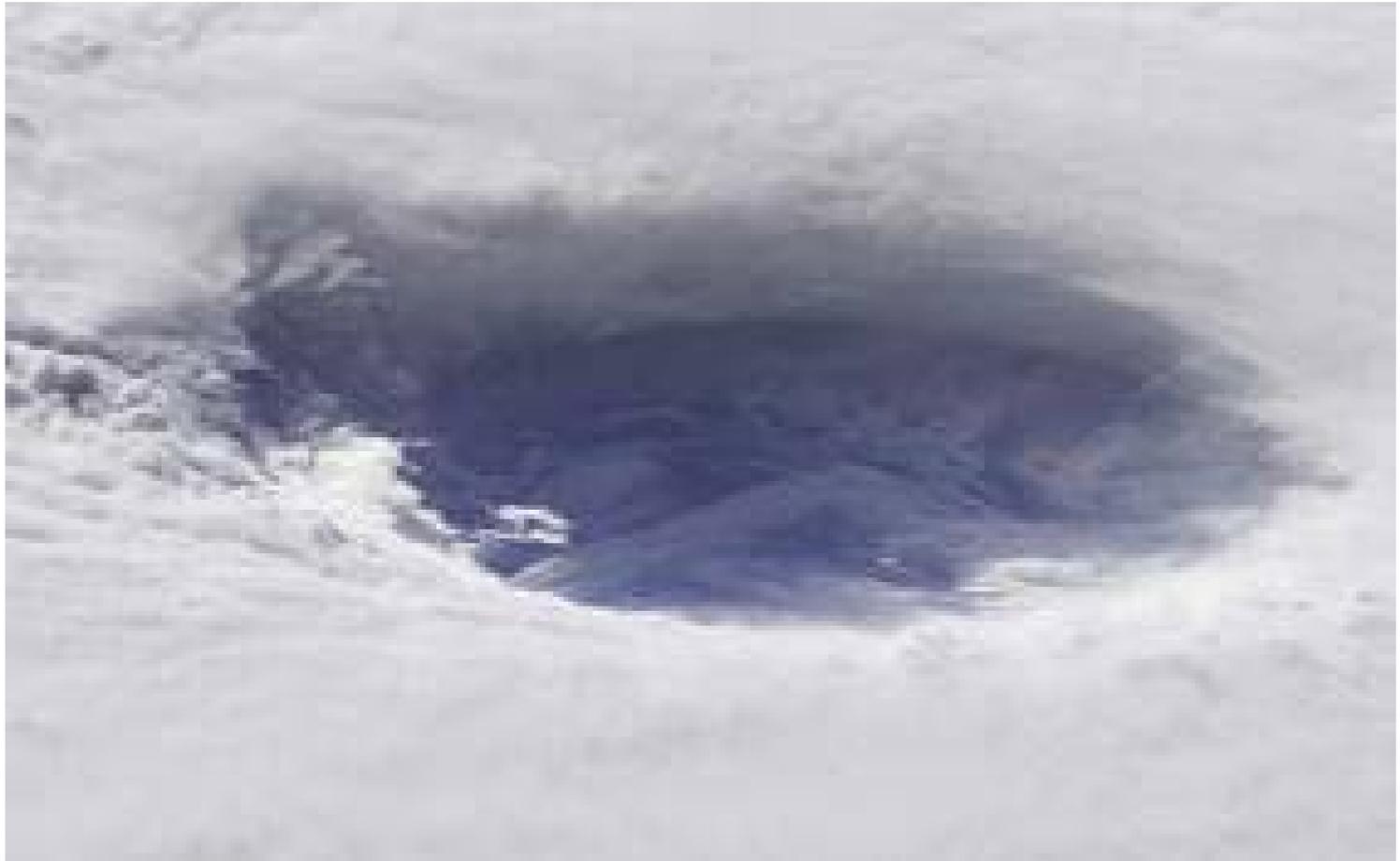


2014 Hurricane Kickoff Meeting



Disaster & Debris Response Preparation

Harry J. Hayes
Director of Solid Waste Management
City of Houston, Texas



Mayor Annise D. Parker





Why are we here?

- Preparation
- Response
- Close-out
- Audit





Defining Crisis

- Significant event or issue creating public scrutiny which disrupts normal business activities and stimulates external news coverage.
- A crisis is not a matter of IF it will happen, but WHEN it will happen.
- Leadership must plan for “eventual” catastrophes.



Emergency Management



- The City of Houston Emergency Management Plan provides four (4) phases of emergency management.
- Each phase mandates certain actions, duties and responsibilities by all city departments.
- The Solid Waste Management Department parallels its emergency actions consistent with these phases.



