

DECEMBER 2018

CITY OF DALLAS OFFICE OF EMERGENCY MANAGEMENT

2018 Annual Report

City of Dallas



Office of Emergency
Management



DIRECTOR'S MESSAGE

Emergency Management isn't always about the large events like Mass Care Sheltering. More often, it's smaller, localized but no less devastating events that allow us to demonstrate our dedication to *Service First with our residents*.

We stood up the Emergency Operations Center (EOC) for an unprecedented, unplanned event; the Atmos Gas Outage. This event affected an entire Northwest Dallas neighborhood for weeks. We worked with Atmos Energy to provide essential services while repairs were made including coordinating safety, communications, and resources.

We activated for large, planned events like the National Rifle Association (NRA) Annual Convention which had multiple security concerns from planned protesters to appearances by the President and Vice President of the United States.



It's also been a banner year for training and exercise. We conducted the largest full-scale exercise in Dallas history with our Majestic Theater full-scale exercise. We hosted, conducted, or participated in dozens more training and exercises throughout the year.

Our staff continues to be involved regionally and nationally in leadership roles in working groups, committees, and organizations. This allows us to be on the leading edge of technology, policy, and procedure when it comes to Emergency Management, which in turn allows us to provide excellent service first to our residents, our partners, and our guests.

TRAINING AND EXERCISE

OFFICE OF EMERGENCY MANAGEMENT

TRAINING AND EXERCISE

FEBRUARY 2018

Hosted a patient tracking functional exercise for City personnel and regional partners, giving attendees the opportunity to train with patient tracking software during a large-scale incident.

JANUARY 2018

OEM hosted four ICS 300 and 400 classes for first responders and emergency managers. These classes teach the advanced concepts of running an emergency incident.

MARCH 2018

Conducted a Mass Casualty Incident Exercise at the Majestic Theater with over 1000 volunteers and 700 first responders from 25 agencies. This was the largest full-scale exercise in Dallas history.

SPRING 2018

In February, March, and May worked with Dallas Police and Independent School Districts on a school violence functional exercise series allowing schools and police to coordinate during a complex event.

JUNE 2018

Hosted the O-305 All Hazards Incident Management course. This course is designed to complement ICS 300 & 400 with a comprehensive functional exercise.

MAY 2018

Staff began teaching free CPR classes to City employees complementing our trauma kit training to teach City staff how to save lives.

AUGUST/SEPTEMBER 2018

OEM coordinated with Dallas Police and the State Fair of Texas staff to conduct an exercise specifically meant to test safety and security of largest state fair in the country.

SEPTEMBER 2018

Representatives from OEM, Dallas Fire Rescue, and Dallas Police supported the Alameda County Sheriff's Office in the 2018 Urban Shield which is a multi-day, international competition.

NOVEMBER 2018

Conducted the first "no notice" exercise of the backup communications center to give first responders the opportunity to demonstrate their ability to relocate from the primary facility to another in the event of a sudden incident.

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2018 was OEM's most ambitious year for training and exercise. We conducted the largest full-scale exercise in the City's history with the Majestic Theatre Mass Casualty Incident exercise that brought together several needed elements - an evacuation drill for the theater, a mass casualty incident for responders, patient tracking for hospitals, and family reunification.



UPCOMING TRAINING

OEM will be hosting several trainings and exercises in 2019.

January consists of an Active Shooter Summit focusing on the aftermath of an active shooter event leading up to working with our downtown district to host a high-rise active shooter scenario.

May, OEM will host a four-day event that includes a two-day school shooting exercise, testing the hospital Family Reunification Centers (FRC), the Texas Department of State Health Services (DSHS) family assistance phone lines, and the Dallas County Family Assistance Center (FAC) plan.

All trainings and exercises will lead up to the 2019 Complex Coordinated Terrorist Attack (CCTA) regional full-scale exercise.

