

2018 ANNUAL REPORT



CITY OF HOUSTON
MAYOR'S OFFICE OF
PUBLIC SAFETY AND
HOMELAND SECURITY



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Message from Mayor Sylvester Turner

Hurricane Harvey put many of the City's response capabilities to the test in 2017, but 2018 blessed the City with a period for recovery and an opportunity to begin making improvements based on the lessons we learned from such a trying disaster. One of the city departments leading the way in ensuring that the city is prepared for future disasters is the Mayor's Office of Public Safety and Homeland Security (MOPSHS). To lead this very important mission, I appointed Chief George Buenik as Director of MOPSHS early in 2018 following the announcement of Dennis Storemski's retirement. Through Chief Buenik's leadership, the City enjoyed many advancements during the past year, as you will read about in this report.

One of my goals for 2018 was to ensure that all city departments are prepared to provide ever-better service during emergencies and natural disasters. City departments began 2018 with a reflective review of lessons learned from Hurricane Harvey. MOPSHS hosted a cross-departmental workshop to identify critical issues and solutions to ensure appropriate improvements to the City's capabilities to prepare for and respond to hurricanes and floods.

MOPSHS continues to be the regional cornerstone of coordination of critical federal homeland security programs, such as the Urban Area Security Initiative. In 2018, this office spent over \$20 million in federal homeland security grant dollars for the City of Houston. These initiatives help the City sustain and build capabilities for the Houston Police Department, the Houston Fire Department, the Office of Emergency Management, MOPSHS, Information Technology, and the Health Department.

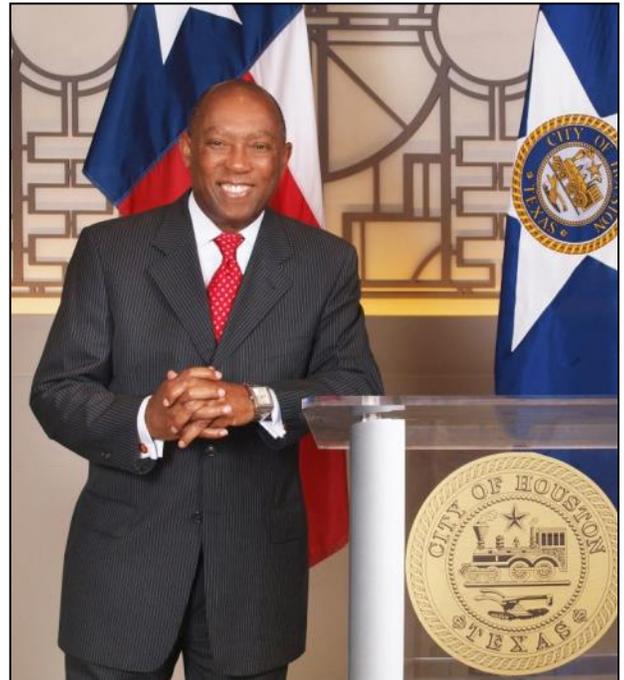
In 2018, the City had a unique opportunity to partner with the Army Cyber Institute at West Point and private industry partner AECOM to develop and conduct the Jack Voltaic 2.0 Cyber Exercise. This exercise put a national spotlight on our city and garnered the attention of high-ranking military and government officials. During the exercise, the city, state, and federal government, including the military; private sector partners; and academic institutions responded to simulated cyber-attacks while dealing with a hurricane.

While 2018 was generally a year marked with growth for our city, it was also a time of significant loss with the passing of both First Lady Barbara Bush and President George H. W. Bush. MOPSHS supported the Houston Police Department and Houston Fire Department in their missions to ensure the safety of those who came to pay their respects at the site of repose and the attendees at each funeral service.

Throughout last year, the staff of MOPSHS and its divisions continued to meet the challenge of preparing and protecting the residents, visitors, and businesses in the greater Houston area by developing innovative practices and initiatives for planning for and responding to emergencies in our community.

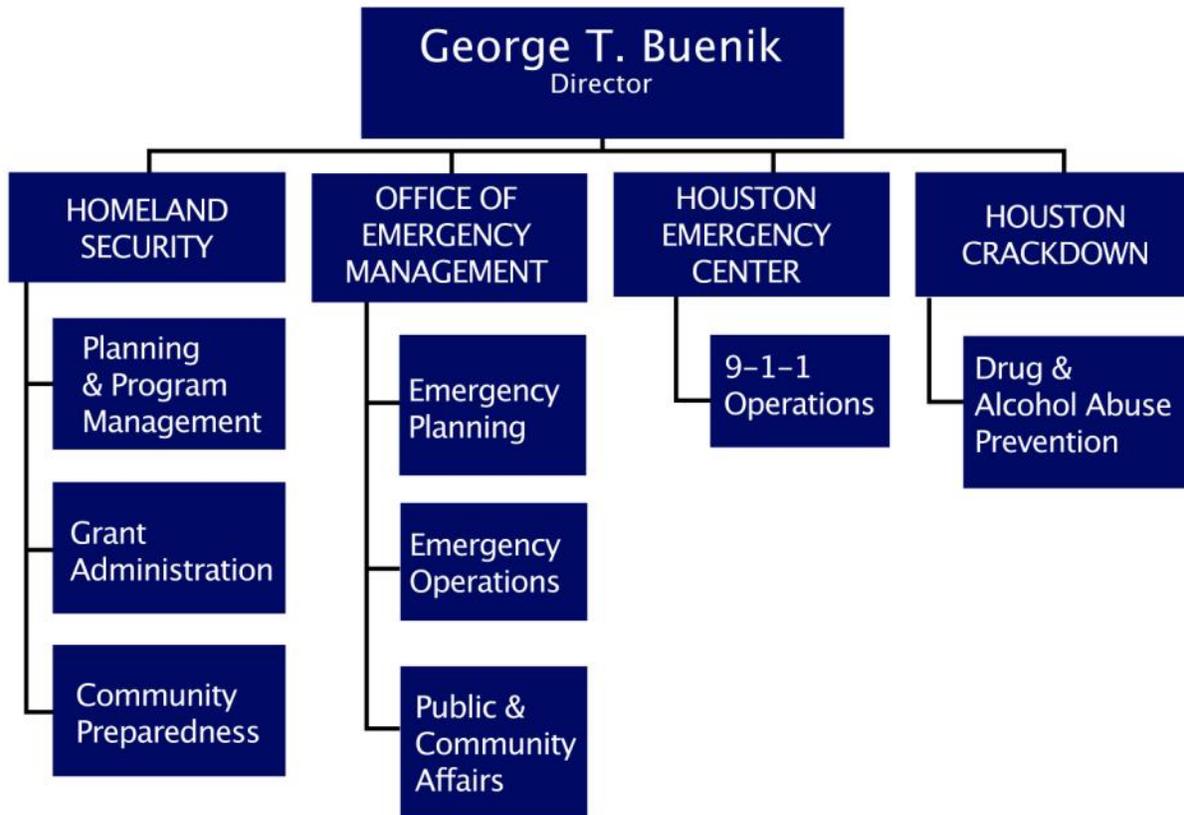


Mayor Sylvester Turner



Mayors Office of Public Safety and Homeland Security

The Mayor’s Office of Public Safety and Homeland Security (MOPSHS) 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. In concert with its divisions, including the Office of Emergency Management (OEM), the Houston Emergency Center, and Houston Crackdown, MOPSHS develops plans and programs and conducts trainings and exercises to ready the whole community to act appropriately in emergencies or disasters. Because incidents range in complexity and no two are the same, MOPSHS must continue the pursuit of a more prepared community so that, when disaster strikes, impacts to life and property are minimized.



<p>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.</p>	<p>The Office of Emergency Management 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.</p>	<p>The Houston Emergency Center is Houston’s Public Safety Answering Point, processing over 8,000 calls every day for emergency and non-emergency assistance from public safety agencies.</p>	<p>The Houston Crackdown Division coordinates and supports community projects in the areas of substance abuse prevention, treatment, and law enforcement. Houston Crackdown strives to involve the entire community in the effort to reduce the substance use disorders in Houston and Harris County.</p>
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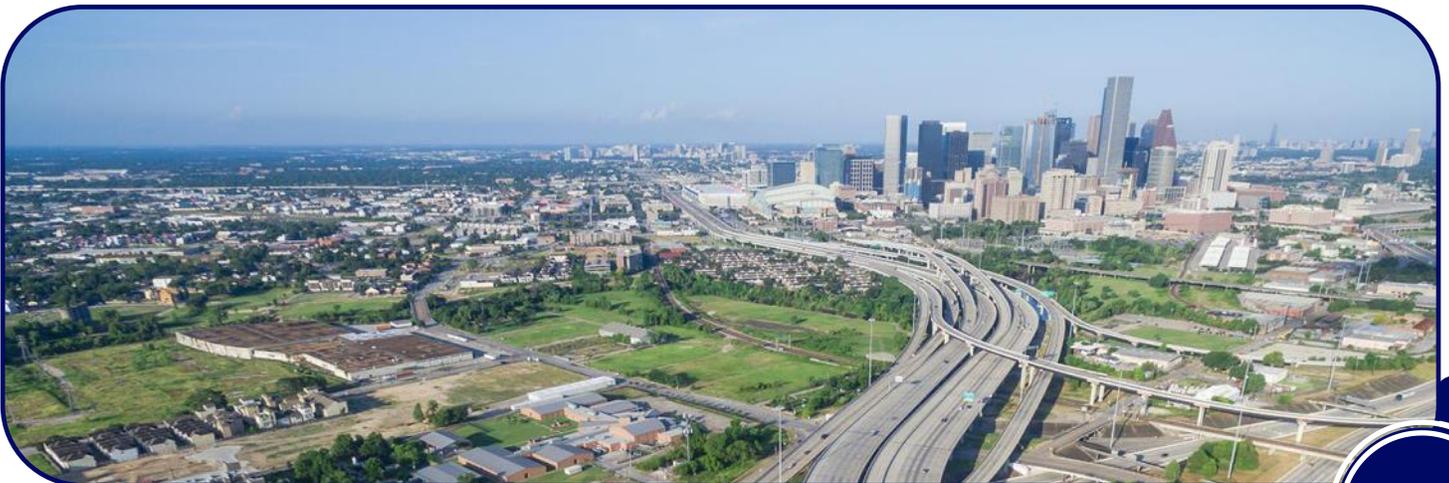
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2018 Events



