



CITY OF AUSTIN

**Office of Homeland Security  
and Emergency Management**



**2011 ANNUAL REPORT**



# We need to prepare today for the disasters of tomorrow



## Message from the Director

The world and our community face an ever changing array of disasters. Acts of terrorism will continue. Experts tell us to expect an increase in severe weather. The City of Austin needs to anticipate these kinds of disasters before they happen, try to reduce risk, and increase preparedness. The more prepared we are as a local government and the more prepared we are as members of our community, the better our response and recovery. Mitigation, planning, preparedness, and a timely and efficient response – all these can help prevent an emergency from becoming a disaster.

We need to prepare today for the disasters of tomorrow. The time has come for the City of Austin to incorporate disaster management, hazard mitigation, and homeland security into its everyday operations, planning and decision-making. It is also time for the City of Austin to establish a local funding source – one not totally dependant on grant funds – for emergency management and homeland security programs.

Otis J. Latin, Sr.  
Director,  
City of Austin Office of Homeland Security  
and Emergency Management



## Disaster Ready Austin:



## Prepared, trained and resilient

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## History

The Office of Emergency Management (OEM) was created in response to the tragic Memorial Day flood of 1981 that killed 13 citizens.

Then-Mayor Carole Keeton McClellan and the Austin City Council approved an ordinance on Dec. 9, 1982, that directed OEM to develop and implement an emergency preparedness plan for the city. The purpose of the plan was to coordinate emergency preparedness activities.

On approval by the City Manager, OEM would issue rules and regulations, work with Federal, State, County, and other emergency planning and control agencies, disseminate information on emergency preparedness to the public, and perform other duties and powers as the City Manager, or the Mayor, in relevant statutorily declared emergencies, assign.

In 2009, the Office of Emergency Management became the Office of Homeland Security and Emergency Management (HSEM) to better define the enhanced mission of the Office.

# The Office of Emergency Management (OEM) was created in response to the 1981 Memorial Day flood that killed 13 citizens



*Photo source: Austin History Center, Austin Public Library*



### Mission

Austin HSEM’s mission is to plan and prepare for emergencies, educate the public about preparedness, manage grant funding to improve homeland security and public safety capabilities, coordinate emergency response and recovery, and work with public and partner organizations to protect our community when it needs us the most.



Emergency Operations Center Activation: February 2011, Rolling blackouts and winter weather

### Vision

Austin HSEM’s vision is a “Disaster Ready Austin” where everyone participates in assuring we are a prepared and resilient community.

To accomplish this mission and vision, HSEM:

- Manages the Austin/Travis County Emergency Operations Center (EOC)
- Oversees the development of the City’s emergency operations plans and procedures for all hazards
- Provides leadership and support to regional planning and response initiatives
- Educates the public on preparedness and conducts community preparedness and awareness initiatives
- Manages Homeland Security and Emergency Management Grant programs
- Serves as the central point for communication, coordination, and warning during major emergencies and disasters
- Develops hazard mitigation and prevention programs
- Coordinates strategic planning projects
- Conducts training, drills, and exercises
- Manages and coordinates volunteer programs

## FY 2011 Budget

# \$733,943

### HSEM Operating budget

# \$1,115,377

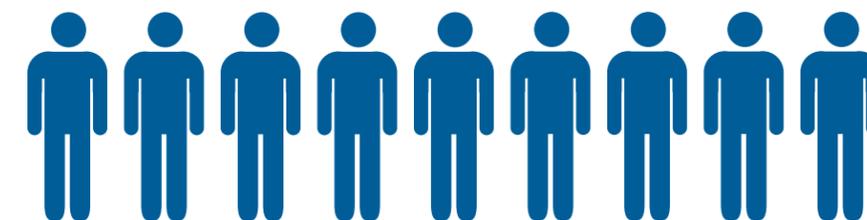
### Homeland Security and Emergency Management Grant budget

# 13

### Full-time equivalent (FTE) employees

# 9

### Full-time, permanent



# 4

### Full-time, grant-funded\*



\*Funding scheduled to end February 2013



Volunteers participate in disaster drills and training, after-event assistance, and community preparedness.



# Fostering a safe and strong environment in Central Texas through community collaboration, preparedness, training, and volunteerism



## Citizen Corps

Citizen Corps is a national program coordinated by the Federal Emergency Management Agency (FEMA). Citizen Corps affiliate programs include Fire Corps, Community Emergency Response Team (CERT), Volunteers in Police Service (VIPS), USA on Watch, and Medical Reserve Corps (MRC).

