

# 2009 Strategic Vision

1 January - 31 December, 2009

## Office of Emergency Management



~ *Semper Paratus* ~



VICTORIA CITY/COUNTY  
OFFICE OF EMERGENCY MANAGEMENT

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It is with distinct pleasure that I present the Victoria Office of Emergency Management's **2009 Strategic Vision**. Much effort has been put into the road-map presented here, with the over-arching goal being that OEM asserts itself as the premier Emergency Management program in the entirety of Texas.

For the most part, my time in Victoria has thus far been spent examining the processes that existed before my arrival. Occasions such as the threat of Hurricane Ike have allowed me not only to view the mitigation and preparedness efforts of Victoria, but also the combined response operations in full-motion. As a result of these opportunities, I feel that I now have a very firm understanding of operations within Victoria County and the City of Victoria, and how the different parts of the machine have worked together in the past. Armed with this understanding, I can say comfortably that 2009 will be a year for building on strengths.

My intention is to focus on a few critical areas in the coming year. Two of those areas, "comprehensive planning" and "public education", will allow OEM to strengthen the bonds between the many offices and departments within the City and County, as well as increasing the involvement and effectiveness of the local community and their efforts. Ultimately, such focus will bring a positive visibility within the community to the full spectrum of emergency preparedness activities.

I look forward to your continued support, and to the opportunity to serve the fine people of Victoria in 2009.

Respectfully,

Jeb Brian Lacey  
EMC

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# Vision, Mission, and Function

## **Our Vision Statement:**

"The Victoria Office of Emergency Management will be committed to pro-active planning and preparation in support of emergencies in our community, seeking to establish ourselves as the benchmark by which others like us are judged."

## **Our Mission Statement:**

"To evaluate, understand, plan, prepare for, and respond to the unexpected while teaming actively with other City and County departments, volunteer organizations, and the private sector supporting an effective response, mitigating further hazards, and assisting in recovery. This includes educating and informing the community of issues and actions taken on their behalf."

## **The Victoria Office of Emergency Management will:**

Build and maintain the framework upon which our community prepares for, responds to, and recovers from natural or man-made disasters or significant emergencies thru...

### ***Mitigation:***

...setting the standard by actively exploring new ways to prevent or reduce the impact of disaster, all the while integrating the lessons learned by our experiences and best-practices.

### ***Preparedness:***

...understanding to the best of our ability the hazards that our community may face, and striving to plan and coordinate effectively, focusing on effective employment of all governmental efforts, and the integration of private sector and volunteer organizations seamlessly into the planning process.

### ***Response:***

... actively coordinating the efforts made immediately before, during and immediately after an emergency in order to save lives, minimize property damage and increase the effectiveness of recovery operations.

### ***Recovery:***

...developing and implementing short-term actions which are taken to assess the damages and reestablish vital life-support systems; and long-term actions to restore our community to a normal state.

## Office of Emergency Management Seal

The seal of the OEM was approved for use in July of 2008. It is rooted in the FEMA seal that represented the agency from their modern conception in 1979, to their absorption into the Department of Homeland Security in 2003. Modifications have been made to insure that the OEM seal distinctly represents our office, our mission, and our pride.

~ The seal represents the strength and unity of the Office of Emergency Management, denoted by the eagle flying in concert with our great state and flag. The eagle represents vigilance and preparedness, just as it has done since 1979 on the Seal of FEMA.

~ The triangle against the circle has been a part of the history of our field since the 1920's, and has been adopted by International Humanitarian Law as the global symbol for our function. It perfectly reflects our heritage, connecting modern emergency management to our predecessors in Civil Defense and FEMA.

~ Our mission to restore peace and order in the face of chaos is represented by the firmly clutched olive branch.

~ The four arrows represent the phases of emergency management. Mitigation, preparedness, response, and recovery constitute the backbone of our mission.



~ In 2009, the Latin phrase “Semper Paratus” will be added to the banner held by the eagle.

