes** 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 **5** personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.

Capability Change Description

- Agencies within the region continue to acquire new surveillance equipment, such as drones and cameras, with grant and local funds.
- FY25 HSGP and local funds were used to equip law enforcement with license plate readers for the City of Denison, network switches for Cooke County, and a body cam server for Fannin County.
- FY25 Criminal Justice grants, and local funds were used to equip law enforcement with a police vehicle for the City of Trenton and a FARO Scanner for the City of Sherman
- School districts within the region have hired school resource officers and have heightened security procedures such as access control and identity verification.

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
• Local plans need to incorporate more public and private agencies and businesses.
Organization
• Need additional region-wide coordination, CBRNE protocols to ensure the accuracy of the information, and a regional SRT with members from multiple agencies across the region. • Staffing limitations for exercises, training, and staffing backfill. • Smaller jurisdictions do not have adequate staff or budgets to support a 24/7 agency. • 24/7 staffing of critical transportation checkpoints to check for cargo that may not be as represented and pose a threat to the region. • Texoma region faces the challenge of recruitment and retaining trained and talented law enforcement personnel due to the increased wages and employment opportunities in neighboring counties.

- Threat assessment programs to identify, evaluate, and analyze indicators and behaviors of possible domestic violent extremists.

Equipment

- Body cameras are needed for law enforcement and fire investigators as well as additional public safety cameras throughout the region.
- Additional ALPRs and security monitoring devices are needed to allow for the interdiction and disruption of criminal activities within the region.
- Very little equipment for interdiction and disruption is available in the region. There is a need for riot control equipment such as shields, robotic deployment equipment, body armor, tear gas grenade guns, riot guns, and other crowd control equipment.
- Video analytics software and investigation software to allow agencies to compare images and collected data against mugshots or other defined galleries.

Training

- Training and awareness programs to help prevent radicalization and to educate the public on resources to help them identify and report potential instances of domestic violent extremism.
- Enhance counter-terrorist training for patrol officers. Training like Multiple Assault Counter Terrorism Action Capabilities is needed for first responders.
- Law Enforcement Active Shooter Emergency Response training course is needed locally.
- Local law enforcement needs crowd and riot control training.
- Special team training needed for CBRNE and tactical operations offered locally due to lack of staff for backfill.

Exercises

- Active shooter exercise is needed to test School and public facility EOPs including Bonham, Denison, Gainesville, and Sherman ISDS.

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 **3 hours** of notice of a credible threat, conduct screening, search, and detection operations for **1,500** people requiring screening, including **240** people with access and functional needs (requiring screening).

Estimate of Current Capability

Within **6 hours** of notice of a credible threat, conduct screening, search, and detection operations for **500** people requiring screening, including **80** people with access and functional needs (requiring screening).

Capability Change Description

- There is a need for increased security checkpoints and structures around critical infrastructure.
- School districts within the region have hired school resource officers and have heightened security procedures such as access control and identity verification
- FY25 HSGP and local funds were used to equip law enforcement with license plate readers for the City of Denison, network switches for Cooke County, and a body cam server for Fannin County.
- FY25 Criminal Justice grants, and local funds were used to equip law enforcement with a police vehicle for the City of Trenton and a FARO Scanner for the City of Sherman.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Implement strategies and enhance security to limit risk for large, public, and mass gatherings while maintaining a family-friendly atmosphere. • A region-wide plan and process to share warrants and other critical information is needed. • There is a need for local private, academic, and non-profit agencies to update current plans or develop plans to screen packages and persons entering public places.
Organization
• Law enforcement and fire suppression agencies need personnel to support CBRNE detection, electronic search, physical investigation, terrorist location, screening, and wide-area search. • Additional trained staff and volunteers are needed throughout the region. • A region-wide process to share warrants and other critical information is needed. • There is a need for 24/7 staffing of critical transportation checkpoints for cargo that may pose a threat to the region.
Equipment

- Lack of portable detection equipment. This gap includes thermal cameras, multi-gas detectors, and K-9 units. K-9 teams with explosive recognition, body recovery, and drug identification are needed.
- Law enforcement agencies are in need of equipment for fingerprint identification, facial recognition tools, and computer programs to pull data from personnel electronics.
- Additional drone units are needed within the region to gather information without placing human life in danger.
- Additional ALPR, cameras, and other technology to monitor and detect possible terrorist activities.
- A regional search warrant database with participation from all agencies in the Texoma Region is needed.
- Facial recognition equipment, license plate readers, software, and other tools are needed to identify those wanted or suspected of criminal activity that may be living in or traveling through the Texoma Region.

Training

- Local training for first responders and safety personnel on screening, surveillance awareness, site protection, observation techniques, and search and detection for CBRNE materials.
- Equipment needed to obtain data from personal electronics.

Exercises

- Front-line agencies such as post offices, schools, and government facilities need exercises for screening, searching, and detecting to reduce their risk of terrorism.
- Region-wide exercises that include special teams are needed to test current plans.

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 **20 minutes** of an event, be prepared to accept credentials from **15** partner organizations involved in incident management.

Estimate of Current Capability

Within **1 hour** of an event, be prepared to accept credentials from **15** partner organizations involved in incident management.

Capability Change Description

- Grant and local funds were used to equip law enforcement personnel with body armor and license plate readers to help gain local, state, and federal data.
- Local governments and agencies have increased entry security to critical facilities and have stepped up cybersecurity to protect against hackers.
- Local jurisdictions additional access security measures to city facilities.

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
• Local and region-wide cybersecurity plans are needed and should include how to share information between agencies safely.
Organization
• An identity management system is needed to protect classified information by allowing IT to quickly and easily update clearances as employees change duties or leave the organization. • Many entities do not have the needed staff to provide security, access control and identify verification for physical buildings. • Continuous background checks and certification monitoring of public safety personnel are needed to ensure that proper access is given to personnel. • There is a need for 24/7 staffing of critical transportation checkpoints for cargo that may pose a threat to the region.
Equipment
• In the Texoma region, crowd control mechanisms are needed for easy assembly/disassembly during emergencies. • Mobile and remotely programmable signage to redirect traffic is needed. • The Texoma region needs mobile and stationary detection equipment to screen and scan persons, cargo, and conveyances.

- Mobile generators with large lighting, barricading materials, and signage are needed to limit access and protect physical sites.
- Additional personal protective equipment for responders is needed.
- Facial recognition equipment is needed to identify individuals associated with criminal activity.
- Additional safety structures or equipment to strengthen critical infrastructure from all threats.
- Physical/site security measures such as shatterproof glass, fencing, and alarms are needed to protect critical facilities.

Training

- Training is needed on what sector and critical assets are in the Texoma region and how to secure these features to make them more resilient to terrorist actions.

Exercises

- Identity verification needs to be included in local exercises and drills.
- As new technologies become available a region-wide exercise with an access control element is needed. This would allow for the identification of needed equipment, planning, organization, and training and would help in the justification of such equipment for budget requests and grant applications.

Cybersecurity

SPR Step 1: Assess Capabilities

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

Every **year,** appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **200** publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

Every **year** appropriate authorities review and update cyber incident plans/annexes based on evolving threats covering **100** publicly managed and/or regulated critical infrastructure facilities.

Capability Change Description

- Regional Cybersecurity/IT working group to share information including best practices.
- FY25 HSGP and local funds were used to equip Cooke County with network switches and a body cam server for Fannin County.
- Many funding agencies, such as the Texas Office of the Governor's Public Safety Office, are required to complete a yearly cybersecurity training approved by DIR.

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
• A cybersecurity risk assessment is needed for local and county agencies. • Plan for public disclosure if needed when a breach occurs. • Local and region-wide cybersecurity plans and policies need to be updated often. • Establish a firewall between jurisdictions and DPS. • Plan testing schedules for back-up • Jurisdictions need to establish an AI policy • Local and region-wide cloud storage policies to prevent security threats like data-breaches and ransomware • Establish protocols between third-parties and jurisdictions over cloud storage infrastructure
Organization
• To effectively evaluate threats to critical cyber infrastructure, a local and region-wide cybersecurity risk assessment is needed. • Additional trained and qualified IT professionals are needed within the region. • Need to identify local, regional and state SMEs and resources. • A migration of online services to the .gov domain is needed throughout the Texoma region.
Equipment

- Server security tools, such as PKI and managed detection services tools, are needed to assist agencies. This helps not only in the prevention of concerns but also in the detection of existing security issues.
- Equipment to secure and protect election sites, processes, and information.
- Technology to recover information that may be associated with criminal activity.
- Network security monitoring, encryption, and web vulnerability scanning tools are needed.
- Small jurisdictions lack extra server protection to reduce hacking potential and some agencies do not have a durable backup process.
- A data loss prevention system is needed to manage data downloads to endpoint services. This system will help agencies enforce data-usage policies and prevent sensitive information from passing through USB ports. This system can also help detect unusual activity.
- Multiple jurisdictions and agencies need to upgrade firewalls for cyber protection.
- Many agencies need strong cybersecurity software to protect from unauthorized data access, cyber-attacks, and identity theft. This software and existing software need to be maintained to ensure effectiveness.
- Cloud Storage

Training

- Training on cybersex crimes is needed for public safety personnel and the public.
- Additional end-user safety training to prevent downloading of malicious software and ransomware.
- Public information programs to educate the public on the newest frauds and cyber threats.
- Cybersecurity training needed includes the AWR-376 Understanding Targeted Cyber Attacks, MGT – 452 Physical and Cybersecurity for Critical Infrastructure, and OGT-618 Cybersecurity Awareness for Officials and Senior Management.
- Cybersecurity awareness training and regular employee training on computer protocols, threats and security measures.
- AWR-175- Information Security for Everyone training should be taken by all jurisdictions' employees.
- Train personnel on multifactor authentication

Exercises

- Not all current plans are exercised or tested in real-world events. Those plans need to be tested to identify deficiencies in existing protocols.
- Develop breach scenarios, define stakeholders, roles, and responsibilities, and define specific response steps to an agency's cybersecurity issue.
- Cybersecurity intrusion testing.

Physical Protective Measures

SPR Step 1: Assess Capabilities

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

Within **3 months** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **over 200** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.

Estimate of Current Capability

Within **6 months** of completing a risk and vulnerability assessment, appropriate authorities review and update physical security plans covering **over 100** publicly managed and/or regulated critical infrastructure facilities to incorporate new information from the assessment.

Capability Change Description

- FY25 Criminal Justice grants, and local funds were used to equip law enforcement with a police vehicle for the City of Trenton and a FARO Scanner for the City of Sherman.
- The Body Worn Camera Program provided Grayson County with body cams.
- Grayson County purchased ballistic shields and body armor.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Establish a plan to integrate local law enforcement into hospital security during emergencies. • Implement strategies and enhance security to limit risk for large, public, mass gatherings, while maintaining a family-friendly atmosphere. • Critical sites must continue assessments to provide an accurate picture of vulnerability and consequences. • IT departments to be included in plan updates to coordinate cyber and physical security efforts.
Organization
• A vulnerability assessment for critical infrastructure is needed
Equipment
• Additional tactical gear and safety equipment for responders. Current equipment for many departments is not adequate. • Entry scan and detect equipment for local and county government facilities. • Application Security placed on hardware and software to prevent potential vulnerabilities. • Updated Firewalls that can allow or prevent specific traffic from entering or leaving critical networks. • Additional safety bollards are needed for large assemblies such as the Medal of Honor events in Gainesville.

- Safety bollards are needed as critical facilities to ensure motor vehicles are not used as weapons.
- Equipment such as barricades and mobile generators with lighting is needed.
- Closed-circuit TVs and cameras are needed to protect critical infrastructure.
- Critical infrastructure in the region needs controlled access items such as fencing and bollards.
- Many critical infrastructures facilities lack screened entry to control access.

Training

- Increased the regional Special Event Reporting through HSIN.
- The Fannin County Sheriff's Office utilized FY24 HSGP funds to equip tactical teams with body armor.

FY24 HSGP funds purchased ballistic shields for Cooke County Sheriff's Office.

Exercises

- Increased the regional Special Event Reporting through HSIN.
- The Fannin County Sheriff's Office utilized FY24 HSGP funds to equip tactical teams with body armor.

FY24 HSGP funds purchased ballistic shields for Cooke County Sheriff's Office.

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 **year,** appropriate authorities conduct a review of relevant physical and cyber threats and hazards, vulnerabilities, and strategies for risk management covering **over 200** publicly managed and/or regulated critical infrastructure facilities.

Estimate of Current Capability

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

Capability Change Description

- The majority of school districts within the region have at least one onsite school resource officer and have heightened security procedures to help ensure access control and identify verification of students, staff, and visitors.
- Some local school districts are now participating in the Guardian Plan or the School Marshal Plan that authorizes school staff to carry a firearm on school property.
- Grayson County purchased ballistic shields and body armor.

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
• Identifying the risks in the region will allow for a more detailed planning gap analysis. • An outside source conducted region-wide risk assessment is needed.
Organization
• There is no standard, agreed-upon definition of what makes an asset "critical." A region-wide definition and standard before an outside risk assessment is needed.
Equipment
• Identifying the risks in the region will allow for a more detailed planning gap analysis so an outside source conducted region-wide risk assessment is needed.
Training
• Training classes, such as the IS-860 National Infrastructure Protection Plan and IS-924 Implementing Critical Infrastructure Security and Resilience, are needed in the Texoma region • After a risk assessment is completed, local training at all levels on protection measures is needed.
Exercises

- Local tabletop exercises are needed to test the risk management process and identify the need for additional risk management funding and actions.

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

Estimate of Current Capability

Every **6 months** engage **3** partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.

Capability Change Description

- This past year there was some delay in delivery of supplies, especially interoperable communication equipment.

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
• After comprehensive looks at each sector are accomplished, interdependencies within and between sectors need to be studied. Through the results of this process, the supply chain can be better understood, and key nodes identified. • Regional database of emergency resources such as heavy equipment owners and their contacts. • A plan is needed to address hoarding of supplies and resources during emergency events.
Organization
• Increase participation in the LEPC and other community planning groups to make sure that organizations are not insulated and they interact with each other. • Need to engage public and private sector partners in the critical asset assessment process. • There is a need for 24/7 staffing of critical transportation checkpoints for cargo that may pose a threat to the region
Equipment
• Automated, mobile, and remote signage to alert of transportation issues ahead and identify alternate routes is needed at different locations throughout the regions.
Training
• Training on how to identify shipments of contaminated, hazardous, or misrepresented cargo traveling on main transportation routes.
Exercises

- Local and region wide sector-wide exercises need to focus on supply chain and partner organizations.

Community Resilience

SPR Step 1: Assess Capabilities

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

Every **year** conduct **4** outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.

Estimate of Current Capability

Every **year** conduct **4** 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

- Local jurisdictions and school districts provided active shooter drills and awareness programs to increase knowledge and response measures.
- Fannin County OEM completed second training class of Emergency Management Citizens Academy.
- Winter Tabletop exercises are conducted each year by multiple jurisdictions.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Building Codes need periodic review and updating especially as the Dallas area moves north and two new large lakes are now in the region. • A COOP is needed for critical facilities in rural communities. • Plans that clarify the roles of government, private sector, and non-profits in a disaster situation.
Organization
• There is a need for additional funding and resources for volunteer and community-based organizations such as the Citizens Corps Programs
Equipment
• Lack of tornado shelters near manufactured home communities, schools, and other high risks areas. • The first trained CERT members in the region (10+ years ago) need replacement of basic CERT bag items
Training
• Additional CERT training to include Teen CERT. Cross-training of local departments in hazmat awareness and basic response.

Exercises
• A region-wide full-scale exercise is needed to test COOP plans and identify additional gaps.

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 **3 years,** **33** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Estimate of Current Capability

Every **6 years,** **33** jurisdictions review their building codes, and, if necessary, enact or update risk-appropriate, disaster resilient building codes.

Capability Change Description

- Planning and zoning restrictions around new lakes in Fannin County.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Need floodplain management procedures and enforcement. • Jurisdictions need to maintain and keep mitigation plans current.
Organization
• Need to increase public education on mitigation strategies and measures to reduce vulnerability. • Mitigation planning teams need regularly scheduled meetings.
Equipment
• Need tornado shelters for vulnerable populations. • Additional portable generators with lights needed to be located throughout the region for quick access.
Training
• Public education and training on individual and family preparedness measures. • G-278- BCA training • Public education and training on the importance of flood insurance and understanding flood risk maps
Exercises
• Additional flood studies are needed to identify flood vulnerable structures.

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

Estimate of Current Capability

Every **5 years** after identifying threats and hazards of concern, model the impacts of **3** threat and hazard scenarios to incorporate into planning efforts.

Capability Change Description

- Sustained

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Need a detailed region-wide risk assessment to identify gaps conducted by outside sources. • One of the region's three mitigation plans is currently being updated.
Organization
• There is a need for additional staffing.
Equipment
• There is a lack of local data in modeling software for a rural area.
Training
• Need training for emergency professions on threat and hazard identification. • A local HSEEP course is needed. • Training is needed on exercise design and evaluation. • Local school officials need multi-hazard emergency planning for school training.
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 **5 years,** engage with **33** jurisdictions and **10** 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 **5 years** engage with **7** jurisdictions and **5** partner organizations involved in incident management to assess the threats and hazards that are realistic and would significantly impact your communities.

Capability Change Description

- Within the region, most of the school districts have at least one on-site school resource officer and have heightened security procedures to help ensure access control and identify verification of students, staff, and visitors.

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
• Detailed studies on transportation trends of hazardous materials traveling through the region. • The THIRA and SPR will need updating after a region-wide risk assessment is completed. • Need increased localized data for rural areas to be included in modeling tools. • It is difficult to get varied stakeholder participation for the mitigation planning process.
Organization
• Need to increase partners/subject matter experts in the THIRA and SPR development and review process. • It is difficult to get varied stakeholder participation for the mitigation planning process. • Certified flood plain managers needed throughout the region.
Equipment
• New technology tools to assist in threat hazard identification are needed. Currently, several modeling tools are available and are more user-friendly but lack detailed information for rural areas. • Additional drone units are needed to gather information without placing human life in danger.
Training
• Need local training on in-depth and comprehensive Threat Identification, GIS for Emergency Management, and modeling programs such as Cameo and Aloha. • Identification and training on hazmat products that are readily available at local businesses.
Exercises

- Modeling software and GIS need to be incorporated into local drills and exercises.