and Initiatives

Emergency Operations Center

The Houston Emergency Operations Center (EOC) is the focal point for coordinating crisis response and consequence management activities in the City. In 2018, the City of Houston EOC was activated 9 times, for a total of 134 hours, to coordinate the City’s unified response to both planned and unplanned events. Notably, the EOC was activated for unexpected winter weather in January, as well as the funerals for President George H. W. Bush and First Lady Barbara Bush.

Emergency Operations Center Activations (Level I–III) in 2018

Date(s)	Event	Operational Duration
January 14, 2018	Houston Marathon	10 hours
January 16, 2018	Winter Weather	33 hours
April 20-21, 2018	Funeral Services for Former First Lady Barbara Bush	24 hours
July 4, 2018	Severe Weather and Independence Day	11 hours
September 3, 2018	Labor Day Severe Weather	6 hours
October 22, 2018	President Trump Rally	9 hours
November 22, 2018	Thanksgiving Day Parade	4 hours
December 5–6, 2018	State Funeral for Former President George H. W. Bush	24 hours
December 7–8, 2018	Severe Weather	13 hours

Grant Management

The Mayor’s Office of Public Safety and Homeland Security (MOPSHS) coordinates homeland security and preparedness efforts among city departments and with partners across the greater Houston area. Since 2003, the office has coordinated the development and implementation of regional strategies to improve the area’s security posture. Notably, this office pursues federal grant opportunities to continue building preparedness capabilities and manages homeland security–related grants awarded to the City of Houston. In 2018, the office expended \$20M in federal grant dollars.

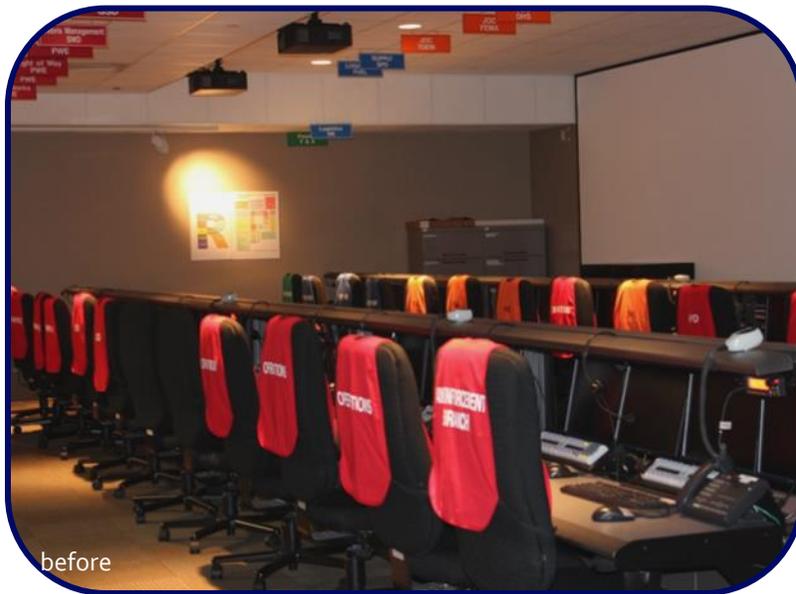


Key Projects

2018 Events & Initiatives

Emergency Operations Center Enhancements

During the past year, OEM continued its efforts to enhance the capabilities and functionality of the EOC. New workstations were installed in the EOC that increased the seating capacity from 48 positions to 78 positions. This increase in workstations will allow additional public and private representatives to participate in emergency response activities. Also, each of the new 78 workstations were outfitted with new computers and accessories to enhance the ability of emergency personnel to quickly gather, analyze, and distribute information critical to maintaining situational awareness and executing response operations.



FEMA Grant Effectiveness Study

MOPSHS participated with the Texas Division of Emergency Management (TDEM) in the Federal Emergency Management Agency’s (FEMA) case study on grant-funded equipment used during Hurricane Harvey. While the Homeland Security Grant Program focuses on building capabilities related specifically to terrorism, investments made with these funds can be dual-purposed during natural incidents. MOPSHS helped gather stories from the Houston Urban Area Security Initiative (UASI) region showing how grant-funded equipment and specialized training were used in response to the hurricane.

One of the examples highlighted during the case study was the multi-jurisdictional, multi-disciplinary response to a chemical leak caused by flooding at the Arkema Chemical Plant. Approximately 100 partners from all levels of government, the private sector, and academic institutions assisted in incident operations. Special operations teams, including bomb squads and hazardous materials (HazMat) teams, supported the response. The Houston Police Department (HPD) used a helicopter equipped with night vision video capabilities and data downlink software (both grant-funded) to reveal an unstable condition as chemicals began to react. This provided first responders real-time, detailed visual information that possibly saved the lives of 16 responders who would have otherwise entered a dangerous situation. The UASI-funded equipment and specialized training received under this program allowed these teams to be better prepared and to seamlessly integrate their response efforts.

Jack Voltaic 2.0 Exercise

In July 2018, the City of Houston hosted Jack Voltaic 2.0, a multi-disciplinary cybersecurity exercise that combined a tabletop exercise (TTX), including IT and Emergency Management professionals with a cyber threat response live-fire exercise. The exercise's objective was to determine if the City, state and federal partners, and various critical infrastructure sector partners could identify and respond to a multi-sector cyberattack that was occurring during a natural disaster.

The City worked in collaboration with the Army Cyber Institute at West Point and private industry partner AECOM, as well as a multi-stakeholder exercise planning team, over several months to develop the exercise. The live-fire component allowed security professionals from government and private sector partners to respond to real-time cyber threats from live adversaries (played by a contract support team) over a simulated cyber network. Teams during the live-fire exercise were presented with several realistic scenarios customized for their particular discipline, including ransomware, malware infections, and attempts to breach secure systems. The actions of this part of the exercise informed decisions made in the concurrent TTX.

The tabletop portion of the exercise required emergency managers and IT administrators from all levels of government and various public and private sector disciplines to coordinate in response to cybersecurity threats that impacted the response to and recovery from a natural disaster.

The Army Cyber Institute and its exercise development partners plan to take lessons learned from the Jack Voltaic 2.0 exercise in Houston and apply them to future deliveries of the program in other cities across the country.

JV2.0 Cyber Exercise

157 participants

- 13 military units/ commands
- 5 City of Houston departments
- 8 private sector industries
- 2 academic institutions