MASS CASUALTY INCIDENT FULL-SCALE EXERCISE

Dallas OEM conducted the largest Mass Casualty Incident (MCI) full-scale exercise in the state on Sunday, March 19th at the Majestic Theatre in downtown Dallas. This exercise involved about 25 partner agencies and over 1,000 volunteers. This exercise was designed to accomplish two goals; provide the Majestic Theatre the opportunity to conduct an evacuation drill of its facility; and to test triage, transport, and family reunification in a mass casualty event.

This exercise ran 8 a.m. to Noon with the volunteers arriving before 6 a.m. to have wounds assigned and applied for many and others to check in. We ran the evacuation portion first before simulating a stage collapse. Volunteers had wounds triaged, tagged, and were transported to one of five area participating hospitals by Dallas Fire-Rescue (DFR). BioTel, a EMS service that helps first responders and hospitals, coordinated patient transport and other services. The volunteers were also put into the patient tracking system tested in February and used to help test the family reunification portion of the test. Hospitals participating were Baylor, Scott and White Medical Center; Texas Health Presbyterian; Veterans Administration Medical Center, Dallas; Methodist Dallas Medical Center; and Children's Medical Center.

Contact Tiffany Reid at tiffany.reid@dallascityhall.com for more information on future training and exercise opportunities.



2018 ACTIVATIONS

Dallas OEM continuously monitors severe weather, terrorism alerts, and other developing situations; coordinating their efforts with police and fire departments. In the event of a large-scale incident, such as an act of terrorism or a natural disaster, OEM will activate its Emergency Operations Center (EOC) to coordinate response efforts between local, state and federal agencies.

The EOC is a centralized location where public safety, emergency response, county departments, community services and other jurisdictional agencies can coordinate planning and support efforts for planned and unplanned events.

The City of Dallas EOC is located within OEM in City Hall. The EOC is a state-of-the-art facility equipped with the latest technology and designed for prolonged emergency operations.

When the EOC is not activated for response or recovery operations, Dallas OEM supports and coordinates disaster planning, community preparedness, mitigation and training.



Atmos Gas Outage: February 23 - March 3

NRA National Convention: May 3-7, 2018

YMCA Turkey Trot: November 22, 2018

Dallas Holiday Parade: December 1, 2018

Dallas Marathon: December 7-9, 2018

ATMOS GAS OUTAGE

OEM coordinates resources during planned and unplanned events. The Atmos Gas Outage was one such unplanned event.

On Friday, February 23, 2018, OEM responded to a house explosion incident in Northwest Dallas. This incident, which resulted in one death and several injuries led to a much larger scenario, including evacuating several blocks. We worked with DFR and other agencies to set up Walnut Hill Recreation Center as a “respite” center for families to meet and figure out what they needed.

We continued to work with Atmos Energy, partners, and residents to evaluate and work with the neighborhood, including participating in a Town Hall Meeting on Tuesday, February 27th. On February 28th the EOC was activated to work with Atmos Energy and other agencies as Atmos began a planned outage of the Walnut Hill and Marsh and the Midway Hollow neighborhoods.



Atmos turned off all gas supplies and has worked to replace all service lines, lines to homes, and meters in these affected neighborhoods. They also conducted leak surveys in the surrounding areas, repairing many and evaluating others as they went.

OEM worked with them to set up information centers at Walnut Hill Recreation Center and Bachman Lake Recreation Center to provide financial assistance and answers to questions for the first weeks of the event. OEM provided food for residents waiting in line the first evening the information centers opened.

OEM used this opportunity to refine financial recovery procedures throughout city departments, as well as continuing to ensure Dallas residents continue to have the services and programs they need to be safe and secure in their homes.

This incident has also solidified a growing, working partnership with Atmos Energy on many levels that bolsters our commitment to public-private partnerships.

NRA NATIONAL CONVENTION

OEM activated May 3-7, 2018 in response to security concerns over the National Rifle Association Annual Conventions

From May 3-6, 2018, the OEM activated to help coordinate agencies and resources for the National Rifle Association Annual Convention held at the Kay Bailey Hutchison Convention Center. This convention brought tens of thousands of guests and vendors from around the world, as well as high profile speakers like the President and Vice President of the United States.

