



Winter Storm Uri After Action Report & Improvement Plan

February 12, 2021



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Incident Overview

Real-World Incident Name	Winter Storm Uri
Response Dates	February 12, 2021- February 21, 2021
Date of Jurisdiction's Emergency Declaration	February 12, 2021
Type	Real-World Incident
Jurisdiction	City of Killeen
Scope	Winter Storm Uri was a massive winter storm that affected all 254 counties in the State of Texas. It brought record shattering cold spells and snow fall. This long-term storm caused power outages and water shortages for weeks across the State.
Mission Area(s)	Prevention, Response
Core Capabilities	Logistics and Supply Chain Management Mass Care Services Operational Communications Public Information and Warning
Objectives	<ol style="list-style-type: none"> 1. Provide for the effective delivery of food and water, and ensure roads are safely usable for commercial logistical uses. 2. Provide life-sustaining and human services for those impacted, to include hydration, feeding, and sheltering. 3. Ensure the capacity for timely communications in support of security, situational awareness, and operations, among all stakeholders. 4. Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally linguistically appropriate methods to effectively relay information regarding the hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Threat or Hazard	Winter Storm Electrical Outages Water Outages

**Jurisdiction's
Chief Elected
Official**

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Incident Summary

Winter Storm Uri directly impacted the City of Killeen between February 10th and February 21, 2021.

Timeline:

February 10th - A Winter Weather Alert was sent and the Warming Center opened.

February 11th - State conducted a Situational Awareness Weather Call.

February 12th - Governor Abbott issued a Disaster Declaration.

February 12th - Bell County Emergency Managers met to review mass sheltering plans.

February 12th - ERCOT activated its Emergency Distribution Plan.

February 13th - Warming Shelter opened at Skyline Baptist Church.

February 14th - A second Warming Shelter opened at Liberty Christian Center.

February 15th - A STAR request was made for drinkable water.

February 17th - A STAR request was made for drinkable water & MREs.

February 19th - Hilton Garden Hotel Fire.

February 20th - Liberty Christian shelter closes.

February 21st - Skyline Baptist shelter closes.

March 29th - Killeen Winter Weather After Action Review workshop.

Analysis of Core Capabilities

Aligning response objectives and core capabilities provides a standard for evaluation to support preparedness reporting and trend analysis. Table 1 includes the response objectives, aligned core capabilities, and performance ratings for each core capability as observed during the response and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Provide for the effective delivery of food and water, and ensure roads are safely usable for commercial logistical uses.	Logistics and Supply Chain Management		(S)		
Provide life-sustaining and human services for those impacted, to include hydration, feeding, and sheltering.	Mass Care Services		(S)		
Ensure the capacity for timely communications in support of security, situational awareness, and operations, among all stakeholders.	Operational Communications		(S)		
Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally linguistically appropriate methods to effectively relay information regarding the hazard, as well as the actions being taken and the assistance being made available, as appropriate.	Public Information and Warning			(M)	

Ratings Definitions:

- **Performed without Challenges (P):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- **Performed with Some Challenges (S):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
- **Performed with Major Challenges (M):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- **Unable to be Performed (U):** The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each response objective and associated core capability, highlighting strengths and areas for improvement

Logistics and Supply Chain Management Analysis

Mission Area: Response

Objective: Provide for the effective delivery of food and water, and ensure roads are safely usable for commercial logistical uses.

Strengths:

- The city staff were dedicated to assisting the community.
- Killeen ISD had a storage of food to distribute to those in need.

Areas for Improvement:

- The City did not have enough supplies in terms of water and food.
- The City had an inability to store bulk supplies due to available buildings.
- Not enough 4-Wheel Drive vehicles or needed supplies to make transportation through the city possible (sand, salt, etc.).
- No Emergency Operations Center to coordinate the supply chain adequately.

Recommended Improvement Action:

- Establish a City of Killeen Emergency Operations Center.
- Invest in disaster equipment for priority services.
- Implement shared use agreement with KISD for storage facilities.
- Hire Full-time Employees to establish and manage an emergency supply stockpile.

Mass Care Services Analysis

Mission Area: Response

Objective: Provide life-sustaining and human services for those impacted, to include hydration, feeding, and sheltering.