Key Projects

Mass Notification System Enhancements

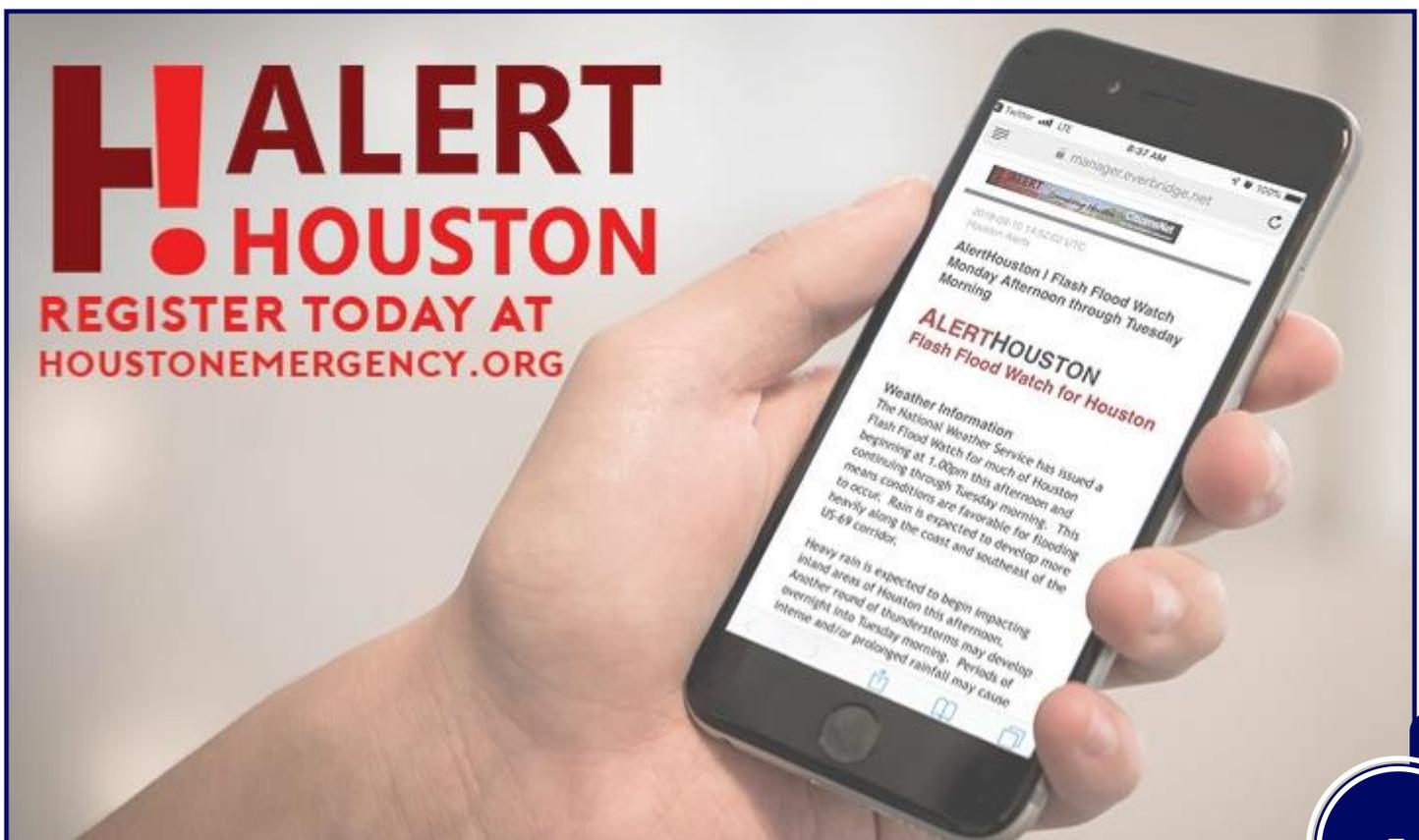
2018 marked a milestone year for the City of Houston's ability to deliver mass notification messages in an effective and timely manner. Approximately two years after seeking grant funding to enhance the capabilities of emergency public messaging, AlertHouston, the City's emergency mass notification service, launched on a new platform in April. The launch on added features necessary to address important challenges, such as timeliness, relevance, urban sprawl, special needs populations, and modern expectations. Enhancements included:

- New communication channels. In addition to email, AlertHouston notifications can now be sent via text message (SMS), voice call, and mobile application notifications;
- Geographic information system (GIS) integration, enabling layered mapping imports and geotargeted notifications;
- Enhanced contact management, allowing subscribers to manage their subscriptions and profiles;
- Feedback solicitation through polling feature;
- Integration with the City of Houston's Integrated Public Alert and Warning System (IPAWS) license; and
- Enhanced reporting of notification metrics.

In 2019, OEM is slated to add language translation to AlertHouston's mass notification capabilities.

CitizensNet, the City of Houston's e-newsletter service, was also merged onto the new platform in 2018, enhancing usability and extending delivery access to all public-facing city departments.

In 2018, the City of Houston also launched new internal notifications and enhanced our ability to reach employees outside of normal business hours during emergencies that disrupt work schedules and/or work locations. The new platform integrates with the City's payroll system to ensure employee contacts are kept up-to-date. Contact customization allows for messaging to targeted communication groups for purposes such as drills, EOC activations, IT notices, and special event callouts.



Community Preparedness and Public Outreach

ReadyHouston

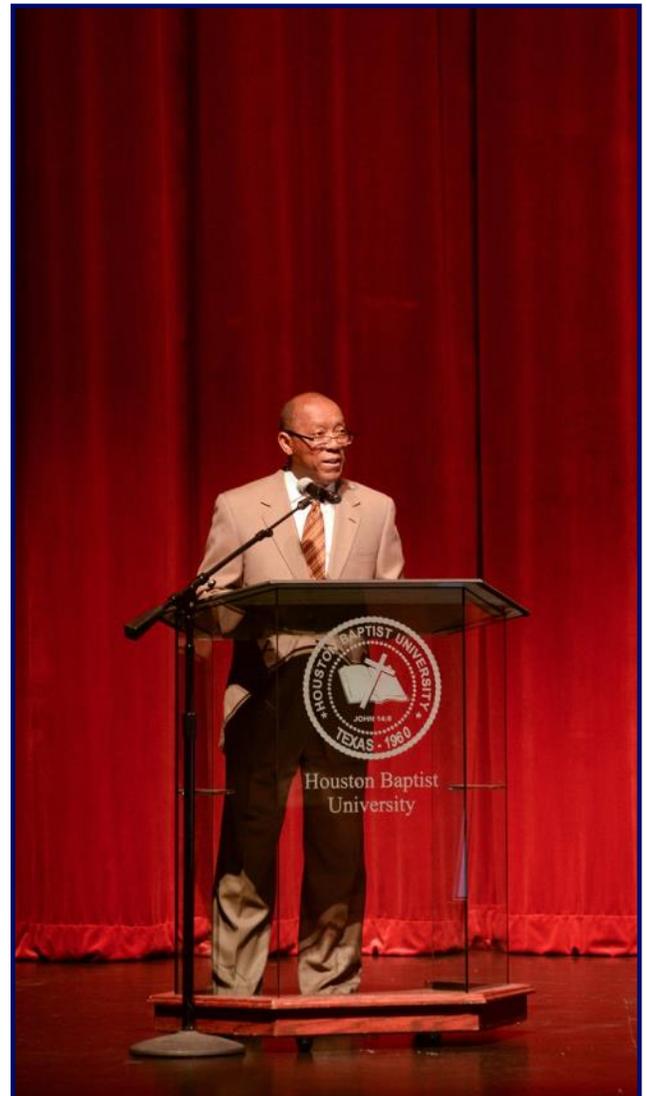
ReadyHouston is an all-hazards emergency preparedness campaign for the UASI region, which is managed by MOPSHS. ReadyHoustonTX.gov was updated and relaunched in 2018. The new website enhanced accessibility of preparedness information and educational and outreach materials. Additionally, more than 1.5 million outreach items were distributed throughout the region, and several large community outreach events were held, including the Extreme Weather Ready Expo and Ready Houston Preparedness Kit Challenge.

Middle School Ready Program

In 2018, the Middle School Ready Program launched. The program includes instructor-led lessons that consist of a brief presentation or large group discussion and small group or individual activities. There are four different track options varying in involvement so the teachers can determine which option best meets the needs and capabilities of their students. Each track includes five to six mini-lessons of approximately 20 minutes each offering the flexibility for teachers to incorporate the unit into their schedules. An instructor guide and participant materials are available to support the lessons.

Community Drug Awareness Day Conference

The Annual Community Drug Awareness Day Conference focused on opioid addiction, prevention and treatment, as well as community attitudes toward substance use. More than 300 attendees, including local elected officials and high-ranking staff from the City of Houston, Harris County, and other neighboring counties; healthcare professionals; treatment providers; organizations that operate temporary shelters; counselors; educators; courts; and businesses offered their opinions on various topics related to designing a program that would provide an effective service delivery system for citizens in need of help. The result was a comprehensive, multi-year, multi-service strategy that addresses substance use disorders.



Planning Projects

Hurricane Harvey After-Action Report and Corrective Actions

Hurricane Harvey put many of the City’s response capabilities to the test. While the overall response showed city departments have significant strengths, all disasters offer learning opportunities and areas for growth. In 2018, city departments began the year with a reflective review of operational capabilities and plans. On January 10, 2018, MOPSHS supported a cross-departmental workshop to identify critical issues and solutions to ensure appropriate improvements to the City’s capabilities to prepare for and respond to hurricanes and floods. Homeland security staff were responsible for the production of the Hurricane Harvey Cross-Departmental After-Action Report and Improvement Plan, which was finalized and distributed to all department directors on February 27, 2018.

This report highlighted 10 key areas for which city departments should collaborate on joint solutions, including 1) command, control, and coordination; 2) rescue operations and evacuation; 3) resource and personnel management; 4) emergency purchasing and finance; 5) shelter operations and mass care; 6) continuity of operations; 7) information technology; 8) mutual aid; 9) damage assessment and debris management; and 10) other areas for improvement.

To ensure accountability with the improvement plan timelines, team members from Homeland Security and the Office of Emergency Management held quarterly meetings on April 27, July 27, and October 26 to update each other on progress. To date, 85% of the corrective actions have been fully resolved, and the remaining 15% are in progress with achievable implementation dates. One specific corrective action involved a city-wide shelter planning workshop to clarify roles and responsibilities, activation triggers, and shelter transition plans. This workshop was held on August 22, 2018, and included 65 total participants representing 14 city departments and 9 external agencies. This workshop opened the door to future collaborative discussions on shelter-related improvements, and more planning meetings will continue in 2019.

The accountability model of quarterly follow-up meetings has been successful and will be implemented after future incidents.



Hazard Mitigation Action Plan Update

The Hazard Mitigation Action Plan (HMAP) sets a strategy for actions the City may take to reduce the vulnerability to natural hazards. With participation from the Chief Resiliency Officer, Houston Public Works (HPW), Harris County Flood Control District (HCFCD), and other agencies, the HMAP was approved on March 13, 2018, by FEMA Risk Analysis Branch. Approval of the HMAP ensures that the City will be eligible for hazard mitigation grants for the next five years.