Critical Transportation

SPR Step 1: Assess Capabilities

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

Within **30 minutes** notice of an impending incident, complete the evacuation of **50** people requiring evacuation, including **8** people with access and functional needs (requiring evacuation).

Within **1 hour** of an incident, clear **2** miles of road affected, to enable access for emergency responders, including private and non-profit.

Estimate of Current Capability

Within **60 minutes** notice of an impending incident, complete the evacuation of **50** people requiring evacuation, including **8** people with access and functional needs (requiring evacuation).

Within **1 hour** of an incident, clear **1** miles of road affected, to enable access for emergency responders, including private and non-profit.

Capability Change Description

- End of life EMS units replaced to assist in the sustainment of mass care services.

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
• A regional mass evacuation plan is needed. This plan should include multiple MOUs with schools and other private agencies that have vehicles that can carry large numbers of passengers as well as the movement of individuals with access and function needs.
Organization
• Need additional transportation coordination capabilities for mass evacuations. • Need 24/7 staffing for major transportation checkpoints to ensure cargo is properly identified.
Equipment
• Additional drone units are needed within the region to gather information without placing human life in danger. • Remotely programmable signs to warn of transportation disruptions and to notify of alternate routes needed.
Training
• There is a need for public education on evacuation, reentry, and sheltering in place. • Need additional hazmat training to include personal protection, response, and evacuation of an affected area.

Hazardous cargo identification training is needed to ensure safe accident response.
Exercises
• There is a need for detailed cargo data for shipments through the Texoma Region for utilization in exercises.

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

Within **2 hours** of a hazmat incident, complete decontamination procedures for **15** exposed individuals (hazmat-related incidents).

Estimate of Current Capability

Within **2 hour** of an incident, assess, contain, and begin cleaning up hazardous material releases from **1** hazmat release sites.

Within **3 hour** of a hazmat incident, complete decontamination procedures for **15** exposed individuals (hazmat-related incidents).

Capability Change Description

- Sustained current capabilities

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Not all areas have an environmental response officer. • Hazmat teams are needed with technical decontamination capabilities. • The Texoma region needs debris disposal areas and agreements for debris disposal.
Organization
• Not all areas have an environmental response officer. • Hazmat teams are needed with technical decontamination capabilities. • The Texoma region needs debris disposal areas and agreements for debris disposal.
Equipment
• Local special response teams need tactical gear and protective equipment. • Recruitment and retention of trained and talented firefighters and emergency personnel is a challenge because of increased wages and employment opportunities in neighboring counties. • Hazmat response equipment and PPE. • Search and rescue cameras, cutting tools, dive equipment, and debris removal equipment. • A stockpile of PPE for first responders and health care professionals is staged throughout the region.
Training

- PPE training for healthcare workers and disease surveillance training for all medical providers is needed.
- Healthcare workers need periodic training to stay up to date on the most recent diseases and illnesses.
- Collapse, search, and rescue training is needed in the Texoma region.
- Hazmat training needs to include technical decontamination training and hazardous materials certification.
- EMCs and first responders need training on emergency public health protocols.
- Basic hazmat training for police and fire departments, and public works on personal safety, situational assessment, basic protocols, and available resources.

Exercises

- A full-scale region-wide hazmat exercise and a tabletop exercise for debris removal are needed..

Fatality Management Services

SPR Step 1: Assess Capabilities

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

Within **72 hours** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **17** fatalities.

Estimate of Current Capability

Within **72 hours** of an incident, complete the recovery, identification, and mortuary services, including temporary storage services, for **7** fatalities.

Capability Change Description

- Sustained

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
• A region-wide mass fatality plan is needed that includes a region-wide list of resources for social services and body recovery and preservation.
Organization
• The Texoma region needs additional public/private partnerships to share resources such as grief counseling and cold storage. • Every county has multiple Justice of the Peace officials, but in a mass incident, this capability is stretched beyond capacity.
Equipment
• Equipment needed to assist in body recovery in remote areas. • The Texoma Region relies on the state for mass fatality management capabilities. • Additional body bags, remaining identification tags, and other supplies needed to set up a temporary morgue.
Training
• Recovery of Human Remains training. • Mass fatality management training is needed to include dealing with cultural and language differences.
Exercises
• A region-wide full-scale mass fatality exercise is needed in partnership with local healthcare and mortuary businesses to identify further gaps.

- Additional training and exercise on the use of triage ribbons and tags for mass casualty incidents. EMS and first responders should train and exercise to ensure the efficient implementation of this system.

Fire Management and Suppression

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

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

Capability Change Description

- Sustained

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• N/A
Organization
• Additional trained staff is always needed for VFDs. • Better coordination between paid and volunteer departments when both are simultaneously working on an incident. • Recruitment and retention of trained and talented emergency personnel is a challenge due to the increased wages and employment opportunities in neighboring counties.
Equipment
• Both paid and volunteer fire departments require new and updated brush trucks, pumpers, and other firefighting apparatus to keep up with increasing population and threats. • Within the region, mobile and portable radios are needed for all VFDs and most other emergency response agencies. Current equipment is limited and in most cases past the end of life.
Training
• Rescue training, arson investigation, oil spill, and other specialized training are needed.
Exercises
• N/A

Logistics and Supply Chain Management

SPR Step 1: Assess Capabilities

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

Within **2 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **50** people requiring shelter and **50** people requiring food and water. Maintain distribution system for **7 days**.

Estimate of Current Capability

Within **3 hours** of an incident, identify and mobilize life-sustaining commodities, resources, and services to **25** people requiring shelter and **25** people requiring food and water. Maintain distribution system for **7 days.**

Capability Change Description

- Sustained

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Need to engage public and private sector partners in the critical asset planning process. • Look at water availability to region as many of the Texoma lakes are used as a water supply source for the DFW Metroplex and not locally.
Organization
• There is a need for 24/7 staffing of critical transportation checkpoints for cargo that may pose a threat to the region.
Equipment
• Automated, mobile, and remote signage is needed to alert of transportation issues ahead and identify alternate routes. This equipment needs to be located at different locations throughout the region.
Training
• Training to identify possible shipments of contaminated, hazardous, or misrepresented cargo traveling on main transportation routes.
Exercises
• Region-wide exercises are needed to identify gaps and protective protocols

Mass Care Services

SPR Step 1: Assess Capabilities

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

Within **1 hour** of an incident, provide emergency sheltering, food, and water for **100** people requiring shelter and **100** people requiring food and water, including **16** people with access and functional needs (requiring accessible shelter) and **16** people with access and functional needs (requiring food and water), and **20** animals requiring shelter, food, and water. Maintain for **2 weeks.**

Within **2 hours** of an incident, move **50** people requiring temporary, non-congregate housing, including **3** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

Estimate of Current Capability

Within **2 hour** of an incident, provide emergency sheltering, food, and water for **50** people requiring shelter and **50** people requiring food and water, including **8** people with access and functional needs (requiring accessible shelter) and **8** people with access and functional needs (requiring food and water), and **10** animals requiring shelter, food, and water. Maintain for **2 weeks.**

Within **4 hours** of an incident, move **25** people requiring temporary, non-congregate housing, including **2** people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

Capability Change Description

- Local EMS providers and local governments replaced end-of-life equipment as budgets allowed.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• The Texoma Regional Response Plan needs updating. • Public health plans need procedures for casualties that exceed the surge capacity of the local medical facilities incorporated into them. • Mass care plans with operating procedures for hazard-specific events with updated MOUs are needed.
Organization
• Recruitment and retaining of trained and talented emergency personnel is a challenge due to the increased wages and employment opportunities in neighboring counties.
Equipment

- Tactical medic equipment, PPE, and CERT volunteer equipment are needed.
- Large mobile generators and scene lighting need to be purchased and staged throughout the region.

Training

- Training opportunities for approach, extrication, triage, and treatment of victims including the G108 – Community Mass Care and Emergency Assistance and IS405- Overview of Mass Care/Emergency Assistance classes.
- CERT members and other volunteer groups need basic first aid training to include Stop the Bleed.

Exercises

- Mass care drills are needed to incorporate pandemic events.

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 **10 hours** of an incident, conduct search and rescue operations for **80** people requiring rescue.

Estimate of Current Capability

Within **18 hours** of an incident, conduct search and rescue operations for **40** people requiring rescue.

Capability Change Description

- Local funds used to purchase search and rescue equipment for special response teams.
- Fannin County OEM completed second training class of Emergency Management Citizens Academy.

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
• A regional search and rescue plan with operating procedures for hazard-specific events is needed.
Organization
• Recruitment and retention of trained and talented firefighters and emergency personnel is a challenge due to the increased wages and employment opportunities in neighboring counties. • Additional volunteers and organizations to assist in mass search and rescue operations.
Equipment
• There is a need for swift water rescue kits, military-grade rescue boats, and other equipment for SRTs. • Search and rescue canines are needed for remote areas of the region. • Extrication equipment is needed at multiple agencies to allow for quick response. • Large mobile generators and scene lighting are needed to be staged throughout the region.
Training
• Search and rescue training is needed. • Law enforcement, CERT, volunteers, and first responders need search and rescue and wide-area search training to include the national grid search system. • Training for volunteer search and rescue teams within the Texoma Region. • Additional swift water rescue training is needed.
Exercises

- Local CERT teams need to be included in exercises.
- Search and Rescue and structural exercises are needed.

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 **10 minutes** of an incident, provide security and law enforcement services to protect emergency responders and **160** people affected.

Estimate of Current Capability

Within **30 minutes** of an incident, provide security and law enforcement services to protect emergency responders and **160** people affected.

Capability Change Description

- FY25 HSGP and local funds were used to equip law enforcement with license plate readers for the City of Denison, network switches for Cooke County, and a body cam server for Fannin County.
- FY25 Criminal Justice grants, and local funds were used to equip law enforcement with a police vehicle for the City of Trenton and a FARO Scanner for the City of Sherman.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Need to assess the state of current plans to ensure they comply with statutes and regulations and incorporate mutual aid from inside and outside the region into the plans. • Implement strategies and enhance security to limit risk for large, public, mass gatherings, while maintaining a family-friendly atmosphere.
Organization
• Additional qualified and trained staff are needed. Due to local budget shortfalls and turnover, staffing for most agencies is inadequate.
Equipment
• Personal protection equipment such as ballistic shields, helmets, and body armor is needed for the protection of first responders. • Additional large mobile generators, scene lights, barricades, and programmable digital signs are needed. • Unmanned aerial vehicles or drones are needed to provide remote intelligence and situational information.
Training
• Active shooter training for first responders, colleges, and school districts is needed.
Exercises

- Regular active shooter drills and tabletops need to be conducted at different academic locations to familiarize local response personnel with campuses.

Operational Communications

SPR Step 1: Assess Capabilities

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

Within **10 minutes** of an incident, establish interoperable communications across **33** jurisdictions affected and with **15** partner organizations involved in incident management. Maintain for **24 hours**.

Estimate of Current Capability

Within **20 minutes** of an incident, establish interoperable communications across **33** jurisdictions affected and with **15** partner organizations involved in incident management. Maintain for **12 hours.**

Capability Change Description

- FY25 HSGP and local funds were used to equip law enforcement with license plate readers for the City of Denison, network switches for Cooke County, and a body cam server for Fannin County.
- Current equipment is past the end of its life and is not supported by vendors for response agencies in the region.
-

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Texoma RICP is in the process of being updated. The RICP was last updated in 2011. • Update RICP to include new CORE s in region and amateur radio operations.
Organization
• Lack of region-wide input and participation in communication data calls and focus groups
Equipment
• Outdated radio systems at Sheriff's Offices and VFDs need to be replaced. • Short-range talk around portable radios needed along with additional radio receiving sites. • Communication equipment needs to be upgraded to digital to improve mobile data and communications. • The Texoma Region has gaps in communication infrastructure and equipment. This includes mobile repeaters, stationary repeaters, P25 radios, towers, antennas, and other equipment required for complete interoperability.
Training
• Basic radio communications training is needed for new first responders. • Key persons in the region need to be trained as COM-Ls and COM-Ts. Due to staff changes, there is a shortage of emergency personnel with these certifications.

Exercises
• A region-wide communications exercise is needed to identify other gaps and identify capabilities.

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 **60 minutes** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **24** people requiring medical care.

Estimate of Current Capability

Within **90 minutes** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **12** people requiring medical care.

Capability Change Description

- End of life EMS units replaced to assist in the sustainment of mass care services.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Establish a plan to integrate local law enforcement into hospital security during emergencies. Hospitals and law enforcement should meet to discuss the circumstances under which law enforcement resources may be assigned to enhance hospital security. • Increase regional planning and participation in the NCTTRAC. • Develop an isolation and quarantine facility plan for the region.
Organization
• Need to increase regional participation in the NCTTRAC. • Recruitment and retention of trained and emergency personnel is a challenge due to the increased wages and employment opportunities in neighboring counties.
Equipment
• A climate and humidity control storage facility is needed within the region for the storage of medications, vaccines, and other temperature-sensitive items. • A stockpile of universal PPE and personal respiration systems for health care professionals staged at different locations within the region for quicker access.
Training
• Additional training and exercises are needed for the use of triage ribbons and tags for mass casualty incidents. • DHS emergency preparedness training for hospitals.
Exercises

- Additional training and exercises are needed for the use of triage ribbons and tags for mass casualty incidents.
- EMS and first responders should train and exercise to ensure they practiced in efficiently implementing this system.

Situational Assessment

SPR Step 1: Assess Capabilities

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

Within **60 minutes** of an incident, complete triage, begin definitive medical treatment, and transfer to an appropriate facility **24** people requiring medical care.

Estimate of Current Capability

Within **60 minutes** of incident, and on a **2 hours** cycle thereafter, provide notification to leadership and **4** partner organizations involved in incident management of the current and projected situation. Maintain for **12 hours.**

Capability Change Description

- Progress has been made in the EOC's having a dedicated and trained EOC support team trained and on-call.
- Local CERT Programs increased their trained members and strengthened the abilities and resources of current members through training classes, drills, and exercises that included situational assessment training.
- Fannin County OEM completed second class of Emergency Management Citizens Academy.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• All jurisdictions need emergency operations plans that include processes to provide situational awareness within one hour of the incident, or within one hour. • There is a need for protocols for sharing situation information with neighboring areas and agencies.
Organization
• N/A
Equipment
• Unmanned aerial vehicles or drones are needed to provide intelligence while providing for responder safety. • Many smaller communities do not have redundant communications capabilities to provide information on their situation immediately after a disaster.
Training
• Local situational awareness and assessment training is needed.
Exercises
• N/A

Infrastructure Systems

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, restore service to **5,000** customers without water service.
Within **4 hours** of an incident, restore service to **5,000** customers without wastewater service.
Within **4 hours** of an incident, restore service to **5,000** customers without communication service.

Within **10 hours** of an incident, restore service to **5,000** customers without electricity service.

Estimate of Current Capability

Within **8 hours** of an incident, restore service to **5,000** customers without water service.
Within **8 hours** of an incident, restore service to **5,000** customers without wastewater service.
Within **8 hours** of an incident, restore service to **5,000** customers without communication service.

Within **24 hours** of an incident, restore service to **5,000** customers without electricity service.

Capability Change Description

- Local governments and agencies have increased entry security to critical facilities and have stepped up cybersecurity to protect against hackers.
- City of Denison and City of Sherman are working to improve public water delivery to ensure continual services

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
• Outreach to points of contact in all sectors is needed to establish relationships before an incident.
Equipment
• Local jurisdictions have aging utility facilities and distribution lines that require replacement, but progress is slow due to limited budgets. • There is a need for fencing and other barriers around critical infrastructure facilities. • Additional large portable generators and scene lighting are needed to ensure continuous operations.
Training

- Small jurisdictions need public works disaster recovery training.
- Training is needed on infrastructure systems and node identification.

Exercises

- N/A

Economic Recovery

SPR Step 1: Assess Capabilities

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

Within **7 days** of an incident, reopen **10** businesses closed due to the incident.

Estimate of Current Capability

Within **7 days** of an incident, reopen **10** businesses closed due to the incident.

Capability Change Description

- TCOG Economic Development Department is working with local partners to develop an economic mitigation plan to assist in future economic crisis events.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• In the Texoma Region, there is a need to update plans to include economic recovery with the participation of subject matter experts and local economic development agencies.
Organization
• N/A
Equipment
• Encourage large employers and businesses to get DHS certification for disaster preparedness. The program will enable private sector organizations to enhance their capabilities for planning for, responding to, and recovering from natural disasters and other threats.
Training
• Local officials and finance leads need economic resiliency and disaster finance training.
Exercises
• N/A

Health and Social Services

SPR Step 1: Assess Capabilities

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

Within **2 weeks** of an incident, restore functions at **4** affected healthcare facilities and social service organizations.

Estimate of Current Capability

Within **3 weeks** of an incident, restore functions at **4** healthcare facilities and social service organizations.

Capability Change Description

- Sustained

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Develop a plan to ensure that mental health services are available for all employees involved in disaster response and recovery activities. • Employee assistance programs should not be the sole resource for employees who have had direct contact with survivors, families, and impacted individuals. • Develop a disaster mental health coordination plan with all appropriate public and disaster mental health partners. The plan should delineate roles and responsibilities for coordinating the activation of a disaster mental health support system after an event.
Organization
• Education of available resources and partnerships between public and private providers would allow the limited resources in the region to be used more efficiently. • Mental health facilities and providers are needed to address the growing need.
Equipment
• Additional mental health facilities and resources are needed throughout the region.
Training
• First responders need mental health training on how to identify those with mental health issues and how to protect individuals and the responders.
Exercises
• Tabletop exercise with local hospitals, first responders, and health partners.

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, **50** people requiring long-term housing, including **8** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Estimate of Current Capability

Within **72 hours** of an incident, **25** people requiring long-term housing, including **4** people with access and functional needs (requiring accessible long-term housing), find and secure long-term housing.

Capability Change Description

- Sustained

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• Develop a regional plan for an isolation and quarantine facility for homeless individuals and visitors to the area in a health emergency. • A plan is needed to identify vacant public and private facilities that meets the basic requirements for possible uses as a group housing site.
Organization
• Additional public/private partnerships with short-term and long-term potential housing partners.
Equipment
• There is a need for emergency housing equipment and supplies either in the Texoma region or via mutual aid agreements with neighboring regions.
Training
• Training is needed on how to do a housing assessment before, during, and after an event.
Exercises
• A region-wide tabletop exercise on addressing housing shortages is needed.

