LEADING THE HOUSTON AREA’S PREPARATION FOR, RESPONSE TO, AND PROTECTION AGAINST MANMADE AND NATURAL HAZARDS.
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MESSAGE FROM MAYOR TURNER

This year was full of excitement as the City hosted both Super Bowl LI and the Major League Baseball World Series, which brought fans and spectators from across the country. Both events required years of planning efforts and extended security coordination during the events across disciplines at every level of government to ensure the safety of all of those in attendance.

In contrast, the City of Houston experienced significant devastation in 2017 as a result of Hurricane Harvey. The catastrophic rainfall triggered unprecedented flooding in the greater Houston region, which resulted in the inundation of hundreds of thousands of homes and businesses and the displacement of thousands of residents. The impact of the flooding required swift and coordinated rescue of citizens.

On behalf of the City of Houston, I would like to offer gratitude to the staff of the Office of Public Safety and Homeland Security for another year of commendable service to the citizens of Houston. Throughout 2017, the staff continued to meet the challenge of protecting the residents, visitors, and businesses in the greater Houston area by developing innovative practices and initiatives directed toward detecting, interdicting, and enhancing response to catastrophic emergencies in our community.

As we continue to work with our partners to improve the City of Houston’s ability to respond to and recover from natural and man-made disasters, I look forward to another successful year in 2018 as the department continues to implement initiatives to support the homeland security efforts of the region and to support the City during incidents and events.

Sincerely,

Mayor Sylvester Turner
INTRODUCING CHIEF BUENIK

On February 20, 2018, Mayor Sylvester Turner announced the appointment of George Buenik as the new Director of the Mayor’s Office of Public Safety & Homeland Security. In March 2017, he retired from the Houston Police Department after a 34-year career. During his HPD tenure, he rose through the civil service ranks to the second highest position of executive assistant chief. In that role, Chief Buenik oversaw the Homeland Security Command consisting of special operations, tactical operations and served as the operations’ crisis incident commander responsible for police emergency response to natural disasters and major incidents.

Chief Buenik graduated with a Bachelor of Science degree in law enforcement from Western Illinois University and a Master of Science in criminal justice management from Sam Houston State University. He is a graduate of the FBI National Executive Institute, the FBI National Academy, Leadership Houston and has additional advanced training.

Chief Buenik has received numerous professional awards including the Houston Police Department’s Lifetime Achievement Award, the Houston Young Lawyers Association Liberty Bell and the National Police Week Manager of the Year award.

MISSION

The City of Houston Mayor’s Office of Public Safety & Homeland Security leads and supports efforts to prepare for, respond to, and recover from incidents that threaten the continued well-being of the city, its residents, and its neighbors in the Houston-Galveston Area Council region.

Through its divisions, the Office develops plans, programs and best practices, and conducts trainings and exercises to prepare the whole community for emergencies and disasters.

Because incidents range in complexity, and require unique response coordination, the Office must continue the pursuit of a more prepared community, so that when disasters strike, impacts to life and property are minimized.
The **Homeland Security Division** coordinates homeland security and preparedness efforts with City departments, jurisdictions within the region, the state, federal agencies, and the private sector. In addition, the division manages millions of dollars of federal homeland security grants for the region.

The **Office of Emergency Management (OEM)** is the City's emergency coordination agency. Through the development of partnerships, planning, training, exercises, and response, OEM ensures Houston is prepared to handle the consequences of various natural and manmade disasters.

The **Houston Emergency Center (HEC)** is Houston's Public Safety Answering Point (PSAP), processing over 8,000 calls every day for emergency and non-emergency assistance from public safety agencies.
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2017

A YEAR FOR THE HISTORY BOOKS
The safety and security of Super Bowl LI was enhanced through partnerships between agencies such as the FBI, Harris County Sheriff’s Office, Houston Police Department, U.S. Department of Homeland Security and the Houston Fire Department.

The City of Houston activated its Emergency Operations Center with representatives from various City, State and Federal agencies and the host committee to monitor activities related to the game and its events to ensure safety and security.
PUBLIC SAFETY PLANNING

In the two years prior to hosting Super Bowl LI, The Mayor’s Office of Public Safety & Homeland Security and OEM engaged with public safety agencies and the Local Organizing Committee to effectively plan for the unique safety, security, and transportation challenges of hosting a Super Bowl.