Strengths:

- Partnerships helped with finding supplies that were needed.
- Shelter services were initiated quickly.
- Had city staff and volunteers ready and willing to help.

Areas for Improvement:

- Not enough shelters and the shelters were not adequately located to reach most demographics.
- Untrained staff/volunteers for shelter operations and or mass care.
- Had some basic supplies but not enough to evenly distribute between shelters.
- No Emergency Operations Center to coordinate mass sheltering and feeding adequately.

Recommended Improvement Action:

- Establish a City of Killeen Emergency Operations Center.
- Revamp shelter process, shelter activation and standardize operating procedures.
- Set up training for sheltering sites and staff.
- Invest more in sheltering supplies.

Operational Communications Analysis

Mission Area: Response

Objective: Ensure the capacity for timely communications in support of security, situational awareness, and operations, among all stakeholders.

Strengths:

- Communication within departments and with senior administration and leadership was present.
- Agencies were able to communicate through many channels (i.e., Phone, Email, and Teams).
- Employees were notified of the first closing of the city quickly (at 1400 hours).

Areas for Improvement:

- City staff communications were not consistent across departments.
- Inefficient process to release information about closing in a timely manner.
- Key decision makers spent a majority of their time on phone calls.
- No Emergency Operation Center to coordinate and disseminate mass communications.

Recommended Improvement Action:

- Conduct Emergency Operations Center training for City of Killeen Staff and Partners.
- Utilize CodeRED business side for employee information.
- Invest in Radios for department heads and training.
- Improve City Staff communication channels and lessen restrictions.

Public Information and Warning Analysis

Mission Areas: Prevention and Response

Objective: Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally linguistically appropriate methods to effectively relay information regarding the hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Strengths:

- A mass communication system does exist and was utilized immediately.
- Multiple mediums of communication were used during the disaster. (Facebook Live, City of Killeen Government Facebook, Twitter, CodeRed, Nextdoor)

Areas for Improvement:

- Not enough outreach and education for disaster preparedness prior to the incident.
- Needed more recurring messaging.
- No Emergency Operations Center to coordinate and disseminate consistent mass communications.



Recommended Improvement Action:

- Establish a City of Killeen Emergency Operations Center.
- Invest in Disaster Outreach and Education Program.
- Conduct disaster public information and warning training for key staff and partners.



Resources from Outside the Jurisdiction

Resource	Place of Origin
Water	Nestle
Water	Texas Division of Emergency Management
Water, MRE's	Texas Military Department
Shelters	Skyline Baptist Church Liberty Christian Center
Food	Killeen Independent School District
Food	Killeen Food Center
Water, Food	H.E.B.

Appendix A: Improvement Plan

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Logistics & Supply Chain Management 	The City had an inability to store bulk supplies due to available buildings.	Implement shared use agreement with KISD for storage facilities	City of Killeen	June 2021	TBD (Funding Dependent)
	The City had an inability to store bulk supplies due to available buildings.	Hire FTEs to establish and manage an emergency supply stockpile.	City of Killeen	June 2021	TBD (Funding Dependent)
	Not enough 4-Wheel Drive vehicles or needed supplies to make transportation through the city plausible (sand, salt, etc.).	Invest in disaster equipment for priority services	City of Killeen	June 2021	TBD (Funding Dependent)
	No Emergency Operations Center to coordinate the supply chain adequately.	Establish a City of Killeen Emergency Operations Center.	City of Killeen	June 2021	TBD (Funding Dependent)
Mass Care Services 	Not enough shelters and the shelters were not adequately located to reach a majority of demographics.	Revamp shelter process, shelter activation and standardize operating procedures.	City of Killeen	June 2021	TBD (Funding Dependent)
	Untrained staff/volunteers for shelter operations.	Provide consistent shelter training to partners with agreements.	City of Killeen & Bell County	June 2021	TBD (Funding Dependent)
	Had some basic supplies but not enough to evenly distribute between shelters.	Invest more in sheltering supplies.	City of Killeen	June 2021	TBD (Funding Dependent)
	Uncoordinated mass sheltering and feeding adequately.	Establish a City of Killeen Emergency Operations Center.	City of Killeen	June 2021	TBD (Funding Dependent)

Appendix A: Improvement Plan (Continued)

