

Memorandum



DATE February 5, 2018
TO Honorable Members of the Public Safety and Criminal Justice Committee
SUBJECT **OEM Strategic Priorities**

Background/History

On Monday, February 12, 2018, you will be briefed on OEM's strategic priorities and workplan for FY2018 by Rocky Vaz, Managing Director, Office of Emergency Management. The Office of Emergency Management (OEM) has worked diligently to identify departmental gaps, needs, and challenges over the course of the last 12 months. In Fiscal Year 2016/2017, the OEM Staff retreat identified the following top priorities:

1. Standardize Emergency Operations Center (EOC) response plans, protocols, and procedures to ensure relevance and functionality
2. Plan and conduct a range of exercises utilizing the Homeland Security Exercise & Evaluation Program (HSEEP) to improve and enhance the emergency response capabilities of all departments and agencies
3. Improve coordination with Non-Governmental Organizations (NGOs) in a disaster and among Non-Governmental Organizations service providers
4. Develop self-sustaining Neighborhood Resilience program
5. Build Shelter Capacity - Identify additional facilities for shelter use and survey the capacity of each site
6. Management & Administration of Homeland Security Grant Program

I am happy to report that OEM has made significant progress on all the listed priorities, however, there is more work to be completed.

Standardization of response plans, protocols, and procedures will remain a top focus, ensuring that staff have the capability to respond to emergencies and operate the Emergency Operations Center. This standardization will ensure that all emergency response staff have the training and necessary skills to perform their functions to protect lives, property, and the environment during times of emergency.

In addition to planning, training and exercises remain a major focus of OEM. Effective training ensures a deep cadre of staff to support emergency operations and exercises provide an environment for practice and refinement of plans and training to ensure readiness for emergency events.

Non-governmental organizations are key stakeholders and providers of personnel and equipment critical to emergency response. The after-action report from Hurricane Harvey identified a need to continue to improve coordination with these agencies to improve the efficiency in which supplies and personnel are utilized in emergency operations.

Effective response and recovery from emergency events is directly correlated to the preparedness levels of the affected community. OEM has developed a framework for developing and staging self-sustaining neighborhood resilience kits throughout the City. These kits are designed to be a safe refuge for survivors of emergency events, a hub for communications to City staff, and a staging point for volunteers to serve those affected by emergency events. This project will be piloted in mid-FY18 and ready for Citywide deployment by the end of 2018.

The City planned, staffed, and executed its plan for Mega Shelter operations at the Kay Bailey Hutchison Convention Center at Dallas in 2017. This event tested the City's current capacity to provide emergency shelter to survivors of emergency events. Moving forward, OEM will lead an effort to continue to develop the capacity, capability, and staffing to provide shelter to significant population numbers following an emergency event.

Lastly, OEM continued to provide management and administration of Homeland Security grant funds. In FY17, the City received more than \$7M in new grant funds, this while maintaining oversight of more than \$11M of existing funds. As the unfortunate trend of active shooter incidents has increased across the country; FY17 funding was utilized to procure critical protective vests, shields and helmets for both the Dallas Police and Dallas Fire-Rescue Departments. Linked to this, funds were also used to support specialized terrorism response training for complex operations. This was all in addition to support of other public safety initiatives such as: critical technology upgrades for the Dallas Fusion Center, equipment and supplies for police and fire special teams and expanded community preparedness and outreach efforts.

Strategic Priorities

Looking forward, OEM has identified several trends and opportunities for enhancement within the City's Emergency Management System and within the North Central Texas region which will impact our operations. These areas are incorporated into the departments 2018 Strategic Priorities, which include:

1. Establishment of a viable back-up 911 Center and EOC
2. Enhanced EOC training & exercises
3. Revamp of community promotional items/materials
4. Promote public safety through use of public warning systems
5. Conduct multiple comprehensive public campaigns to promote emergency preparedness
6. Continued support of public safety initiatives via Homeland Security Grants.

The PSCJ committee was briefed on the establishment of a viable back-up 911 Center and EOC at the January 22nd committee meeting. Phase I of this plan will be completed by April 2018 with continued departmental collaboration taking place through FY18 for completion of Phase II.