4 Phases of Emergency Management

- Phase 1- Mitigation
- Phase 2- Preparedness
- Phase 3- Response
- Phase 4- Recovery





Mitigation – Phase 1

- This phase is when activities are normal/routine and management plans for the “what ifs”.
- The department ensures that with each “what if” emergency, the following are addressed:
 - The ability to respond.
 - Employee training.
 - Equipment and supplies needs.
 - The need for Mutual Aid Agreements with other entities, whether public and private.
 - State and Federal involvement.





Preparedness – Phase 2



- During this phase, there is high probability that Houston will be impacted by a major event.
- City and department leadership are on high alert for the potential of a major event and ready the “appropriate” Response Plan(s).
- Disaster Declarations may be pending and high documentation begins.



Response – Phase 3



- Normal operations of “routine services” are suspended and City is “Hunkered Down”.
- “Hunker Down” helps minimize injuries and casualties.
- The response phase is during the actual emergency.
- Documentation slippages are highly probable during this phase.



Recovery- Phase 4

- The crisis has passed and all necessary actions are now implemented to restore normalcy to the city.
- Contractors are most likely activated. Documentation is critical.





SWMD Specific Actions

- Phase I – Mitigation
 - Personnel & Equipment Readiness.
 - Pre-positions Debris Collection and Monitoring Contracts.
- Phase II – Preparedness
 - Tier 1 Employee Readiness
 - Equipment, Fuel & Supplies Readiness
 - Pre-positioned contractors notification.
 - Staff EOC.
- Phase III – Response
 - Support Fire Rescue
- Phase IV – Recovery
 - Activate Contracts for debris cleanup and monitoring.
 - Realign department services to speed cleanup recovery.





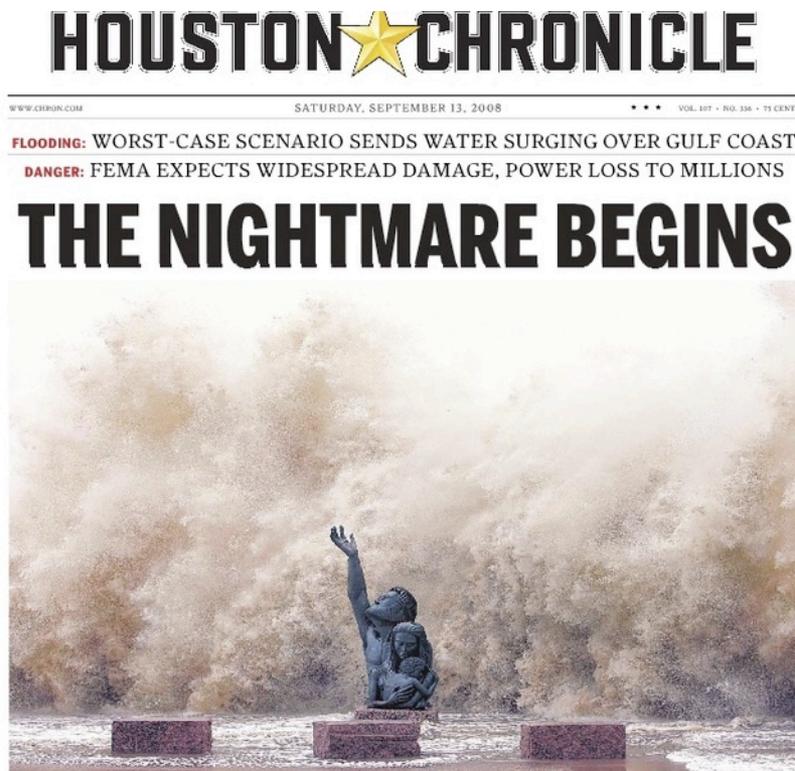
Hurricane Ike Facts



- Zero accidents or injuries during city recovery.
- Removed 75% of debris in 36 days.
- 5.9 million CY of debris total
- 215,000 hazardous trees/stumps cut or removed from the R.O.W and Parks.
- 265,000 chipped tons recycled.
- Ike costs for the City of Houston SWD exceed \$125 million.



Success factors



- Begin with “The Audit” in mind. Document, partner, document, and partner.
 - Finance
 - ARA
 - Contracted Monitor (BDR/SAIC).
- The city’s success in recovering from Ike was the following:
 - Prepared emergency plans.
 - Conducted simulated disaster practice exercises
 - Prepositioned recovery contracts.
 - Citizens response to city leaders instruction on how to prepare, hunker down, and assist in the recovery.
 - High level of accurate documentation to “keep” funding provided by FEMA.



Audit

- Paperwork.
- Records keeping.
- Paperwork.
- Records keeping.
 - Debris Tickets.
 - Force Account Payroll and Equipment.
- Rules.
- Regulations.
- Completeness!



"Well, it's a Fortune 500 company with excellent stock options and a record of very modest jail terms for senior executives."