Natural and Cultural Resources

SPR Step 1: Assess Capabilities

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

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

Estimate of Current Capability

Within **1 week** of an incident, restore **3** damaged natural and cultural resources and historic properties registered in the jurisdiction.

Capability Change Description

- Local jurisdictions expanded and increased green space and park areas. These areas assist in flood control and preservation of natural and cultural resources.
- Denison Development Alliance purchased a 400-acre brownfield site for cleanup and redevelopment.

SPR Step 2: Describe Capability Gaps

Capability Gaps

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

Planning
• The Texoma region needs to identify relevant Federal programs and incentives that support the preservation, protection, conservation, rehabilitation, recovery, and restoration of natural and cultural resources during recovery and create a plan to incorporate these partner agencies in developing recovery plans.
Organization
• There is a need for a regional hazmat response team.
Equipment
• A hazmat response trailer and associated equipment are needed.
Training
• Form completion training is needed on Environmental Historic Presentation (EHP). • Hazmat cleanup training is needed to include the AWR-358 Hazardous Materials Awareness. • There is a need to develop a training program to ensure environmental health support to hazardous materials responders.
Exercises
• A region-wide tabletop exercise is needed for hazmat clean-up.

2026 Priorities

Top 3 Core Capabilities to Sustain in 2026

1. Operational Communications
2. Planning
3. Intelligence and Information Sharing

Top 3 Core Capabilities to Build in 2026

1. Operational Communications
2. Public Information and Warnings
3. Intelligence and Information Sharing

Texoma Council of Governments



Texas Homeland Security Strategic Plan
2026-2030

Implementation Plan for 2027

October 31, 2026

Due to the compilation of potentially sensitive data, this Texas Homeland Security Strategic Plan Implementation Plan is marked FOR OFFICIAL USE ONLY (FOUO) when completed. This information may be exempt under the provisions of the Freedom of Information Act, 5 U.S.C. § 552 and is protected under the provisions of Chapter 418 of the Texas Government Code. As such, anyone wishing to disseminate this document outside of the Texas State Government should contact the Texoma Council of Government for disclosure review.

PRIVACY STATEMENT

The disclosure of information in this plan could compromise the security of essential equipment, services, and systems of **Texoma Council of Governments** or otherwise impact the ability to carry out essential emergency responsibilities. Distribution of this document is limited to those organizations with a need to know the information in order to successfully implement the plan.

Portions of this plan may contain information that raise personal privacy issues. Those portions may be exempt from mandatory disclosure under the Freedom of Information Act. See 5 U.S.C. §552, 41 C.F.R. Part 105-60.

Any decision to disclose information in this plan outside of a Texas or Federal government entity or to withhold information in this plan from a non-Texas or Federal government entity must be coordinated with **Texoma Council of Government's** Office of the Executive Secretary or General Counsel.

Texoma Council of Governments

Texas Homeland Security Strategic Plan 2026-2030
Implementation Plan for 2027

TABLE OF CONTENTS

Foreword .....

Section I: General .....

Section II: Preparedness Assessment.....

Section III: Concept of Implementation .....

Texoma Council of Governments

Texas Homeland Security Strategic Plan 2026-2030
Implementation Plan for 2027

FOREWORD

The Texas Homeland Security Strategic Plan 2026-2030 directs that "Each Council of Governments will develop an annual implementation plan [for the strategy] detailing significant regional and local implementation tasks."

This implementation plan is for calendar year 2027. It identifies significant HSSP implementation tasks along with performance measures, completion milestones, and required resources.

This homeland security implementation plan also ensures that the Texoma Council of Governments is fully integrated into the Texas Homeland Security Strategic Plan and has identified all resources necessary to achieve homeland security preparedness goals for 2027.

Miranda Harp

Criminal Justice and Emergency Planning Program Supervisor
Texoma Council of Governments

SECTION I: GENERAL

A. Purpose and Scope

This document establishes the **Texoma Council of Government's** Implementation Plan in support of the Texas Homeland Security Strategic Plan 2026-2030. It establishes priority actions with specific performance measures to be completed by milestones established in the plan. This plan is a roadmap for our homeland security preparedness and identifies the resources required to implement the plan. Provisions of this document apply to all aspects of the region's homeland security activities, and all jurisdictions within the region share responsibility for implementing this plan.

B. Planning Process

The result of effective planning efforts is practical and useful plans, but written plans are only one element in the process. The Planning process is as important as the plan itself. A successful planning process organizes resources by encouraging input from various voices of those who respond to local, regional, state, and/or national crisis. For the Texoma Regional Homeland Security Strategic Implementation Plan, this input came from the Emergency Management Coordinators (EMCs), Fire Departments, Police Departments, Health Departments, Emergency Medical Services, and Community Emergency Response Team (CERT) volunteers and others. The regularly scheduled EMC Working Group and the Homeland Security Advisory Committee (HSAC) meetings, individual subject matter expert sessions, and phone calls provided the information to develop this plan

C. Authorities

Emergency Management Coordinators in local planning sessions such as the LEPC (Local Emergency Planning Committee), EMC working groups, and Communication Focus Groups identify needs and strategies for the jurisdictions and then develop ways to satisfy and fund these needs. The Texoma EMCs then present these to their Mayors, Judges, Commissioners, and City Councils for input and approval. Any projects funded out of local budgets and any grant applications sought to fund such projects are subject to this process.

The projects and information found in this plan have been subject to the above process on the local level before proceeding to the regional level in which the information received approval from the Texoma Regional Emergency Management Coordinator Working Group, Texoma Homeland Security Advisory Committee, and the TCOG Governing Board.

Nothing in this document is to supersede the powers, duties, and responsibilities of the presiding officers and governing bodies of a political subdivision of the Texas Disaster Act of 1975 [Chapter 418, and Texas Government Code].

D. Key Personnel

Below is a list of the personnel in the Texoma Region with significant responsibilities for the development and implementation of this plan as well as the development of the Texoma SPR and regional THIRA. This list includes EMC's, HSAC Members, and SMEs.

Position Title	Point of Contact	E-mail Address/ Office Telephone	Area of Responsibility
City of Bonham Mayor	Allen Sanderson	asanderson@cityofbonham.org (903) 583-7555	Local Government
City of Bonham Fire Chief/EMC	Chris Hughes	chughes@cityofbonham.org (903) 583-7555	Fire Service/EMS Emergency
City of Bonham Police Chief	Andrew Hawkes	ahawkes@cityofbonham.org (903) 583-2141	Law Enforcement
City of Denison Mayor	Robert Crawley	rcrawley@denisontx.gov (903) 465-2720 x2440	Local Government
City of Denison Fire Chief	Cheyenne Henderson	chenderson@denisontx.gov (903) 465-2720 x2205	Fire Service/ EMS Emergency
City of Denison EMC/ Public Works Director	Ronnie Bates	rbates@denisontx.gov (903) 465-2720 x2441	Emergency Management / Public Works
City of Denison Assistant EMC	Hunter Harris	hharris@denisontx.gov (903) 465-2720 x2473	Emergency Management / Public Works
City of Denison City Manager	Renee Waggoner	rwaggoner@denisontx.gov (903) 465-270 x2444	Local Government
City of Denison Police Chief	Mike Gudgel	mgudgel@denisontx.gov (903) 465-2422	Law Enforcement
City of Gainesville Assistant Fire Chief/ Assistant EMC	Jason James	jjames@gvps.org (940) 668-5732	Fire Service/ EMS Emergency
City of Gainesville Emergency Management & Community Risk Specialist	Tamara Sieger	tsieger@gvps.org (940) 668-5731	Fire Service/ EMS Emergency
City of Gainesville Fire Chief/EMC	Wayne Twiner	wtwiner@gvps.org (940) 668-5736	Fire Service/ EMS Emergency
City of Sherman EMC	Moises Duran	moised@ci.sherman.tx.us (903) 892- 7263	Emergency Management
City of Sherman Fire Chief	Billy Hartsfield	billyh@ci.sherman.tx.us (903) 892-7263	Fire Service/ EMS

City of Sherman Police Chief	Jason Jeffcoat	jasonj@ci.sherman.tx.us (903) 892-7381	Law Enforcement
City of Sherman Mayor	Shawn Teamann	shawnt@ci.sherman.tx.us (903) 816-1217	Local Government
Cooke County EMC/Fire Marshall	Currently Vacant	Contact the Judge	Emergency Management
Cooke County Judge	John Roane	john.roane@co.cooke.tx.us (940) 668-3255	County Government
Cooke County Sheriff	Ray Sappington	ray.sappington@co.cooke.tx.us (940) 665-3471	Law Enforcement
Fannin County EMC/Fire Marshall	Troy Hudson	thudson@fanninco.net (903) 640-8484	Emergency Management
Fannin County Judge	Newt Cunningham	county.judge@fanninco.net (903) 583-7455	County Government
Fannin County Sheriff	Cody Shook	cshook@fanninco.net (903) 583-2143	Law Enforcement
Grayson County EMC	Sarah Somers	somerss@co.grayson.tx.us (903) 813-4217	Emergency Management
Grayson County 1st Assistant EMC	Colin Willingham	colin.willingham@co.grayson.tx.us (903) 813-5240	Emergency Management
Grayson County 2nd Assistant EMC	Shelby Kollman	shelby.kollman@co.grayson.tx.us (903) 813-4217	Emergency Management
Grayson County Health Department Director	Amanda Ortez	orteza@co.grayson.tx.us (903) 893-7936	Public Health
Grayson County Judge	Bruce Dawsey	bruce.dawsey@co.grayson.tx.us (903) 813-4228	County Government
Grayson County Public Health	Jerry D Bennett M.D.	bennettj@co.grayson.tx.us (903) 893-0131	Public Health
Grayson County Sheriff	Tony Bennie	sheriff@co.grayson.tx.us (903) 893-4388	Law Enforcement
TCOG Public Safety Program Manager	Miranda Harp	mharp@texoma.cog.tx.us (903) 813-3552 x3509	Public Safety

Figure I-1. Identification of Key Personnel

E. References

1. The Texas Homeland Security Strategic Plan 2026-2030, January 2026
2. State of Texas Emergency Management Basic Plan, January 2025
3. State of Texas Emergency Management ESF 1-20 Annexes
4. The National Incident Management System (3rd Ed.), October 2017
5. The National Prevention Framework (2nd Ed.), June 2016
6. The National Protection Framework (2nd Ed.), June 2016
7. The National Mitigation Framework (2nd Ed.), June 2016

8. The National Response Framework (4th Ed.), October 2019
9. The National Disaster Recovery Framework (3rd Ed. Amended), December 2024
10. The National Preparedness Goal (2nd Ed.), September 2015
11. Homeland Security Exercise and Evaluation Program (HSEEP), January 2020
12. National Infrastructure Protection Plan (NIPP), December 2013
13. Texas Division of Emergency Management "Training Schedule" on PreparingTexas.Org,
14. *Add additional federal, state, and/or agency references as applicable and appropriate.*

SECTION II: PREPAREDNESS ASSESSMENT

A. Regional Overview

Cooke, Fannin, and Grayson counties make up the Texoma Region. Each of the counties sits on the Oklahoma and Texas state line with the Red River serving as the boundary between the states. Major highways such as I-35, US 75, and US 78 run through these counties and are major trade routes and emergency evacuation routes for the Dallas-Fort Worth Metropolitan areas. These former rural counties have seen an increase in population growth as well as an increase in threat risk.

The Texoma Region contains many rural areas but does not have Critical Infrastructure on the Homeland Security Tier I or II list. However, the Texoma region does have infrastructure that, if damaged or destroyed, could be detrimental to life, property, and the local economy. This infrastructure includes three major bridges that carry over 90,000 vehicles each day across the Red River to and from Oklahoma. TXDOT predicts this number will grow close to over 120,000 by 2033. Some other critical infrastructure includes a 165-foot earth-filled dam used for flood control and hydroelectric power, rail lines that carry substances that could cause severe injury and death with just a small leak, and major highways that allow for the transportation of essential goods and services.

Two new lakes, Lake Ralph Hall and Bois d'Arc Lake, have been added to the Texoma region. Both lakes are located in Fannin County, and Lake Ralph Hall will serve as a reliable water supply for the DFW region. There are several other lakes located within the Texoma region with the largest lake being Lake Texoma. Lake Texoma is situated in Grayson County on the border between Oklahoma and Texas. It is one of the largest reservoir lakes in the United States.

Trains play an important role in the Texoma Region. The Union Pacific and BNSF rail lines connect Texas to the Midwest and Northeast. These two rail lines use a shared bridge over the Red River that runs adjacent to US 75 with the BNSF running parallel to I-35 as well.

The Dallas Fort Worth Metroplex area is rapidly growing north toward the Texoma Region. As a result, there is a rise in population, amplified traffic, and increased terrorist activity risk in the Texoma Region. According to population trends, the Texoma Region will surpass 250,000 by 2025.

With population growth, crime growth often increases, but crime trends in the Texoma Region have had a slight decrease over the past five years and are currently below the Texas average. The cybercrime sector within the region continues to grow and evolve with the threat of a cyberattack on critical infrastructure increasing. Numerous local agencies have been targets of these attacks in the past 24 months, and the potential for more is expanding daily.

Some other threats and concerns to the region include disease vectoring/transmission, human trafficking, drug transportation, gang activity, and other criminal activity enhanced by I-35 and US-75 running through the Texoma region to two large Oklahoma casinos. The casinos are within 15 miles of the Texoma region and provide employment opportunities and tourism dollars but also attract criminal activities.

The Texoma Region typically experiences hot summers and mild winters. With mild winters, there is usually not a lot of snow but precipitation in the winter often comes as freezing rain, ice, or sleet.

During the springtime months, the Texoma Region experiences severe thunderstorms that can produce hail, rotating clouds, high winds, supercells, and even life-threatening tornadoes.

B. Threats and Hazards

Each of TCOG's member governments and local agencies participate in threat assessments in connection with their local emergency planning and through a collaborative process with regional response planning. The threats (domestic and international), natural disasters (ice storms, hurricanes, tornadoes, flood, fires), potentially hazardous infrastructure (manufacturing facilities, warehousing of fertilizer, pesticides, and other chemicals, and transportation routes that frequently have hazardous materials on board thru traffic), critical infrastructure, key resources, and vulnerabilities that are unique to the Texoma area have been identified in local and regional plans.

The National Preparedness System outlines an organized process for the whole community to move forward with their preparedness activities and achieve the National Preparedness Goals. The six major components of the National Preparedness System are:

- Identify & Assess Risk
- Estimate Capability Requirements
- Building & Sustaining Capabilities
- Planning to Deliver Capabilities
- Validating Capabilities
- Reviewing & Updating

As part of this process, the Texoma Regional Threat Hazard Identification and Risk Assessment are used to identify the threats and hazards that concern the Texoma Region. Hazards identified in the Texoma Region are natural, technological, and human-caused. Natural threats or hazards include acts of nature, such as tornadoes, floods, earthquakes, and winter storms. Technological threats or hazards include accidents or failures of systems and structures, such as dam failures or hazardous spills. Human-caused threats are intentional, such as chemical, biological, or cyber events or attacks. The Texoma Regional Emergency Management Coordinators Working Group identified the following threats/hazards to include in the Texoma Regional Threat Hazard Identification and Risk Assessment: Tornados/Thunderstorms/Wind; Flooding/Flash Floods; Extreme Heat/Drought; Transportation (Mass Casualty/HAZMAT); School Violence; and Terrorism (Domestic and International). The group examined core capabilities and set capability targets to help guide preparedness efforts for the region using the threats and hazards identified. Identifying these five hazards in no way excludes other hazards that are of concern to our communities. Our region continues to assess all threats and hazards related to emergency preparedness, prevention, mitigation, response, and recovery.

C. Capability Assessment

The Texoma Regional Emergency Management Coordinators Working Group uses the Texoma Region THIRA and SPR Report to determine that local capabilities gaps far exceed local budgets and available grant funds. These gaps are only slightly improved by the addition of regional mutual aid. Operational Communications Capability was the greatest gap identified. The Texoma

Region has a considerable need for updated and vendor-supported subscriber units and region-wide infrastructure improvements.

Other gaps exist in most capabilities in the areas of equipment and training. At this time, local and regional capabilities are enhanced by the use of multiple grant programs that include AFG, HSGP, and the Statewide Emergency Radio Infrastructure (SERI) grant. Local funds are being utilized as local budgets allow, but with the recent pandemic and reduced tax revenue, local contributions are extremely limited. The overall capability rating for the Texoma Region, with and without mutual aid, identified that initial efforts and use of resources are underway; however, more resources are needed to achieve all core capabilities at the highest level. The Texoma Region will continue to close the capability gaps as funding and resources become available.

SECTION III: CONCEPT OF IMPLEMENTATION

A. Overview

The Texas Homeland Security Strategic Plan establishes the road map for the next five years, with the focus of this implementation plan's time frame being November 1, 2026, through December 31, 2027. Each year the Texoma Council of Governments develops an implementation plan for the following year predicated on assessing preparedness actions and adjusted risk assessments from the current year. This section of the implementation plan identifies priority actions that support the goals and objectives listed in section three of the Texas Homeland Security Strategic Plan and identifies resources required to accomplish objectives no later than the established milestones.

The implementation plan will identify projects that target the state objectives by the following methods:

a) Planning. Federally funded planning is coordinated between the TCOG and the Texas Office of the Governors' Homeland Security Grant Division. Coordination between the region and the State occurs through frequent conference calls with all 24 COGs and the Homeland Security Grant Division, with two biannual meetings and THIRA/SPR/IP training. Coordination between the regional stakeholders in Texoma arises from various methods including, the Emergency Management Coordinator's Working Group, conference calls, and emails. Regional plans and policies adopted by the TCOG Governing Body are based on the recommendations of TCOG HSAC. The TCOG HSAC is a 14-member committee whose membership consists of seven elected officials and seven Emergency Management Coordinators. The HSAC By-Laws provide a framework for the actions of the committee and are reviewed and updated periodically.

b) Organization. The Texoma Region is not a recipient of federal funding for organization activities therefore organization activities result from local budgets.

c) Equipment. The ability to communicate effectively with each other and outside agencies in an emergency event is critical. The majority of the Homeland Security Grant Program funds received in the Texoma Region have purchased interoperable communications equipment and technology enhancements. The TCOG HSAC has reaffirmed that

communications equipment remains the top priority for Homeland Security projects in 2026 followed by equipment for special response teams and technology enhancements.

d) Training. The implementation plan will leverage available homeland security training. The most expedient way to access homeland security training is through the Texas Division of Emergency Management's training website at www.preparingtexas.org. TEEX, Texas Municipal League, and Texas State University. These all are valuable resources for opportunities.
e) Exercises. The implementation plan will leverage any Regional Area Coordination, Strategic National Stockpile/Mass Prophylaxis, and statewide exercises planned for November 1, 2026, through December 31, 2026. In Texas, all exercises are funded by federal grants regardless of the source and will be coordinated with the Texas Division of Emergency Management to ensure a coordinated, statewide effort and consistent standard of excellence.

