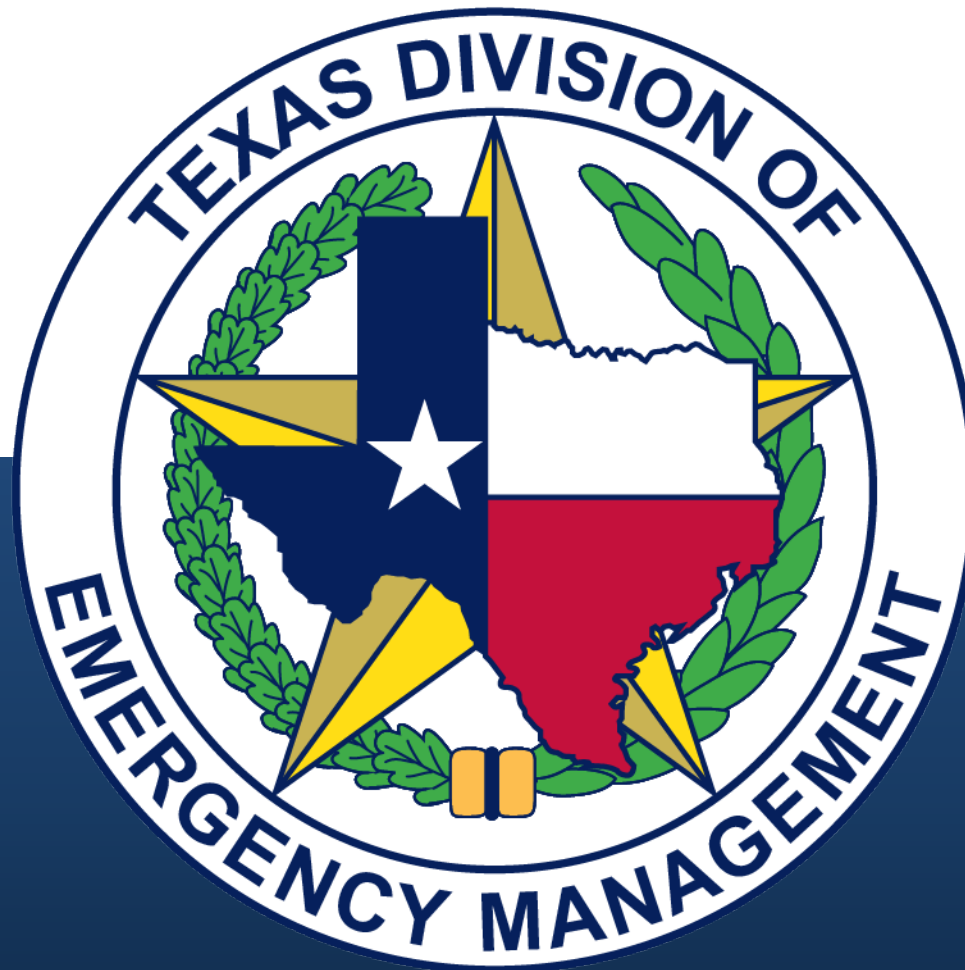
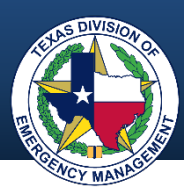


FIFA World Cup 2026 Concept of Operations (CONOPs) Update

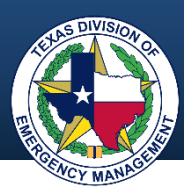


15 April 2026



Emerging Threats

Emerging Threats Section Chief,
Dave Mizelle



UNCLASSIFIED // FOR OFFICIAL USE ONLY Emerging Threats

Environmental Threats & Risks:

- Civil Unrest – not directed at FIFA
- Traffic congestion & accidents
- Medical surge & heat-related illness
- Hurricane evacuation conflicts / weather events
- Mass influx of visitors with cultural and language complexities





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Emerging Threats

Historical Terrorism associated with large sporting events:

1972 Munich Olympic massacre: political ideology

1996 Centennial Olympic Park bombing: lone wolf anti-government

2002 Madrid Car Bombing: ETA anti-government protest

2009 Sri Lankan Cricket Team: anti-government terror group

2010 Uganda World Cup bombing: FTO participation in AU peacekeeping in Somalia

2013 Boston Marathon bombing: ideological “payback” for US wartime actions

2024 Paris Olympics (3 thwarted attacks, transportation attack, 140 cyberattacks)

“An attack on the Olympics, where representatives of virtually all countries are co-present, provides an opportunity for global impact. In this regard, it is important to remember that terrorism is a performative and communicative act that aims to influence the audience it is orientated towards.”

–International Centre for Counter-Terrorism

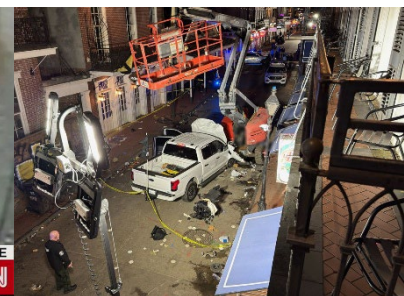


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Emerging Threats

MLCOA: The most likely course of action between mid-May 2026 and mid-July 2026 at FIFA associated events will be the threat of:

- Cyberattacks against the FIFA operations, public utilities, financial entities and government systems supporting the event.
- Drone attacks against crowds, critical infrastructure, venues, airspace violations, inciting panic.
- Lone wolf, DVE attacks against crowds utilizing small arms, vehicles and/or explosives.