**Semper Paratus... *Always Ready***

## 2009 Strategic Vision

### **1) The Office of Emergency Management will focus on enhanced public education, timely distribution of information, and increased community participation in all four phases of the emergency management process.**

#### *Victoria Prepares:*

OEM intends to launch a “Victoria Prepares” initiative, based on the state-wide “Texas Prepares” program, will use all available forms of communication to educate and prepare both citizens and businesses throughout Victoria County for all types of disaster.

**Citizen Education:** By offering courses and presentations to the public, both in person and via the City Channel 15, OEM intends to provide valuable information about personal and family preparedness, in concert with the Local Emergency Planning Committee (LEPC). Focus for 2009 will be Sheltering-In-Place (SIP) and Hurricane Preparedness.

**Student Education:** Partnering with local school districts, OEM plans to present at least one course per public school on SIP. Furthermore, a “SIP for School Administrators” course will be introduced by the end of the 08-09 school year. OEM has already secured one agreement, and is actively pursuing additional ones, with local colleges.

**Industry Education:** In addition to current “Hurricane Preparedness” course currently being offered to our industry partners, OEM will add an SIP course to its list available to local businesses. An e-newsletter is in the works for FY2009.

**Information Distribution:** Through use of the OEM website, public education courses, online courses, private lectures, and printed information distribution.

#### **Measurable objective is achievement of all benchmarks by December 2009:**

- **Distribution of at least four e-newsletters through SBA and other local business partnerships.**
- **Development and initial instruction of “SIP for School Administrators”.**
- **Development and initial instruction of “Hurricane Preparedness for Homes and Businesses”.**
- **Development and initial instruction of “Mitigation for Homes and Businesses”.**
- **One “SIP Awareness” brief per public school in Victoria County by December 2009.**
- **Development and initial instruction of “EM in Higher Learning”.**
- **Development of OEM Website, as outlined in Section 9 of this document.**

*Community Emergency Response Team (CERT) Program:*

Development of a county-wide CERT Program is one of the highest priorities for OEM in 2009. Based on a national model, Victoria CERT will be an all-hazards manpower pool trained in basic emergency response tactics. Primary focus for initial CERT members will be Search and Rescue (SAR), Point-of-Distribution (POD) Operations, and Shelter Management. **Measurable objective is one-hundred (100) trained volunteers available for immediate recall by December 2009, progress illustrated by the following benchmarks:**

- **Development and publication of training schedule.**
- **First CERT course by February 2009.**
- **First CERT graduates by May 2009.**
- **Full Scale exercise involving CERT volunteers by December 2009.**

*Victoria Employee Emergency Training Program:*

While the City of Victoria has taken the first step by adopting their “National Incident Management Training Requirement Policy”, it is the intent of OEM to expand this training program to uniformly encompass the entire county. With OEM as the focal-point, a unified NIMS Training program will insure that ALL employees in Victoria County and the City of Victoria that play any part in the emergency response or recovery process are trained to the appropriate level. **Measurable objective is 100% NIMS compliance with training requirements and recommendations found in FEMA NIMS Five-year Training Plan (publication date: February 2008) by September 2009.**

*Special Needs and Industrial Partners Information Program:*

Since my arrival, OEM has put great emphasis on increasing the level of quality interaction with our Industrial and Business Partners during emergencies. The program has also been expanded to include Victoria’s special needs (SN) and care facilities. Under my direction, the program has grown from around a dozen participants to over one-hundred. OEM intends to further develop these initiatives, first by expanding our informal partnership with the University of Houston-Victoria to a formal one, then by more clearly defining the procedures and protocols of the program. **Measurable objective is to provide informational meetings for all interested community partners, and to insure 100% participation of all SN facilities when it is deemed advantageous.**

**2) OEM will insure that the emergency-related plans of Victoria County and the City of Victoria accurately and efficiently address the needs of all vested parties, and that they meet the intent of all applicable State and Federal requirements.**