PUBLIC SAFETY RESPONSE COORDINATION

As the City of Houston welcomed thousands of visitors to the city for Super Bowl LI, the Mayor’s Office of Public Safety & Homeland Security, through the Office of Emergency Management (OEM), coordinated the City’s public safety response for the game and surrounding events. Over ten days, multiple agencies from the local, state, and federal levels, as well as representatives from the NFL and private industry worked together to secure the events, and ensure ease of access and transportation.

The City’s Emergency Operations Center (EOC), housed at the Houston Emergency Center, served as the public safety command center during the events.

All security, aviation, and intelligence operations were coordinated through the EOC, providing a centralized, coordinated, and effective response to the various official and unsanctioned events across Houston.

The EOC hosted a variety of agencies from federal, state and local governments, including the Texas Department of Public Safety (DPS) during the 10-day activation.

Enhanced technology and expansion of grant-funded public safety video camera systems in the downtown area proved an excellent resource for maintaining situational awareness of events in the city’s core.
HARVEY

Responding to the largest natural disaster in Houston’s history
Photo of Hurricane Harvey taken from the International Space Station
Photo: NASA
Hurricane Harvey and its aftermath will go down in history as Houston’s most catastrophic disaster to date. Over a period of five days, some portions of the City experienced over 54 inches of rainfall.

As streets and bayous filled with water and overtopped their banks, homes and vehicles began taking on water, creating a situation that resulted in dramatic rescues followed by complete devastation.

As the threat from Harvey was realized, through the response, and into the recovery phase, the Mayor’s Office of Public Safety & Homeland Security, Office of Emergency Management and Houston Emergency Center played vital roles in helping America’s fourth-largest city cope with and recover from the effects of Harvey.

Ahead of the storm, OEM issued weather advisories both to City departments and the public warning of the potential threat from the storm.

Through activation of the City’s Emergency Operations Center, various departments, including Fire, Police, Public Works, and others began taking steps to pre-stage assets. Additionally, OEM served as the City’s liaison with surrounding Counties, the State of Texas and Federal Emergency Management Agency to ensure adequate coordination ahead of, during, and after the storm.
Hurricane Harvey dumped an average of 51 inches of rain across the City of Houston, inundating streets and flooding thousands of homes, businesses and vehicles.

Number of affected housing units in Houston
(Source: Mayor’s Office of Innovation, Houston Public Works, and FEMA)

Maximum Rainfall Observation in Houston during Harvey
(Source: National Weather Service)

Number of Volunteer Hours logged online
(Source: ReportYourHours.com)

Hours of continuous Emergency Operations Center Activation
(Source: Office of Emergency Management)

Peak # of unique daily visitors to houstonemergency.org
(August 28th Source: OEM)

Photo: FEMA / Dominick Del Vecchio
Throughout the response to Hurricane Harvey, the City’s Emergency Operations Center (EOC) served as the Unified Command Center for Houston’s response. Housing the City’s responding departments, as well as partner agencies, the EOC was the center point for communication and response coordination throughout the storm. Executive briefings with City leadership took place on a regular basis, and the result was an effective, coordinated response. Building on prior successes, the EOC published situation reports to key departments and organizational partners, keeping them informed of changing conditions and upgrades in the City’s response posture.

As part of its role as a regional response center, the City’s EOC supported emergency management technologies that serve the entire Houston region throughout the response. OEM staff responsible for crisis information systems maintained connections with regional response agencies and provided technical support throughout the incident.
The regional Catastrophic Medical Operations Center (CMOC) was housed in the City’s EOC, and supported medical response in 22 counties, including the coordination of nursing home and hospital evacuations. This strategic partnership with the Southeast Texas Regional Advisory Council (SETRAC) allowed the City to maintain situational awareness of facilities that serve the most vulnerable residents, and allowed the City to serve as an asset to neighboring communities when resources were scarce.

Keeping the public informed through social media and press conferences fell to the staff of the City’s Joint Information Center (JIC). Manned by communication professionals from various departments, the JIC served as Houston’s “single voice” throughout the response, ensuring that public information was coordinated across all agencies. The Houston Emergency Center (HEC) media briefing room also served as the primary location for media briefings throughout the event. JIC staff logged thousands of calls from local, regional, national and international media, and worked to support the needs of first responders through timely, accurate public information.