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Emerging Threat

MDCOA: The most dangerous course of action between mid-May 2026 and mid-July 2026 at FIFA associated events will be the threat of:

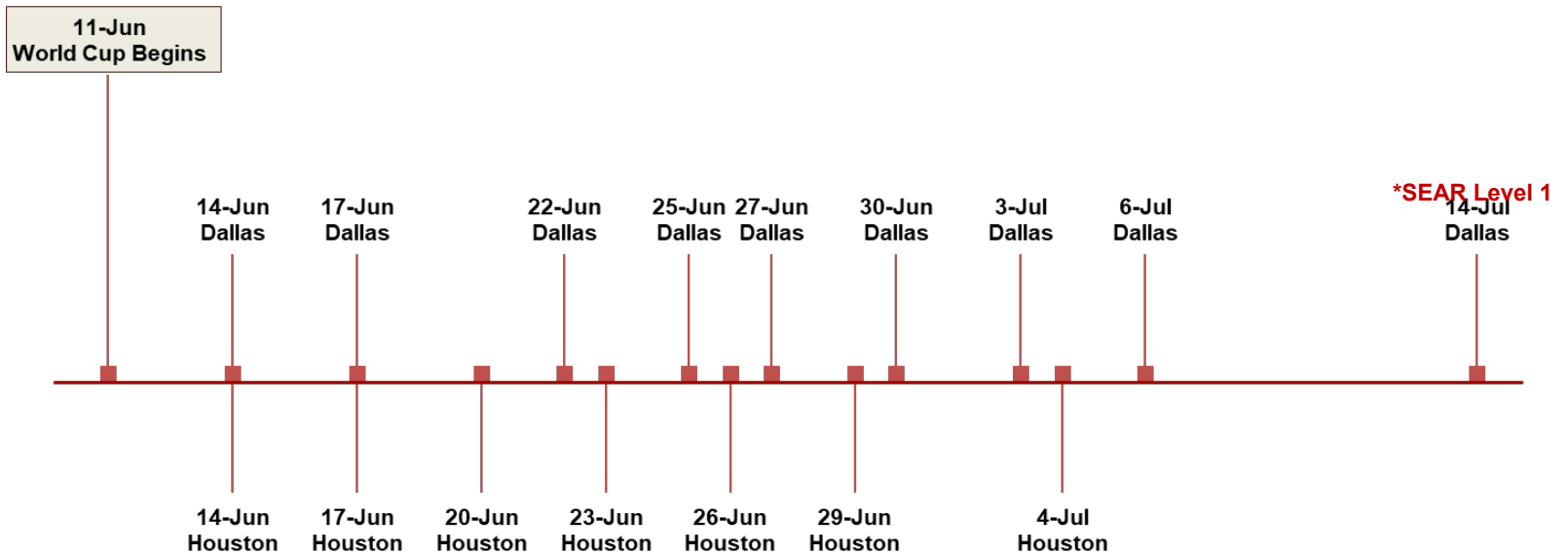
- Complex Coordinated Terror Attack occurring at multiple locations utilizing various means of attack to include small arms, explosives, toxic industrial chemicals, drones, fire, and vehicles.
- Directed attacks against first responders
- WMD utilization to include biological, nuclear and/or radiological devices





Event Overview & Scope

- **Tournament Dates:** June 11–July 19, 2026
- **Duration of State Posture:** Mid-May through late July
- **Texas Venues:** Dallas Stadium (9 matches), Houston Stadium (7 matches)
- **High-Profile Dates at SEAR Level 1:** July 4th (Houston) and semi-final game (Dallas)
 - *All events occurring concurrently on these days will be considered SEAR Level 1 events.
 - *POTUS arrival to any game becomes NSSE
- Sustained operations + hurricane season + July 4th 250th overlap
- Significant **cross-border movement** with Monterrey and Guadalajara matches
- FIFA funds teams for **only 48 hours** after they have been eliminated from the tournament



Planning Assumptions



Foundational Assumptions

- Local response first
- State support as needed
- Incidents with no warning unrelated to FIFA World Cup
- No automatic disaster declaration

World Cup Specific

- **San Antonio/Austin are preferred corridors for evacuation**
- Traffic volumes will increase along major transportation corridors due to team movements
- Local mutual aid resources may be limited
- Federal resources or assistance may not be immediately available
- Some federal coordination may occur outside traditional state-led processes.



World Cup Preview Traffic



Traffic gridlocked outside Gillette Stadium prior to a soccer match between Brazil and France, Thursday March 26, 2026, in Foxboro, Mass.

Fans used yards as bathrooms in Foxboro.

A number of people were using backyards as bathrooms, fully dropping their pants to do so.

...the big challenge was GPS apps routing drivers to back roads and surrounding towns.

...a big difference from regular Patriots game attendees who know to stay on 95 and take Route 1.