OEM remains committed to improving on the current plan with input from partners, stakeholders, and the community. To facilitate improvements to the City’s HMAP, OEM’s Hazard Mitigation Planner participated as a stakeholder in the development of the Harris County HMAP. Participating in the development of the Harris County HMAP will forge partnerships with the county and other jurisdictions to ensure the City is prepared to meet the challenges of future disasters.

STEAR Utilization Plan

The State of Texas Emergency Assistance Registry (STEAR) is a program administered by TDEM for residents with disabilities, access, and/or functional needs who may require assistance during an emergency. The City of Houston has one of the largest user bases in the state with close to 9,000 records in the database. In 2018, the City’s STEAR Committee updated our plan for using STEAR in events where an evacuation is ordered. Additionally, OEM GIS staff collaborated with Planning and Development Department GIS staff to build a STEAR data GIS web application. This application enables the GIS analyst to quickly provide OEM staff and other decision makers with key summaries of STEAR data, as well as details of STEAR registrants.

Emergency Management Plan and Annexes

OEM continues to update annexes to the City’s Emergency Management Plan. It is important to keep the City’s plans and annexes up to date and to incorporate lessons learned from exercises, real-world incidents, and other current guidance. In 2018, OEM maintained state approval for the City’s Emergency Management Plan and annexes.

Emergency Management Plan Annex Updates

Updated in 2018	To be Updated in 2019
Annex B—Communications	Annex I—Public Information
Annex L—Utilities	Annex M—Resource Management
Annex O—Human Services	Annex V—Terrorist Incident
Annex W—Debris Management	

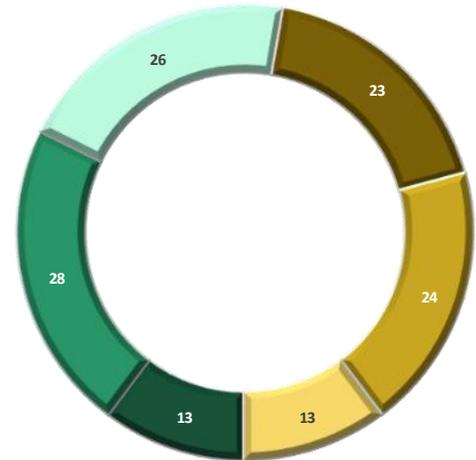
Training and Exercise

OEM hosted multiple Intermediate Incident Command System for Expanding Incidents (G-300) and Advanced Incident Command System, Command and General Staff (G-400) courses in 2018. These courses are attended by emergency management staff from city departments, partner agencies, and other jurisdictions from the Houston region.

Additionally, OEM staff led the following exercises in 2018: Active Hostile Threat TTX, Continuity of Operations TTX, and Evacuation Hub Functional Exercise. OEM provided support for the City of Houston Shelter Workshop, SETRAC's Catastrophic Medical Operations Center Full-Scale Exercise (Operation Crazy Train), and the Homeland Security Exercise and Evaluation Program training (hosted by SETRAC).

G-300 & G-400 COURSE PARTICIPANTS

- G-300: February
- G-300: June
- G-300: October
- G-400: April
- G-400: August
- G-400: December



Multi-Year Training and Exercise Plan for Houston

The City's Multi-Year Training and Exercise Plan (MYTEP) was submitted to TDEM on September 27, 2018, with input from Houston Information Technology Services (HITS)-Radio, Houston Health Department (HHD), Houston Airport System (HAS), HPW, OEM, HPD, and Houston Fire Department (HFD). The purpose of the MYTEP is to document an organization's overall training and exercise program priorities for a specific multi-year time period. It is considered to be a living document that can be updated and refined annually. This MYTEP identifies the trainings and exercises that will help the City of Houston build and sustain the core capabilities needed to address its training and exercise program priorities.

Active Hostile Threat Tabletop Exercise

Houston OEM hosted the Active Hostile Threat TTX on November 26, 2018. The goal of the exercise was to inform and test a new standard operating guideline by involving internal partners from HPD, HFD, 9-1-1, and HPW, as well as external partners from the Federal Bureau of Investigation, METRO, and the American Red Cross.

Participants discussed the various stages of response—initial reports and early actions, EOC activation and scene stabilization, and the establishment of recovery services—for two distinct active hostile threat scenarios. Among the topics discussed were coordination between responding agencies, processes for resource requests, emergency public messaging, challenges unique to each scenario, and consideration for establishing family assistance centers and family reunification centers.

Exercise Feedback and Evaluator Suggestions

- Exercise scenarios were considered realistic with just enough complicating factors to test current response assumptions;
- The exercise brought relevant entities together for a robust discussion;
- Participants acknowledged initial uncertainties regarding the incident type, location, and threat status, as well as the confusion of whether the first calls are connected. Connecting the dots is a process;
- Participants encouraged a continuation of the dialogue in future exercises;
- Follow up exercises may include expanded participation from independent school districts (ISDs), Harris County, the U.S. Department of Homeland Security, and other partners.

Continuity of Operations Tabletop Exercise

Incidents of any size have the potential to halt government operations for any length of time. In anticipation of this, each city department has a continuity of operations (COOP) plan that has several strategies for how to efficiently resume business. These plans are required to be exercised periodically to determine their viability. MOPSHS and the OEM led the exercise planning team, which was composed of many city departments, in designing a TTX that tested these plans against a scenario in which a fire made the 611 Walker building unusable for up to a year. Mayor Turner, department directors, and other representatives participated in a facilitated discussion to address command and control, deconflict alternate worksites and other resources, evaluate mass notification of city employees, and discuss IT needs during this period. Several lessons were learned by each department during this process, and they have spent the past year making updates to their COOP plans as a result.



Evacuation Hub Functional Exercise

OEM conducted its annual Evacuation Hub Exercise on May 31, 2018, at the George R. Brown Convention Center. The exercise allowed personnel to test plans and procedures related to the registration and tracking process for evacuating people and animals to locations outside of Houston. The exercise used volunteer actors to play as evacuees in order to add some realism to this event.

Exercise Strengths

- Staff helped evacuees needing additional assistance navigating the process. Minor issues were quickly resolved from the registration waiting area through bus loading;
- The availability of the Language Line service made real-time translation possible to help non-English-speaking evacuees fully understand the process;
- Evacuees with disabilities, access, and/or functional needs were quickly assisted due to early meetings between the Operations Section Chief and HHD lead.
- The layout of the evacuation hub allowed for a good flow of evacuees.
- Signage was clear, concise, and available in a variety of languages.



Regional Projects

Several MOPSHS and OEM employees are funded through the Houston Urban Area Security Initiative (UASI) grant or Texas State Homeland Security Program (SHSP) grant. The UASI grant supports a five-county region, and the SHSP grant supports the Houston-Galveston Area Council (H-GAC) region, which includes the UASI region plus an additional eight counties. The grant-funded personnel in both offices are tasked with managing many different projects throughout the year in collaboration with local, state, and federal government partners; nonprofit, community-based, and faith-based organizations; and the public. Houston's grant-funded employees completed the following projects in 2018:

- Updated 6 regional plans: the Regional Public Health Coordination Framework, Epidemiology Coordination Plan, Catastrophic Medical Operations Center (CMOC) Plan, Regional Search and Rescue Concept of Operations (ConOps), Multi-Agency Coordination Center Plan, and Regional Mass Fatality Management ConOps.
- Developed recovery products, including a pre-disaster recovery plan template and a recovery exercise package.
- Hosted and/or conducted 26 trainings.
- Conducted 6 regional exercises: the Regional Hurricane TTX, Shelter and Mass Care Peer Planning Workshop (PPW), Regional Wildfire TTX, Regional CMOC Functional Exercise, Mass Fatality Incident Family Assistance Center TTX, and Animal Sheltering Operations PPW.
- Updated the Houston UASI Multi-Year Training and Exercise Plan.

Courses Hosted by Houston UASI

Course	Dates	Location	Participants
L-965 NIMS ICS All-Hazards Resources Unit Leader	April 9–12	Brazoria County	15
L-967 NIMS ICS All-Hazards Logistics Section Chief	April 23–26	Harris County	15
L-948 Situational Awareness & Common Operating Picture	June 20-21	Harris County	20
G-235A Advanced Emergency Planning	June 26–27	City of Houston	18
L-962 NIMS ICS All-Hazards Position Specific Plans Section Chief	September 24–27	City of Houston	20
L-960 NIMS ICS All-Hazards Division/Group Supervisor	October 31– November 2	Galveston County	16
L-958 NIMS ICS All-Hazards Operations Section Chief	November 13–16	Fort Bend County	22

Regional Training and Exercise Program for UASI Region

The purpose of the Regional Training and Exercise Plan (RTEP) is to provide a follow-on companion document to the Houston Urban Area Homeland Security Strategy. The plan is a living document that is refined throughout the year. Activities may be added or modified, but the goals remain the same until the annual RTEP Workshop. The RTEP provides a roadmap for the region to follow in accomplishing the goals as described in the Houston Urban Area Homeland Security Strategy through effective trainings and exercises.