Mayor Turner regularly took time to speak directly with those engaged in the response. Pictured here with Congresswoman Sheila Jackson Lee. (Photo: OEM/Michael Walter)

W. Nim Kidd, Director of the Texas Division of Emergency Management, Dennis Storemski, Director of the City’s Office of Public Safety & Homeland Security, and Tony Robinson, Federal Emergency Management Agency (FEMA) Region VI Administrator maintained communication throughout the storm.
Celebrating the Astros’ historic run to the championship

After Hurricane Harvey, one of the key events that brought the people of Houston together was watching the historic run of our Houston Astros towards their World Series Championship win.

As Houston prepared for the World Series games, and ultimate victory, the Office of Emergency Management, and Homeland Security division of The Mayor’s Office of Public Safety & Homeland Security were key in ensuring Houston was ready.

Engaging with law enforcement, fire, EMS and other agencies, OEM and Homeland Security stood ready to welcome the thousands of fans from across the nation to the Bayou City.

The City’s Emergency Operations Center (EOC) served as the unified command post for public safety operations related to the three World Series games played in Minute Maid Park.

Ensuring the safety and security of the games took the same kind of teamwork displayed on the field. Partnerships gained through Houston’s Super Bowl LI planning were an essential element, and only highlight the importance of sustained engagement across all public safety disciplines.

As the Astros brought home the win, the largest public event in Houston’s history was on display for the world to see. Through integrated planning, consistent information sharing, and effective situational awareness tools, Houston once again demonstrated its ability to provide a safe, fun environment for all.

An estimated 1 million Astros fans gathered in downtown Houston to celebrate their historic run an world series championship. Through existing partnerships, law enforcement, fire/ems, and emergency management demonstrated a team effort in keeping fans safe. (Photo: Mayor’s Office / Melissa Ragsdale Darragh)
City Hall became the centerpoint for celebrations during the Astros victory parade. A sea of orange and blue could be seen from the 25th floor of 611 Walker.

(Photo: Houston Public Works / Alanna Reed)
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2017 INITIATIVES

Proactive approaches to improving Houston's disaster resilience and security
As part of the Texas Division of Emergency Management (TDEM) “Hurricane Charlie Full-Scale Exercise (FSE),” held June 1-9, 2017 in the Houston Region, the City of Houston conducted an Evacuation Hub exercise from 7-11 a.m. and an Interim Shelter Exercise from 12-4 p.m. on June 7th at the George R. Brown Convention Center (GRBCC). Both the pre-hurricane evacuation in the morning and the post-hurricane interim sheltering activities in the afternoon provided personnel with simulated scenario and evacuee role-players to test plans, procedures, and two electronic tracking systems.

The goal of this exercise was to test emergency operations coordination, critical transportation, mass care services, and health and social services. One of the objectives included a full-scale test of the emergency tracking network (ETN), a technology used locally that interacts with the state in a web-based program to register and track evacuees. Another objective focused on the steps necessary to determine, coordinate, and provide various needs post-hurricane for the impacted population to sustain mass care operations, such as clothing, medications, transportation, housing, and health care services.
Volunteers simulated various scenarios to test the assumptions of evacuation center and shelter hub staff. This included having pets, as well as incorporating volunteers with disabilities to ensure the plan met the needs of the whole community. (Photo: OEM)
Regional Wildfire Concept of Operations (CONOPS)

The Significant Wildfire Incident Concept of Operations (SWI ConOps) is a regional plan that details the processes and procedures for sharing of resources and information during a large-scale wildfire operation in the Houston area.

On April 23, 2018, the ConOps will be tested at a discussion-based Regional Wildfire Tabletop Exercise, which will provide an opportunity for Fire Chiefs to work with each other and decision-makers from various disciplines to discuss a high-level regional approach for coordination of resources and information during multi-jurisdictional wildfires. The goal for this exercise is to discuss the integration of resource management, tracking, and coordination with local, regional, state, and federal partners in a safe environment.
The Houston region was selected by the U.S. Department of Homeland Security (DHS) Office of Health Affairs (OHA) to assist in the next phase of their Chemical Demonstration Project by developing a community-specific preparedness assessment producing a snapshot of current chemical preparedness, tailored to each community. The methods and supporting tools created around the critical nodes for decisions and actions will provide communities with a measure of their response capabilities and an opportunity to pinpoint areas for improvement. The overall objective was to provide any community with a tool that will help planners identify existing vulnerabilities, areas of threats, and identify key resources. This planning tool is now being shared nationwide.