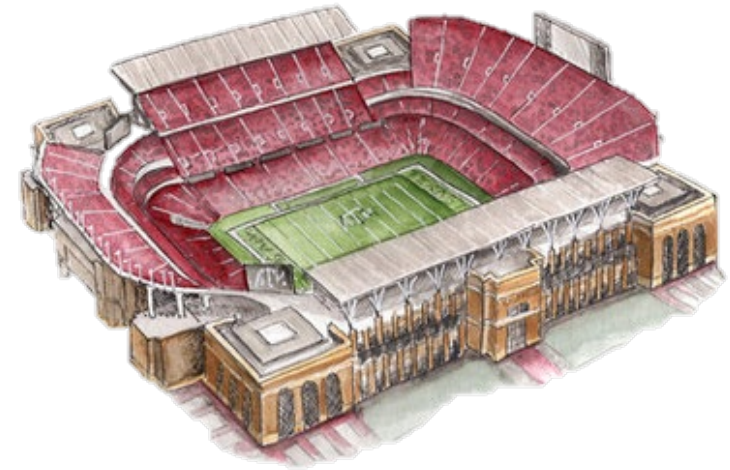
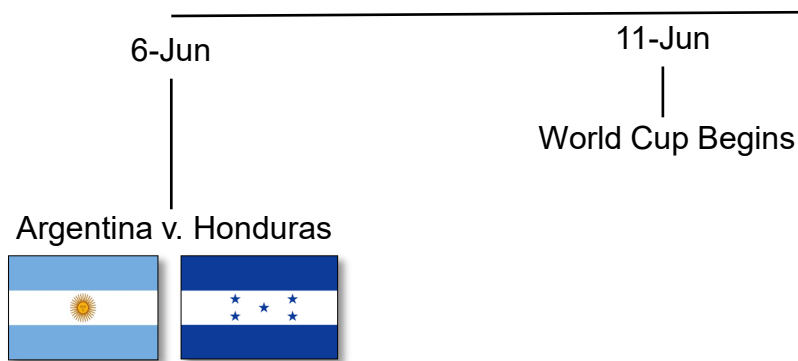


Kyle Field Stadium Schedule

Texas A&M University will host a match at Kyle Field Stadium.

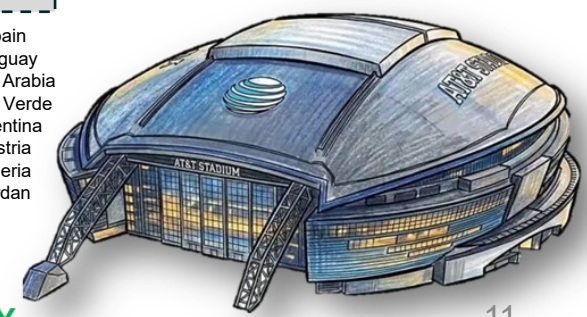
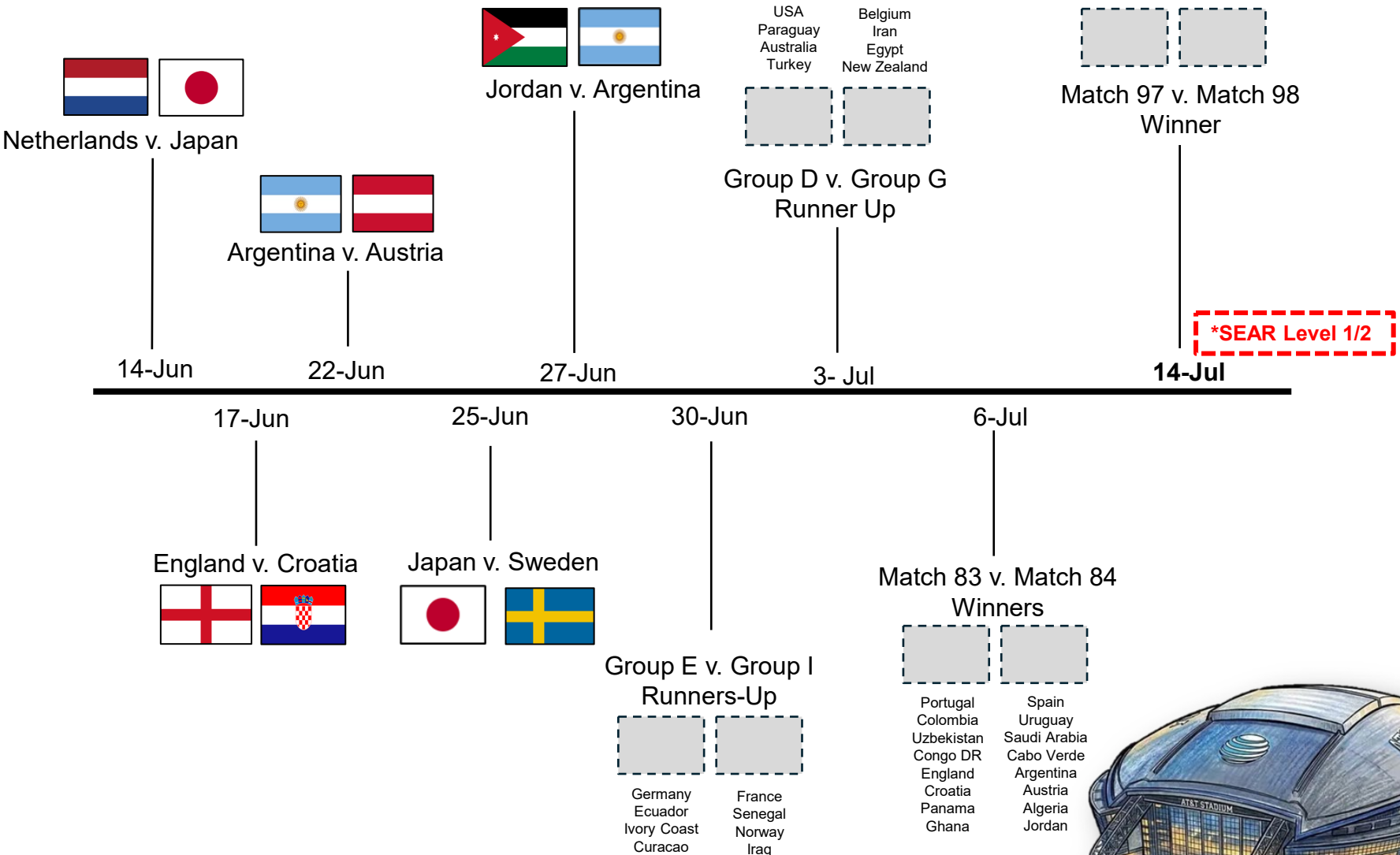
This is not a FIFA sponsored events.