We worked with local, state, and Federal partners to monitor and enhance security not only for the attendees, but the planned and potentially unplanned protests that were scheduled around this event. We also had the added issues of a busy Cinco de Mayo weekend with events throughout downtown and the city overlapping with the convention.

Coordination between agencies and resources resulting from building solid relationships with our partners helped create a collaborative and productive event. We worked with all available tools to ensure public safety, including cameras and unmanned aerial vehicles to monitor and assess the area for hazards.



DISASTER FINANCIAL RECOVERY

We are reevaluating our disaster finance procedures to facilitate cost tracking measures and hasten the City's financial recovery following an emergency incident.

Hurricane Harvey -

\$6.2 million anticipated reimbursement

Atmos Gas Outage -

\$1.2 million reimbursed

One lesson learned from the aftermath of Hurricane Harvey and the Atmos Gas Outage was the need to reexamine the efficiency and effectiveness of our disaster finance policies and procedures. We began the process by hiring Jack Wolters as our Disaster Finance Coordinator in July 2018. Wolters comes to us from San Antonio's OEM department, where he worked in Homeland Security grant procurements, reimbursements, and asset inventory management.

Wolters coordinated with the City's Procurement, Controller, DFR, Dallas Police Department (DPD) and various other departments who assist OEM to schedule and conduct the State's T-600 Disaster Accounting course. This multi-day class spanning several months is designed to teach the basics of the Incident Command System and scrutinize disaster cost tracking practices before an incident occurs to streamline our administrative response and financial recovery.



The T-600 is administered by the Texas Division of Emergency Management and concludes with a tabletop exercise to test what we've learned and developed, as well as expose gaps and shortcomings yet to be addressed. Once completed, OEM will make the disaster finance plan materials available to all other City departments accompanied with regularly scheduled training sessions.

EMERGENCY ALERT SYSTEMS

Communicating with our residents and staff is a vital component to emergency management.

City of Dallas Wireless Emergency Alert Test

As emergency managers, we are tasked with public information and warning, which includes alerts and notifications to our residents and guests during emergencies and incidents that impact life, safety, and property. The City of Dallas faces a wide variety of hazards that could impact our residents and guests. To ensure that we maintain this capability, the OEM will conduct a live end-to-end test of the Wireless Emergency Alert system in March 2019. As recent events in Hawaii and California demonstrate, it is essential that the public be familiar with the Wireless Emergency Alert system, and that our staff remain proficient in sending such an alert before the initiation of an actual alert is necessary.

The test message will read: *“This is a test of the City of Dallas Wireless Emergency Alerts. No Action is required.”*

OEM will utilize a multi-media public announcement advertisement and marketing plan that will be distributed to local news media and regional public safety partners. Additionally, OEM is working closely with the FCC and all major cellular carriers to ensure the test is fully successful.



City's Employee Notification System

The City's Employee Notification System (CENS) continues to be an important tool for city leadership to communicate with their employees and special teams. Within seconds, critical information can be rapidly disseminated to employees via a phone call, text message, and email. Participation in the CENS is voluntary, but all City of Dallas employees are strongly encouraged to sign up via the self-registration portal.

<https://codemergencynotifications.onthecalert.com/Terms/Index/?ReturnUrl=%2fAccount%2fLogIn>

OUTDOOR WARNING SYSTEM

OEM installed 7 new outdoor warning sirens, bringing the total from 155 sirens to 162.