## Central Texas Citizen Corps Council (CTC3)

HSEM oversees the Central Texas Citizen Corps Council (CTC3) which has as its mission, “fostering a safe and strong environment in Central Texas through community collaboration, preparedness, training and volunteerism.” HSEM conducts monthly meetings of CTC3 to accomplish this mission by sharing information, hearing presentations on topics ranging from counter-terrorism awareness to personal preparedness, and identifying opportunities to collaborate on programs and projects. CTC3’s membership includes representatives of Citizen Corps affiliate programs as well as local and regional non-profit organizations such as the Capital Area Food Bank, Network of Asian American Organizations, Austin Jaycees, Meals on Wheels and More, Texas Department of State Health Services, Capital Area Council of Governments, and others.



## Community Emergency Response Team (CERT)

The CERT program is a national program that helps train people to be better prepared to respond to emergency situations in their communities. When emergencies happen, CERT members can give critical support to first responders, provide immediate assistance to victims, organize spontaneous volunteers at a disaster site, and work at evacuee shelters when Austin serves as a sheltering community for hurricane evacuees.

Austin’s CERT program has been training members of the community since 2003. To date, more than 900 individuals have been trained through classes offered twice each year. The fall 2011 CERT class was the largest to date, with interest growing substantially following the Labor Day wild fires.

Once citizens complete the training, monthly membership meetings provide advanced training, information about volunteer opportunities designed to improve community safety, and other information of interest.

## Community Preparedness

In 2011 Austin HSEM implemented the Disaster Ready Austin Plan which provides a comprehensive guide for community outreach and public education. The mission is to increase citizen's level of preparedness. Our Vision: All Austin citizens are prepared for emergencies.

### 2011 Programs

Austin HSEM managed or hosted more than 17 community preparedness awareness programs and campaigns, including:

- Preparedness Training
- National Preparedness Month
- Annual Austin Preparedness Calendar
- Inside Line Advertisement
- Flash Flood Awareness Week
- Terrorism Awareness
- Too Prepared to be Scared
- Public/Private Partnership
- Family Preparedness Handbook
- 30th Anniversary Kick-Off
- Annual Public Safety Open House
- City Works Academy
- Austin Corps
- Master of the Disaster
- Annual Capital Area Regional Preparedness Symposium
- Storm Ready Program
- Dual Language



*Austin HSEM, Flash Flood Awareness interactive quiz on YouTube.*



**Have a plan**  
**Build a kit**  
**Stay informed**  
**Know your neighbors**

### Communication Tools

Austin HSEM uses innovative and creative tools to promote its programs and campaigns:

- Website: [www.AustinHSEM.com](http://www.AustinHSEM.com)
- Disaster Ready Austin on Facebook
- Austin Preparedness Guide free eBook, available from outlets such as Barnes & Noble
- Interactive YouTube videos
- Public service announcements
- Capital Metro bus placards
- Radio and print advertising
- Quick Read (QR)codes



## Homeland Security Grant Program

All grant funds originate from the U. S. Department of Homeland Security and are administered at the state level by the State Administrative Agency (SAA) which is under the Texas Division of Emergency Management (TDEM). The distribution of some grants funds is administered regionally by the Capital Area Council of Governments (CAPCOG). All of these are ongoing grant programs that provide new funds every year, though funding amounts have decreased substantially since 2011. Our understanding is that funding will continue to decrease and may be eliminated altogether in the coming years.

### ■ UASI (Urban Area Security Initiative )

### ■ UASI - LEAP (Law Enforcement Assistance Program )

Funds provided to high risk, densely populated urban areas to enhance regional capabilities. The Austin-Round Rock Urban Area includes Travis, Hays, and Williamson counties. UASI Grants are administered by the SAA. The distribution of UASI grant funds is administered regionally by HSEM. The last UASI grant received by the Austin Area UASI was in FY 2010. The FY 2010 grant period ends in February, 2013. No further UASI grant funds are expected.

### ■ MMRS (Metropolitan Medical Response System)

Funds provided to develop enhanced capabilities for managing mass casualty incidents from any hazard. Part of the State Homeland Security Program, administered by the SAA and FEMA Region 6.