Regional Recovery Workgroup

The mission of the Houston UASI Regional Recovery Workgroup is to develop products to help jurisdictions within the region increase their preparedness for recovery operations. Over the past year, the workgroup, which is co-chaired by a MOPSHS regional planner, steadfastly worked to complete a pre-disaster recovery plan template. This document includes guidance and strategies that personnel responsible for managing a community's recovery should consider. This resource was developed by subject matter experts from jurisdictions in the region and the state who have significant local recovery experience, but it will also benefit local jurisdictions around the nation. This workgroup also developed an exercise package that can be used on its own or in conjunction with the pre-disaster recovery plan template to help jurisdictions begin developing or update existing plans. At the beginning of 2019, the workgroup will begin developing annexes to supplement the pre-disaster recovery plan template.

Regional Peer Planning Workshops

MOPSHS and OEM planners continued to lead and support the development and conduct of PPWs. Twice per year, planners in the region design a workshop around a planning topic and invite local subject matter experts to share their experiences with other planners and stakeholders from the region. In the wake of Hurricane Harvey, the planning team chose to address shelter and mass care planning as the topic for the spring workshop. This included presentations and panel discussions on subjects such as feeding, public health and medical needs, animal issues, transportation, donations management, and phone bank operations. The fall workshop topic—animal sheltering operations—synthesized aspects of the spring workshop into an animal-specific focus.





Ongoing

Initiatives



Houston Emergency Center

Ongoing Initiatives

The Houston Emergency Center (HEC) provides around-the-clock emergency 9-1-1 services for Houston’s citizens. HEC is a secured facility. The facility is equipped with state-of-the-art emergency communications technologies that are utilized daily by the center’s 9-1-1 call takers, as well as emergency dispatchers from HPD and HFD.

HEC operations are primarily funded through Greater Harris County 9-1-1 (\$17 million annually). A project for enhancement of the 9-1-1 system is targeted for completion in 2019. So far, 12 new consoles and 20 ruggedized laptops were added to the facility in order to meet increased 9-1-1 call volumes during hurricanes.

HEC has also partnered with the Houston ISD High School for Law Enforcement since 2005. This partnership allows students with specialized skills to answer non-emergency calls. HEC provides four weeks of training once a student is accepted for the part-time employment. Two weeks involve classroom instruction-learning policies and practices-and two weeks require hands-on training on the computer system. When finished with training, the students work weekdays after classes. HEC often hires these high school students after graduation.



Image via <https://www.walterpmoore.com/projects/houston-emergency-center>



Emergency 9-1-1 Calls in 2018

1,946,243 calls
98.17% answered in less than 10 seconds.

4,715 text messages
48 second average speed of answer.

Non-emergency 9-1-1 Calls in 2018

727,841 Police calls
81.87% answered in less than 10 seconds.

1,877 EMS calls
99.3% answered in less than 10 seconds.

49,302 Fire calls
97.52% answered in less than 10 seconds.

Community Outreach

Ongoing Initiatives

Extreme Weather Ready Expo

The Extreme Weather Ready Expo was held in June at the George R. Brown Convention Center and was attended by more than 4,000 people. The primary focus of this event is to educate families on weather-related preparedness and it continues to be the largest event of its kind in the nation. Planning for the Expo includes participation from local government representatives and nonprofit organizations from jurisdictions across the region.

In 2018, the City of Houston welcomed Shell Oil Company as the major sponsor, joining CenterPoint Energy. Special guests kicking off the event included Mayor Sylvester Turner, Harris County Judge Ed Emmett, and National Hurricane Center Director Kenneth Graham. The National Weather Service was one of the featured presenters and provided important information on the impacts of Hurricane Harvey and the upcoming hurricane season.

Guests participated in interactive sessions that provided information in multiple languages on the best ways to be prepared for extreme weather situations. Activities included a Kids Zone and hands-only CPR training from the Red Cross. Panel discussions featured the region’s emergency managers, flood control representatives, television meteorologists, and experts representing people with access and functional needs who provided information on living independently during times of disaster. Guests had an opportunity to view numerous response vehicles on display, including the ambulance bus (AmBus), high water rescue vehicles, and rescue boats. Boy Scouts and Girl Scouts also had an opportunity to work toward receiving their emergency preparedness badges.



Ready Houston Preparedness Kit Chef Challenge

The Preparedness Kit Chef Challenge is an annual event, part of America’s PrepareAthon. It is hosted by MOPSHS and the Houston Community Preparedness Collaborative and focuses on informing residents about the need to prepare for natural disasters and other emergencies before they happen. The event was held on April 29, 2018, at Market Square where more than 400 people watched as five local executive chefs competed to create the best dish using only a camp stove and non-perishable food items typically found in a disaster preparedness kit. The winner of this year’s challenge was Geoff Hundt of Local Foods Downtown. In addition to the competition, emergency response equipment was on display and disaster preparedness information was available to attendees.



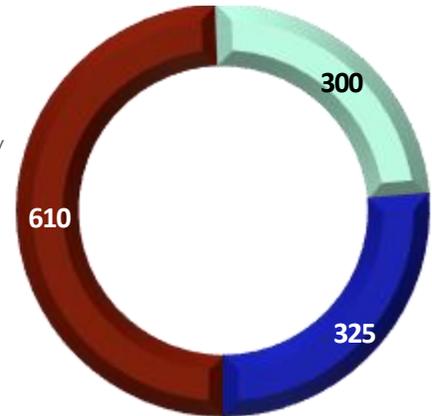
Houston Crackdown

The mission of Houston Crackdown is to coordinate and support community projects in the areas of substance abuse prevention, treatment, and law enforcement. Houston Crackdown strives to involve the entire community in the effort to reduce the substance use disorders in Houston and Harris County.

The Houston Crackdown office also serves as a collegiate student intern site for local and international students on substance use disorders and related issues.

2018 EVENTS

- Red Ribbon Rally Day
- Candlelight Vigil
- Community Drug Awareness Day Conference



Red Ribbon Rally Day

Red Ribbon Rally Day is an annual drug prevention event that serves as an educational tool for hundreds of Houston area middle school students. The event was held at City Hall where more than 600 students from 160 local schools heard remarks from key elected and appointed leaders and viewed presentations on leading a drug-free lifestyle. Students participated in an interactive “youth city council session,” designed to empower them to become active in leading the charge against drug use in their schools and neighborhoods. The students also embraced the title of Drug-Free Ambassadors of Houston.



Community Outreach

Ongoing Initiatives

Houston Crackdown

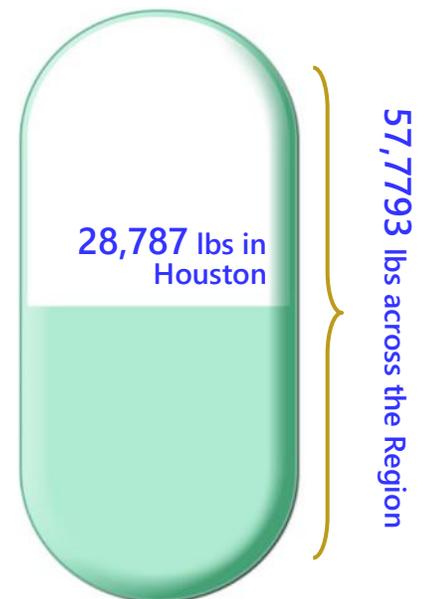
Houston-Harris County Candlelight Vigil

Houston Crackdown partnered with several community organizations to bring more than 300 citizens from nearly all walks of life together for the 12th annual public candlelight vigil to remember their loved ones who have died due to alcohol or other substance related incidents. This event was a call to action for all citizens to get actively involved to prevent needless deaths attributed to drugs and alcohol. It included religious leaders, choirs, and personal testimonies from survivors. Organizers also used this event to present the Candlelight Award to an individual who does outstanding work to educate the community on the dangers and devastation of substance use.



Prescription Drug Take Back Day

The City participates in the National Prescription Drug Take Back Day twice a year. This event provides citizens a safe, convenient, and responsible means of disposing of prescription drugs that are no longer required by the user or have expired, while also educating the public about the potential for abuse of medications and their potential effect on the environment. The Houston division of the Drug Enforcement Agency (DEA), multiple law enforcement agencies, and community organizations continue to provide this service for residents of the greater Houston area.



Prescription Drug Take Back in 2018
(DEA Source)

Community Presentations

Every year, OEM employees engage with Houston residents through a variety of community-oriented preparedness presentations ranging from brief slide presentations, indoor and outdoor booths or table settings with preparedness materials, showings of ReadyHouston videos, and interactive events for youth groups.

In 2018, OEM staff presentations expanded beyond Houston city limits; in the fall, new Deputy Emergency Management Coordinator (EMC), Mel Bartis, presented at the inaugural Pennsylvania Municipal Authorities Association Women's Conference about her experiences as a working mom in emergency management. EMC Rick Flanagan also had the opportunity to give a presentation on Hurricane Harvey Disaster Relief and Recovery to International Fellows from the National Defense University. The students, who represented more than 30 countries, visited Houston to learn about the strategies, policies, and decision making that goes into a local government's approach to helping its community in the wake of a hurricane or other natural disaster.

New partnerships were also established with regional stakeholders. Houston ISD invited OEM staff to partner with the GIS program at Waltrip High School and provide real-world data and mapping for future GIS professionals. In 2019, advanced GIS students in the district's program plan to partner with OEM staff on semester projects.