The Texoma Region 2026 priorities core capabilities to sustain and build include:

1. Top 3 Core Capabilities to Sustain in 2026
    a. Operational Communications
    b. Planning
    c. Intelligence and Information Sharing
2. Top 3 Core Capabilities to Build in 2026
    a. Operational Communication
    b. Public Information and Warning
    c. Intelligence and Information Sharing

The greatest priority for the Texoma Region is communications. The Texoma Region needs both communications infrastructure and subscriber equipment. The bulk of the HSGP funds received by the region in the past ten years has been in support of the Operational Communications capability. The goal of the HSAC and local emergency response agencies is to try all means to keep the Operational Communications capability target gap from increasing.

B. GOAL 1 – PREVENT: PREVENT TERRORIST AND HOSTILE FOREIGN NATION ATTACKS AND ORGANIZED CRIMINAL ACTIVITY IN TEXAS.

OBJECTIVE 1.1: Expand and enhance the statewide intelligence capability that reduces the threat of terrorism and criminal enterprises, with an emphasis on proactive intelligence.

a. Recent Accomplishments: Below are the region's accomplishments in achieving the HSSP Objective 1.1 during the past year:
   - The City of Gainesville completed a radio infrastructure upgrade with the purchase of CORE and subscriber equipment.
   - CodeRed Emergency Notification System for Grayson County was purchased with FY25 SHSP funds.
   - Texoma emergency coordinators and responders leveraged the Texas Fusion Center and the 2-1-1 information and referral system to alert local leaders and inform the public of vital emergency resources and information.
   - The City of Sherman fully implemented a new CORE trunking system.
   - Texoma emergency coordinators and responders maintain telephone notification systems for hazard information across the region, to the extent grant and/or local funds were available.
   - City of Bonham purchased an ambulance.
   - City of Gainesville added new Emergency Management and Community Specialist position and hired a new Fire Administration Assistant.
   - Sherman Police Department purchased Cloud-Based Evidence Collection equipment.
   - Cooke County purchased Network Switches for Sheriff's Office with FY25 HSGP funds.
   - Grayson County purchased 6 patrol Tahoes for $298,000.
   - City of Sherman purchased a FARO scanner for forensic investigation and public safety analytics with FY26 CJD funds.
   - ALERRT Training completed by Gainesville, Sherman, Denison, and Bonham.
   - Through the Rifle Resistant Body Armor Grant Program, Grayson County purchased approximately $30,000 worth of body armor.
   - Cooke County completed an ambulance remount.

b. Performance Measures: Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of plans developed or updated.
   - The number of first responders, elected officials, and volunteers needed.
   - Relevant terrorism-related information is incorporated into 100% of planning, training, and day-to-day operations.

c. Implementation Tasks: Below are the region's most significant implementation tasks related to the HSSP Objective 1.1, with a focus on tasks to be accomplished during the next year.

OBJECTIVE 1.1: *Expand and Enhance the Statewide Intelligence Capability that Reduces the Threat of Terrorism and Criminal Enterprises*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Enhance current public awareness programs including businesses, nonprofit organizations, and neighborhood groups -Ensure information and emergency notification systems are tailored to address vulnerable populations and plan for training local response and emergency management administration personnel -Incorporate relevant terrorism-related information into planning, training, and day-to-day operations -Enhance local participation in intelligence gathering, including the Texas Fusion Center -Ensure the integration of state and federal initiatives are included in local EOPs as relevant	Region-wide: EMCs, First Responders, Elected Officials & TCOG	$100,000 – HSGP Planning Grant & Local Funds	12/31/2027
	-Plan for procurement of equipment and systems to improve real-time situational awareness and improve the ability of all responding agencies to have a real-time, clear, common operating picture	Grayson County Office of Emergency Management	$5,000 – Local Funds	09/30/2027
Equipment	-Denison Police Department will purchase ALPR equipment	Denison PD	$16,000 – FY25 HSGP Funds	04/302027
	-Grayson County to purchase LPR cameras	Grayson County	$20,000- Grant and Local Funds	08/31/2027
	Fannin County to purchase Body Cam Server	Fannin County	$28K- FY25 HSGP Funds	04/30/2027
	-City of Bonham to begin second phase of replacing aging fleet of command vehicles with city wide hertz program	City of Bonham	TBD-Local Funds	12/31/2027
	-City of Sherman to purchase generator	Sherman	$31,500- FY25 HSGP Funds	12/31/2027
	-Fannin County Sheriff's Office to purchase generator for jail	Fannin County	$24,500- FY25 HSGP Funds	12/31/2027
	-Fannin County District Attorney's Office to purchase Cellebrite digital forensic technology to combat violent and terrorist crimes	Fannin County	$38,950- FY27 CJD Grant Funds	12/31/2027
	-Purchase of Vehicle Data Retrieval	Sherman	$20,960- FY27 CJD Grant Funds	12/31/2027
Training	-Continue to provide terrorism and criminal training to include active shooter information and awareness to local schools, individuals, churches, businesses, and organizations	Region-wide: EMCs, First Responders & Elected Officials	$20,000 – Local Funds	12/31/2027
	-Include citizen terrorism prevention and awareness components in CERT training within the region	Region-wide: EMCs, First Responders & Elected Officials	$5,000-Donations & Local Funds	12/31/2027
	-Continue to train all communications personnel on recognizing and sharing/making notifications of significant incident information in a timely fashion	Region-wide: EMCs, First Responders & Elected Officials	$5,000 – Local Funds	12/31/2027
	-All Command Staff to complete Officer Development courses and Incident Safety courses	Bonham	TBD-Local Funds	12/31/2027
	-Law enforcement officers will participate in ALERRT training and the Law Enforcement School of Supervision	Region-wide: Law Enforcement	$50,000 – CJD Funds	09/30/2027
	-Include citizen terrorism awareness components in local exercises	Region-wide: EMCs & First Responders	$5,000 – HSGD & Local Funds	12/31/2027

OBJECTIVE 1.1: *Expand and Enhance the Statewide Intelligence Capability that Reduces the Threat of Terrorism and Criminal Enterprises*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Exercise	-Grayson County OEM will host the Annual Emergency Preparedness Summit and Tabletop Exercise	Grayson County	$25,000 – Local Funds	12/31/2027

OBJECTIVE 1.2 Combat the activities of criminal enterprises through coordinated law enforcement operations, investigations, and supporting programs.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 1.2 during the past year:
   - Texoma emergency coordinators and responders continued to leverage the Texas Fusion Center and the 2-1-1 information and referral system to alert leaders and inform the public of emergency resources and information.
   - The Texoma Region enhanced CBRNE and special teams' response with additional equipment that included body armor.
   - City of Sherman completed a citywide employee major event tabletop exercise.
   - With FY26 Special Response Team Grants, helmets, training, and ammunition was purchased for a total of $50,000.
   - With FY26 CJD funds, the City of Trenton purchased a police vehicle.
   - The City of Sherman purchased a FARO scanner with FY26 CJD funds.
   - Law enforcement agencies across the region hosted and/or conducted "National Night Out" activities to enhance the relationship between citizens and law enforcement.
   - The City of Denison conducts a yearly critical incident training for law enforcement, fire, and emergency management during their fall festival.
   - Texoma emergency coordinators and responders maintain telephone notification systems for hazard information across the region, to the extent grant and/or local funds were available

b. Performance Measures. Below are performance measures that will be used to evaluate progress in implementing the region's priority actions. Performance measures may be Output or Outcome measures; they should be specific, measurable, and achievable.
   - The number of new plans or existing plans updated
   - The amount of time to secure the scene and collect evidence
   - The number of agencies that have relevant intelligence/information is shared promptly
   - The number of special response teams trained and equipped
   - The number of law enforcement officers with rifle-resistant body armor and other personal protective equipment.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 1.2, with a focus on tasks to be accomplished during the next year:

	OBJECTIVE 1.2: ***Combat the activities of criminal enterprises through coordinated law enforcement operations, investigations, and supporting programs***			
	Task(s)	**Responsibility**	**Cost and Source**	**Completion Date**
Planning	-Continue to provide coordination and planning support for stakeholders; maintain mutual aid plan administration	Region-wide: EMCs, First Responders, Elected Officials, & TCOG	$10,000 – HSGD Planning Grant & Local Funds	12/31/2027
	-Continue to participate in local and regional planning; Enhance local participation in intelligence gathering including the Texas Fusion Center	Region-wide: EMCs, First Responders, Elected Officials, & TCOG	$10,000 – Local Funds	12/31/2027
Equipment	-Equip and maintain special response teams, communications, vehicles, and equipment	Region-wide: EMCs, First Responders, Elected Officials, & TCOG Public Safety	$100,000 – FY26 HSGD & Local Funds	08/31/2027
	-Purchase of Ballistic Plates and Carriers	Southmayd Police Department	$32k- FY26 CJD Funds	08/31/2027
	-Body Worn Cameras	Grayson County	$71,000- CJD Grant Funds and Local	08/31/2027
	-Ticket Writer Program	Grayson County	$17,440- CJD Grant Funds	08/31/2027
Training	-Critical Incident and Supervisor Leadership Training	Bonham Fire, Police, and EMS	$5,000- Local Funds	12/31/2027
	-Courtroom Conduct Training	Bonham Police Department	$2,000-Local Funds	12/31/2027
	-Critical Incident training during yearly Fall Festival	City of Denison	TBD-Local Funds	10/15/2027
	-Emergency Response Training at local hospital	City of Denison	TBD-Local Funds	12/31/2027
	-Law enforcement officers will participate in ALERRT training and the Law Enforcement School of Supervision	Region Wide- Law Enforcement	$50k- CJD Funds	12/31/2027

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

OBJECTIVE 1.4 Increase statewide awareness and reporting of suspicious activities related to crime and terrorism.

a. Recent Accomplishments: Objective 1.4 during the past year:
   - Law enforcement agencies across the region hosted and/or conducted “National Night Out” activities to enhance the relationship between citizens and law enforcement.
   - Texoma emergency coordinators and responders expanded the Texas Citizen Corps by recruiting and training volunteers.
   - Police Departments in conjunction with county, regional, and state agencies, continued to interdict drug trafficking and other suspicious activities along major corridors.
   - Local emergency management agencies met with camps, church groups, teachers, and administrators to provide preparedness training.

- Texoma emergency coordinators and responder agencies in the county increased interaction on social media to increase public awareness and reporting.

b. Performance Measures. Below are performance measures that will be used to evaluate progress in implementing the region's priority actions. Performance measures may be Output or Outcome measures; they should be specific, measurable, and achievable.
   - The number of new or updated plans.
   - Number of trained and equipped volunteers and first responders.
   - Percent of the population trained and implementing recommended preparedness measures and emergency response skills.
   - The number of citizens participating in planning, execution, and assessment of exercises.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 1.4, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 1.4: ***Increase Public Awareness and Reporting of Suspicious Activities Related to Crime and Terrorism***				
	Task(s)	**Responsibility**	**Cost and Source**	**Completion Date**
Planning	-Enhance current public awareness programs including businesses, nonprofit organizations, and neighborhood groups -Ensure information and emergency notification systems are tailored to address vulnerable populations and plan for training local response and emergency management administration personnel	Region-wide: EMCs, First Responders, Elected Officials, & TCOG	$55,000 – HSGD Planning Grant & Local Funds	12/31/2027
Training	-Continue to provide terrorism and criminal training to include active shooter information and awareness to local schools, individuals, churches, businesses, and organizations	City of Sherman Grayson County Sheriff's Office	$5,000 – Local Funds	09/30/2027
	-Cooke County officers to complete Interdiction and Protection of Children (IPC) training to better recognize and intervene in cartel human trafficking impact.	Cooke County Sheriff's Office	$5,000- Local Funds	09/30/2027
	-Cooke County to complete active shooter training	Cooke County Sheriff's Office	TBD-Local Funds	12/30/2027
	-Bonham Fire department to attend terrorism response training	Bonham Fire Department	TBD-Local Funds	09/30/2027

OBJECTIVE 1.5 Develop a comprehensive Behavioral Threat Assessment and Management (BTAM) program and Threat to Life (TTL) program in Texas.

C. GOAL 2: PROTECT REDUCE THE STATE'S VULNERABILITY TO TERRORIST, CRIMINAL, AND HOSTILE FOREIGN NATION ATTACKS AND NATURAL AND TECHNOLOGICAL DISASTERS.

OBJECTIVE 2.1 Enhance the security and resilience of the physical, cyber, and human components of Texas critical infrastructure, with particular emphasis on the lifeline sectors of Communications, Energy, Transportation Systems, and Water and Wastewater Systems.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 2.1 during the past year:
- Local jurisdictions utilized budget funds to increase critical infrastructure security.
- Local jurisdictions increased cybersecurity through network segmentation, geoblocking, and other best practices.
- The City of Gainesville completed radio infrastructure upgrades with encryption and ISSI interface with the City of Sherman.
- Grayson County added vulnerability management and firewall security client to increase cybersecurity.
- The City of Sherman completed purchase of new radio trunking system.
- The City of Denison completed electrical and power upgrades from manual to automatic at several water production sites to ensure the continuation of water services during rolling blackouts and other power failures
- Grayson County upgraded consulate to 7/800 system.
- TCOG employees are required to complete cybersecurity training yearly.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
- The number of plans developed or updated.
- The number of critical infrastructure systems with alternate power source and/or controlled access.
- The number of critical facilities with a COOP plan.
- The number of days that system is locked down due to cybersecurity breaches.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 2.1, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 2.1: ***Enhance the security and resiliency of Texas critical infrastructure systems, networks, facilities, and assets, with particular emphasis on the lifeline sectors of communications, energy, transportation, and water.***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Update and upload into HSIN the special events scheduled held within the region for the time frame 11/1/2026-12/31/2027	TCOG	>$1,000 – HSGP Planning Grant	09/01/2027
	-Create and Update SOPs for critical facilities	Grayson County	$5,000 – Local Funds	09/30/2027
	-Update SOPs for critical facilities	Sherman	$2,000-Local Funds	09/30/2027
	-Continue to build radio infrastructure upgrades with encryption and ISSI Interface with the city of Sherman	City of Gainesville City of Sherman	$1.2 Million Local Funds	12/31/2027
	-Maintain radio equipment	City of Bonham	TBD- Local Funds	12/31/2027
	-City of Sherman to complete water system upgrade including new pump station, back-up generator, water reserves, and water filtration.	City of Sherman	$3.5M-Utility Improvement Fund	12/31/2027

OBJECTIVE 2.1: *Enhance the security and resiliency of Texas critical infrastructure systems, networks, facilities, and assets, with particular emphasis on the lifeline sectors of communications, energy, transportation, and water.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Equipment	-City of Denison building out trunked radio system to other jurisdictions to improve critical emergency communication	City of Denison	$2M- Local Funds	12/31/2027
	-Cell tower to be moved and Fannin County will need new tower building	Fannin County	TBD-Local Funds	12/31/2027
	-New Radio Communications Tower	Grayson County	$120,000-Local Funds	06/30/2027
	-Radio Tower to be removed and replaced	Grayson County	$1.2M- Local and Grant Funds	12/30/2027

OBJECTIVE 2.2 Reduce the risk of chemical, biological, radiological, and nuclear (CBRN) incidents by enhancing control and early detection capabilities.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 2.2 during the past year:
   - Local jurisdictions utilized budget funds to increase critical infrastructure security and access control.
   - The City of Gainesville completed yearly active shooter exercise with Cooke County.
   - ALERTT Training was completed by Gainesville, Sherman, Denison, and Bonham.
   - Active shooter training completed at Denison ISD.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of new plans developed or plans updated.
   - The number of special teams equipped, trained, and ready for deployment.
   - The number of first responders and volunteers trained on suspicious devices and reporting protocols.
   - The number of first responders, public agencies, private businesses, and volunteers participating in exercises.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 2.2, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 2.2: *Reduce the risk of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incidents by enhancing control and early detection capabilities.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Continue implementation steps toward regional EAS -Planning for specialized CBRNE teams to reduce the impact of CBRNE events for all Texoma jurisdictions. -Evaluate Emergency Notification Systems and identify improvements	Region-wide: EMCs, First Responders & TCOG	$30,000 - HSGP Planning Grant & Local Funds	12/31/2027

OBJECTIVE 2.2: *Reduce the risk of chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incidents by enhancing control and early detection capabilities.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Training	-Training of all first responders and CERT members on suspicious devices and reporting	Region Wide: EMCs& First Responders	$5,000 – HSGP & Local Funds	09/30/2027
	-Exercise SOPS related to highly infectious diseases including agriculture and lifestyle	Grayson County	$2k-Local Funds	09/30/2027
	-Grayson County OEM will host the Annual Emergency Preparedness Summit and Tabletop Exercise	Grayson County	$50,000 – Local Funds	12/31/2027
	-Gainesville Fire Department will complete a Winter Storm Active Action Review Exercise.	City of Gainesville	To Be Determined – Local Funds	01/30/2027
	-Continue implementation steps toward regional EAS -Planning for specialized CBRNE teams to reduce the impact of CBRNE events for all Texoma jurisdictions	Region-wide: EMCs, First Responders, & Elected Officials	$40,000 - HSGP Planning Grant & Local Funds	12/31/2027
	-Construct new training prop to allow all local departments to train on roadway/hazmat incidents.	City of Bonham	TBD-Local Funds	09/30/2027
Exercise	-Evaluate the need for additional Emergency Notification Systems through regular testing and drills	Region-wide: EMCs, First Responders & Elected Officials	$3,000 – Local Funds	12/31/2027
	-Gainesville Fire and Rescue to partner with North Central Texas College (NCTC) to complete a weather exercise	City of Gainesville	TBD-Local Funds	02/28/2027
	-Gainesville Fire and Rescue to complete Dam Failure Exercise at Moss Lake	City of Gainesville	TBD-Local Funds	12/31/2027
	-Bonham Fire Department to complete lake/water exercise	City of Bonham	TBD-Local Funds	12/31/2027

OBJECTIVE 2.3 Strengthen statewide capability to detect, confirm, analyze, assess, and contain threats to public health.