### ■ SHSP (State Homeland Security Program)

### ■ SHSP - LEAP (SHSP and Law Enforcement Assistance Program)

Funds provided to enhance state and local capabilities for emergency preparedness, prevention, response and recovery. Administered regionally by CAPCOG. The LEAP program is part of the SHSP grant and dedicates funds to law enforcement.

### ■ CCP (Citizens Corps Program)

Funds provided for formation and management of Citizens Corps local volunteer programs. Part of the State Homeland Security Program, administered regionally by CAPCOG through 2011.

Grants purchases shown in charts:

2007: ANDROS mobile, powered, general service bomb response robot, for use by APD bomb Squad.

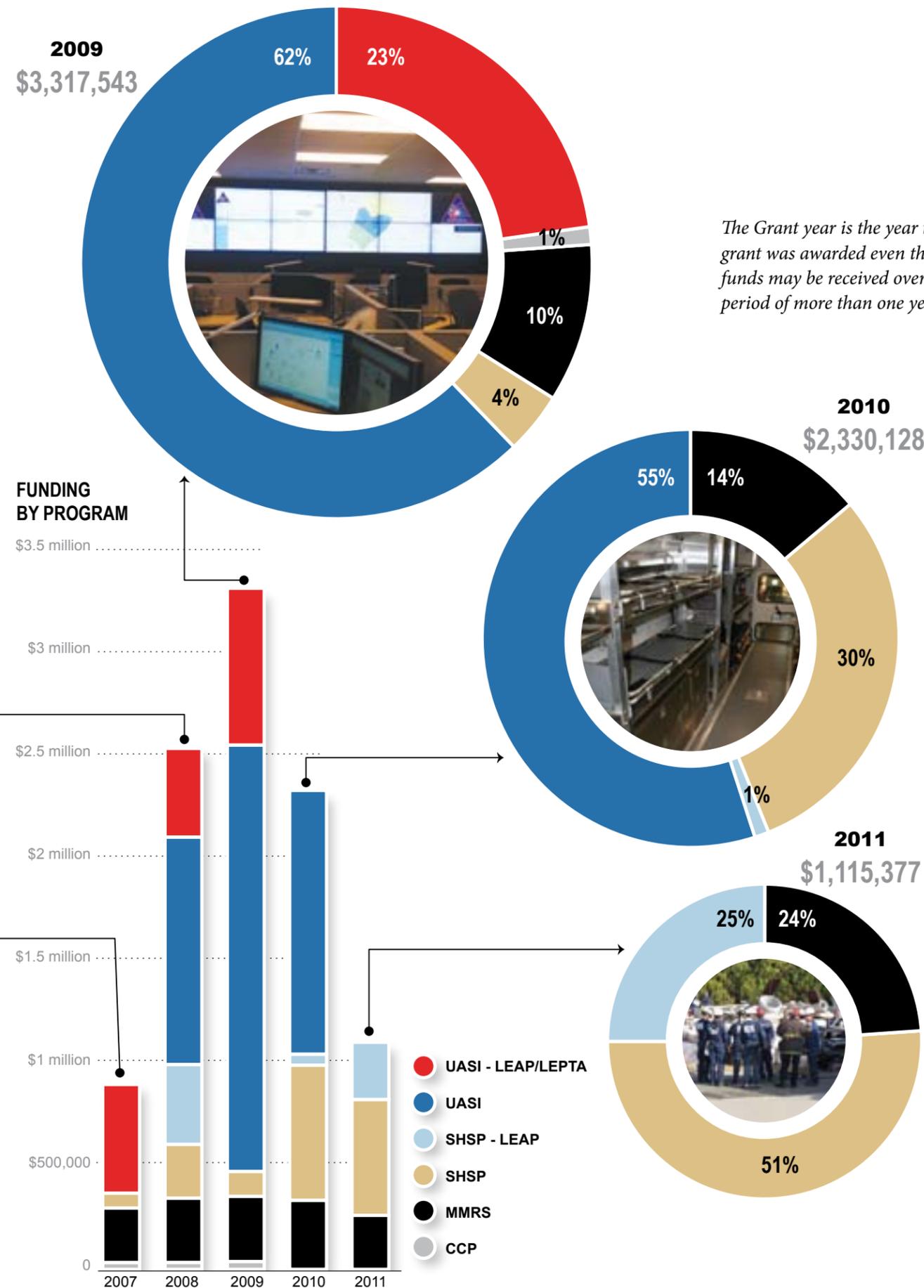
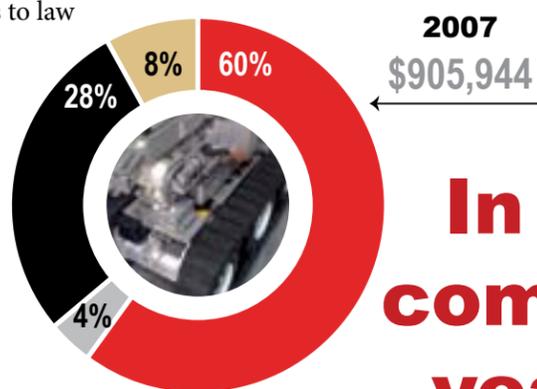
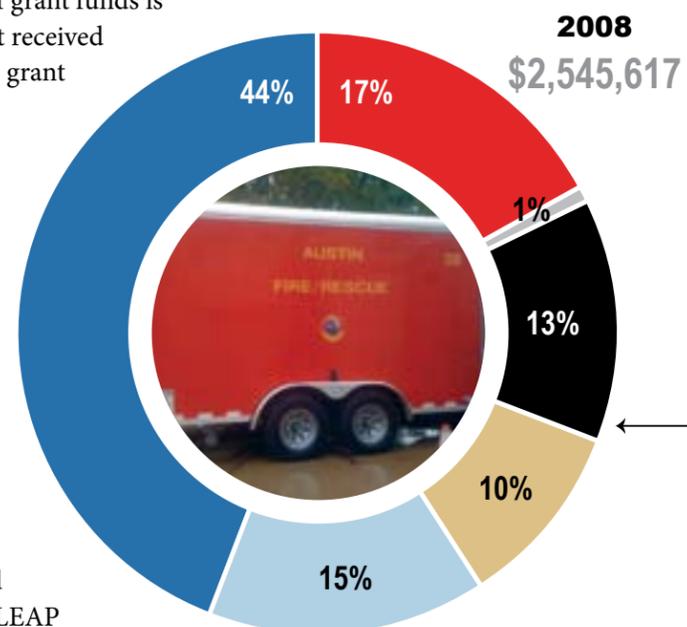
2008: AFD trailer to carry structural collapse equipment.