The development of staff and partners to fulfill roles in the Emergency Operations Center is a critical focus moving forward. Hurricane Harvey highlighted the need of the City to implement steps to build depth to serve during times of emergency or disaster. In FY18, OEM will conduct exercises at minimum every 60 days on a variety of scenarios.

OEM is actively working with Public Affairs & Outreach to standardize and enhance community preparedness materials for increased visibility and effectiveness. Standardization of materials is an effective method of providing "Service First" to our residents and guests.

Effective public warning and notification systems directly increase the ability of the public to take correct actions during times of emergency. Because of the diverse profile of hazards facing the City, the multiple manners in which the public receives information, and the technology available to the City, OEM has developed procedures for continual testing, maintenance, and marketing of public warning systems to have maximum reach to the public.

OEM is also proactively developing a cadre of volunteers to help amplify the tenants of preparedness to the community to influence residents to take steps to be ready prior to an emergency event. OEM will aggressively pursue new and innovative methods of engaging the public and influencing investments in personal preparedness.

Lastly, OEM will continue to provide support of public safety needs via Homeland Security Grant funds. Primary focus will be on continued equipment and training enhancements of both the Dallas Police and Dallas Fire-Rescue Departments to active shooter incidents, development of a Common Operating Picture system and technology build out of the back-up 911 Center and EOC.

Future Action Items

Finally, future items that OEM will be working on throughout the biennial budget include:

1. Develop and implement new common operating platform to enhance emergency response
2. Expand public-private partnerships beyond CBD
3. Manage projects to prepare the City to respond and recover from a complex coordinated terrorist attack
4. Develop permanent back-up EOC location
5. Register 100% of City employees in city's employee notification system

Sharing accurate information from multiple sources of data are a critical component of emergency response operations. OEM will increase its capability to share these and other sources of data by investing and developing a new common operating platform for use during emergency events.

OEM will continue to expand its public-private partnership by focusing on businesses, trade organizations, and professional groups outside of the Central Business District. OEM and Downtown Dallas Inc. have developed emergency response manuals, marketing materials, notification systems, and conducted annual public-private symposiums to increase awareness and collaboration during emergency events. Moving forward, OEM will look to expand this model to new stakeholders throughout the City.

In 2017, the North Central Texas region (with Dallas as the principle City) was awarded \$925,000 to increase capability and preparedness for managing a potential complex coordinated terrorist attack. OEM will serve as the lead for this project by involving City departments and regional stakeholders to plan, train, and exercise together to achieve the goals of the grant.

Administrative Directive 3-78 establishes an effective method of use, training, and management of the City's Employee Notification System. This system is intended to collect employees' emergency contact information in an electronic database, and to notify registered members when normal operations are interrupted, extended, or changed when an emergency occurs. OEM will expand registrants to the system by directly working with City departments on the use, operations, and effectiveness of the system.

The briefing materials are attached for your review. Please contact me if you have any questions or need additional information.



Jon Fortune
Assistant City Manager

[Attachment]

cc: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Biliera Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