OBJECTIVE 2.4 Reduce the vulnerability of the agriculture industry to natural hazards and manmade threats.

OBJECTIVE 2.5 Enhance the safety of Texas schools against all threats and hazards.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 2.4 during the past year:
   - Local agencies planned to conduct drills, tabletops, and full-scale exercises throughout the region to test capabilities and identify gaps but were limited.
   - Local Emergency Management provided back to school preparedness training.
   - Most school districts across the region have established ISD police departments or have collaborated with the local police department to place officers on campus.

- Sam Rayburn ISD established operating procedures for the HMGP funded School Safe to ensure access after school hours.
- City of Denison completed Emergency Action Plan
- Gainesville Police and Fire Departments completed an active shooter drill with Gainesville ISD.
- Denison ISD completed active shooter training.
- Fannin County completed a full water rescue exercise
- Gainesville ISD completed new Emergency Action Plan
- Sherman ISD completed install of new safety measures including full AI system for detection and tracking along with metal detectors.
- City of Denison completed internal active shooter training with courts and EMC.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.

- The number of schools with EOPs that are integrated into local jurisdiction EOPs and meet the standards for the State of Texas.
- The number of school officials that are trained on homeland security-related and all-hazards in school safety.
- The number of school districts that participate in drills and exercises.
- The number of schools that are participants in a FEMA approved mitigation plan and are eligible for HMGP funds.
- The number of schools with tornado safe rooms.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 2.4, with a focus on tasks to be accomplished during the next year

OBJECTIVE 2.5: ***Enhance the safety of Texas schools against all threats and hazards.***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Include schools in local and regional plans -Integrate schools into local and regional trainings, workshops, and exercises	Region-wide: EMCs, First Responders & School Administration	$10,000 – Local Funds	09/30/2027
	-Continue to work on training with emergency operation plans partners including local industries, cities, schools (including higher education) on highly infectious disease, severe weather, and active shooter events	Grayson County Office of Emergency Management	$5,000- Local Funds	12/31/2027
	-Incorporate schools in local and regional training, workshops, and exercises	Region-wide: EMCs & First Responders	$5,000 – Local Funds	12/31/2027
	-Gainesville ISD to install security fences and secure vestibules at elementary and intermediate campuses	Gainesville ISD	TBD-Local Funds	12/31/2027
	-Gainesville ISD and city employees to complete ICS training	Gainesville ISD	TBD-Local Funds	12/31/2027
Exercise	-Coordination with Fire Department, Police Department, and Bonham ISD to conduct an active shooter exercise annually	City of Bonham	$3,000-Local Funds	09/30/2027
	-Cooke County EMC provided School Preparedness Seminar includin Stop the Bleed training, terrorism preparedness and response to count ISDs	Cooke County	TBD-Local Funds	11/30/2027
	-Fannin County conducts full water rescue exercise annually	Fannin County	TBD-Local Funds	05/30/2027

OBJECTIVE 2.5: *Enhance the safety of Texas schools against all threats and hazards.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
	-Continue to work with emergency operation plans partners including local industries, cities, and schools (including higher ed) on highly infectious disease, severe weather, and active shooter exercises	Grayson County Office of Emergency Management	$5,000 –Local Funds	09/30/2027

OBJECTIVE 2.6 Enhance statewide cybersecurity efforts to protect sensitive data and safeguard the digital interests of Texas.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 2.6 during the past year:
   - Local jurisdictions are starting to require employees with computer access to participate in cybersecurity training.
   - City of Sherman hired one full-time cybersecurity personnel.
   - A Texoma Region Cybersecurity Working Group was formed to identify security issues and best practices.
   - City of Bonham hired full-time IT personnel to provide IT support and cybersecurity training.
   - Fannin County OEM established and completed second training class of Emergency Management Citizens Academy.
   - Cooke County purchased new network switches with FY25 HSGP funds.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions
   - The number of plans developed or updated.
   - The number of individuals trained in cybersecurity
   - The number of cybersecurity breaches due to end-user error.

c. Implementation Tasks: Below are the region's most significant implementation tasks related to the HSSP Objective 2.6, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 2.6: *Enhance statewide cybersecurity efforts to protect information assets.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Equipment	-Procure and outfit new vehicles with related equipment, tactical shields, and computer servers	Grayson County & Cooke County Sheriff's office	$1,300,000 – Local Funds	12/31/2027
	-Purchase body cam server for Fannin County Sheriff's Office	Fannin County	$22,400- FY25 HSGP	09/30/2027
	-TAC cybersecurity training implemented	Cooke County	Local Funds	08/30/2027

OBJECTIVE 2.6: *Enhance statewide cybersecurity efforts to protect information assets.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Training	-AI Training	TCOG	$0-HSGP	08/30/2027
	-Yearly cybersecurity training	Region Wide-Local Officials, EMCs, & TCOG	Local Funds	10/31/2027

OBJECTIVE 2.7 Ensure the integrity of Texas elections by protecting electoral systems and processes against compromise or interference.

OBJECTIVE 2.8 Enhance Texas homeland security operations through the use of unmanned aircraft systems and protect against the illegal use of unmanned aircraft systems by threat actors.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 2.6 during the past year:
   - City of Denison Emergency Management completed Drone Assessment Response Tactics Training
   - Gainesville Fire and Rescue participated in drone training.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions
   - The number of drones in the region
   - The number of individuals trained in drone response.

c. Implementation Tasks: Below are the region's most significant implementation tasks related to the HSSP Objective 2.8, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 2.6: *Enhance statewide cybersecurity efforts to protect information assets.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Equipment	-City of Denison to purchase First Responder Drone with 5-year contract	City of Denison	$80K-Grant Funds	01/30/2027
	-Drone First Responder (DFR)	Gainesville	$60k-Local Funds	09/30/2027
Training	-Drone Assessment Response Tactic Training for first responders	City of Denison	Local Funds	08/30/2027

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

OBJECTIVE 3.1 Use mitigation planning to reduce the consequences of attacks and disasters to people, property, and critical functions throughout the state.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 3.1 during the past year:
- All three counties collaborated with the NWS to host Sky Warn programs. These programs provided education to residents on weather safety and were conducted virtually.
- All three counties are up to date on the Hazard Mitigation plan.
- Fannin County changed roads and removed bridges around Ralph Hall Lake and Upper Trinity.
- City of Denison Emergency Management trained in Prevention and Response to Bombing Incidents.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
- The number of FEMA HMGP and PDM projects funded within the region.
- The number of identified mitigation measures completed.
- The number of jurisdictions and school districts that are active participants in a FEMA approved Hazard Mitigation Plan.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 3.1, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 3.1: ***Use mitigation planning to reduce the threats disasters pose to people, property, and critical functions throughout the state.***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Floodplain updates include several places in the region where the floodplains have shifted.	Region-wide – FEMA with local input	TBD – FEMA Funding	12/31/2027
	-Apply for HMGP funds for specific activities in support of defined mitigation activities	Region-wide: EMCs & Elected Officials	To Be Determined –HMGP & PDM	1/31/2027
Equipment	Electrical and power upgrades from manual to automatic at several water production sites to ensure the continuation of water services during rolling blackouts and other power failures	Denison Public Works	$22.6 M – Bonds	12/31/2027
	-Siren System upgrade with mobile remote access	City of Sherman	Local Funds	06/31/2027
Exercise	-Regular testing of Emergency Notification Systems	EMCs & local officials	Local Funds	12/31/2027
	-Prevention and Response to Bombing Incident Class	Fannin County	TEEX	10/20/2026
	-Sam Rayburn ISD will utilize tornado drills to test the Emergency Operations Plan and identify needed revisions	Sam Rayburn ISD Administration	Local Funds	05/31/2027
	-Amtrak and NWS Training	Gainesville	Local Funds	05/31/2027

OBJECTIVE 3.2 Implement mitigation projects to enhance the resilience of mission-critical systems and infrastructure throughout Texas.

OBJECTIVE 3.3 Enhance the resilience of Texas communities, with particular focus on the most vulnerable areas and populations.

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

OBJECTIVE 4.1 Enhance the systems and organizational structures that coordinate and manage response operations to ensure unified, efficient effort.

a. Objective 4.1 during the past year:
   - Over 1,000 hours of training were attended by 911 dispatchers in the region.
   - The City of Gainesville completed construction on new fire station.
   - Cooke County purchased one ambulance to keep fleet updated for appropriate response.
   - City of Sherman completed construction of Fire Station#1.
   - Fannin County has partnered with Kaufman, Hunt, and Rockwall Counties on the Child Abduction Response Team (CART) Mutual Aid Task Force.
   - Fannin County Emergency Management Coordinator completed Fire Investigator Training.
   - City of Gainesville added four members to the High Angle Rescue and Swift Water Rescue Teams.
   - City of Denison received SAFER grant that funded 21 new positions.
   - City of Gainesville has purchased new swift water rescue equipment with FY25 HSGP funds.
   - Sherman Fire-Rescue completed construction of $1.3M multipurpose fire training tower.
   - Ballistic Shields and Body Armor were purchased for Grayson County.
   - City of Gainesville expanded the Severe Weather Alert Team (SWAT).
   - City of Sherman completed Gas and Chip Manufacturer Industry Tabletop exercises.
   - Additional Fire Marshall position and a truck was purchased for Grayson County Fire Marshall for $80,000.
   - Grayson County has approximately 50 safe rooms installed.
   - Cooke County completed an ambulance remount.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of new plans developed or existing plans updated.
   - The number of outdated equipment pieces replaced.
   - The number of trained and equipped responders ready for deployment within the region and state.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 4.1, with a focus on tasks to be accomplished during the next year:

Objective 4.1 Enhance the systems and organizational structures that coordinate and manage response operations to ensure unified, efficient effort.				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Maintain point of contact resource listing for jurisdictions and entities that could provide mutual aid in the region	Region Wide: EMCs, First Responders & TCOG	$1,000 – Local Funds & HSGP Planning Grant	10/31/2027
	-Gainesville to update Firefighter Plan to ESF	City of Gainesville	TBD- Local Funds	12/31/2027
	-City of Gainesville to update Debris Management Plan	City of Gainesville	TBD-Local Funds	12/31/2027
	-City of Denison to update Debris Management Plan	City of Denison	TBD-Local Funds	12/31/2027
Organization	-Ensure regional and local emergency plans are updated and meet State emergency planning standards and address all hazards including WMD and IED	Region-wide: EMCs, First Responders & Elected Officials	$5,000 – Local Funds	12/31/2027
	-SOPs for evacuation of the Savoy battery storage facility	Fannin County	TBD-Local Funds	06/30/*2027
	-Local agencies are converting Annexes to ESF	Region-wide: EMCs and First Responders	TBD-Local Funds	12/31/2027
Equipment	-Gainesville Fire and Rescue to purchase new swift water boat	Gainesville Fire and Rescue	$38k-Local Funds	03/01/2027
	-City of Gainesville to purchase brush truck	City of Gainesville	$317k- Local Funds	06/30/2027
	-City of Denison purchased two fire engines and one ambulance.	Denison	$6.8M- Local Funds	12/31/2027
	-Grayson County installing 150 safe rooms	Grayson	$900K-Grant& Local Funds	06/30/2027
	-Cooke County to purchase rescue truck	Cooke	Local Funds	09/30/2027
	-City of Denison to add swift water rescue team and ropes team	Denison	TBD-Local Funds	12/31/2027
Training	-Continue to train and expand capabilities of the high angle rescue, swift water rescue, and other emergency response teams within the region	Region-wide: EMCs, First Responders & TCOG	$200,000 – Local Funds	12/31/2027
	-Train key personnel on the EOC information management software / enhance computer-aided dispatch and supporting products	Grayson County	$5,000 – HSGP & Local Funds	09/30/2027
	-Fannin County to complete Water Rescue Exercise	Fannin County	TBD-Local Funds	12/31/2027
	-Fannin County to host Winter Tabletop Exercise	Fannin County	TBD-Local Funds	12/31/2027
	-Fannin County working to create a Texoma Region Child Abduction Response Team (CART)	Fannin County	TBD-Local Funds	12/31/2027
	-Continue to train and expand capabilities of the High Angle Rescue & Swift Water Rescue Teams	City of Gainesville	TBD – Local Funds	12/31/2027
	-Bonham Fire to send 9-12 firefighters through wildland fire training of various levels	Bonham Fire Department	$5,000-Local Funds	12/31/2027

Objective 4.1 Enhance the systems and organizational structures that coordinate and manage response operations to ensure unified, efficient effort.				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
	-Conduct multi-agency training for responding to lake emergencies	Bonham Fire Department	$5,000-Local Funds	12/31/2027
Exercise	-Grayson County OEM will host the Annual Emergency Preparedness Summit and Tabletop Exercise	Grayson County	$5,000 – Local Funds	09/30/2027
	-City of Denison to complete Emergency Management Tabletop Exercise with City Council, Grayson County Sheriff Office, and Hospital	Denison	TBD-Local Funds	12/31/2027
	-City of Denison to provide local Dam Tabletop Exercise	City of Denison	TBD-Local Funds	12/31/2027
	-North Central Texas College Tornado Scenario Tabletop Exercise at Fish Creek Dam then a full-scale exercise following tabletop	Gainesville	TBD-Local Funds	06/30/2027

/

OBJECTIVE 4.2 Build and maintain the response teams and qualified personnel essential to all-hazard response operations.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 4.2 during the past year:
- Local agencies planned to conduct drills, tabletops, and full-scale exercises throughout the region to test capabilities and identify gaps.
- City of Sherman City Hall remodel was completed.
- City of Denison completed the upgrades to the electrical systems for remote control and testing technology and standby power generation at some city water facilities. City of Sherman completed construction of Fire Station#1.
- The City of Bonham made significant upgrades to water system that improved water delivery and quality to residents and increased water for emergency response activities such as fire suppression and flood mitigation.
- City of Denison Emergency Management Coordinator renewed storm ready status.
- ICS NIMS 300/400 training classes offered in the Texoma Region.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
- The number of radio systems updated.
- The number of plans developed or updated.
- The number of first responders, elected officials, and volunteers trained.
- Relevant terrorism-related information is incorporated into 100% of planning, training, and day-to-day operations.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 4.2, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 4.2: *Build and maintain the response teams and qualified personnel essential to all-hazard response operations.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Support NIMS compliance planning activities and increase awareness of the importance of NIMS compliance by senior officials	Region-wide: EMCs, First Responders, Elected Officials & TCOG	$10,000 -, Local Funds & HSGP Planning Grant	10/31/2027
	-Construction in progress on Sherman Fire Station #1	City of Sherman	TBD-Local Funds	12/31/2027
	-City Council, Police, and Fire Departments to complete ICS training	City of Sherman	TBD-Local Funds	06/30/2027
Equipment	-Enhance and maintain JEOC/DDC facilities, information management systems, notification systems, public information systems, equipment, and workstations	Grayson County	$85,000 - Local Funds	09/30/2027
Training	-Provide NIMS training opportunities with emphasis on 300/400 classes for management level emergency personnel; continue to integrate NIMS into local and regional exercises	Region-wide: E MCs, First Responders, Elected Officials & TCOG	$10,000 - Local Funds & HSGP Planning Grant	10/31/2027
Exercise	-Grayson County OEM will host the Annual Emergency Preparedness Summit and Tabletop Exercise	Grayson County	$50,000 – Local Funds	12/31/2027

OBJECTIVE 4.3 Achieve statewide communications operability and interoperability in Texas.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 4.3 during the past year:
- Approximately 1000 hours of online and classroom training was provided to local emergency dispatchers on a variety of emergency topics.
- Grayson County purchased $20,000 worth of radios and radio equipment.
- Region-wide additional interoperable P25 equipment purchased and placed into service. This equipment replaced end of life equipment and enhanced response capabilities by providing better reception and additional channels.
- Local agencies continue to upgrade first responder communications equipment as budgets allow. Updated equipment is P25 and increases interoperability.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
- The number of new plans developed or existing plans updated.
- The number of new P25 interoperable communications units placed in service to replace the end-of-life units.
- The number of areas with limited communications ability is reduced.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 4.3, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 4.3: *Achieve statewide communications operability and interoperability in Texas.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Determination of additional needs of EOC/ICS interface during disasters and other emergencies	Region-wide: EMCs, First Responders & Elected Officials	$8,000 – EMGP & Local Funds	12/31/2027
	-Working with other cities to establish Interlocal Agreements for CORE	City of Denison, City of Sherman	TBD-Local Funds	12/31/2027
	-City of Bonham to join trunking system	City of Bonham	TBD-Local Funds	12/31/2027
-Equipment	-Purchase and integrate into use additional P-25 compliant communications equipment to provide for enhanced communication capacity of first responders	Region-wide: EMCs & First Responders	$100,000 – HSGP & Local Funds	12/31/2027
	-Upgrade to communications equipment	Gainesville	$10,000 FY25 HSGP and Local Funds	04/30/2027
	-Purchase of radios for communications	Grayson County	$500,000- ARPA Funds	04/30/2027
	-Purchase of radios for communications	City of Sherman	$9,000- FY25 HSGP and local Funds	09/30/2027
	-The city of Denison will improve communications capabilities with radio upgrade	City of Denison	$1.5M0 Local Funds	12/31/2027
	-Purchase and install interoperable communications subscriber equipment for emergency response agencies across the County	Region-wide: E MCs, First Responders, Elected Officials & TCOG	$200,000 – Local &/or HSGP Grant Funds	09/30/2027
	-Radios to be purchased for Public Works, Solid Waste, Fleet Maintenance, and Street Departments	City of Sherman	TBD-Local Funds	06/30/2027
	-Train appropriate personnel on damage assessment software	Grayson County Office of Emergency Management	$5,000 – Local Funds	09/30/2027
Exercise	-Exercise communications capabilities through tabletop and functional exercise incorporating all relevant entities	Region-wide: EMCs, First Responders & Elected Officials	To Be Determined – Local Funds	12/31/2027
	-Participation in the national ARRL Field Day and complete off the grid drill with ham radio operators.	Fannin County & Grayson County	$2,000 - Volunteers & Local Funds	09/30/2027
	-Conduct countywide communication interoperability drill once a month and with hospital annually	Bonham	TBD-Local Funds	09/31/2027