*Re-development of Basic Emergency Management Plan (BEMP):*

The Basic Emergency Management Plan and its annexes are outdated and insufficient for Victoria County and the City of Victoria. Current processes and procedures are contradicted

by the BEMP, and a full, out-of-cycle re-write is the only solution. Changes will include focus on notification/communication procedures, integration of the Golden Crescent Regional Response Plan (GCRRP), updating of procedures in accordance with the revised National Response Framework (NRF), and full incorporation of all affected City and County offices in approval process. **Measurable objective is fully re-developed and approved BEMP by December 2009. Benchmarks for success:**

- **Re-developed Basic Plan by April 2009.**
- **All annexes redeveloped by August 2009.**
- **Operational appendices reviewed/ revised by November 2009.**
- **Plan endorsement by December 2009.**

*Critical Infrastructure/ Key Resources (CI/KR) Protection Plan:*

Incorporation of a CI/KR protection plan into the Basic Emergency Management Plan is a major goal for 2009. In accordance with Homeland Security Presidential Declaration Seven (HSPD 7), the requirement for a CI/KR plan/planning is currently un-met. The need for a consolidated and uniformly approved plan to protect our CI/KR and insure Continuity of Government (COG) was made apparent by actions taken during Hurricane Ike, summarized in the 2008 Hurricane Ike AAR/CAP (draft). **Measurable objective is integration of CI/KR PP in accordance with HSPD 7 and NRF by December 2009.**

*Victoria Evacuee Tracking Plan/ Program:*

In light of recently-identified weaknesses within the State of Texas' evacuation tracking program, OEM intends to develop and implement its own process for the tracking of Special Needs Evacuees. In addition to an already very robust Evacuation Hub Program, OEM intends to add an "Evacuee Advon Team", which will serve to close the loop on evacuee location and repatriation. **Measurable objective is zero (0) loss in accountability of Victoria residents in the Texas Shelter System in the event of a special-needs evacuation in 2009.**

**3) The OEM will insure that increased emphasis is placed on Continuity of Government (COG) and Continuity of Operations (COOP) in the event of a catastrophic disaster. Furthermore, OEM will insure that the safety of all responders, managers, and officials is reasonably insured during all contingency operations through both planning and effective preparation.**

*Victoria Combined EOC (VCEOC) Complex Initiative:*

In an effort to insure Continuity of Government (COG), and adequate protection of all City and County employees during operations, it is the goal of OEM to prepare an effective alternate Emergency Operations Center in the 205 Bridge Street Annex, with as little financial impact as possible. The long-term (beyond 2009) goal will be for the VCEOC to eventually serve as the primary hub for emergency coordination for Victoria County, the City of Victoria, and the region. Two grants, totaling over \$1.4 million, are currently applied

for and under review. **Measurable objective is fully developed and approved “multi-phased” EOC development plan (contingent on funding) prior to August 2009.**

**Benchmarks include:**

- **Development of internal communications standards and plan.**
- **Determination of basic operational requirements, and coordination with internal communications standards previously developed.**
- **Basic internal design and determination for suitability/feasibility as interim alternate facility prior to July 2009.**
- **Expanded survivability assessment, and development of VCEOC survivability road-map.**
- **Establishment of working-group to examine feasibility of combined communication/dispatch center. Integration of findings into development plan.**
- **Development of multi-phased construction/usage plan, independent of specific construction timetable.**

*Emergency Operations Technology Modernization Plan:*

In 2009, in conjunction with the development of the VCEOC, OEM will collaborate with all invested parties to develop and initiate a combined, county-wide technology modernization plan. The ultimate purpose of said plan will be improvement of the regional common operating picture (COP) during prolonged operations, major incidents, or any other occurrence where the VCEOC is operational, or where two or more separate responding agencies are involved. The second purpose will be to more effectively utilize new technologies to better equip and protect our first responders, primarily within the Victoria Police Department and Victoria Sheriffs Office. The long-term objective will also be to consider the integrated response issues associated with the potential of increased federal and state oversight on operations at a tactical level should Exelon Nuclear commit to build the Victoria County Station.