OEM Strategic Priorities

Public Safety and Criminal Justice

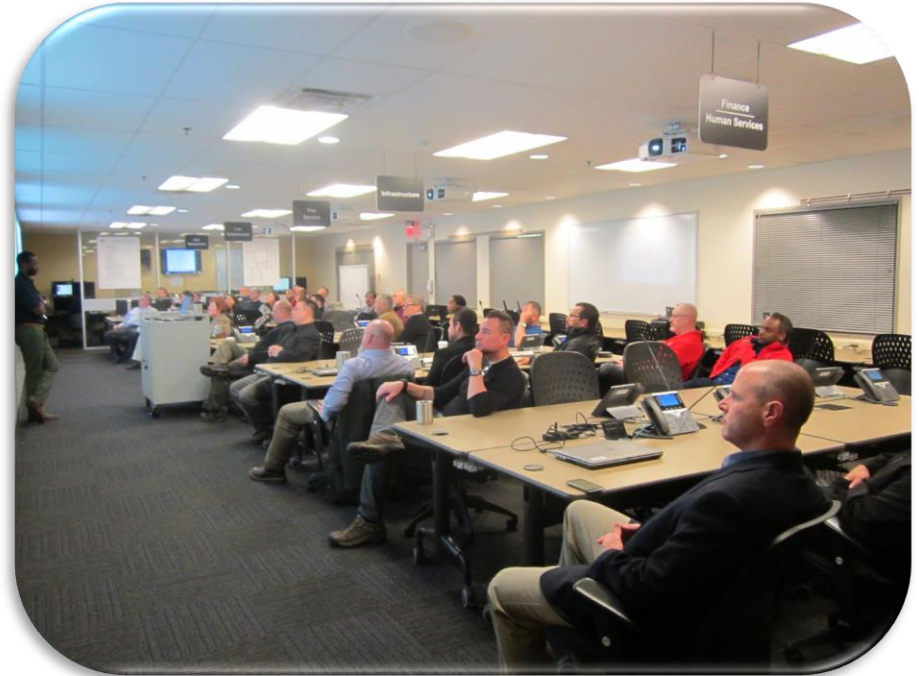
February 12, 2018

**Rocky Vaz, Managing Director
Office of Emergency Management**



Presentation Overview

- Background/History
- Purpose
- Strategic Priorities
- Proposed Actions
- Next Steps



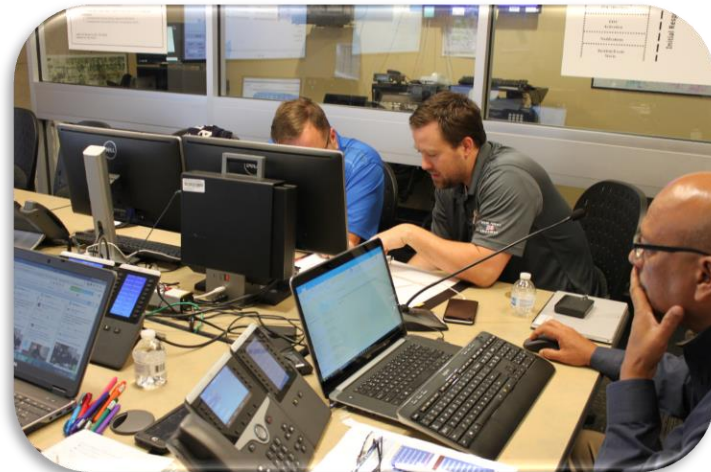
Background/History

Major Accomplishments & Top Priorities 2016/2017:

Major Accomplishments	Top Priorities
Hurricane Harvey Shelter Operations	Shelter Operations Planning
11 successful EOC Activations	Grants Management
Siren Security Enhancement	Training & Exercise Programs
Community Preparedness Program Expansion	Community Preparedness & Outreach

Purpose

- To provide an overview of OEM's proposed Strategic Priorities for FY18 and FY19



Strategic Priorities

- Establish a viable back-up 911 Center & EOC
- Enhance EOC training & exercises
- Promote public safety through use of public warning systems



Strategic Priorities

- Conduct multiple, comprehensive public campaigns to promote emergency preparedness
- Revamp of community promotional items/materials
- Continued Management of Homeland Security Grant funds



Proposed Actions

- Design and outfit a failproof backup 911 Center & EOC (April 2018)
- Complete regular testing & maintenance on public warning systems (ongoing)
- Improve organizational readiness for EOC activations and deployment (exercises every 60 days)



Proposed Actions

- Improve resident emergency preparedness and develop a neighborhood resilience program (February 2018)



Ongoing Action Items

- Installation of six new outdoor warning sirens (April 2018)
- Provide CERT classes in Spanish (May 2018)
- Update all critical operations continuity of operations plans (April 2018)



Ongoing Action Items

- Increase number of city employees registered in the City Emergency Notification System (15% in FY18)
- Create and implement EOC training specific to teams and staff during an activation (ongoing)
- Continued support of public safety needs via Homeland Security Grants (ongoing)



Future Action Items

- Develop and implement new common operating platform for enhanced emergency response
- Expand public-private partnerships beyond CBD
- Manage projects to prepare the City to respond and recover from a complex coordinated terrorist attack
- Develop permanent back-up EOC location
- Register 100% of City employees in City Notification System



OEM Strategic Priorities

Public Safety and Criminal Justice

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**Rocky Vaz, Managing Director
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