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

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 4.4 during the past year.
- Region-wide trapping, testing, and spraying mosquitoes.
- Gainesville Fire Department completed a Severe Weather exercise.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
- The number of new plans developed or existing plans updated.
- The number of personnel who were available to augment medical treatment facilities.
- The number of beds that were available by casualty category (e.g. ICU, PEDs, burn).
- The number of alternate care centers established.
- Quantity of available supplies, pharmaceuticals, and equipment needed to effectively support a facility's reported surge capacity.
- The number of patients successfully tracked.
- Percent of staff protected by PPE.
- The number of trained personnel available to staff dispensing centers or vaccination clinics.
- The rate at which dispensing centers or vaccination clinics process patients (persons per minute).
- Percent proportion of the at-risk population that was successfully vaccinated and/or provided prophylaxis.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 4.4, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 4.4: ***Ensure continued enhancement of public health and medical emergency response systems.***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Continuation of efforts to support local jurisdictions in the integration of health preparedness planning into planning efforts of other disciplines	Region-wide: EMCs, First Responders, Elected Officials & TCOG	$20,000 – Local Budgets, & HSGP Planning Grant	12/31/2027
	-Continue integration of regional mass care, health & human services with the NCCTRAC & RMOC	Region-wide: EMCs & First Responders	$10,000 –Local Funds	12/31/2027
	-Ensure equipment and inventory necessary to carry out priority actions related to public health is available	Grayson County	$5,000 –Local Funds	09/30/2027
Training	-Train relevant public health personnel and volunteers in NIMS and other training to ensure that the priority actions related to public health can be effectively implemented	Region-wide: EMCs & First Responders	$5,000 – HSGP Planning Grant & Local Funds	12/31/2027
	-Full scale Severe Weather exercises and active shooter exercises to be completed	Gainesville	TBD- Local Funds	01/31/2027
	-Continue integration of regional mass care, health & human services with the NCCTRAC & RMOC Planning/Training/Exercises	Region-wide: EMCs & First Responders	$10,000 – Local Funds	12/31/2027
	-Bonham Fire and EMS attend New Heart Monitoring and EMS conference	Bonham Fire and EMS	TBD-Local Funds	12/31/2027
Exercise	-Continue to integrate hospitals in drills and decontamination capabilities and volunteer pool into training and exercises in other disciplines -Continue integration of regional mass care, health & human services	Region-wide: EMCs & First Responders	$10,000 – Local Budgets	12/31/2027

OBJECTIVE 4.5 Expand statewide cybersecurity incident response and incident management capabilities to enable rapid detection, containment, and recovery from cyberattacks.

OBJECTIVE 4.6 Integrate and coordinate multiple methods to warn and keep the public and local leaders informed about emergencies in their communities.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 4.6 during the past year:
- Additional media methods are now used for emergency alerts to inform a greater percentage of the population.
- Public education at schools and community events to encourage Code Red sign up.
- All counties participate in Emergency Notification Systems such as Code Red.
- Updates to and expansion of existing emergency notification sirens to provide ample warning of weather threats made throughout the region.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
- The number of new plans developed or existing plans updated.
- The number of methods by which emergency information and/notification is distributed.
- The number of students and/or community members readied with public education.
- The percentage of the population receiving emergency information.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 4.6, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 4.6: ***Integrate and coordinate multiple methods to warn and keep the public and local leaders informed about emergencies in their communities.***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Public education at local community events	Region-wide: EMCs & First Responders	$5,000 – Local Funds & 911 Program	12/31/2027
	-Purchase of Code Red Emergency Notification System	Grayson County	$29,653-FY25 HSGP Funds	09/30/2027
	-Fannin County to purchase Everbridge Emergency Notifications System	Fannin County	$15,000- Local Funds	09/30/2027
	-City of Gainesville to purchase Code Red Notification System	Gainesville	$10,000- Local Funds	12/31/2027
Equipment	-Maintain, enhance and add additional Emergency Notification Systems for greater notification coverage	Region-wide: EMCs & First Responders	$300,000 – HMGP & Local Funds	12/31/2027
	-Exercise Emergency Notification Systems in preparations for actual events	Region-wide: EMCs & First Responders	$5,000 – Local Funds	12/31/2027

OBJECTIVE 4.6: *Integrate and coordinate multiple methods to warn and keep the public and local leaders informed about emergencies in their communities.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Exercise	-Community Risk Training	Gainesville	TEEX	10/25/2026

OBJECTIVE 4.7 Ensure updated and validated emergency plans are in place at public agencies that provide vital public services and encourage such planning within private entities.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 4.7 during the past year:
   - Local agencies planned to conduct drills, tabletops, and full-scale exercises throughout the region to test capabilities and identify gaps.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of critical facilities able to operate using back-up power systems during an exercise or real-world event.
   - The number of attendees at Local Emergency Planning Committee (LEPC) meetings.
   - The number of attendees at training events, workshops and conferences

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 4.7, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 4.7: *Ensure updated and validated emergency plans are in place at public agencies that provide vital public services and encourage such planning within private entities.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Continue identification of local agencies that provide essential services and/or critical services within the region, including those of the private sector, and integrate COOPs into local and regional plans	Region-wide: EMCs, First Responders & TCOG	$10,000 – Local Funds & HSGP Planning Grant	12/31/2027
Exercise	-Grayson County OEM will host the Annual Emergency Preparedness Summit and Tabletop Exercise	Grayson County	$5,000 – Local Funds	09/30/2027
	-City of Denison to host Tabletop Exercise with AgriLife, Ministerial Alliance, and other local partners	Denison	TBD-Local Funds	12/31/2027

OBJECTIVE 4.8 Ensure access to and adequate support for homeland security and emergency preparedness and response training across all agencies, jurisdictions, and disciplines.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 4.8 during the past year:
   - Over 1000 hours of training were provided to 911 professionals by TCOG.

b. Performance Measures. Below are the performance measures that will be used to

evaluate progress in implementing the region's priority actions.

a. The number of training courses available locally
b. The number of NIMS and CERT training participants
c. The number of equipped CERT teams throughout the region and the number of volunteers who actively participate

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 4.8, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 4.8: ***Ensure access to and adequate support for homeland security, emergency preparedness, and response training across all agencies, jurisdictions, and disciplines.***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Continue to assess training needs and shortfalls for stakeholders in the region; continue to provide coordination and planning support for stakeholders in the area of training -plan training events as budget allows and utilize local and TEEX trainers when available at no cost	Region-wide: EMCs, First Responders & TCOG	$25,000 –Local Funds & HSGP Planning Grant	12/31/2027
Training	-Continue to maintain NIMS compliance thru training of new and/or reassigned personnel	Region-wide: EMCs, First Responders, Elected Officials & TCOG	$10,000 – Local Funds, HSGP & Planning Grant	08/31/2027
Exercise	-Provide training and exercise opportunities to first responders and stakeholders locally to address shortfalls	Region-wide: EMCs, First Responders, Elected Official & TCOG	$10,000 – Local Funds, HSGP, & Planning Grant	12/31/2027
	-Bonham Fire Department will send responders to fire school/training	Bonham FD	$5,000 – State & Local Funds	09/30/2027
	-Grayson County OEM will host the Annual Emergency Preparedness Summit and Tabletop Exercise	Grayson County	$50,000 – Local Funds	09/30/2027

OBJECTIVE 4.9 Design and conduct homeland security exercises across the state to strengthen preparedness for attacks and disasters.

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

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

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 5.1 during the past year:

- Local agencies planned to conduct drills, tabletops, and full-scale exercises throughout the region to test capabilities and identify gaps.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.

- The number of new plans developed or existing plans updated.
- The number of drills and exercises conducted.
- The number participants in drills and exercises.
- The number of critical facilities able to operate using back-up power systems during an exercise and/or a real-life event.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 5.1, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 5.1: ***Support effective, community-based post-incident recovery by ensuring plans, structures, and processes are in place at all levels of government and coordinated with private sector partners, as appropriate.***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Continue identification of local agencies that provide essential services and/or critical services within the region, including those of the private sector -Begin integration of those COOPs into local and regional plans	Region-wide: EMCs, First Responders, Elected Officials & TCOG	$10,000 – Local Funds & HSGP Planning Grant	12/31/2027

OBJECTIVE 5.2 Coordinate rapid and effective delivery of post-incident recovery assistance to impacted communities to address immediate needs.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 5.2 during the past year:
   - Texoma CERT trainers have trained approximately 400 volunteers from the program's inception.
   - Grayson County trained 12 CERT members.
   - Grayson County purchased weather radios for All Saints Youth Camp and helped with updating plans.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of trained volunteers.
   - The number of CERT team members at CERT activities.
   - The number of trained and equipped CERT teams throughout the region.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 5.2, with a focus on tasks to be accomplished during the next year:

OBJECTIVE 5.2: ***Strengthen preparedness for whole community recovery through outreach programs, training, and exercise***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Provide public education at school and community events	Region-wide: EMCs & First Responders	$20,000 – Local Funds	12/31/2027
	-Retention, training, and team building of CERT teams	Region-wide: EMCs & First Responders	$15,000 – Local Funds	09/30/2027

OBJECTIVE 5.2: *Strengthen preparedness for whole community recovery through outreach programs, training, and exercise*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
	-Continue equipping CERT volunteers	Region-wide: EMCs & First Responders	$8,000 – Local Funds	09/30/2027
	-Stop the Bleed training, CPR, AED, and First Aid training for CERT volunteers	Sherman and Cooke County	$8,000 – Local Funds	12/31/2027
	-Housing Recover Plan	Gainesville	TBD-Local Funds	12/31/2027
	-Grayson County OEM working with local youth camps to update Emergency Action Plans	Grayson County	TBD-Local Funds	12/31/2027
Training	-Continue CERT training	Region-wide: EMCs & First Responders	$5,000 – Local Funds	09/30/2027
	-Fannin County to host Emergency Management Citizens Academy	Fannin County	TBD-Local Funds	12/31/2027
Exercise	-Exercises will be conducted at the end of basic CERT training	Region-wide: EMCs & First Responders	$5,000 – Local Funds	09/30/2027

OBJECTIVE 5.3 Coordinate with partner organizations at all levels of government and the private sector to ensure the effective long-term recovery of communities impacted by major incidents.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 5.3 during the past year:
   - Local agencies planned to conduct drills, tabletops, and full-scale exercises throughout the region to test capabilities and identify gaps.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of new plans developed or existing plans updated.
   - Local and regional agencies demonstrate their ability to implement their COOP in an exercise.
   - The number of critical facilities able to operate using back-up power systems during an exercise.
   - The number of NIMS trained responders, volunteers, officials, and support personnel in the region.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 5.3 with a focus on tasks to be accomplished during the next year:

OBJECTIVE 5.3: *Coordinate rapid and effective delivery of post-incident recovery assistance to impacted communities.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Maintain point of contact resource listing for all participating jurisdictions and entities	Region-wide: EMCs, First Responders, Elected Officials & TCOG	$1,000 – Local Funds & HSGP Planning Grant	12/31/2027
Equipment	-Equipment for special response teams in the region such as high angle, swift water, tactical medic, etc.	Region-wide: EMCs & TCOG	$200,000 – HSGP & Local Funds	08/31/2027
Training	-Train all County and City employees in ICS-100 and ICS-700; train all police personnel and city supervisory personnel in ICS-100, 200, and 700; train all upper management, dept. heads and elected officials in ICS-300 & 400, and ongoing training	Region-wide: EMCs, First Responders & Elected Officials	$2,000 – HSGP & Local Funds	12/31/2027
	-Preparing Texas will be utilized to obtain free or low-cost training on all aspects of emergency management	Region-wide: EMCs & First Responders	Fluctuating – Local Funds	12/31/2027
	-Bonham creating a Countywide Wildland Task Force	City of Bonham	TBD-Local Funds	12/31/2027
Exercise	-Exercise response capabilities through tabletop and functional exercise incorporating all relevant entities	Region-wide: E MCs, First Responders & Elected Officials	TBD - Local Funds	12/31/2027

G. GOAL 6: ENABLE DEVELOP AND ENHANCE THE ENABLING CAPABILITIES NEEDED TO SUPPORT STATEWIDE EFFORTS ACROSS ALL HOMELAND SECURITY MISSION AREAS.

OBJECTIVE 6.1 Develop, recruit, and train the homeland security workforce to ensure government and private sector organizations maintain critical skills and expertise.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 6.1 during the past year:
   - Local agencies work with local colleges and schools to provide information and train students on homeland security workforce needs.
   - Bonham Fire Department trained 2 interns and participated in career days.
   - Gainesville Fire and Rescue had 2 individuals participate in the Explore to Employee program.
   - City of Sherman provided preparedness training at the Church of Latter-Day Saints Fair.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of training and internship programs within the region
   - The number of educational facilities collaborated with to train and educate people.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 6.1 with a focus on tasks to be accomplished during the next year:

OBJECTIVE 6.1: *Develop, recruit, and train the Homeland Security workforce to ensure government and private sector organizations maintain critical skills expertise*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Training	-Bonham Fire and EMS provides medical training sites for Grayson College Medical Program	Bonham	TBD-Local Funds	12/31/2027
	-Bonham is a State TCFP training site and is DSHS Administrator of CEs	Bonham	TBD-Local Funds	12/31/2027
	-Fannin County provides a Citizens Academy and Tabletop Exercises	Fannin	TBD-Local Funds	12/31/2027

OBJECTIVE 6.2 Develop and implement research programs, academic outreach initiatives, and programs for testing and fielding new technologies to enhance homeland security capabilities.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 6.2 during the past year:
   - Local agencies work with local colleges and schools to provide information and train students on homeland security workforce needs.
   - Bonham EMS uses AI guide for patient healthcare documentation.
   - City of Sherman provided preparedness training at the Church of the Latter Day Saints Fair.
   - Grayson County OEM provided training at Pottsboro Senior Center.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of educational facilities collaborated with to train and educate people.
   - The number of policies and guidelines that secure implementation and use of artificial intelligence.
   -

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 6.2 with a focus on tasks to be accomplished during the next year:

OBJECTIVE 6.2: *Develop and implement research programs, academic outreach initiatives, and programs for testing and fielding new technologies to enhance homeland security capabilities.*				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Social Media Platforms are used to promote community and	Region-wide: EMCs, First Responders, Elected Officials &	$1,000 – Local Funds & HSGP Planning	12/31/2027
Training	-Bonham Fire and EMS provides medical training sites for Grayson College Medical Program	Bonham	TBD-Local Funds	12/31/2027
	-Bonham is a State TCFP training site and is DSHS Administrator of CEs	Bonham	TBD-Local Funds	12/31/2027
	-Sherman EMC teaches preparedness classes	Sherman	TBD-Local Funds	12/31/2027

OBJECTIVE 6.3 Plan and conduct outreach initiatives to enhance public trust in Texas government agencies and raise awareness of homeland security challenges and opportunities.

a. Recent Accomplishments. Below are the region's accomplishments in achieving the HSSP Objective 6.3 during the past year:
   - City of Gainesville met with US Representative Brandon Gill and Texas State Senator Brent Hagenbuch to voice concerns about shift employees, making dispatchers first responders, and the rural gap between small and large cities for grant funding.
   - Local agencies use social media platforms for emergency alerts to inform a greater percentage of the population.
   - Texoma emergency coordinator and first responders provide public education at schools and community events to promote community and individual preparedness.

b. Performance Measures. Below are the performance measures that will be used to evaluate progress in implementing the region's priority actions.
   - The number of public engagement events.
   - The number of media outreach provided.

c. Implementation Tasks. Below are the region's most significant implementation tasks related to the HSSP Objective 6.3 with a focus on tasks to be accomplished during the next year:

OBJECTIVE 6.3: ***Plan and conduct outreach initiatives to enhance public trust in Texas government agencies and raise awareness of homeland security challenges and opportunities***				
	Task(s)	**Responsibility**	**Cost & Source**	**Completion Date**
Planning	-Agencies across the region use social media platforms to promote community and individual preparedness	Region-wide: EMCs, First Responders, Elected Officials & TCOG	$1,000 – Local Funds & HSGP Planning Grant	12/31/2027
	-City of Gainesville uses com.connect for public engagement and for community members/ businesses to self-report	Gainesville	TBD-Local Funds	12/31/2027
Training	-Denison Development Alliance provides webform for small business to promote preparedness	Denison	TBD-Local Funds	12/31/2027
	-City of Gainesville provides outreach through Civic Club, Lions Club, Kiwanis, Rotary, etc. for community and individual preparedness	Gainesville	TBD-Local Funds	12/31/2027
	-Grayson County OEM provides training for Senior Centers	Grayson	TBD-Local Funds	12/31/2027
	-Bonham is a State TCFP training site and is DSHS Administrator of CEs	Bonham	TBD-Local Funds	12/31/2027
Organization	-Ready.gov information shared on social media platforms to promote community and individual preparedness	Denison	TBD-Local Funds	12/31/2027

TCOG
better leaders building better lives

TO: TCOG Governing Board
THRU: Eric Bridges, Executive Director
FROM: Miranda Harp, Criminal Justice and Emergency Planning Program Supervisor
DATE: 11/9/2026
RE: The FY27 Texoma Regional Risk Informed Methodology

RECOMMENDATION

Approve the Texoma Regional Risk Informed Methodology and Funding Process for the FY27 Office of the Governor's, Homeland Security Grant Division Grant Solicitation.

BACKGROUND

TCOG staff and the TCOG Homeland Security Advisory Committee facilitate and execute the Homeland Security Funding Process with the Texas Office of the Governor (OOG), Homeland Security Grant Division (HSGD). This process includes stakeholders from the counties of Cooke, Fannin, and Grayson. Using state priority guidance, the TCOG HSAC plans and prioritizes projects for the Texoma region. Department of Homeland Security Funding includes the following funding streams: State Homeland Security Program (General use), Law Enforcement & Terrorism Prevention Activities (LETPA).
The TCOG Homeland Security Advisory Committee (HSAC) membership is made up of the three county judges in our region, the mayors of Bonham, Denison, Gainesville, and Sherman, and the emergency management coordinators from these seven jurisdictions. Committee activities and actions are conducted pursuant to published by-laws.