OEM staff also welcomed community partners to tour the HEC and get an inside look at emergency operations. In November, students and staff from the Texas State University Barbara Jordan-Mickey Leland School of Public Affairs, including Dean Theophilus Herrington, were provided an overview of Houston emergency management and given a tour of the EOC and call center operations. The school also brought more than a dozen Houston community leaders with them to learn about OEM resources and prepare their communities for a disaster.



Community Outreach

Ongoing Initiatives

Social Media Accounts

MOPSHS operates several social media accounts aimed at preparedness, community outreach, and emergency information, among other topics. The following represents a list of social media profiles maintained by the various entities of MOPSHS:

AlertHouston • Facebook, Twitter, Youtube — *emergency public information for the City of Houston*

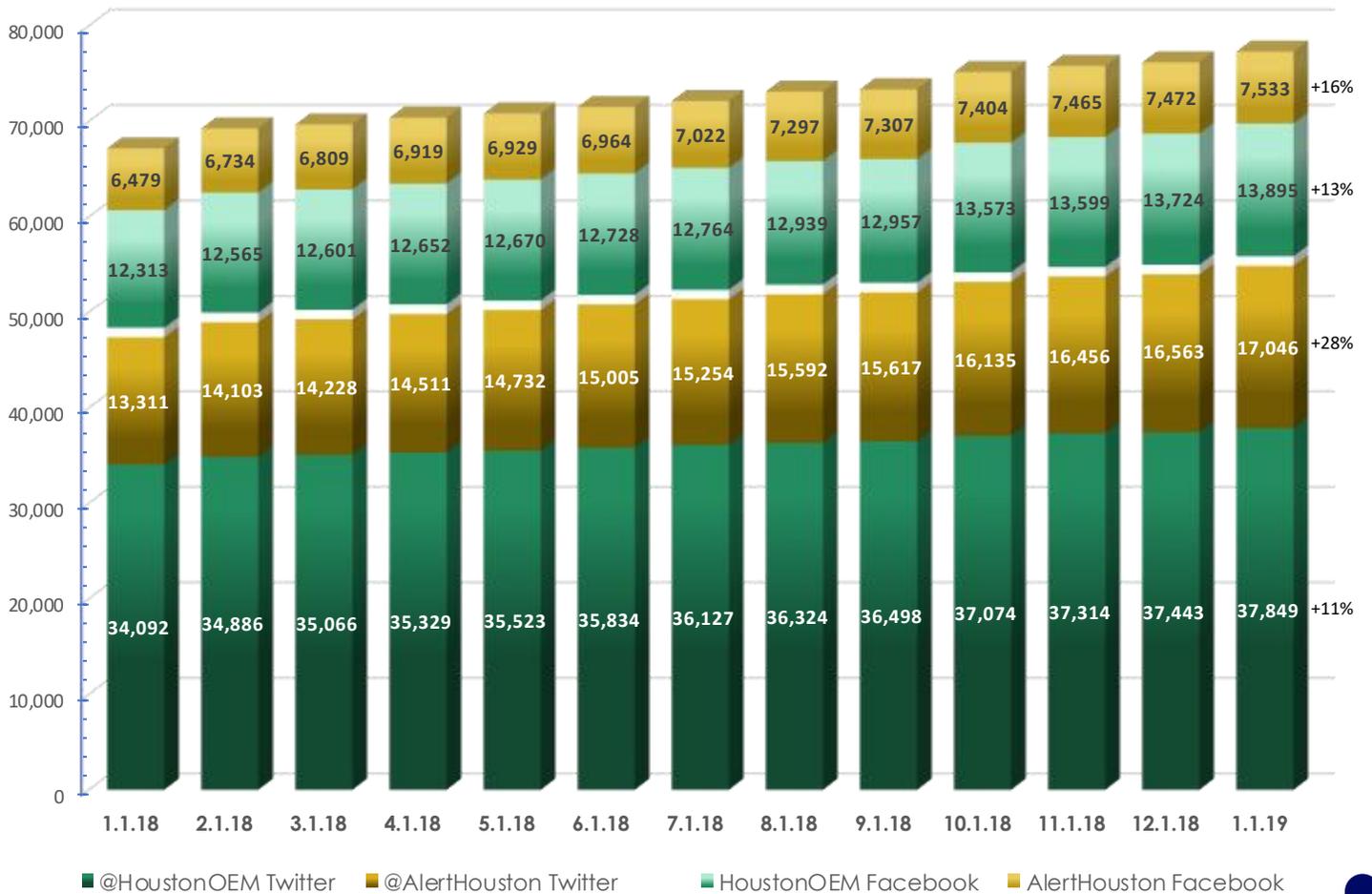
HoustonCERT • Facebook, Twitter — *information for local Community Emergency Response Teams (CERTs)*

HoustonOEM • Facebook, Instagram, Nextdoor, Twitter, Youtube — *preparedness, outreach, and recovery information for the City of Houston*

ReadyHouston • Facebook, Twitter, Youtube — *regional preparedness information representing Brazoria, Fort Bend, Galveston, Harris, and Montgomery counties, as well as the cities of Galveston, Houston, LaPorte, and Pasadena*

WeatherReadyHTX • Facebook, Twitter — *annual event aimed at public education regarding extreme weather events affecting the Houston region*

Social Media Account Growth
HoustonOEM and AlertHouston Twitter and Facebook Accounts



The chart above displays growth over 2018 of our largest social media accounts on Facebook (AlertHouston and HoustonOEM) and Twitter (@AlertHouston and @HoustonOEM).

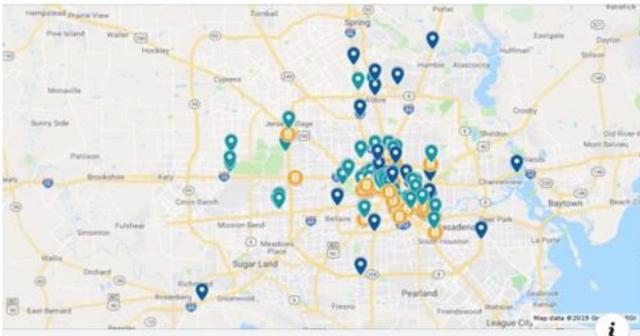
Social Media - Top Posts of 2018

FACEBOOK

City of Houston Office of Emergency Management
Published by Cory Stottlemeyer [?] · September 2, 2018 ·

We'll be activating our Emergency Operations Center at midnight to monitor tomorrow's #LaborDay rains. Residents are encouraged to know before you go and travel safely by reviewing our map of Flood Prone Roadways, Freeways, and Underpasses: <http://bit.ly/2NcjB0z>

#houwx



GOOGLE.COM
Flood Prone Roadways, Freeways, & Underpasses - Google My Maps

50,162 People Reached **7,428** Engagements [Boost Post](#)

TWITTER

Houston OEM @HoustonOEM

.@iah is reporting over 600 flights canceled and 167 at @hobbyairport. If you've got a flight today, or are expecting one to arrive, check with your carrier before going to the airport. For a list of flight statuses, visit <http://fly2houston.com> . #hounews #txwx

11:49 AM · 16 Jan 2018 · 56,806 Impressions

59 Retweets 27 Likes

NEXTDOR

Public Information Officer Michael Walter, Houston Office of EmERGE...

Severe Weather Possible Tuesday Afternoon. Main Threats are Strong Winds, Isolated Tornadoes.

The National Weather Service says the Houston area can expect some moderately severe weather beginning Tuesday afternoon, lasting through the rush hour. The main hazards from this storm will be damaging winds, large hail, and an isolated tornado. Flash flooding is not expected with this storm. Ahead of See more...



2 Apr · Subscribers of Houston Office of Emergency Management
97 67221 Impressions

INSTAGRAM



houstonoem Thanks to our partner Colin Rizzi, EMC for #porthouston, for sharing a quick vid of this morning's flurry!

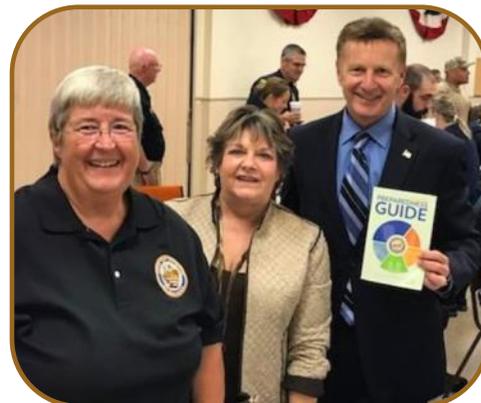
234 views [houstonoem #houwx #txwx #houston #houstontx #htx #htown #sema](#)

NOVEMBER 13, 2018

Community Preparedness

Regional Community Preparedness and Outreach Program

MOPSHS continues to work collaboratively with stakeholders in the region on community preparedness programs. MOPSHS has used grant funding to develop and sustain many award-winning community preparedness projects, including the following: "Are You Ready?" video, School Ready and Middle School programs, Neighborhood Ready program, "Run. Hide. Fight.® Surviving an Active Shooter Event" video, Harris County Citizen Corps and the CERT training program, Make the Call program (in conjunction with the national If You See Something, Say Something™ campaign), and Regional Functional Needs Support Services (FNSS) and Family Preparedness workshops.