After a recent sound coverage analysis of our outdoor warning system, it was determined that a very large majority of the City is covered. However, there were a few locations that would be better served with enhanced coverage (i.e., additional sirens). The seven highest priority locations were chosen based on population density in coverage gaps. The new sirens are located at the following addresses:

RTU	Council	InstallDate	Address	City	State	Zip
148	13	8/2/2018	11258 MIDWAY	Dallas	TX	75229
149	2	5/14/2018	7104 EAST GRAND	Dallas	TX	75223
158	8	8/2/2018	6203 TEAGUE	Dallas	TX	75241
159	4	5/14/2018	4496 MARSALIS	Dallas	TX	75216
160	4	8/2/2018	2603 LANCASTER	Dallas	TX	75216
161	10	10/16/2018	12291 WILLOWDELL	Dallas	TX	75243
162	3	10/13/2018	4500 LANCASTER	Dallas	TX	75216

We will activate the siren system if the need arises – such as if dangerous weather is approaching your area. The siren will rotate sounding a 3-minute steady wail and will be repeatedly activated at regular intervals until the threat passes.

When activated the sirens will rotate 360 degrees to provide warning to residents within a 1-mile radius from each site. The Outdoor Warning System is meant to alert people who are outdoors to seek shelter and tune to local news and radio outlets for more information.

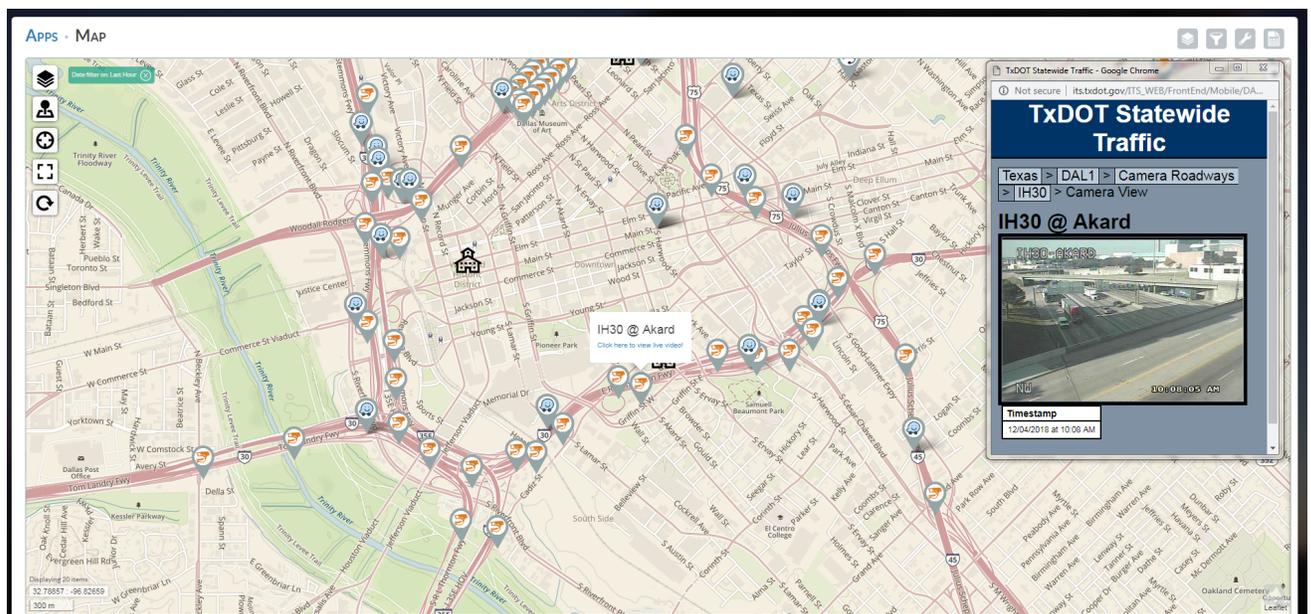
The system is tested on the first Wednesday of every month at 12:00 Noon, weather permitting. Each test is a steady wail (rotating) for 3-minutes.

HAYSTAX CONSTELLATION

New Haystax Constellation Situation Awareness tool for use in events.

OEM is developing a situational awareness tool for public safety personnel to use during planned and unplanned events. This tool integrates live data feeds from internal and external system to give first responders a high-level view of operational movement, facility specific pre-incident plans, and field reporting capabilities from smart devices.