2009: The Austin Regional Intelligence Center allows for a coordinated approach to sharing information and intelligence

2010: Emergency Medical Services' ambulance and evacuation vehicle for 20 patients

2011: The Austin Area Urban Shield full-scale training exercise

**In the coming years, funding may continue to decrease**



The Grant year is the year the grant was awarded even though funds may be received over a period of more than one year.

## Planning

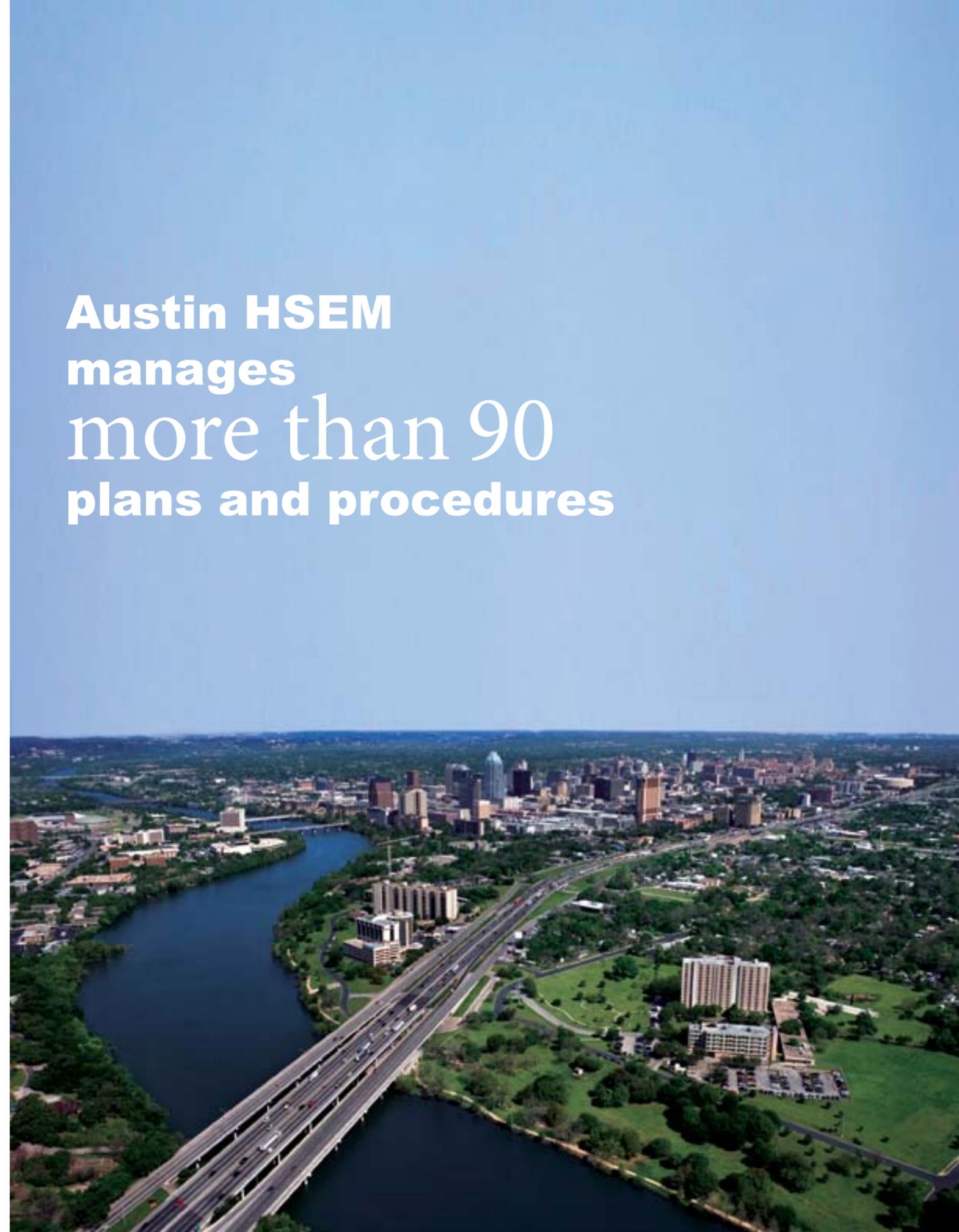
HSEM continually updates, revises, and creates emergency operation plans and procedures for the City of Austin. These plans and procedures focus on creating an all-hazards infrastructure in order to become the best managed emergency management agency in the nation. Additionally, HSEM provides assistance to other City departments and area stakeholders, when requested, on plan development and emergency management best practices.

The State of Texas requires that certain plans be revised and updated on a five-year schedule. These plans include our Emergency Operations Plan (EOP) and associated annexes.

In 2011, a total of 80 plans and procedures, including the EOP and associated annexes, were developed and/or revised.