'Run. Hide. Fight.® Surviving an Active Shooter Event' Video

In response to the growing frequency of active shooter incidents around the nation, the City saw a need to prepare local residents for the possibility of encountering an active shooter incident. It was determined that the best way to educate and prepare the public was to produce a short video to fully inform and visually instruct people about three potentially life-saving actions if ever faced with an active shooter crisis: run, hide, fight. Released after the 2012 shooting in Aurora, Colorado, the video has gained domestic and international attention for its realistic depiction of an active shooter incident and clear message. To date, the English version of the video has received over 7.5 million views on YouTube, and the City of Houston continues to share it with government agencies, nonprofit organizations, and private sector entities in the U.S. and abroad. FEMA uses the video to train its employees on active shooter situations. In addition, thousands of copies have been mailed out or distributed through community outreach programs.

Make the Call / iWatchHouston.org Program

"If You See Something, Say Something®" is a national public awareness initiative of the New York Metropolitan Transit Authority and DHS that was adopted locally as "Make the Call." The program is designed to educate members of the public about how to recognize the signs of terrorism. Three videos were created: one for the general public and two targeted at employees (one related to recognizing signs of terrorism and the other to improvised explosive devices). The videos are available in English and Spanish both with and without captioning for the hearing-impaired.

The Make the Call program also has a tool for people to easily report suspicious activity, which can be accessed at www.iWatchHouston.com or via phone at (855) I-WATCH-4 ((855)492-8244). Reports are reviewed by regional law enforcement and forwarded to the appropriate agency for further investigation and action.

K-5 School Ready Program

The School Ready Program was developed and rolled out to the elementary schools across the region. This program teaches students in kindergarten through fifth grade about disaster preparedness. Classroom lessons reinforce core preparedness messages: make a plan, build a kit, and stay informed. Students are also given take-home booklets (available in English and Spanish) that help families outline the steps of preparedness. To further extend the reach of the School Ready Program, a traveling children's show featuring the Ready Super Heroes was developed. The Heroes entertain and educate students with a 12-minute performance that includes an original song.

Community Emergency Response Team Training

In 2018, more than 800 individuals were trained in the City of Houston during 26 CERT programs (624 classroom hours/208 modules). These trainings were offered in English and Spanish. Classes were also taught to members of the community who are the deaf and/or hard of hearing, and this year the City completed its first ever class for the blind and visually impaired community. CERT members also had opportunities to participate in supplemental training on topics including disaster psychology, Stop the Bleed, shelter operations, and CERT Rodeo drill preparations. As in previous years, CERT volunteers assisted in numerous community events, including the Tour de Houston, BP MS 150 bike ride to Austin, Wings Over Texas Air Show, Houston Marathon, Extreme Weather Ready Expo, Ready Houston Preparedness Kit Chef Challenge, and numerous preparedness outreach events and community fairs.



Health Care Summit

Houston OEM coordinates emergency planning efforts with healthcare facilities throughout the city. These efforts culminate at the annual Healthcare Emergency Preparedness Summit, which is an opportunity for attendees to network with other facilities and subject matter experts, peruse the exhibitors booths, listen to presenters, and ask questions to improve their own plans and procedures. The May 2018 Summit had 400 registrants and presenters and panelists from the Southeast Texas Regional Advisory Council, Texas End Stage Renal Disease Network of Texas, the Houston Health Department, the National Weather Service, the Texas Health and Human Services Long-Term Care Regulatory Commission, and the Holly Hall Christian Retirement Community.



Community Preparedness

Ongoing Initiatives

Securing the Cities Program

The Securing the Cities (STC) program is in its third year of grant funding. The STC-Houston office continues to provide equipment, training, and planning support to develop a robust regional program to detect and interdict illicit radiological and nuclear materials. Since the program's inception, the STC-Houston office has provided training to more than 1,700 law enforcement officers from 29 regional agencies, and each officer has been provided with a personal radiation detector.

The STC-Houston office also instituted HOURGLASS (Houston Radiological Guidance, Logistics, and Support Site), a 24/7 radiological detection assistance service to support regional law enforcement with assessing and adjudicating radiological incidents. Additionally, the office created a dedicated website (HoustonSTC.org) to provide information regarding radiation and radiological materials to law enforcement and the public.

By the end of the STC program's initial grant period, more than 5,000 law enforcement officers in the region will have been trained and equipped to detect materials that could be used to make a radiological dispersion device or improvised nuclear weapon.

Securing the Cities 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 includes principal partners from the City of Houston, the City of Pasadena, Harris County, Montgomery County, Fort Bend County, Brazoria County, Galveston County, the Texas Parks and Wildlife Department, and the Texas Department of Public Safety.



Regional Risk Assessment

FEMA requires all states, urban areas, and tribal nations that receive homeland security grant funds to complete the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR). It is a common risk assessment process that assists in determining threats and estimating capability gaps. MOPSHS coordinates this project each year; the project facilitates regional collaboration across disciplines by helping communities understand their risks, determine the level of capability they need in order to address those risks, and determine the region's capability gaps.



Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide

Comprehensive Preparedness Guide (CPG) 201
3rd Edition
May 2018



Smart City Technology Ecosystem

The Mayor's Office of Public Safety and Homeland Security continued its efforts to achieve Mayor Turner's vision of a Smart City by incorporating technology that supports public safety, mobility, and consumer services in order to deliver sharable data that is useful to city operations, incident management and situational awareness. In 2018, this project grew from a concept of sharing partner cameras in the City to the ability of City public safety personnel to task non-City-owned cameras to look for and alert on anomalies that impact public safety. This ecosystem of technology offers solutions that address the needs of city departments and private sector partners related to open camera sharing.

Houston UASI Cyber Security Tools

Houston is the first city in the United States to host a suite of cyber security tools that aligns with the National Institute of Standards and Technology (NIST) Cyber Security Framework and benefits both public and private entities. In 2018, the Cybersecurity Control Implementation Interface (CCII) evolved from a single application that provided guidance to address cybersecurity to a suite of tools that included software to assess, evaluate, and plan for a cyberattack. MOPSHS oversees the implementation of this tool, which has been used by organizations throughout the country. The CCII has been visited by 14,000 local government and private business organizations and currently has 219 registered users.

Regional Technologies

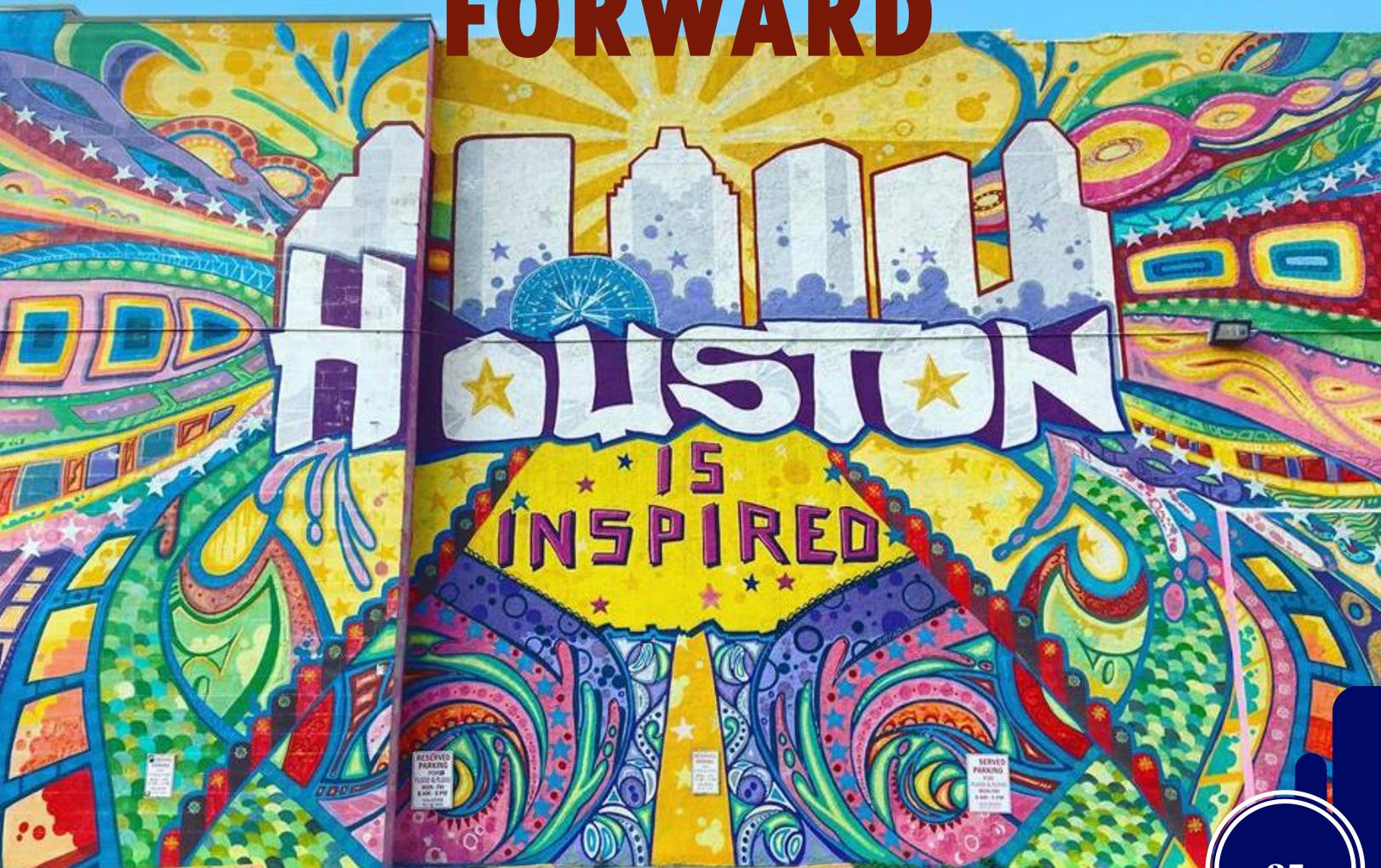
The City of Houston continues its leadership role in the greater Southeast Texas Region through its coordination and administration of technology and planning programs to foster intergovernmental cooperation and provide a common operating picture to emergency managers. Through UASI grant funding, the City of Houston employs personnel to the region who administer and manage WebEOC (the State of Texas' preferred crisis information system) and Digital Sandbox (the region's critical infrastructure catalog). Both systems integrate with outside data sources, including ArcGIS Maps, Computer Aided Dispatch, real-time field reporting, and status updates from city, county, and agency emergency operations centers across the greater Houston region. By bringing together data in real-time and making it available to emergency management professionals from other jurisdictions, the region can ensure that responses to events and incidents are coordinated, resulting in improved outcomes for their communities.