Over the past few years, the DFR has been using the Digital Sandbox tool to conduct pre-incident plans and monitor 911 calls throughout the city. The Constellation system will be replacing the Sandbox system with added features and functionality. The new Constellation System will begin roll out starting February 2019.



COMMUNITY PROGRAMS

OEM's mission is to prepare residents for emergencies, as well as city employees. We have spent countless hours developing and evolving our community programs to help our residents know what to do in the case of an emergency, have the tools they need to get through an emergency, and the resources available to recover from that emergency.

We worked with our Community Emergency Response Team (CERT) to build a record number of residents trained to be disaster response volunteers. Our Community Preparedness presentations give basic understanding to what it means to be ready for an emergency.

Community Engagement:

- **Disaster Preparedness class:**
150 city employees + 3,400 residents
- **Information booth set-up:** *2,000 contacts with residents*
- **National Preparedness Month:**
16 events
- **Library Fall Series (Disaster Preparedness):** *7 Libraries*



WHY YOU SHOULD VOLUNTEER

DALLAS CERT

Personal Preparedness



Prior to an emergency, CERT members are expected to have an awareness of their own neighborhoods, and to pre-determine possible evacuation sites that will facilitate effective, safe and rapid response to emergencies.

Gives You Purpose

CERT members have proven themselves nationally, to be an active and vital part of their communities' preparedness and response capability.



Training



Volunteers become CERT members when they've completed class sessions taught by local emergency management and professional first responders. Classes include 20 hours of practical training and team-building exercises.

Are you ready to start volunteering?

VISIT US AT DALLASCERT.COM

CONTACT:
CASSANDRA.WALLACE@DALLASCITYHALL.COM

CERT TEAMS

Dallas' Community Emergency Response Team (CERT) is a vital part of emergency preparedness, response, and recovery. We are proud to have training 300 new CERT team volunteers in 2018 to bolster or over 100 current members.

After recuperating from more than 1,300 hours of shelter operations for Hurricane Harvey, Dallas CERT conducted 10 CERT Basic Training classes and 6 continuing education basic training classes. They are also working in conjunction with the American Red Cross on shelter operation and management training for future operations.

CERT was a major factor in providing volunteers to participate in our MCI Full Scale Exercise with 50 volunteers to provide moulage (special effects makeup), play victims, and provide assistance with patient tracking and family reunification. They are a vital piece to our training and exercise program.

CERT also provided two trailers to our supporting non-profit organization, Friends of Dallas CERT., to have a mobile and deployable source of emergency supplies. These trailers were dedicated in June.



CERT EVENTS

- **CERT Training:** *conduct ongoing continuing education training classes for current volunteers*
- **Shelter Training:** *ongoing training with American Red Cross on shelter operations*
- **Public Education & Recruitment:** *ongoing participation in civic events to raise awareness of the program and emergency preparedness*
- **Harris County CERT Rodeo:** *participation in this annual training and competition*
- **Exercises:** *providing volunteers to play victims, assist with reunification, or other roles as needed*
- **Spring Training Express:** *an annual training event for teams around the North Central Texas area to work on a variety of scenarios from pets in emergencies to active shooters*



PUBLIC-PRIVATE PARTNERSHIPS

Public-Private Partnerships are vitally important to OEM's mission to prepare for, respond to, and recover from emergencies. We work with our stakeholders to develop relationships and resources to help our residents when the need is great.

OEM continues to work with the Downtown Security Directors Association (DSDA) to develop relationships, communications, and training opportunities. We have involved them as partners with our full-scale exercises as participants and observers and continue to include them in future plans. We were also fortunate to speak to the Building Owners and Managers Association (BOMA) to introduce ourselves.

We look forward to continuing to work with all our partners to create more resilient Dallas as we work on new programs and plans to help our private sector partners come together to work with the City, each other, and our residents and guests when a disaster occurs.

When we work together towards recovery, we bring the City closer to returning to normal operations following an event.



1

Involvement with organizations like DSDA to coordinate OEM efforts with the private sector -- including nomination and election to their board.

2

Continued communications through Weekly Event Summaries, quarterly newsletters, and website.