DISCUSSION

Pursuant to the Interlocal Agreement between the Office of the Governor's, Homeland Security Grant Division, TCOG submits the Texoma Regional Risk Informed Methodology and Funding Process each year. This the same formula we have the region has used sinced 2013.

BUDGET

No impact

FY27 Draft TCOG Risk-Informed Methodology
&
Allocation Method of Homeland Security Grant Program (HSGP) Funds

Region:

The Texoma region consists of Cooke, Fannin and Grayson Counties and over 30 cities and communities within these counties. The total land area for the region is 2779 square miles. Lake Texoma and the Red River form the north boundary between the region and Oklahoma. These water bodies serve as tourism magnets and play a large role in the region's economy. To the south of the Texoma Region is the ever-growing Dallas Fort Worth Metroplex. Interstate 35 and US Highway 75 run through the Texoma Region. These major thorough fares serve as a vital transportation route for traffic between the Metroplex and Oklahoma City.

Current projections for the Texoma region show the population on track to pass 250,000 by 2030. This would be an important milestone for the region. Over 60% of the region's population live in Grayson County; with approximately 20% in Cooke County and 16% in Fannin County. The distribution has changed very little over the past decade.

Project Process:

Since 2004 the membership of the TCOG Homeland Security Advisory Committee (HSAC), composed of the Emergency Management Directors and Coordinators of Cooke, Fannin, and Grayson Counties and the Cities of Bonham, Denison, Gainesville and Sherman have provided strategic planning and project funding guidance to the TCOG Governing Body on homeland security matters. These jurisdictions work together to identify threats, hazards, and risks throughout the Texoma Region in order to address gaps in core capability categories identified by the Department of Homeland Security. Regions are required to develop risk informed methodology for the allocation of Homeland Security Grant Program Funds. The TCOG HSAC provides the oversight and development of the risk-informed methodology and the allocation method for the Texoma Region.

Eligibility:

TCOG announces State Homeland Security Program funding opportunities every year through the Texoma Regional Emergency Management Coordinators (EMCs) Working Group and through outreach to potentially eligible jurisdictions. The members of the working group include EMCs from the Cities of Bonham, Denison, Gainesville, Sherman and the Counties of Cooke, Fannin and Grayson. The Texoma Regional EMC working Group work to develop the project process each year. To be eligible to participate in this process the following criteria must be met:

- Represent a local jurisdiction in the Texoma Region that is over 2,500
- Participate in the Emergency Management Working Group
- Participate in the development process of the Texoma Regional THIRA, SPR, Implementation Plans, and related data calls for the previous year

Risk Methodology:

Tornadoes, winter storms, drought, excessive heat, floods, wildfires, straight-line winds, electrical storms, organized crime, cyber threats and terrorist threats challenge the resources available for response. While most cities/counties have adequate resources to respond to day-to-day emergencies, in the event of terrorist attack, mass casualty situation, or regional catastrophic incident, resources most likely will be severely limited. Plans to address equipment and training needs are consistently hindered by an almost universal lack of funds. Local budgets are characterized by limited tax base and emergency service agencies that look to grant funds to expand operational capabilities.

Texoma's Risk Methodology is 50% identified risk and 50% population distribution. Identified Risk is P+V+C. The risk is calculate for the seven signature jurisdictions in the region: City of Bonham, City of Denison, City of Gainesville, City of Sherman, Cooke County (All areas outside of City of Gainesville), Fannin County (All areas outside of City of Bonham), and Grayson County (All areas outside of City of Denison and City of Sherman).

P = Probability/Impact – Probability is number of severe natural, human-caused, and technological events in the past 10 years. These events are then weighted based on the severity of the loss and damage to the jurisdiction.
V = Vulnerability –The social vulnerability index is used to determine the vulnerability. This vulnerability is based on social, economic, demographic, and housing characteristics that influence a community's ability to cope with, recover from, and adapt to disruptive events.
C = CIKR – Locally identified Critical Infrastructure that fit regionally defined definitions. Failure of these critical infrastructures may be hazardous to the local and regional population, the economy, even national security.

Example: Jurisdiction A has 10% of the risk (P+V+C) and 20% of the population in the Texoma Region they will propose projects for approximate 15% of the region's funding.

The Risk Methodology data and results are then compared to local resources and capabilities to identify gaps. These gaps are used in the completion of the THIRA/SPR.

Allocation Method:

The Texoma EMC Working Group meets monthly to participate in the regional planning process. Members of the group are the Emergency Management Coordinators from the following jurisdictions: Cities of Bonham, Denison, Gainesville, Sherman and the Counties of Cooke, Fannin, and Grayson. Together the group determines projects that best meet the needs of the entities and mitigates identified risks for the region. This is done in part by reviewing the gaps identified in the THIRA, SPR, and Communications Focus Group Surveys. From 2003 through current date, Texoma local governments throughout the region have assessed interoperable communications capabilities and found needs exceed budgets by millions of dollars. As a result of this and other assessment tools the EMC Working Group and HSAC have identified communications projects as a necessity and priority within the region. It is the realization of the Texoma Region that not only terrorist and natural emergency events rely on reliable interoperable communications but so do daily emergency response functions.

The above state Risk Methodology will be applied to the previous year's allocation resulting in an estimated funds for each jurisdiction. These estimates will be given to the EMC's for the development of FY25 projects. Scale able investment justifications will be submitted to TCOG and then to the HSAC for prioritization. The HSAC consisting of the Mayors of Bonham, Denison, Gainesville, and Sherman, the County Judges of Cooke, Fannin, and Grayson and the seven Emergency Management Coordinators (EMCs) for these jurisdictions, review the projects. Each EMC is given an opportunity to inform the HSAC on the regional impact, local capability, sustainability, scalability and the overall value the proposed project brings to the region. The HSAC uses the information to prioritize the proposed projects. This prioritization is then presented for approval to TCOG's governing body. Staff submits the approved projects and the prioritization ranking to the Office of the Governor (OOG), Homeland Security Grant Division (HSGD) through eGrants.

TCOG office of the executive director

1117 Gallagher Drive, Suite 470
Sherman, Texas 75090
www.tcog.com
(903) 813-3512 Phone
(903) 813-3511 *Fax*

TO: TCOG Governing Board
FROM Mindi Jones, Grants Manager *MJ*
DATE: November 19, 2026
RE: FYE 2027 Cost Pool Report and Financial Statements

RECOMMENDATION
Review and accept TCOG's FYE 2027 Cost Pool Report and Monthly Financial Statements

BACKGROUND
Each month the Governing Board is presented with a status update of the prior month and current (unreconciled) fiscal year budgets for the indirect cost allocation pool and the central service IT pool as well as a prior and current month Balance Sheet and Statement of Revenues and Expenditures report.

DISCUSSION
The following documents are attached: (1) Statement of Authorized Indirect Costs for FYE 4/30/2027 and status report depicting fiscal year budget with fiscal year to date expense and budget balance; (2) Balance Sheet; (3) Statement of Revenues and Expenditures; (4) Status report of General Funds depicting fiscal year budget with fiscal year to date expense and budget balance; and (5) Scorecard.

100 - General - 58.3%
10 - Finance and Administration
10000 - Indirect Pool
09/01/2026 - 09/30/2026

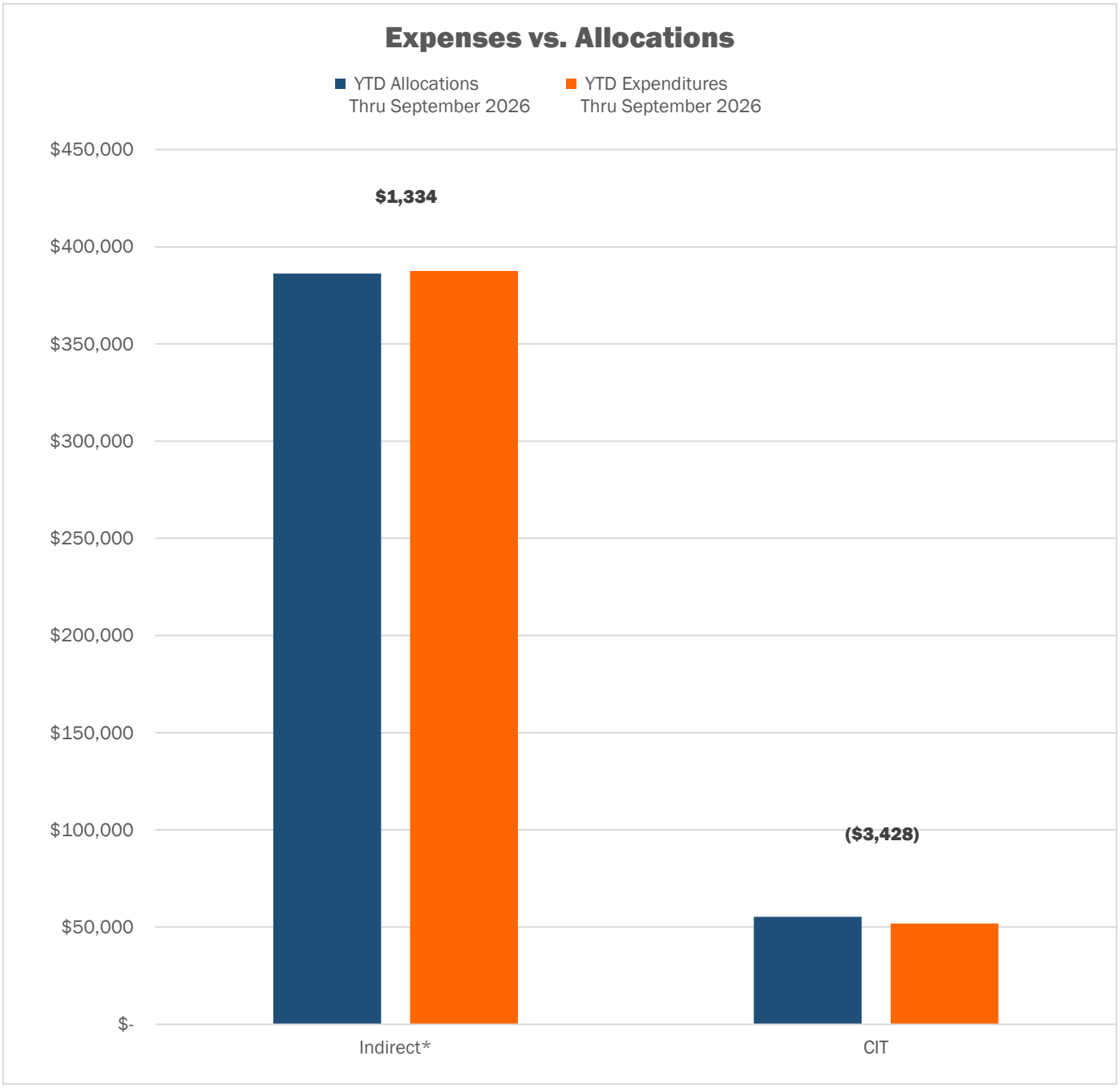
	Budget	Current Month Actual	Year-to-Date	Budget Balance	% of Budget Remaining
INDIRECT SALARY					
Salaries	$ 412,265.00	$ 31,712.68	$ 164,563.40	$ 247,701.60	60.08%
FICA/Medicare	$ 31,538.27	$ 2,345.56	$ 12,224.42	$ 19,313.85	61.24%
Unemployment Insurance	$ 684.00	$ -	$ -	$ 684.00	100.00%
Workers Compensation	$ 1,690.29	$ 130.00	$ 650.00	$ 1,040.29	61.55%
Insurance Health EPO	$ 26,712.00	$ 2,054.76	$ 10,273.80	$ 16,438.20	61.54%
Dental	$ 1,546.56	$ 118.96	$ 594.80	$ 951.76	61.54%
Limited FSA	$ 500.00	$ 17.76	$ 88.80	$ 411.20	82.24%
HRA EPO	$ 4,537.08	$ 349.26	$ 1,746.30	$ 2,790.78	61.51%
Life Insurance	$ 288.00	$ 24.00	$ 120.00	$ 168.00	58.33%
Fraud Hotline	$ 59.66	$ -	$ 64.14	$ (4.48)	(7.51)%
Retirement	$ 28,732.54	$ 2,210.18	$ 11,050.90	$ 17,681.64	61.54%
FSA Admin Fee	$ 85.80	$ 6.60	$ 37.94	$ 47.86	55.78%
HRA Admin Fee	$ 150.60	$ 11.10	$ 38.97	$ 111.63	74.12%
COBRA Admin Fee	$ 35.28	$ 3.52	$ 1.39	$ 33.89	96.06%
HRA PCORIE Fees	$ -	$ -	$ 10.41	$ (10.41)	0.00%
Total INDIRECT SALARY	**$ 508,825.08**	**$ 38,984.38**	**$ 201,465.27**	**$ 307,359.81**	**60.41%**
CONTRACTED SERVICES					
Janitorial	$ 16,638.00	$ 1,359.24	$ 6,796.20	$ 9,841.80	59.15%
Lawn Service	$ 3,570.00	$ 298.37	$ 1,491.85	$ 2,078.15	58.21%
Pest Control	$ 1,740.00	$ 410.00	$ 820.00	$ 920.00	52.87%
Total CONTRACTED SERVICES	**$ 21,948.00**	**$ 2,067.61**	**$ 9,108.05**	**$ 12,839.95**	**58.50%**
PROFESSIONAL SERVICES					
Audit	$ 60,000.00	$ -	$ 43,000.00	$ 17,000.00	28.33%
Financial Consultant	$ 23,000.00	$ 13,165.10	$ 13,165.10	$ 9,834.90	42.76%
Legal	$ 5,000.00	$ 500.00	$ 500.00	$ 4,500.00	90.00%
Total PROFESSIONAL SERVICES	**$ 88,000.00**	**$ 13,665.10**	**$ 56,665.10**	**$ 31,334.90**	**35.61%**
UTILITIES					
Electric	$ 50,100.00	$ 6,146.89	$ 27,270.79	$ 22,829.21	45.57%
Natural Gas	$ 21,350.00	$ 1,287.47	$ 5,592.98	$ 15,757.02	73.80%
Sanitation	$ 1,700.00	$ 139.40	$ 697.00	$ 1,003.00	59.00%
Water	$ 3,600.00	$ 317.43	$ 1,593.71	$ 2,006.29	55.73%
Total UTILITIES	**$ 76,750.00**	**$ 7,891.19**	**$ 35,154.48**	**$ 41,595.52**	**54.20%**
OTHER					
Advertising	$ -	$ -	$ 134.57	$ (134.57)	0.00%
Bank Fee	$ 6,000.00	$ 222.35	$ 1,350.29	$ 4,649.71	77.50%
Copier Expense	$ 2,200.00	$ 223.65	$ 870.30	$ 1,329.70	60.44%
Depreciation	$ 119,056.00	$ 9,921.33	$ 49,606.67	$ 69,449.33	58.33%
Dues/Subscriptions	$ 12,500.00	$ -	$ 504.36	$ 11,995.64	95.97%
Equipment Lease	$ 1,800.00	$ 158.55	$ 792.75	$ 1,007.25	55.96%
Insurance	$ 15,500.00	$ -	$ -	$ 15,500.00	100.00%
Postage	$ 400.00	$ -	$ 92.50	$ 307.50	76.88%
Shredding	$ 500.00	$ -	$ -	$ 500.00	100.00%
Office Supplies-General	$ 6,500.00	$ 225.21	$ 1,238.05	$ 5,261.95	80.95%
Janitorial Supplies	$ 6,500.00	$ -	$ 818.95	$ 5,681.05	87.40%
Telephone	$ 2,320.00	$ 190.82	$ 883.90	$ 1,436.10	61.90%
Travel	$ 4,700.00	$ (102.94)	$ 2,482.03	$ 2,217.97	47.19%

	Budget	Current Month Actual	Year-to-Date	Budget Balance	% of Budget Remaining
Building Maintenance	$ 36,000.00	$ 1,942.39	$ 15,019.81	$ 20,980.19	58.28%
Elevator Maintenance	$ 7,600.00	$ 726.26	$ 3,630.18	$ 3,969.82	52.23%
HVAC Interest	$ 11,396.00	$ -	$ 5,821.37	$ 5,574.63	48.92%
ED Travel	$ 5,009.00	$ 361.10	$ 1,939.80	$ 3,069.20	61.27%
Total OTHER	**$ 237,981.00**	**$ 13,868.72**	**$ 85,185.53**	**$ 152,795.47**	**64.20%**
Total INDIRECT	**$ 933,504.08**	**$ 76,477.00**	**$ 387,578.43**	**$ 545,925.65**	**58.48%**
YTD Budget			**$ 388,960.03**		
REIMBURSEMENT					
Allocation Indirect Expense	$ 933,504.08	$ 77,201.73	$ 386,243.99	$ 547,260.09	58.62%
Total REIMBURSEMENT	**$ 933,504.08**	**$ 77,201.73**	**$ 386,243.99**	**$ 547,260.09**	**58.62%**
YTD Budget			**$ 388,960.03**		
CENTRAL IT					
IT-Voice & Data Service	$ 9,720.00	$ 843.76	$ 4,120.48	$ 5,599.52	57.61%
IT-Hardware	$ 3,500.00	$ -	$ -	$ 3,500.00	100.00%
Network Professional Services	$ 85,237.00	$ 7,061.00	$ 35,389.00	$ 49,848.00	58.48%
Software-Licensing-Maint	$ 22,524.00	$ 228.80	$ 12,363.60	$ 10,160.40	45.11%
Total EXPENSES	**$ 120,981.00**	**$ 8,133.56**	**$ 51,873.08**	**$ 69,107.92**	**57.12%**
YTD Budget			**$ 50,408.75**		
REIMBURSEMENT					
Allocation CIT Expense	$ 120,981.00	$ 10,770.01	$ 55,300.65	$ 65,680.35	54.29%
Total REIMBURSEMENT	**$ 120,981.00**	**$ 10,770.01**	**$ 55,300.65**	**$ 65,680.35**	**54.29%**
YTD Budget			**$ 50,408.75**		

TCOG | administration & finance

FYE 2026 YTD Indirect and CIT Budgets

	FY 2026 Approved Budget	YTD Allocations Thru September 2026	YTD Expenditures Thru September 2026	Budget Balance	% of Budget Remaining	Under/(Over)
Indirect*	$ 933,504	$ 386,244	$ 387,578	$ 545,926	58.48%	$ 1,334
CIT	120,981	55,301	51,873	69,108	57.12%	(3,428)
Total	**$ 1,054,485**	**$ 441,545**	**$ 439,452**	**$ 615,034**	**58.33%**	**$ (2,093)**