- Argentina v. Honduras is part of *The Road to 26*, a series of high-profile soccer matches co-promoted by Unified Events and Florida Citrus Sports (FCS).





Dallas Stadium Schedule





Houston Stadium Schedule



- Mexico
- South Korea
- South Africa
- Czechia
- Canada
- Switzerland
- Qatar
- Bosnia & Herzegovina
- Morocco
- Scotland
- Haiti
- Netherlands
- Japan
- Tunisia
- Sweden

 
Germany v. Curaçao



14-Jun

 
Netherlands v. Sweden

20-Jun



 
Cabo Verde v. Saudi Arabia



26-Jun



 
Match 73 v. Match 75
Winners

4-Jul

***SEAR Level 1/2**

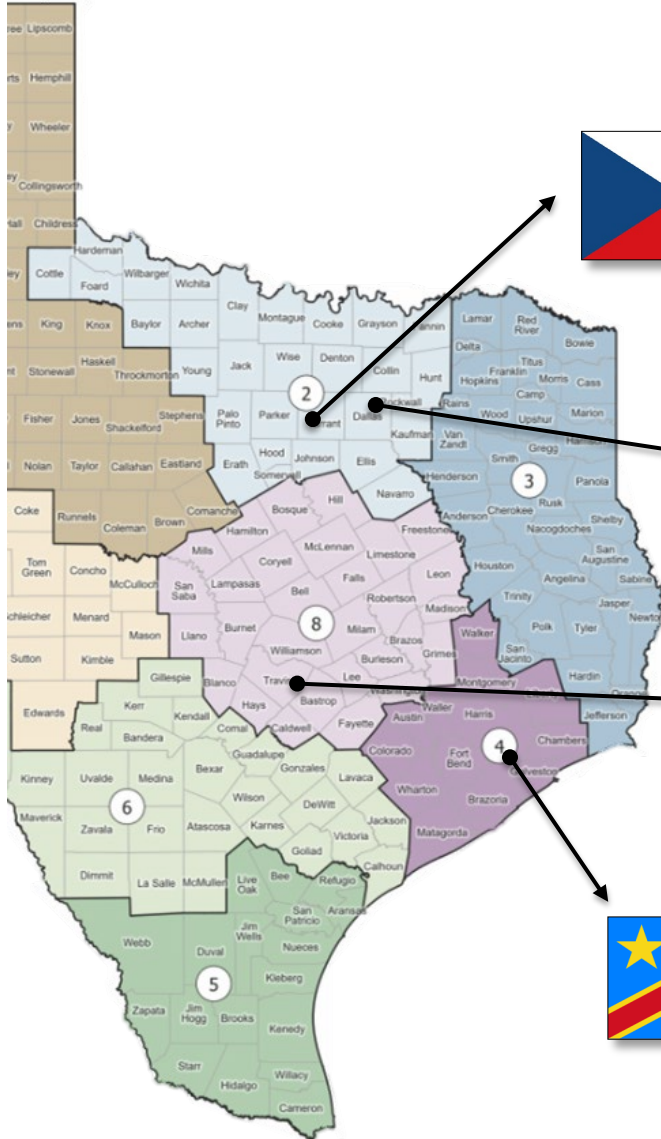
17-Jun
Portugal v. Congo DR
 

23-Jun
Portugal v. Uzbekistan
 

29-Jun
Group C v. Group F
Winner Runners-Up
 
Brazil
Morocco
Scotland
Haiti
Netherlands
Japan
Tunisia
Sweden



Texas Base Camps



Czechia

Hotel: Sheraton Fort Worth Downtown, Fort Worth

Training Site: Mansfield Stadium, Mansfield



Sweden

Hotel: The Westin Dallas Stonebriar Golf Resort & Spa, Frisco

Training Site: Toyota Stadium, Frisco



Saudi Arabia

Hotel: Four Seasons Austin Hotel, Austin

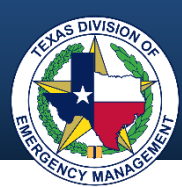
Training Site: Austin FC Stadium, Austin



Congo DR

Hotel: Selected not released to media at this time

Training Site: SaberCat Stadium, Houston



Coordination Structure

SOC Battle Rhythm Example:

0800 — Command & General Staff Call

1000 — Statewide Call

1030 — Tactics Call

1600 — Incident Management Team Executive Brief Call

Coordination through WebEOC Event: 26-0002

Key Coordination Nodes

Region 2

- International Broadcast Center (14 Jan)
- Ambassador Row
- Joint Operations Center (Pending construction- Dallas EOC)
- Tactical Operations Center
- Dallas PD Real Time Crime Center
- Fort Worth Intex Fusion Center
- North Central Texas Fusion Center