3

Continued development of the Annual Public-Private Partnership Symposium and development of new programs to help coordinate recovery resources.

COMMUNITY PREPAREDNESS PROGRAMS

The Community Preparedness Program is used to educate Dallas' residents and guests, as well as City of Dallas employees on how to be prepared for emergencies was enhanced to reflect real hazards that affect North Texas and can have an impact in our local communities through our Disaster Preparedness Presentation.

OEM's Community Preparedness Program Spanish-speaking member has worked to bridge the gap between immigrants and the government. Historically, immigrants fear interactions with government representatives, but bringing in a foreign-born representative has brought the two groups together and allowed for dialogue and the intensification of emergency education.

The Community Preparedness Program is developing several new projects which include the Community Preparedness Ambassador Program, Event in a Box, and Emergency Response Hubs.

Community Preparedness Ambassador Program identifies, trains, and equips community leaders to serve as department representatives in community-based endeavors. They will also assist with administrative tasks, record-keeping, database entry, and building new relationships with community groups.

Event in a Box contains everything a business or organization needs to host their own preparedness events. This feature will be adopted as an option within the Community Preparedness Program for instances when all staff members are engaged in other activities and unable to attend an event. Boxes will include emergency preparedness materials, brochures, guide books, bags, lists, and other items.

Emergency Response Hubs are pre-selected locations where community members can gather after a disaster to help each other and receive the assistance of identified, volunteer community leaders in conjunction with OEM. These hubs serve as:

- A centralized location for information gathering and sharing following an emergency event
- A centralized location for City services to be provided following an emergency
- Information centers for post-disaster instructions to residents



CONTINUITY OF OPERATIONS PLAN

Continuity of Operations Plan

This year's focus in terms of planning initiatives have been an overhaul of the city's Continuity of Operations (COOP) program. This initiative was driven, in part, by City Auditor's recommendations:

- Develop an administrative directive that establishes the City's policy regarding business continuity planning and the COOP Basic Plan at both a citywide and departmental level.
- Establish an organizational structure that clearly defines roles, responsibilities, and accountability related to business continuity planning and the COOP Basic Plan.
- Dedicate COOP personnel with the appropriate authority and resources
- Obtain departmental commitment to ensure: (1) the City's COOP Basic Plan and the departments' annexes are complete, including adequate IT resources and other supplies necessary to restore and maintain essential functions for 30 days; (2) regularly updated (at least annually); and, (3) properly tested.
- Develop or obtain IT systems to document the departments' annexes and monitor annual updates.

Steps

The first step in the initiative was to take the original COOP annex format and make major changes to the Basic Plan and departmental annexes to:

- Be more readable and user-friendly
- Provide ease and flexibility during the review and revision process
- Centralizing forms for documentation of revisions, document changes, training, and drills and exercises.
- Include a promulgation statement that affirms the department's commitment to maintaining a current COOP plan that includes staff training and exercises. These statements are signed off by the department directors as the final step in the revision cycle.

2018 COOP Goals

	# of Technical Assistance	# of Planning Session	# of Completed Annexes	# of Exercises
Tier I Departments	15	N/A	7	5
Tier II & III Department	10	5	10	1

CONTINUITY OF OPERATIONS PLAN

Continuation

Once this was completed, OEM created a departmental annex template for all Tier I departments to use for continuity of the annexes. This template was sent out to begin the revision process. A template for Tier II & III departments was created with slight changes from the Tier I template and distributed to those departments.

OEM offered technical assistance to all departments on the revision of the departmental annexes and was able to provide well over 20 of these assistance opportunities. Additionally, OEM hosted several planning sessions for departments to familiarize them with the COOP planning process but also what was required within each section of the departmental annexes to ensure everyone was working on the same sheet of music.

OEM has created an AD to govern the City of Dallas COOP program which should be finalized and published in December 2018. Within this AD, OEM formed a COOP Advisory Board that will oversee the development, implementation, and maintenance of the City's COOP program.