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nation**

**Austin HSEM  
manages  
more than 90  
plans and procedures**



## Technology and Facilities

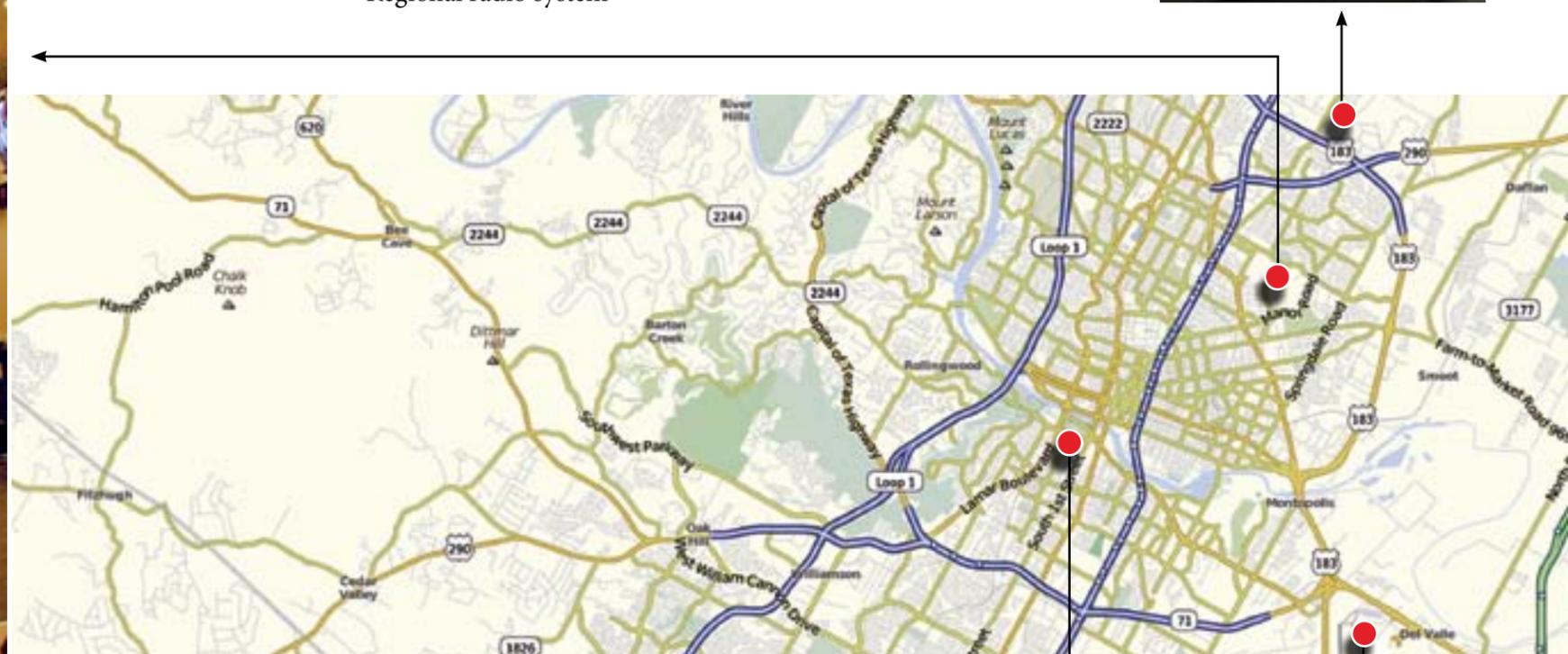
HSEM operates the Austin/Travis County Emergency Operations Center (EOC) in conjunction with Travis County. The EOC is a world-class incident coordination facility.



## Back up EOC

A backup EOC was brought online in 2011. This facility will provide critical backup and additional capacity. The back up EOC has technologies designed and tested to support sustained operations.

- 100 Voice over Internet Protocols (VoIP) phones
- Encrypted microphones
- Redundant secure Internet connections (wired and wireless)
- Regional radio system
- AV system with ability to display from multiple sources
- Seven televisions with cable for media monitoring
- Tables and chairs to support activation of 75 responders



Locations identified for additional back up Emergency Operations Centers

## Primary EOC

Significant improvements were made to the facility in 2011, including the addition of a new video conference system that allows the facility to communicate with other EOCs in the region as well as mobile command units and key staff that may not be on-site. This capability is particularly helpful in events such as pandemic disease, when social distancing is critical.

- Satellite communications
- Redundant service for phone, Internet, electricity
- Regional radio system
- State of the art audio/visual system
- Video teleconferencing
- Flexible space to accommodate 75 plus



Austin HSEM mobile command unit is a rapid response and communication vehicle that can also act as an on-scene or back-up EOC.

## Training and Exercises

HSEM conducts, plans, and takes part in a number of exercises each year. In 2011 HSEM offered more than a dozen emergency management training and exercise programs. The types of exercises vary and can range from table-top, discussion-based exercises involving HSEM staff to full-scale, multi-jurisdictional exercises involving execution of a plan in response to a staged incident.

### HSEM conducts exercises:

- In conjunction with area stakeholders such as the Capital Area Council of Governments (CAPCOG), the Capital Area Trauma Regional Advisory Council (CATRAC), and other City departments or jurisdictions;
- As a requirement of a specific grant program;
- To test specific plans or procedures;
- To build upon the response capabilities of the office as a whole.

HSEM engages in and offers a variety of training programs and exercises to continually improve the skills of individual staff members and the proficiency of the office as a whole. The HSEM staff training policy is designed to ensure that HSEM staff members receive training focused on:

- The National Incident Management System (NIMS)/Incident Command Structure (ICS);
- Specific hazards unique to the City of Austin;
- Requirements necessary to obtain professional certification/re-certification or professional development;
- Requirements for any local, State or Federal grant requirements;
- Opportunities for improvement, as noted in after action reports (AAR's), conducted as a result of an incident.