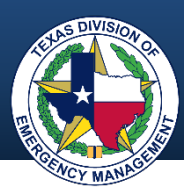
Region 4

- Multi-Agency Coordination Center (TranStar)
- FIFA Operations Center (TranStar)
- Tactical Operation Center (TBD)
- Resource Staging Area (TBD)
- Houston Regional Intelligence Service Center



Fan Movement

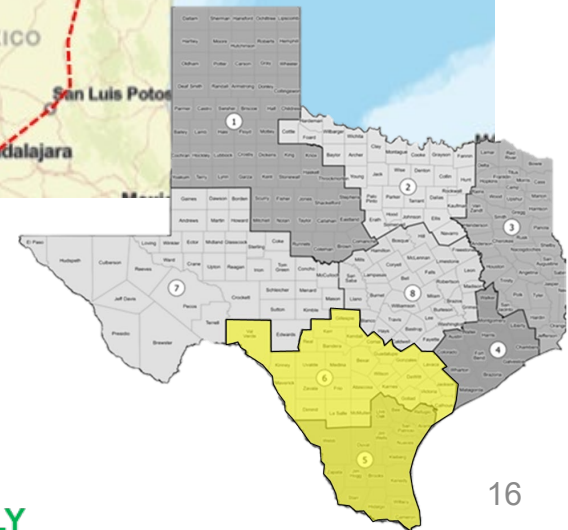
- **16 distinct fanbase movements that cross Texas**
- **Six** of those movements cross international borders, involving **five** different countries, driving impacts in border regions (Regions 5 & 6).
- Interstate movements extend Texas impacts beyond host cities, linking operations to California, Missouri, Florida, Georgia, Massachusetts, and Ontario.
- This volume reflects **team-driven fanbase movement** only and does not account for independent **spectator travel, media, or tourism surges**.
- Texas State Operations center will make direct contact with other state emergency operation centers throughout the during the operational period.



Cross-Border Fan Flow

Operational Note (Key Executive Takeaway):

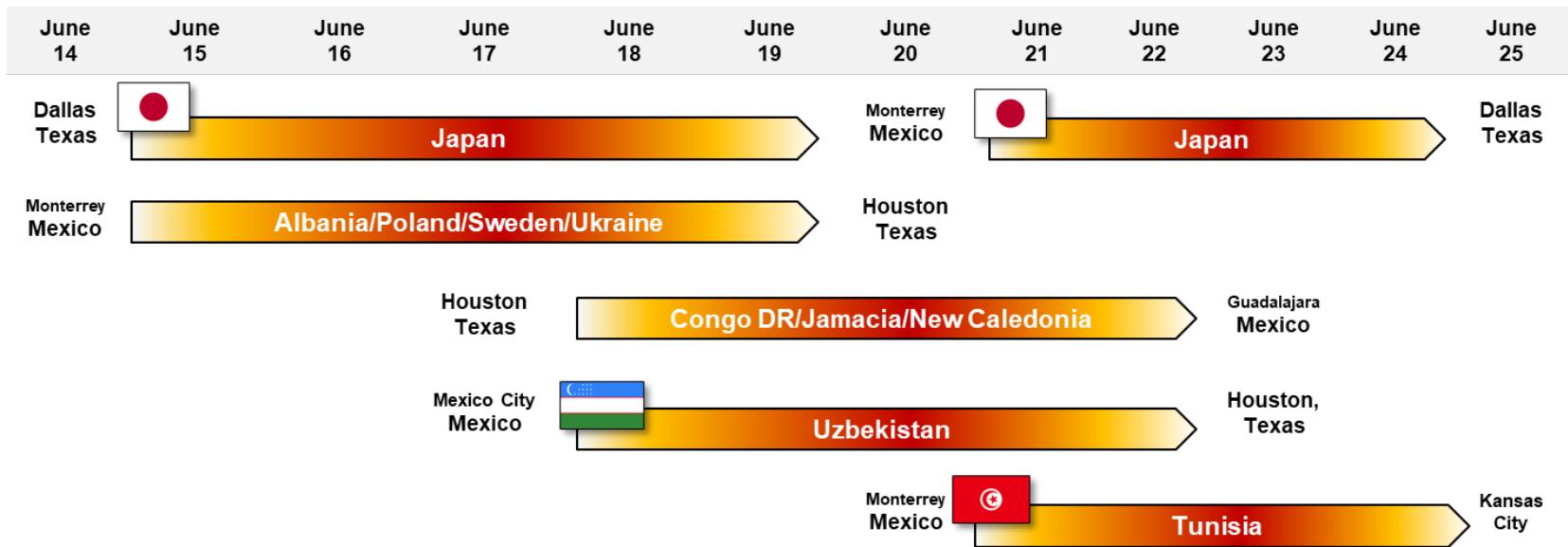
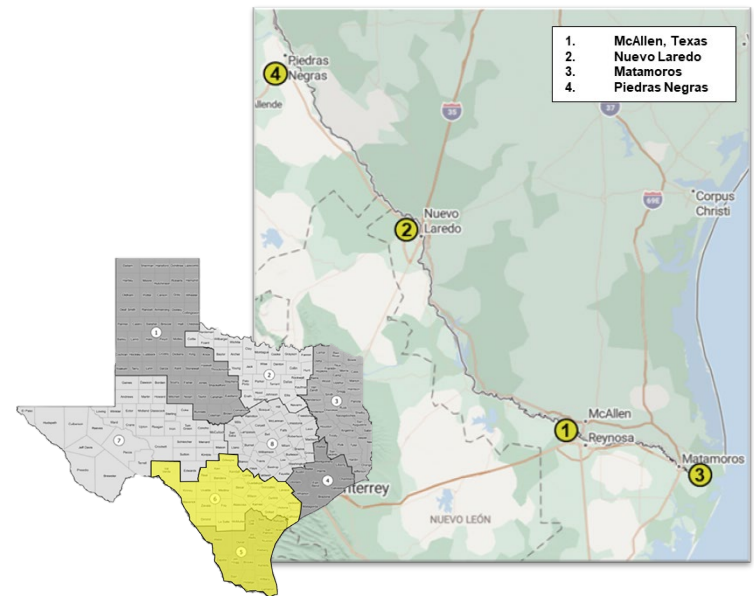
- Six international fanbase movements
- Border crossings + interior Texas travel
- Requires coordination across:
 - Ports of entry
 - TX DPS
 - Federal partners
- Heavier reliance on air travel
- Arrival/departure spikes at major Texas airports
- Less corridor congestion, more **airport & transit pressure**