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Operational Communications 	City staff communications were not consistent across departments.	Utilize CodeRED business system for employee information.	City of Killeen	June 2021	TBD (Funding Dependent)
	Inefficient process to release information about closing in a timely manner.	Improve City Staff communication channels and lessen restrictions.	City of Killeen	June 2021	TBD (Funding Dependent)
	Key decision makers spent a majority of their time on phone calls.	Invest in radios for department heads and provide training. <i>*In Absence of EOC*</i>	City of Killeen	June 2021	TBD (Funding Dependent)
	Mass staff communications were not coordinated.	Establish a City of Killeen Emergency Operations Center.	City of Killeen	June 2021	TBD (Funding Dependent)
Public Information & Warning 	Not enough outreach and education for disaster preparedness prior to the incident.	Invest in Disaster Outreach and Education Program.	City of Killeen	June 2021	TBD (Funding Dependent)
	Needed more recurring messaging.	Conduct disaster public information and warning training for key staff and partners.	City of Killeen	June 2021	TBD (Funding Dependent)
	No Emergency Operations Center to coordinate and disseminate consistent mass communications.	Establish a City of Killeen Emergency Operations Center.	City of Killeen	June 2021	TBD (Funding Dependent)

Appendix B1: Employee Survey

The following survey of questions was sent to all City of Killeen Employees

Winter Storm Uri impacted the City of Killeen from February 13th through the 17th, 2021. The City was conducting response operations through February 21st. Actions such as emergency shelters, water operations, street sanding, and large continuous public safety efforts were conducted. Please answer the questions below with this information in mind. This survey has a total of 5 sections with 2 to 3 questions per section.

Logistics and Supply Chain Management:

- In regards to logistics and supply chain management, what went well?
- In regards to logistics and supply chain management, what did NOT go well? Please provide one possible solution to a problem you identified.

Mass Care Services:

- In regards to mass care services (sheltering), what went well?
- In regards to mass care services (sheltering), what did NOT go well? Please provide one possible solution to a problem you identified.

Operational Communications:

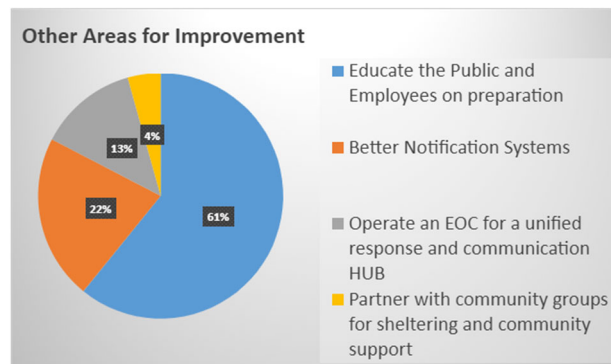
- In regards to operational communications (internal communications), what went well?
- In regards to operational communications (internal communications), what did NOT go well? Please provide one possible solution to a problem you identified.

Public Information and Warning:

- In regards to public information and warning (external communications), what went well?
- In regards to public information and warning (external communications), what did NOT go well? Please provide one possible solution to a problem you identified.

Other Feedback:

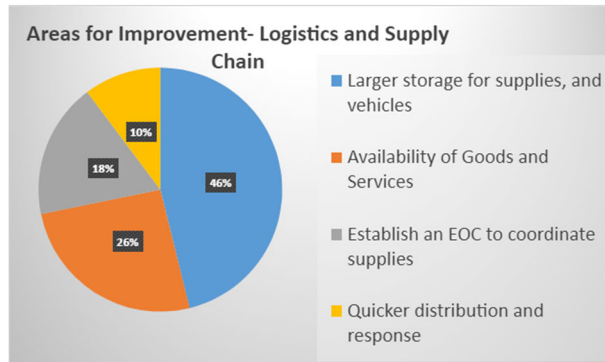
- Is there any other information about the winter storm that you would like to share with us at this time?