Image via Shutterstock



LOOKING FORWARD



Letter from the Director

2019 promises to be another successful year as we continue to implement ongoing initiatives and as we begin to execute new programs. One of the new projects we are looking forward to conducting in 2019 is the AlertHouston Advertising Campaign. In partnership with Ad Impressions Inc. and the Mayor's Office of Communications, we will launch a citywide advertising campaign featuring Mayor Sylvester Turner to promote registration for the public alerting system. Mayor Turner will appear on billboards in English, Spanish, Chinese, and Vietnamese; television and radio commercials; and print and digital advertisements.

We are also participating in a FEMA Technical Assistance Initiative to promote supply chain resilience related to the grocery sector. Supply chain logistics is extremely complex, and its integrity can be impacted during weather-related and other significant incidents. The purpose of this initiative is to equip the City with the skills and tools needed to maintain grocery distribution during times of emergency.



Another initiative we look forward to implementing in 2019 is the Complex Coordinated Terrorist Attack (CCTA) Grant Program. The objective of this grant is to help communities prepare for, prevent, and respond to complex coordinated terrorist attacks. Through this initiative, we 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 responders' knowledge and understanding of the planning strategies. It is the intent of our CCTA Program to empower responders with the knowledge and skillset to contain and eliminate all threats while saving as many lives as possible.

As we continue to work with our local, regional, state, and federal partners, I look forward to another successful year in 2019 as our office continues to implement initiatives to support the homeland security efforts of the region and to support the City during emergency incidents and major events.

Sincerely,

Chief George Buenik
Director of the Mayor's Office of Public Safety and Homeland Security

Grant Programs

Looking Forward

Complex Coordinated Terrorist Attack Grant Program

MOPSHS applied for and was awarded a grant to help communities 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 responders' knowledge and understanding of the planning strategies. It is the intent of the CCTA Program to empower responders with the knowledge and skillset to contain and eliminate all threats while saving as many lives as possible. This program will ensure that responders are able to confront evolving and dynamic terrorism threats by building a sustainable preparedness approach in collaboration with the whole community. The planning team will begin this initiative in 2019.

FEMA Supply Chain

Houston is participating in a FEMA Technical Assistance Initiative to promote supply chain resilience related to the grocery sector. The purpose of the program is to equip participating jurisdictions with the skills and tools to maintain grocery distribution when their communities are impacted by weather-related and other significant events.

MOPSHS will be working with the local grocery industry to identify what grocery partners need to develop a self-sustaining posture and to challenge emergency preparedness partners to plan for grocery resilience as a core necessity, similar to water, power, shelter, and transportation.

The initial work of this project centered on identifying the grocery industry partners and learning about their daily operations needs, as well as their emergency planning processes. The next phase is to assess community needs and identify core grocery and other businesses that residents depend on and hold resilient training workshops to promote self-sustainment of those businesses.

AlertHouston Marketing Campaign

In 2018, OEM secured a TDEM grant to promote the AlertHouston emergency notification system, which delivers critical information to Houston residents through email, text message, voice call, or mobile app push notification. Messages include information regarding current weather, traffic, and public conditions; expected impacts; and protective actions to keep themselves and their loved ones safe. Throughout 2018, AlertHouston was used to announce major weather impacts (such as hard freeze warnings in January and flash flooding on the Fourth of July); to provide information about traffic impacts related to special events (such as the Barbara and President George H.W. Bush funerals and President Donald Trump's MAGA Rally); and to promote Houston Recovery updates.

In partnership with Ad Impressions Inc. and the Mayor's Office of Communications, Houston OEM will launch a citywide advertising campaign featuring Mayor Sylvester Turner to promote registration for the system. Mayor Turner will appear on billboards in multiple languages; television and radio commercials; and print and digital advertisements.



Houston Urban Area Homeland Security Strategic Plan

The Houston Urban Area Homeland Security Strategic Plan provides a comprehensive blueprint for multi-jurisdictional, multi-pipeline homeland security preparedness efforts. Each biennial revision allows the region to build upon its past successes, reassess and prioritize capability gaps, and outline a strategy for improvement. This strategy aligns the work of the Houston region with the National Preparedness Goal and the National Preparedness System, along with multiple national planning frameworks. It aims to coordinate efforts across jurisdictions, disciplines, and resources toward common goals and objectives that address the region's highest priorities.

Strategic Plan for OEM

Toward the end of 2018, OEM commenced the process of crafting a strategic plan for the organization's future. The Houston OEM Strategic Plan 2019–2024 will be a five-year plan that will serve as the organization's guiding document. It will outline OEM's mission, vision, and values, as well as strategic goals and objectives. This collaborative undertaking will identify new opportunities for growth and success.

Mission Statement: Our mission is to build resilience by promoting a culture of preparedness in the City of Houston through effective partnerships with the whole community. These efforts include enhancing and sustaining capabilities to prevent, protect and mitigate against, respond to, and recover from threats, hazards, emergencies, and disasters.

Vision Statement: Our vision is to be a leading emergency management organization known for collaboration, innovation, and service to the community.

Goals:

1. Enhance the City of Houston's capacity to prepare for, mitigate, respond to, and recover from emergencies and disasters.
2. Strengthen awareness, relationships, and collaboration opportunities within the city and with the whole Houston community.
3. Improve the planning posture and socialization of city plans.
4. Improve resource management processes.
5. Professionalize the organization.

Partnerships and Organization Participation

Personnel from MOPSHS and its divisions participate in committees, associations, and task forces at the local, regional and national levels. While service to the City will always be the priority of MOPSHS, participating in these organizations helps to ensure that the City of Houston continues to learn from and share best practices with other jurisdictions and to have a voice in shaping the future of public safety, emergency management, and homeland security. The following lists include groups and organizations in which various members of MOPSHS and its divisions participate:

Regional—Houston Urban Area

- Access and Functional Needs Workshop Planning Committee
- Area Maritime Security Council
- Channel Industries Mutual Aid
- Community Emergency Response Team Rodeo Planning Committee
- Council of Cities Collaborative Committee
- Crime Stoppers, Board Member
- Disaster Animal Management Committee
- DAM Steering Committee
- Evacuation Hub Planning Committee
- Greater Harris County 9-1-1 Board
- Greater Houston Local Emergency Communication Committee
- Greater Houston Local Emergency Planning Committee
- Harris County Citizen Corps
- Houston Commission on Disabilities
- Houston Community Preparedness Collaborative, Chair
- Houston Regional BioWatch Program
- Houston Ship Channel Security District Advisory Council
- Houston/Galveston Public Information Officer Network, Executive Board Member
- Public Health Emergency Preparedness Collaborative (PHEP-C)
- Regional Healthcare Preparedness Coalition (RHPC)
- Regional Extreme Weather Ready Expo Planning Committee, Chair
- Texas Gulf Coast Regional Volunteer Organizations Active in Disasters (TGCROAD)

Partnerships and Organization Participation

Urban Area Security Initiative (UASI)

- Community Preparedness Committee, Co-chair
- Cyber Work Group, Chair
- Emergency Public Information and Warning Work Group
- Executive Committee, Chair
- Health and Medical Committee
- Regional Collaboration Committee, Chair
- Regional Recovery Work Group, Co-chair
- Regional Training and Exercise Work Group, Chair
- Risk Management and Critical Infrastructure Protection Committee, Co-chair
- Technology Work Group, Co-chair
- Urban Area Working Group, Chair
- Vital Systems Work Group, Chair

Statewide

- State Advisory Committee (SAC)
- Texas Emergency Management Advisory Council
- Texas Governor's First Responder Advisory Council

National

- Big City Emergency Managers
- DHS State, Local, Tribal and Territorial Government Coordinating Council
- FEMA Work Groups
- DHS Domestic Nuclear Detection Office Executive Steering Council
- DHS Domestic Nuclear Detection Office State and Local Stakeholder Working Group
- National Health Security Preparedness Index – Local Index Advisory Panel
- National Incident Management System Committee
- Regional Advisory Committee—FEMA Region 6

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City of Houston

Mayor's Office of Public Safety and Homeland Security

houstontx.gov/publicsafety