Cross-Border Fan Flow

Fanbases crossing international borders into or out of Texas, primarily impacting TDEM Regions 5 & 6.





Travel In and Out of Texas (West)

Fans following teams by bus or other ground transportation may transit through **Region 1** or **Region 7** enroute to Dallas Stadium.



June 16	June 17	June 18	June 19	June 20	June 21	June 22	June 23	June 24	June 25	June 26	June 27
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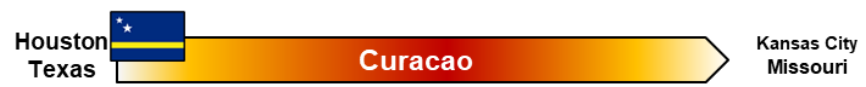
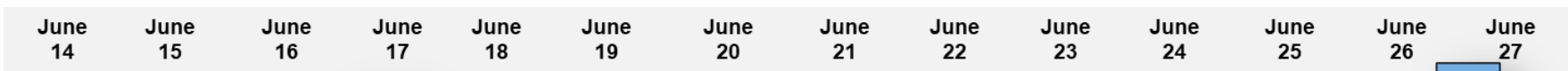
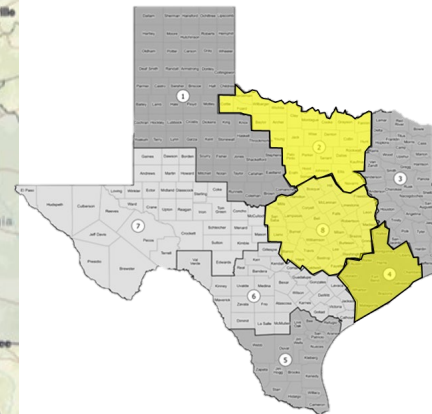




Travel In and Out of Texas (Midwest)



Fanbases moving **between Texas and Midwest venues**, impacting **Regions 2, 4, & 8**, with secondary coordination needs outside Texas.

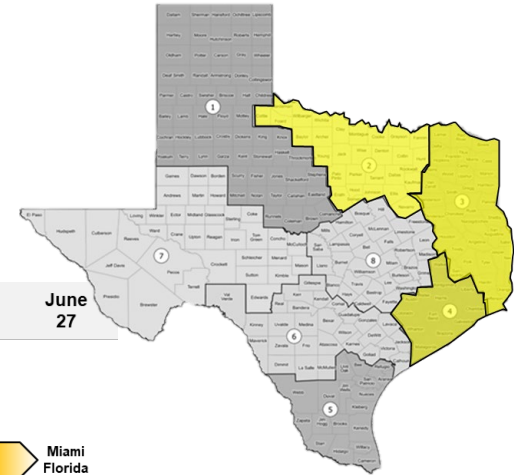




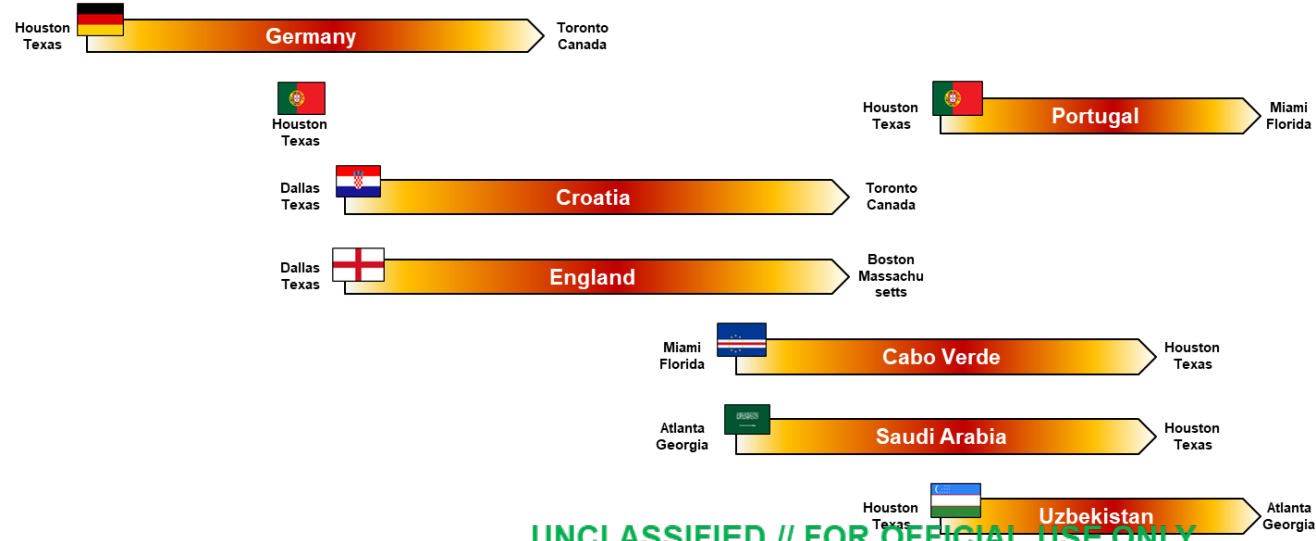
Travel In and Out of Texas (East)