Introducing Unexpected Partners in Emergency Management

In July of 2017, the The Mayor’s Office of Public Safety & Homeland Security hosted a statewide peer-to-peer workshop at NASA featuring some unlikely partners who may get overlooked in emergency preparedness, response, and recovery missions. Speakers at this workshop covered topics such as the roles the Poison Control Center and the Texas Cultural Emergency Response Alliance (TX-CERA) can play in mitigation, response, and recovery efforts; the myths and misnomers surrounding Health Insurance Portability and Accountability Act (HIPAA) compliance, which can hinder response tasks such as victim identification and accounting; and a question and answer session with a panel of emergency management coordinators from around the region to introduce emergency management concepts to those who are unfamiliar with the field.
ONGOING INITIATIVES

Houston’s role in securing the region
Securing the Cities
Regional Radiological Protection Initiatives

The Securing the Cities program is a five-year, up to $30 million competitive grant issued by the DHS Domestic Nuclear Detection Office to cities containing large populations and substantial critical infrastructure of a national interest. The STC-Houston program was instituted in June 2016 and is in its second year of grant funding. The grant provides equipment, training, and planning support to develop a robust regional program aimed at the detection and interdiction of illicit radiological and nuclear materials. Over five thousand law enforcement officers in the region will be trained and equipped to detect such materials that could be used to make a radiological dispersion device or improvised nuclear weapon.

In 2017 the Securing the Cities program completed three regional plans: Information Sharing Plan, Multi-Year Training and Exercise Plan, and a standardized Concept of Operations plan. To increase maritime radiological/nuclear search and detection capabilities, the Texas Parks and Wildlife Department Law Enforcement Division was added as a principal partner. In January 2018, regional law enforcement officers started training, on the radiation detection equipment, continuing for the next 18-24 months. To support regional law enforcement, a 24/7 radiological detection assistance service known as HOURGLASS (Houston Radiological Guidance, Logistics, and Support Site) was instituted. In addition, a dedicated STC website (HoustonSTC.org) was created to provide information regarding radiation and radiological materials to law enforcement and the public.
Ready Houston
Regional Preparedness Initiative

2017 proved to be another successful year for the Ready Houston regional preparedness initiative. Led by The Mayor’s Office of Public Safety & Homeland Security, Ready Houston provides materials and information to residents in five Houston area counties that help them prepare for disasters.

Topping the list was the reimagining of the readyhoustontx.gov website. Working with a team of dedicated web developers and PR professionals, the Ready Houston site underwent a complete overhaul that not only improved its functionality, but also its availability on mobile devices. With new, fresh graphics and updated information on local emergency resources, the new readyhoustontx.gov will continue to be the primary source for emergency preparedness information in the region.

Additionally, Ready Houston launched “Neighborhood Ready Meeting Kit,” which encourages neighborhood leaders to work within their communities to promote emergency preparedness, using the successful “Neighborhood Ready” materials. Houston residents can order a kit directly from readyhoustontx.gov, which contains materials, notepads, pens, and a small safety light. The hope is that by having the information more accessible, community organizations can be better prepared to take on their role in preparing the whole community for disasters.

Building on the success of a program for elementary-school aged kids, Ready Houston launched a campaign developed for middle school students, which included age-appropriate materials packaged in a curriculum that takes preparedness to the classroom. The curriculum is offered at a variety of levels, which encourage preparedness through in-class and homework-based activities.
Community Emergency Response Teams

Community Emergency Response Teams (CERT) are groups of trained community-based volunteers that are prepared to help their neighbors in a disaster. Part of the FEMA CitizenCorps program, CERT teams train extensively in area such as fire suppression, disaster psychology, search and rescue, and first aid. The Houston area continues to be a leader in the training and use of CERT members in responses, drills, exercises, and special events. In 2017, CERT teams played a vital role in assisting with the response to Hurricane Harvey.

During the response to Harvey, CERT Teams:
• Supported first responders and the public by providing meals throughout the response
• Supported first response agencies through volunteer management
• Assisted neighbors in leaving their flooded homes
• Worked with the American Red Cross to operate shelters
• Supported the City’s donations management warehouse
• Worked with local faith organizations to provide immediate assistance through donation points
• Assisted with cleaning up neighbors’ flooded homes
• Conducted damage assessment and welfare checks on neighbors

In addition to their critical role in response, CERT members also play a huge part in promoting emergency preparedness throughout the community. CERT teams include people from all across Houston’s diverse community, and CERT classes have been taught in Spanish, Vietnamese, and recently, American Sign Language.