**HSEM engages in and offers a variety of training programs and exercises to continually improve the skills of individual staff members and the proficiency of the office as a whole**



## Major Accomplishments

### Accreditation

- HSEM completed documentation for Accreditation through the national Emergency Management Accreditation Program, an independent, non-profit organization that fosters excellence and accountability in emergency management by establishing "best practice" standards.

### Community and Employee Preparedness

- Implemented the first Community Outreach and Public Education Preparedness Plan, Disaster Ready Austin.
- Conducted the first Capital Area Regional Preparedness Symposium, hosted by Mayor Leffingwell.
- Reached more than 100,000 individuals through emergency preparedness messaging.
- Redesigned HSEM website and Disaster Ready Austin Facebook page.
- Distributed more than 15,000 Annual Preparedness Calendars.

### Financial and Grants Management

- Managed more than \$10 million in Federal Homeland Security Grants that enable departments throughout the City to prepare for and respond to emergencies.
- Successfully completed two grant audits, one Federal program audit, and one City financial audit.
- Developed a Grants Management Special Operations Plan.

**HSEM**  
managed more than  
**\$10 million**  
in Federal Homeland  
Security grants...

... reached  
more than  
**100,000**  
individuals through  
preparedness  
messaging...

### Volunteer Management

- Trained more than 100 volunteers through HSEM's Community Emergency Response Team (CERT) Basic Training Program.
- Finalized implementation of Volgistics, a volunteer management software system, now being used City-wide to manage data for several volunteer programs.

### Planning and Response

- Operated the Austin-Travis County EOC for 72 hours as the community faced rolling blackouts, a winter storm, and its aftermath of frozen pipes.
- Labor Day, Austin HSEM assisted Travis County with EOC activities during the wildland fires in Travis and Bastrop Counties.
- Created a Critical Infrastructure Protection Plan and formalized a working group.
- Managed the development of a COOP/COG plan for 43 City departments.

### Training and Exercise

- A full-scale exercise involving an aircraft emergency at Austin-Bergstrom International Airport.
- Participation in the National Emergency Communications Plan (NECP) "Goal 2" Regional Communications Exercise.
- Preparedness coordination meetings and exercises, involving a number of topics including heat, winter weather, and the winter weather shelter plan for homeless persons.

### Recognition

- The National Weather Service designated the City of Austin as a "Storm Ready Community" for 2011-2014 because of its effective communications, its gathering and monitoring of weather data, timely warnings, promotion of preparedness among citizens, and planning for hazardous weather events.

... trained  
more than  
**100** CERT  
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## FY 2012 Goals

- Continue to seek out and manage millions of dollars in grant funds to increase the capability of Austin's emergency responders
- Meet annual Texas Division of Emergency Management criteria for the "Advanced" planning preparedness status
- Provide training to at least 800 current and new volunteers annually through CERT classes and advanced training opportunities
- Reach out to more than 200,000 citizens through the Disaster Ready Austin program
- Complete HSEM Accreditation to ensure the City is utilizing best practices.

## Next Steps

The Office of Homeland Security and Emergency Management (HSEM) must continue to build strong relationships with our stakeholders, regional partners, and the community as we determine risks to the community. We need to work together to develop prioritized plans and programs for mitigating these risks. At the same time, we must work with City government, business leaders, community leaders, and the general public to generate the financial, political, and public resources needed to implement and maintain these plans and programs.

HSEM must be proactive and innovative in our approaches to emergency preparedness, and we can do this by anticipating trends, embracing change, and engaging people on their terms, in their language, giving them the tools they need to be resilient.



**We must work with City government, business leaders, community leaders, and the general public to generate the financial, political, and public resources needed**