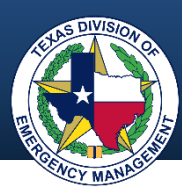


Fanbases moving **between Texas and Eastern U.S. cities**, creating long-haul travel surges impacting Regions 2, 3, 4.



June 14	June 15	June 16	June 17	June 18	June 19	June 20	June 21	June 22	June 23	June 24	June 25	June 26	June 27
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Concurrent Non-FIFA Events

Date	FIFA Match(es)	Host City	Concurrent Non-FIFA Events	Event Types	Concurrency Level
Jun 17	England v. Croatia/ Portugal v. TBD	Dallas / Houston	Astros v. Detroit (~41K) Summer Walker – Dallas (~21k)	MLB	High
Jun 20	Netherlands v. TBD	Houston	Astros v. Cleveland (~41K) Rangers (~40K); A\$AP Rocky - Houston (~19k)	MLB Concert	High
Jun 23	Portugal v. Uzbekistan	Houston	Rosalía – Houston (~19k)	Concert	Moderate
Jun 26	Cabo Verde v. Saudi Arabia	Houston	Rush – Fort Worth (~14K); Ariana Grande – Austin (~15K)	Concert	High
Jun 27	Jordan v. Argentina	Dallas	Ariana Grande – Austin (~15K)	Concert	Moderate
Jun 29	FIFA TBD	Houston	Astros v. Minnesota (~41K)	MLB	Moderate
Jun 30	FIFA TBD	Dallas / Houston	Astros v. Minnesota (~41K)	MLB	Moderate
Jul 3	FIFA TBD	Dallas / Houston	Astros v. Tampa Bay (~41K)	MLB	Moderate
Jul 4	FIFA Match [Houston]	Dallas / Houston	Astros (~41K); Rangers (~40K); Freedom Over Texas	MLB US Holiday	High