*Includes Year-to-Date Depreciation Expense Estimate

Texoma Council of Governments
Financial Information
Balance Sheet for the Fiscal Years Ended: 2026

	Prior Year 9/30/2025)	Prior Month 9/30/2026	Year-to-Date Change ($)	Change (%)	Current Month Not Reconciled (10/31/2026)	Notes
ASSETS						
Current Assets						
Cash in Bank General	37,061.00	212,323.00	175,262.00	472.90%	24,098.00	Rec down cash up
Cash in Bank TCEQ	30.00	30.00	0.00	0.00%	30.00	
Cash in Bank Local	5,016.00	502.00	(4,514.00)	-89.99%	10,451.00	Moved to TexPool
Cash in Bank 911	871,676.00	736,473.00	(135,203.00)	-15.51%	783,074.00	Sent 150,000 back to CSEC to be used in the next grant year
Cash in Bank FSS	197,557.00	174,544.00	(23,013.00)	-11.65%	174,544.00	
Cash in Bank Section 8	1,373,376.00	1,625,920.00	252,544.00	18.39%	1,653,952.00	PBV program growing
Cash in Bank FSS Forfeiture	41,237.00	59,213.00	17,976.00	43.59%	59,213.00	
Texpool Investment Acct	349,164.00	574,691.00	225,527.00	64.59%	564,743.00	
Accounts Receivable	1,063,103.00	702,437.00	(360,666.00)	-33.93%	149,630.00	Rec down cash up
Travel Advance	238.00	695.00	457.00	192.02%	695.00	
Prepaid Items	99,390.00	46,148.00	(53,242.00)	-53.57%	48,923.00	911 PREPAID GOING DOWN EACH YR BY $56,886
Due From	1,460,985.00	2,038,784.00	577,799.00	39.55%	2,310,103.00	
Lease Receivable	(1.00)	(1.00)	0.00	0.00%	(1.00)	
Other Assets	49,983.00	89,367.00	39,384.00	78.79%	89,367.00	FYE26 (OVER) UNDER
Total Current Assets	5,548,815.00	6,261,126.00	712,311.00	12.84%	5,868,822.00	
Fixed Assets						
Building & Improvements	3,830,047.00	3,839,102.00	9,055.00	0.24%	3,839,102.00	Y/E ENTRIES
Furniture, Vehicles & Other	4,069,764.00	3,869,350.00	(200,414.00)	-4.92%	3,869,350.00	Y/E ENTRIES
Accumulated Depreciation	(4,733,528.00)	(4,811,815.00)	(78,287.00)	1.65%	(4,811,815.00)	Y/E ENTRIES
Leased Assets	133,442.00	133,442.00	0.00	0.00%	133,442.00	Y/E ENTRIES
Leased Assets Amortization	(44,515.00)	(44,515.00)	0.00	0.00%	(44,515.00)	Y/E ENTRIES
Total Fixed Assets	3,255,210.00	2,985,564.00	(269,646.00)	-8.28%	2,985,564.00	Y/E ENTRIES
Total ASSETS	8,804,025.00	9,246,690.00	442,665.00	5.03%	8,854,386.00	
LIABILITIES						
Accounts Payable	554,225.00	622,143.00	67,918.00	12.25%	209,742.00	
Payroll Liability	(19,431.00)	(35,277.00)	(15,846.00)	81.55%	(29,349.00)	
FSS Escrow Liability	197,557.00	174,544.00	(23,013.00)	-11.65%	174,544.00	
Due To	1,460,985.00	2,038,784.00	577,799.00	39.55%	2,310,103.00	
Deferred Local Revenue	136,659.00	87,344.00	(49,315.00)	-36.09%	96,894.00	
Accrued Compensated Absences	126,091.00	115,389.00	(10,702.00)	-8.49%	115,389.00	Y/E ENTRIES
ACC Payroll	23,339.00	18,392.00	(4,947.00)	-21.20%	1,283.00	
Long Term Debt Building Payable	922,196.00	810,884.00	(111,312.00)	-12.07%	810,884.00	HVAC/SECO LOAN
Total LIABILITIES	3,401,621.00	3,832,203.00	430,582.00	12.66%	3,689,490.00	
Fund Balance	5,402,404.00	5,414,487.00	12,083.00	0.22%	5,164,896.00	
Total Liabilities & Fund Balance	8,804,025.00	9,246,690.00	442,665.00	5.03%	8,854,386.00	

Texoma Council of Governments
Financial Information
Statement of Revenue and Expenditures for the Fiscal and Month-to-Date Periods

	Prior Year Thru 9/30/2025	Current Year Thru 9/30/2026	Change ($)	Change (%)	Current Year Not Reconciled (10/31/2026)	Notes
OPERATION REVENUE						
Grant Revenue	1,868,522.20	1,910,767.80	42,245.60	2.26%	1,012,686.46	
Program Revenue[1]	175,387.08	141,930.47	(33,456.61)	-19.08%	95,956.14	
Investment Income	3,581.82	3,788.44	206.62	5.77%	0.00	
Total OPERATING REVENUE	2,047,491.10	2,056,486.71	8,995.61	0.44%	1,108,642.60	
Total Revenue	2,047,491.10	2,056,486.71	8,995.61	0.44%	1,108,642.60	
EXPENDITURES						
Personnel Expenses	292,699.99	288,239.68	(4,460.31)	-1.52%	375,307.90	
Program Expenses	100,902.36	43,979.26	(56,923.10)	-56.41%	13,554.30	
Direct Services	1,338,381.06	1,394,583.92	56,202.86	4.20%	924,868.69	
Professional Fees	26,514.20	13,665.10	(12,849.10)	-48.46%	10,200.00	
Interest Expense	91.07	0.00	(91.07)	-100.00%	0.00	SECO loan
Occupancy	25,707.30	17,236.88	(8,470.42)	-32.95%	10,799.14	
Conferences, Conventions, & Meetings	11,247.80	14,133.08	2,885.28	25.65%	1,971.42	
Printing & Publications	3,542.45	8,128.09	4,585.64	129.45%	1,650.58	
Dues & Subscriptions	434.14	4,954.18	4,520.04	1041.15%	0.00	
Operations	3,014.46	28,768.17	25,753.71	854.34%	19,551.78	
Capital Equipment	0.00	190,484.00	190,484.00	0.00%	0.00	911 equip
Total EXPENDITURES	1,802,534.83	2,004,172.36	201,637.53	11.19%	1,357,903.81	
Net Revenue Over Expenditures	244,956.27	52,314.35	(192,641.92)	-78.64%	(249,261.21)	
Depreciation	49,933.33	49,606.67	(326.67)	-0.65%	59,528.00	
	195,022.94	2,707.68	(192,315.25)	-77.99%	(308,789.21)	

[1] All sources of Local Revenue, Inkind Match

Texoma Council of Governments

Statement of Revenues and Expenditures - Unposted Transactions Included In Report

100 - General

From 9/1/2026 Through 9/30/2026

		Total Budget - Original	Current Month Actual	Year-To-Date	Total Budget Variance - Original
	REVENUE				
4020	Local Revenue	297,848.00	12,713.02	66,309.84	(231,538.16)
4040	Interest Income	0.00	1,752.53	9,067.24	9,067.24
4900	Intrafund Transfer In	26,300.00	0.00	0.00	(26,300.00)
4999	Interfund Transfer Out	0.00	0.00	7,326.71	7,326.71
	Total REVENUE	324,148.00	14,465.55	82,703.79	(241,444.21)
	REIMBURSEMENT				
9050	Copy Center Reimbursement	13,000.00	1,569.10	7,606.90	(5,393.10)
	Total REIMBURSEMENT	13,000.00	1,569.10	7,606.90	(5,393.10)
	TOTAL REVENUE	337,148.00	16,034.65	90,310.69	(246,837.31)
	SALARY				
5000	Salaries	56,675.98	7,202.50	25,489.04	31,186.94
5010	Salary Longevity	0.00	4.42	13.37	(13.37)
5090	FICA/Medicare	4,335.71	550.04	1,945.20	2,390.51
5100	Unemployment Insurance	171.00	0.00	0.00	171.00
5110	Workers Compensation	232.37	21.37	100.00	132.37
5118	Medical Insurance EPO	8,904.00	719.61	3,492.45	5,411.55
5119	Medical Insurance PPO	0.00	33.49	141.15	(141.15)
5120	Dental	386.64	32.60	157.34	229.30
5208	HRA EPO	1,512.36	122.31	593.62	918.74
5209	HRA PPO	0.00	2.84	11.97	(11.97)
5210	Insurance Life	72.00	6.59	31.75	40.25
5231	Fraud Hotline	14.91	0.00	16.04	(1.13)
5240	Retirement	3,967.32	334.66	1,614.70	2,352.62
5910	Indirect G&A	26,649.83	3,154.28	11,734.94	14,914.89
5943	HSA Admin	54.60	0.00	0.00	54.60
5944	HRA Admin	0.00	4.05	19.58	(19.58)
5945	Cobra Admin	11.76	0.98	4.73	7.03
5947	HRA PCORI FEES	0.00	0.00	3.47	(3.47)
	Total SALARY	102,988.48	12,189.74	45,369.35	57,619.13
	CONTRACTED SERVICES				
6130	Contracted Services	4,748.00	452.99	1,994.95	2,753.05

Texoma Council of Governments

Statement of Revenues and Expenditures - Unposted Transactions Included In Report

100 - General

From 9/1/2026 Through 9/30/2026

		Total Budget - Original	Current Month Actual	Year-To-Date	Total Budget Variance - Original
	Total CONTRACTED SERVICES	4,748.00	452.99	1,994.95	2,753.05
	UTILITIES				
6625	Utilities	16,820.00	1,732.20	7,716.77	9,103.23
	Total UTILITIES	16,820.00	1,732.20	7,716.77	9,103.23
	OTHER				
6083	Cash Match	28,333.00	28,333.00	28,333.00	0.00
6135	Copier Expense	19,000.00	1,656.95	8,289.53	10,710.47
6153	Depreciation	26,134.00	0.00	0.00	26,134.00
6155	Direct Services	26,300.00	9,948.34	9,948.34	16,351.66
6201	Equipment/Lease	400.00	34.80	174.00	226.00
6307	Insurance	3,200.00	0.00	0.00	3,200.00
6314	IT Direct Bill	7,000.00	545.50	2,727.50	4,272.50
6325	Maintenance	9,570.00	2,424.24	5,932.30	3,637.70
6420	Postage	0.00	0.00	27.00	(27.00)
6450	Property Tax	15,000.00	0.00	0.00	15,000.00
6530	Service & Recognition Awards	2,750.00	146.00	607.97	2,142.03
6540	Software-Licensing-Ma...	11,600.00	0.00	8,830.74	2,769.26
6570	Supplies	500.00	0.00	9,520.16	(9,020.16)
6571	Supplies - General	0.00	782.10	782.10	(782.10)
6572	Supplies - Janitorial	2,500.00	0.00	205.36	2,294.64
6590	Telephone-Internet	840.00	70.00	350.00	490.00
6595	Training	2,300.00	3,162.00	3,162.00	(862.00)
6614	Travel	300.00	0.00	556.17	(256.17)
8500	Interest Expense	2,502.00	0.00	1,275.87	1,226.13
8510	Principle Payments	55,929.00	0.00	27,825.16	28,103.84
	Total OTHER	214,158.00	47,102.93	108,547.20	105,610.80
	TOTAL EXPENSES	338,714.48	61,477.86	163,628.27	175,086.21
	NET INCOME/LOSS	(1,566.48)	(45,443.21)	(73,317.58)	(71,751.10)

STATUS AS OF: SEPTEMBER 2026

CFDA	PROGRAM	Federal Revenue	State Revenue	Local Revenue	Childcare	Non-Cash Inkind	Total Revenue	Performance Period		Period Length (Months)	Months into Period	$ Expended (Target)	% Expended (Target)	$ Expended (Actual)	% Expended (Actual)	$ *Remaining for Expenditure*	% Difference (Actual / Target)	Notes
14.871	SECTION 8	$ 10,108,265					$ 10,108,265	1/1/2026	12/31/2026	12	9	$ 7,581,199	75.00%	$ 7,722,757	76.40%	$ *2,385,508*	*1.40%*	ON TRACK
93.791	ADRC	$ 16,563	$ 101,889				$ 118,452	9/1/2026	8/31/2027	12	1	$ 9,871	8.33%	$ 8,104	6.84%	$ *110,348*	*-1.49%*	ON TRACK
N/A	REGIONAL BROADBAND		$ 84,237				$ 84,237	2/1/2026	1/31/2027	12	8	$ 56,158	66.67%	$ 26,725	31.73%	$ *57,511*	*-34.94%*	ON TRACK BASED ON ACTIVITIES.
MULT.	211 TIRN	$ 116,211	$ 117,825		$ 10,970		$ 245,006	9/1/2026	8/31/2027	12	1	$ 20,417	8.33%	$ 9,300	3.80%	$ *235,706*	*-4.54%*	CONTRAC ENDED AUGUST 31st
93.568	CEAP	$ 5,490,942					$ 5,490,942	1/1/2026	12/31/2026	12	9	$ 4,118,207	75.00%	$ 3,264,062	59.44%	$ *2,226,880*	*-15.56%*	ON TRACK. MORE EXPENSES WERE ALLOCATED IN CEAP SUPPLEMENTAL
93.568	CEAP SUPPLEMENTAL	$ 340,223					$ 340,223	1/1/2026	12/31/2026	12	9	$ 255,167	75.00%	$ 338,312	99.44%	$ *1,911*	*24.44%*	HAD TO USE ALL FUNDS BY 9/30/2026
93.569	CSBG 2026	$ 242,515					$ 242,515	1/1/2026	12/31/2026	12	9	$ 181,886	75.00%	$ 164,693	67.91%	$ *77,822*	*-7.09%*	ON TRACK BASED ON ACTIVITES
93.568	LIHEAP 2026	$ 966,919					$ 966,919	1/1/2026	12/31/2026	12	9	$ 725,189	75.00%	$ 460,479	47.62%	$ *506,440*	*-27.38%*	ON TRACK BASED ON ACTIVITES
81.042	DOE	$ 537,170					$ 537,170	7/1/2025	12/31/2026	18	15	$ 447,642	83.33%	$ 387,955	72.22%	$ *149,215*	*-11.11%*	ON TRACK BASED ON ACTIVITIES
81.042	DOE BIL	$ 1,558,047					$ 1,558,047	7/1/2023	6/30/2027	48	39	$ 1,265,913	81.25%	$ 584,123	37.49%	$ *973,924*	*-43.76%*	ON TRACK. USING THIS FUNDS SLOWLY DUE TO TDHCA PAYMENT DELAYS
94.011	FGP	$ 683,638				$ -	$ 683,638	7/1/2024	6/30/2027	36	27	$ 512,729	75.00%	$ 475,748	69.59%	$ *207,890*	*-5.41%*	ON TRACK
94.002	RSVP	$ 250,000				$ -	$ 250,000	5/29/2025	3/31/2027	23	17	$ 184,783	73.91%	$ 151,770	60.71%	$ *98,230*	*-13.21%*	ON TRACK BASED ON ACTIVITIES.
11.303	EDA PLANNING	$ 210,000		$ 210,000		$ -	$ 420,000	1/1/2024	12/31/2026	36	33	$ 385,000	91.67%	$ 171,374	40.80%	$ *248,626*	*-50.86%*	ON TRACK BASED ON ACTIVITIES
11.303	EDA PW	$ 200,000		$ 10,000		$ 200,000	$ 410,000	3/1/2023	2/28/2026	36	43	$ 489,722	119.44%	$ 384,572	93.80%	$ *25,428*	*-25.65%*	ON TRACK. CURRENTLY USING EDA PLANNING FUNDS
N/A	SHSP LETPA	$ 175,000					$ 175,000	10/1/2025	4/30/2027	19	12	$ 110,526	63.16%	$ 73,757	42.15%	$ *101,243*	*-21.01%*	GRANT WAS RECENTLY AWARDED. EXTENDED UNTIL 4/30/2027
N/A	MSW		$ 230,000				$ 230,000	9/1/2025	8/31/2027	24	13	$ 124,583	54.17%	$ 96,875	42.12%	$ *133,125*	*-12.05%*	ON TRACK, CARRIES FORWARD
N/A	TXCDBG		$ 18,018				$ 18,018	9/1/2026	8/31/2027	12	1	$ 1,502	8.33%	$ 1,438	7.98%	$ *16,580*	*-0.35%*	ON TRACK CARRIES FORWARD
N/A	CJD		$ 95,202				$ 95,202	9/1/2026	8/31/2027	12	1	$ 7,933	8.33%	$ 115	0.12%	$ *95,086*	*-8.21%*	ON TRACK DUE TO ACTIVITIES
N/A	911-2026		$ 1,278,103				$ 1,278,103	9/1/2026	8/31/2027	12	1	$ 106,509	8.33%	$ 79,281	6.20%	$ *1,198,822*	*-2.13%*	ON TRACK DUE TO ACTIVITIES. CARRIES FORWARD
N/A	HSGD IL		$ 18,358	$ 10,928			$ 29,286	9/1/2026	8/31/2027	12	1	$ 2,440	8.33%	$ 242	0.83%	$ *29,043*	*-7.51%*	ON TRACK CARRIES FORWARD
97.067	HLSEC PLANNING	$ 50,000					$ 50,000	1/1/2026	12/31/2026	12	9	$ 37,500	75.00%	$ 17,512	35.02%	$ *32,488*	*-39.98%*	GRANT WAS RECENTLY AWARDED. ON TRACK
MULT.	AAA	$ 1,181,922	$ 157,594	$ 781,270		$ 35,000	$ 2,155,786	10/1/2025	9/30/2026	12	12	$ 2,155,786	100.00%	$ 2,216,248	102.80%	$ *(60,462)*	*2.80%*	ON TRACK BASED ON ACTIVITIES
	Total	**$ 22,127,415**	**$ 2,101,228**	**$ 1,182,749**	**$ 10,970**	**$ 235,000**	**$ 25,657,361**					**$ 4,349,081**		**$ 16,635,445**		***$ 9,021,916***		