OEM created a SharePoint site to house all COOP plans to facilitate easier revisions and encouraging more frequent updates by departments. OEM will provide administration of the site, but each department will have read-only rights to all annexes and editing rights to their own departmental annex.

At the writing of this report, Tier II & III departments are finalizing their draft departmental annexes to be submitted to OEM for final review and approval process. They will then be printed and interoffice mailed to the departments for Director signature and dissemination. A report regarding the COOP program status will be made to the COOP Administrator (ACM, Public Safety) in January 2019.



BACKUP COMMUNICATIONS CENTER AND EMERGENCY OPERATIONS CENTER

Backup Communications was located at the Dallas Fire Training Academy. This location required extensive setup and confined working space. The new Backup Communications Center is now at a dedicated facility with dedicated IT and radio infrastructure.

The decision was also made to relocate the backup EOC to the same location, to better facilitate coordination between all response agencies in the event of an evacuation at City Hall. Over the last year, rigorous testing has occurred at the new location, and in August 2018, the new site was officially considered the “go to” for an emergency event.

The facility is built to be a mirror of the operation at the primary Communications Center and EOC, but with offsite infrastructure, a dedicated Uninterrupted Power System, and the benefit of being away from a potential disaster in Downtown Dallas. It also has the capacity house the same number of staff, so that operations are minimally affected by a move from City Hall. Throughout the build out process, we had the opportunity to implement the latest 911 technology.

The Backup EOC also carries the same capabilities to coordinate and support as the City Hall EOC, as well as maintain situational awareness and hold briefings to Executive Staff. A continuing project, OEM fully intends to ensure that our ability to operate during the most critical situations.

The Backup Communications Center and EOC has been a great partnership by multiple city departments, who all recognize the importance of maintaining the continuity of our emergency services to the residents and guests of the City of Dallas.



GRANTS

UASI/SHSP

The Homeland Security Grant Program (HSGP) is comprised of several grant programs and we generally receive awards under two of those categories, the Urban Areas Security Initiative (UASI) and the State Homeland Security Program (SHSP). This year we were awarded through both funding streams. Together, these grants fund a range of preparedness activities, including planning, equipment purchase, training, exercises, salaries, and management and administration costs.

This program focuses on the unique planning, equipment, training, and exercise needs of high-threat, high-density urban areas, with specific carve outs for Law Enforcement activities and Management and Administration of the grant. It assists us in building sustainable capacity to prevent, protect, respond to, and recover from acts of terrorism. This award will be used to fund:

- Enhancements to the City's communications systems
- Law Enforcement Training and Equipment enhancements
- Equipment and Maintenance for the DFR's US&R and HazMat teams
- Enhancements to the City's EOC
- Planning, training and exercise of emergency management and first responder personnel



GRANTS

CCTA

Recent terrorist incidents, such as those in London, England; Boston, Massachusetts; Nairobi, Kenya; San Bernardino, California; Paris, France; and Brussels, Belgium highlight an emerging threat known as complex coordinated terrorist attacks. In response to this, the Department of Homeland Security (DHS) released a funding opportunity that would aid jurisdictions in enhancing their preparedness and building capacity to prepare for, prevent, and respond to these types of incidents.

The City of Dallas, on behalf of the North Central Texas Region, was a recipient of this grant award in 2017. Deliverables within this award will include:

- Conduct a Regional Capability Analysis (with specific focus on a CCTA type incident)
- Develop a Regional Planning Framework
- Develop Web-Based tools for training on and reporting suspicious activities
- Conduct a Table-Top Exercise and Full-Scale Exercise



LOOKING FORWARD

1

Build on our commitment to Service First by continual development of technology and plans to respond to emergencies.

2

Build on our training and exercise successes with large, full-scale, multi-agency exercises and multiple training opportunities.

3

Utilize our CERT teams in more active roles in the community through exercises, events, etc. to keep their training and participation fresh.

4

Work with all our partners for a strong, integrated core of public and private entities to best serve our city and residents in an emergency.



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