*Regional Re-entry Initiative:*

In order to insure availability of personnel and resources that may be initially evacuated from the region in the face of a catastrophic storm, it is the intent of OEM to coordinate a regional re-entry agreement, either as part of the Regional Response Plan, or as a stand-alone agreement. The plan will specify effective, regionally-standardized re-entry requirements for both emergency response personnel and critical industry partners. **Measurable objective is fully developed and approved regional re-entry plan prior to June 2009.**

## 2008 Review

Although I was not present in late 2007 to set a series of goals, objectives, and benchmarks for the last year, I feel it necessary to highlight some of OEM's accomplishments and milestones achieved in 2008.

~ Coordinated full-scale operations over an 8 day period as a result of Hurricane Ike's threat to the region.

~ Developed Annex W and Appendices in support of Exelon Nuclear's Combined Operating License Application (COLA) to the Nuclear Regulatory Commission (NRC).

~ Created Emergency Management Volunteer Program Manager position in conjunction with the Department of State Health Services. This adds a position to the office with little financial burden being placed on the City or County of Victoria. OEM has recently secured funding from DSHS for 2009.

~ Dramatically expanded Special Needs and Industry Partners Program, gaining recognition from many community members, regional leaders, and state representation.

~ Participated in 2 functional exercises, and 3 tabletops.

~ Assisted in effort to achieve Communications Interoperability Level V (Level Five) for the region. This is the second-highest rating under the NCIP, and is a significant achievement considering the limited resources of our region.

~ Adhered flawlessly to three grants with a total value of \$80k.

~ Completed all requirements associated with FEMA Disaster #1709 (Flood Event), netting over \$700K in federal support.

~ Completed 210 classroom hours of career development education.

~ Conducted initial actions coordination in response to four separate hurricane events.

~ Coordinated one Full-Scale Activation of the EOC in support of Hurricane Ike.

~ Conducted 16 separate public-outreach presentations, ranging in audience from local industry to local school-children.

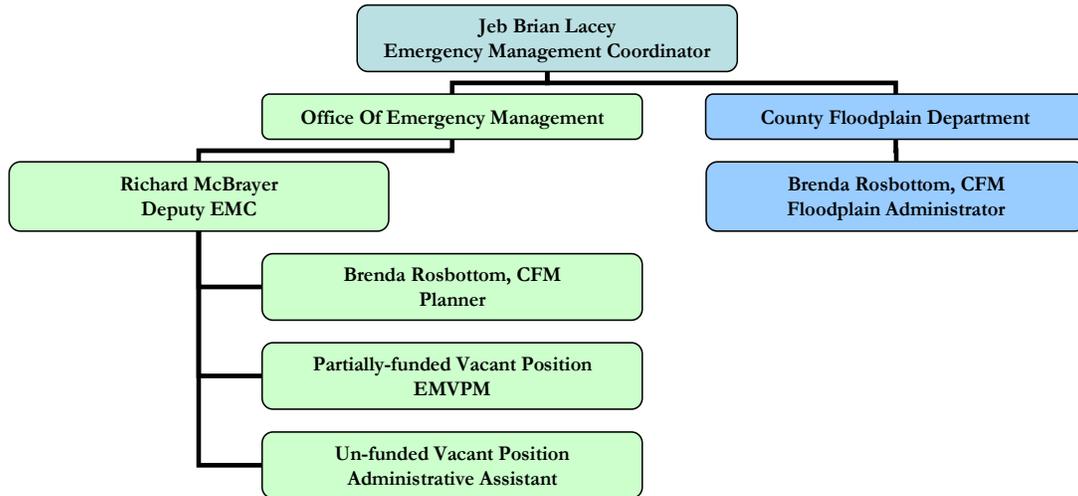
~ Established forward-leaning NIMS Training Compliance Guidelines for the City of Victoria.

~ Made application to multiple grants seeking more than \$1.4 million in funds.

~ Completed all FY2008 NIMS program requirements, insuring availability of Federal funds for 2009.