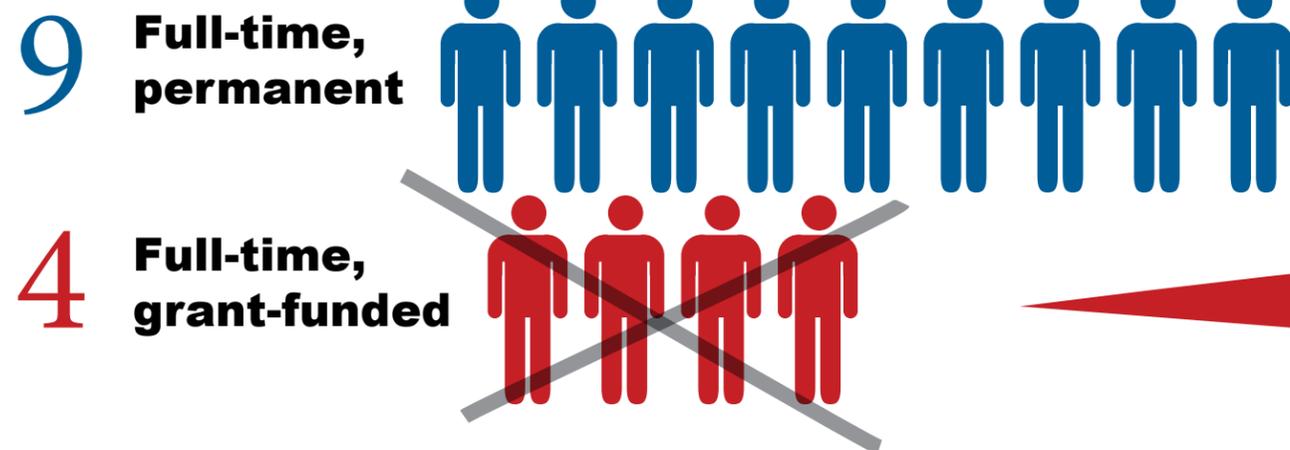
## FY 2012 Initiatives

- Conduct a tabletop exercise to test the HSEM Continuity of Operations (COOP) Plan.
- Facilitate and provide training for table-top exercises to test the departmental COOP Plans.
- Conduct a City-wide tabletop exercise to test the Recovery Plan.
- Conduct a three-county Austin Urban Shield full-scale exercise which will include multiple jurisdictions and agencies.



## Challenges/Horizon Issues

Austin HSEM staff



**As of February 2013, Austin HSEM will no longer have sufficient funds to cover the cost of essential personnel, functions and programs**

In February 2013, Austin HSEM will not have sufficient funds to cover the cost of essential personnel, functions and programs.

HSEM manages more than \$1 million annually in Homeland Security and Emergency Management Grant Programs. These programs benefit several City departments focused on public safety, planning and response to emergencies.

## What does this mean to the citizens of Austin?

### Without Grant Management staff:

- HSEM loses the capacity, expertise and ability to effectively and efficiently utilize funds that directly benefit citizens.
- HSEM cannot accept or seek new grant funding opportunities that provide and support programs, technology, staff and equipment used before, during and after emergencies or disasters.

### Without a Metropolitan Medical Response System (MMRS) planner:

- HSEM loses the capacity, expertise and ability to plan and coordinate public health, mass fatality and hospital response during emergencies.
- HSEM loses the opportunity to plan and coordinate city-wide geographic information system (GIS) during emergencies which provides citizens real time data.

### Without a Regional Citizen Corps Coordinator:

- HSEM loses the ability to manage the CERT Program, volunteers and donations during and after emergencies.
- City of Austin loses the opportunity to prepare and train citizens in emergency preparedness and response capabilities.
- City of Austin loses the ability to support first responders during emergency response.

### Without funding to support communication tools and technologies:

- City of Austin loses the ability to communicate life-saving warnings, alerts and notifications via telephone and AustinHsem.com (website).
- City of Austin loses the ability to communicate critical public messages such as road closures, alternate routes, weather updates and facility closures during emergencies.
- City of Austin departments loses ability to provide a “one stop shop” during emergencies that consist of: consistent public messages and distribution of news releases to media.
- City of Austin loses the city-wide volunteer management software used to schedule and track volunteers during emergency sheltering operations.
- City of Austin loses opportunity to provide innovative technologies such as mobile application, text messaging and mass messaging.

### Recommendation

**Sustain current grant-dependent staff, programs, communication tools and technologies by providing funds to cover these costs through the HSEM operating budget.**



City Of Austin  
**OFFICE OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT**

# **PRIDE**

## **PUBLIC SERVICE & ENGAGEMENT**

We will partner with one another and with our community to provide the best service possible.

## **RESPONSIBILITY & ACCOUNTABILITY**

We take responsibility for achieving results and hold ourselves accountable for our actions.

## **INNOVATION & SUSTAINABILITY**

We actively seek out good ideas that have a lasting, positive impact on our work, our community and our environment.

## **DIVERSITY & INCLUSION**

We recognize and respect a variety of perspectives, experiences and approaches that will help us achieve our organizational goals.

## **ETHICS & INTEGRITY**

Our actions will maintain the trust and confidence of the public and the organization.