**Events with an anticipated attendance of 15K or above*

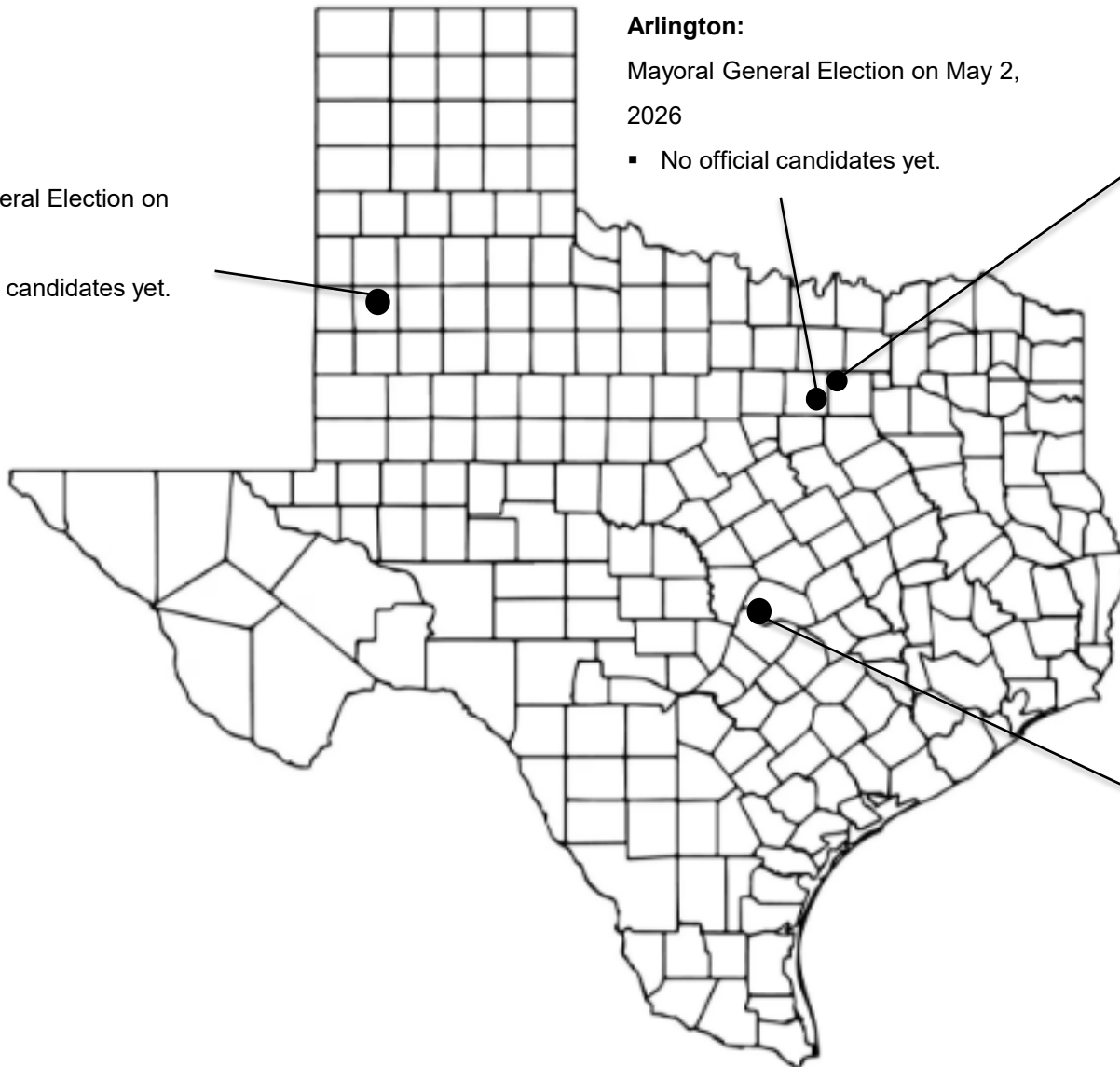


Local EM Leadership Transitions Prior to FWC 2026

Lubbock:
 Mayoral General Election on
 May 2, 2026
 ▪ No official candidates yet.

Arlington:
 Mayoral General Election on May 2,
 2026
 ▪ No official candidates yet.

Irving:
 Mayoral General Election on
 May 2, 2026
 ▪ No official candidates yet.



Comal County:
 Special Election- County Judge
 Nov 2026
 ▪ No official candidates yet.
 ▪ Interim Judge until due to
 death of county judge.

Leander:
 Mayoral Special Election on May
 7, 2026
 Candidates:
 ▪ Mike Sanders
 ▪ Kathryn Pentalion-Parker
 ▪ Na’Cole Thompson



Operational Framework (Region 2)

Disaster District 4 Emergency Operations Center:

- Activates on May 28, 2026, at 0700 (Level 3)
- Upgrades to Level 2 activation on match days

Tentative Schedule For Disaster District 4

- May 27 — Normal Operations (Level 4)
- May 28 — Activate Emergency Operations Center (Level 3)
- August 02 — Return to Normal Operations (Level 4)

Deliverables During Its Activation Period:

- Event Action Plan
- Daily Conditions/Actions/Needs Report
- Daily Community Lifeline Summary
- Daily Regional Coordination Call
- Game Day Coordination Call (in addition to the daily call)
- ICS 204 for inclusion in the regional Event Action Plan



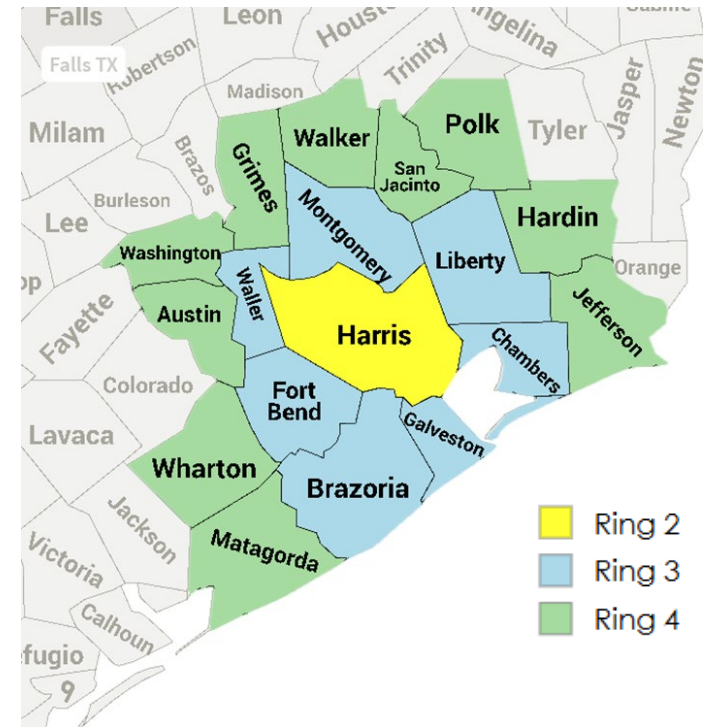
Operational Framework (Region 4)

Disaster District 16 Emergency Operations Center

Disaster District 16, along with the Incident Management Team, will operate the Disaster District Emergency Operations Center. This emergency operations center will mirror the Houston TranStar activation timeline.

The Houston area has been separated into four emergency management command rings:

- **Ring 1** covers FIFA, NRG Stadium, FanFest in EaDo, and any hotels associated with the World Cup.
- **Ring 2** covers Harris County
- **Ring 3** covers each county that borders Harris County
- **Ring 4** covers each county that borders counties in Ring 3



Each of these rings operates on the assumption that the smaller rings will not assist the larger rings in the event of a significant incident affecting the World Cup.



Closing Remarks