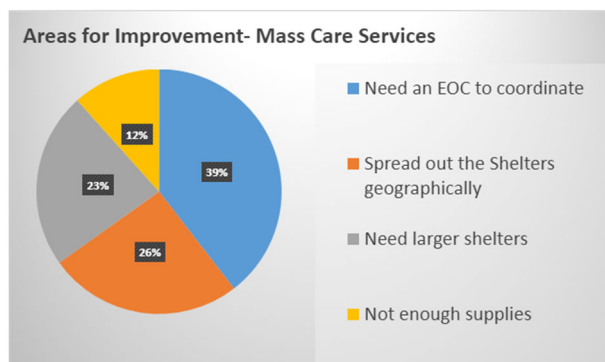
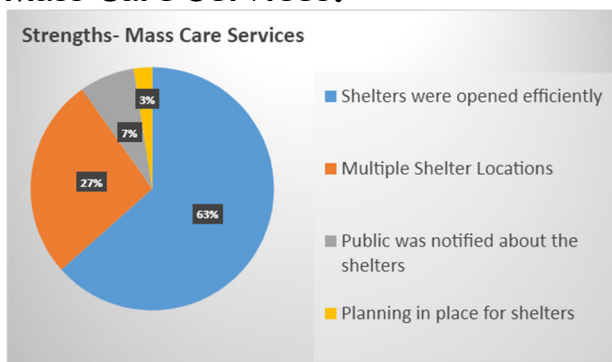
Appendix B2: Employee Survey Graphs

The following graphs show the responses received from 153 employees.

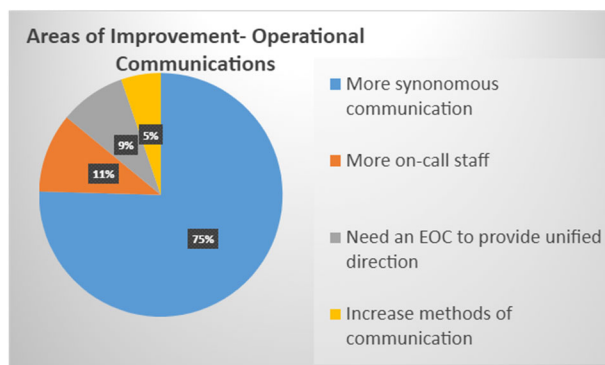
Logistics and Supply Chain Management:



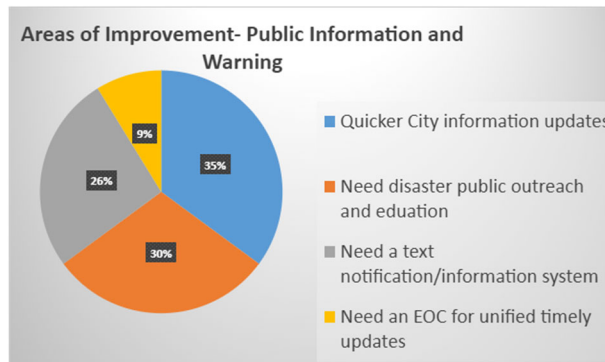
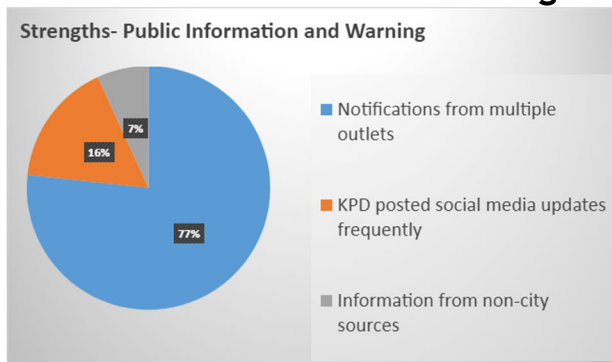
Mass Care Services:



Operational Communications:



Public Information and Warning:



Appendix C: Response Agencies

Local Organizations
City of Killeen
Killeen Food Care Center
Killeen Independent School District
AdventHealth Central Texas Hospital
Southwest Bell Volunteer Fire Department
Harker Heights Fire Department
Copperas Cove Fire Department
Bell County Office of Emergency Management
State Organizations
Texas Division of Emergency Management (TDEM)
Texas Military Department (TMD)
Oncor
H.E.B.
Federal Organizations
Fort Hood Fire Department
Fort Hood Public Works
National Weather Service - Fort Worth Office
VOAD Organizations
Central Texas Disaster Action Response Team
American Red Cross - Heart of Texas Chapter
Greater Vision Community Church
Skyline Baptist Church
Liberty Christian Center