Regional Peer Planning Workshops

The Peer Planning Workshops (PPW) have been created and conducted with a workgroup of regional planners since 2016. The workshop topics are chosen by the emergency management stakeholders in the region through surveys.

In 2016, PPW topics included emergency public information and donations management. In 2017, the topic was Continuity of Operations Planning (COOP). Participants from across the region and the State of Texas attend each workshop. As part of each workshop, a 2-hour table top exercise is conducted to provide an opportunity for participants to share best practices and evaluate their organization and/or departmental plans for potential gaps and areas to improve. Many City of Houston personnel attended the COOP workshop in 2017 to review the scenario and discuss various response actions to enhance their plans.
Security Technology Interface

A public and private partnership has been developed within the City of Houston to study the emerging technology that supports public safety, private security, general operations, and traffic management. By teaming up with Industry Leaders (Axis, Vidsys, Milestone and Siklu) equipment is being installed in the Discovery Green/GRB and Galleria/Uptown areas. These “technology zones” offer Houston Police, Fire, General Services Department and Houston Public Works a chance to develop new skills and strategies to further public safety and service efforts for people in Houston. This project consists of a series of devices that not only deliver live streaming video, but also thermal imaging, and on-board analytics that alert first responders of sight and sound anomalies. Studies will center on acoustic detection related to a loud noise disturbance, gunshot, suspicious behavior, and traffic data collection. The locations were chosen based on high-profile events regularly occurring in these venues that draw national attention. Using “in-kind” resources, the partnering entities from public safety, private business, and industry gain firsthand knowledge of the capabilities of this technology without incurring cost or disrupting current systems already in place.

Strengthening the Resilience of Houston’s Healthcare Community

The Office of Emergency Management works throughout the year to promote organizational emergency preparedness in Houston’s healthcare community. Focusing specifically on non-hospital healthcare facilities, OEM plays an active role in ensuring these facilities understand best practices for their plans, and have the information they need to cover their bases.

In what has become an annual tradition, OEM hosted the Houston Healthcare Emergency Preparedness Summit at the George R. Brown, where over 500 participants from this community came together to hear about changes to regulations, best practices in emergency planning, and lessons learned from previous responses. Partnering with regional and statewide entities, OEM hosted this event in July, which consisted of a day of presentations and a resource fair, where providers could ask questions from various agencies one-on-one.
LOOKING FORWARD
Complex Coordinated Terrorist Attack (CCTA) Grant Program

The City of Houston Mayor’s Office of Public Safety & Homeland Security successfully applied for the grant program to prepare communities for Complex Coordinated Terrorist Attacks (CCTA). Houston was one of 29 jurisdictions selected, awarded $1.7 million to improve capabilities to prepare for, prevent, and respond to CCTAs.

Two of the most complicated aspects of managing a CCTA are coordinating the various jurisdictions, agencies, and disciplines responding to the scene and coordinating that response at multiple sites. Through this initiative, Houston will develop a gap analysis, develop an operational framework that focuses on the coordination of simultaneous crisis response and consequence management, create and deliver training, and conduct an exercise that validates our knowledge and understanding of the planning strategies. It is the intent of our program to empower responders with the knowledge and skill set to contain and eliminate all threats while saving as many lives as possible. This program is imperative as we confront the evolving and dynamic terrorism threat by providing support to build a sustainable preparedness approach for addressing complex, coordinated attacks in collaboration with the whole community.

FEMA Technical Assistance Grocery Store Resilience

The City of Houston is one of 14 cities chosen to participate in a FEMA Technical Assistance Study related to Grocery Store Resilience. The Mayor’s Office of Public Safety and Homeland Security is leading the effort, and enlisting assistance from the Office Emergency Management, Mayor’s Citizens Assistance Office and the Planning and Development Department to understand the grocery store industry and assess the needs of citizens during and after a catastrophic event.