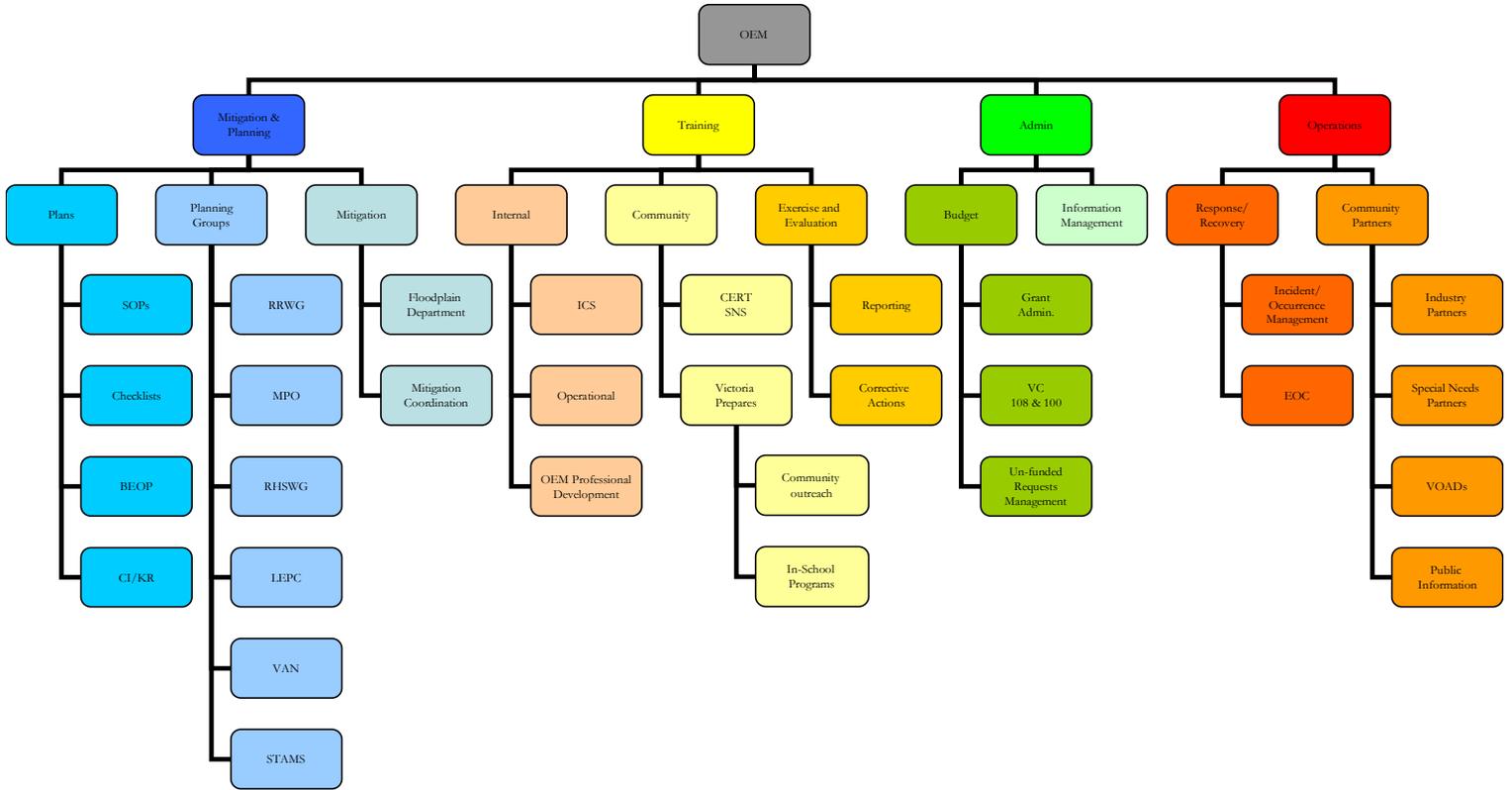


# Personnel



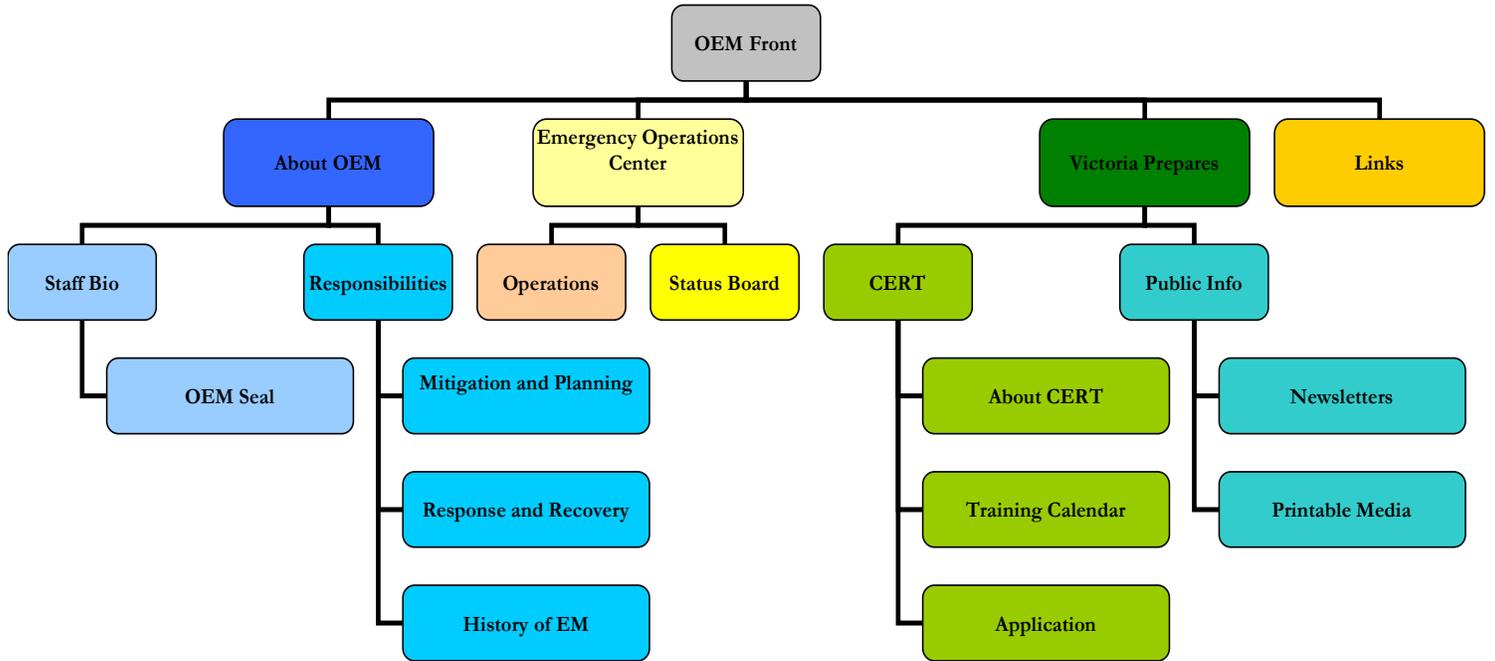


# OEM Programs





# OEM Website flow-chart



## Conclusion

*Forewarned, forearmed; to be prepared is half the victory.”*

~ Miguel de Cervantes

Looking forward to 2009, we have much ground to cover, and many goals to be accomplished. We have set the bar high, and with much effort (and a little luck), we will grow and achieve as individuals and as an organization.

As we look back on what we have done, and forward to what we desire to do, I am confident that we will find new and improved ways to better our community's ability to respond to and recover from all types of events. Valuing ingenuity, while building our foundation with experiences, we will remain constantly cognizant of our overall objective... to save lives, protect property and the environment, and restore our community. Our vigilance to those ends will be un-questionable.

I am sincerely proud of the efforts of this office in 2008, and am even more proud to lead OEM into 2009. Thank you for the opportunity.

Respectfully,

Jeb Brian Lacey  
EMC