This research will not only collect data broadly across the city but will capture content already collected as part of the Mayor’s Complete Community Initiative ensuring a whole community approach to this endeavor. Due to the occurrence of Harvey, project leaders are fast tracking some of the efforts by assessing citizen and store needs to implement a plan to maximize the recovery efforts of grocery stores assuring the availability of food staple items. This understanding of Grocery Supply Resilience can greatly reduce unintentional impediments that affect public behavior related to acquiring and storing food supplies.
Countering Violent Extremism Grant Program

In the summer of 2017, the City of Houston was formally awarded a $500,000 grant to train and engage with the community to develop capabilities to counter violent extremism.

Collaborating with interfaith organizations, non-profits, and law enforcement partners to reduce the vulnerability of youth to extremist ideologies, the Houston CVE Training and Engagement Initiative will be led by a Regional Steering Committee. The purpose of this program is to produce scenario-based workshops for parents and youth, as well as a train-the-trainer program to ensure sustainability of the Initiative. Work completed in 2017 included award acceptance through City Council, development of a scope of work, and the initiation of the procurement process. The Steering Committee will begin meeting in early 2018, and program development will continue through 2019.

AlertHouston
Emergency Warning Enhancement

OEM serves Houston residents by coordinating effective and timely warnings in times of emergency. Working with first response agencies and regional partners, OEM utilizes a variety of tools to reach the public with information that could save their life. In 2018, OEM will be implementing an enhancement to the AlertHouston system, which was launched in 2011.

Working through the UASI grant, OEM was able to secure a contract for a new mass notification vendor that will dramatically improve the agency’s ability to issue alerts. The new AlertHouston system will offer text messages and voice alerts, as well as integration with other systems, including the FEMA Integrated Public Alert & Warning System (IPAWS), and in late 2018, a branded mobile app which will allow Houstonians to receive “push” notifications, regardless of where they are in the city.

These technical enhancements, as well as planned training and exercises, will enhance Houston’s ability to reach the public quickly when seconds count.
City of Houston Emergency Operations Center (EOC) Enhancement

As part of an ongoing effort to improve Houston’s ability to coordinate in times of emergency, the Office of Emergency Management (OEM) is in the process of enhancing the City’s Emergency Operations Center (EOC) located at the Houston Emergency Center. The multi-phase project, which began in 2013, enhances the size and seating capacity of the EOC, and improves efficiency in the use of space, allowing for more agencies to have a presence in the Center. New data terminals will provide seamless access to crisis information systems, and will enhance situational awareness to the various agencies who play a role in the EOC. Enhanced overhead graphics and routing of information improves agencies’ ability to visualize important data in the decision-making and resource allocation processes.

City of Houston Hazard Mitigation Action Plan

The City of Houston Hazard Mitigation Action Plan (HMAP) was revised in 2017, and sets a strategy for actions the City may take to reduce vulnerability from natural hazards. OEM’s Hazard Mitigation Planner undertook an expedited process to have the plan approved by a 2018 deadline. With participation from the Chief Resiliency Officer, Houston Public Works, Harris County Flood Control District and other agencies, a final version of the HMAP was completed in September, immediately following Hurricane Harvey. Throughout the process, public comment was solicited and provided.

While the HMAP sets an overall strategy for hazard mitigation in the City, it does not identify specific projects by name. After Harvey, it became apparent that more work needs to be done to identify vulnerabilities made apparent during the storm. OEM has committed to undertaking an amendment to the current plan, to be completed in 2019, which includes more community input, and improved data captured from the impacts of Harvey.
In early 2018 Dennis J. Storemski announced his retirement after 52 years of service to the City of Houston.

After retiring as an Executive Assistant Chief at the Houston Police Department, he skillfully led the Mayor’s Office of Public Safety and Homeland Security for thirteen years. In that time, the City became the center point for development of a comprehensive homeland security strategy for the entire Houston region.

Chief Storemski built his career around acquiring pertinent knowledge and staying current with evolving trends. He fostered and nurtured professional relationships built on mutual respect within his department, with city partners, the region, and nationally.

His experience, expertise, and leadership style are the factors that led to his successful appointments to various local, regional, state, and federal committees and decision-making positions. His attributes and more importantly, relationships enabled the City to secure a vast amount of grant funding (nearly $350M to date), many of which are nationally competitive.

His impact on the safety of millions of Houston area residents should be recognized, honored, and appreciated.

The staff of the Mayor’s Office of Public Safety & Homeland Security, Office of Emergency Management, and Houston Emergency Center recognize his leadership and wish him well in his retirement.