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# **SARASOTA COUNTY HURRICANE IRMA**

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## **After-Action Report/Improvement Plan**

**September 2017**

The After-Action Report/Improvement Plan (AAR/IP) aligns capability with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance.

## HANDLING INSTRUCTIONS

The title of this document is the *Sarasota County Hurricane Irma After Action Report (AAR) and Improvement Plan (IP)*.

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## PREFACE

*Hurricane Irma was a Category 5 Hurricane that created the necessity for personnel to implement their emergency plans and procedures for a hurricane beginning on September 4, 2017. The hurricane tested the capabilities of county staff and their key community partners to respond to an anticipated landfall of a Category 4/5 Hurricane. Hurricane Irma made landfall in Sarasota County on September 10, 2017. It required the activation of the Sarasota Comprehensive Emergency Management Plan (CEMP) and full staffing of the Multi-Agency Coordination Center (MACC). This real-world emergency allowed personnel to demonstrate their knowledge and understanding of roles, responsibilities, and procedures to be followed and actions required in response to Hurricane Irma in Sarasota County further enhancing interagency coordination, and cooperation by providing the opportunity to involve county staff and key community partners in a full activation of response and recovery to a hurricane.*

An After Action Team comprised of emergency management personnel, key response agencies, peer reviewers, and Emergency Response Educators and Consultants, Inc. were responsible for the evaluation of *Hurricane Irma in Sarasota County*.

This After Action Report/Improvement Plan (AAR/IP) was produced with the help, advice, and assistance of *Hurricane Irma* participants. The purpose of publishing an AAR/IP is to document the overall response and recovery performance as well as identify strengths to continue and actionable areas of improvement. This report is tangible evidence of the commitment of county personnel, coupled with key community partners, to work together to enhance emergency response in situations that threaten critical infrastructure, key resources, and public safety. The AAR/IP serves as a compendium of observations and outlines a recommended plan of action that provides input for improving response and recovery to future incidents.

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## EXECUTIVE SUMMARY

### Purpose

Preparedness involves a cycle of outreach, planning, capability development, training, exercising, evaluation, and improvement. Effective evaluation leads to an ongoing program of process improvements. This report is intended to assist Sarasota County by analyzing performance results and:

- ✓ Identifying strengths to be maintained and built upon.
- ✓ Identifying potential areas for further improvement.
- ✓ Recommending follow-up actions.
- ✓ Recommending progressive corrective action program.

The suggested actions in this report should be viewed as recommendations only. In some cases, Sarasota County and the key community partners may determine that the benefits of implementation are insufficient to outweigh the costs. Alternative solutions that are more effective or efficient may be subsequently identified. Each agency should review the recommendations and determine the most appropriate action and the time needed for implementation.

The After Action Team assessed the performance capabilities along with incident objectives as identified in the Incident Action Plan (IAP).

This emergency took place in a formal and stressful multi-disciplinary environment warranting a review of the Incident Command System, as well as control, coordination, and communication between Sarasota County and key community partners. Personnel were engaged in response and recovery issues to arrive at decision points and emergency actions. The desired outcome of this AAR/IP is improvement of response and recovery capabilities of those participating agencies and identification of issues or potential challenges that could influence public safety in the future.

The AAR/IP was compiled from individual Stakeholder Meetings and Feedback Surveys conducted around Sarasota County with stakeholders involved in the response and recovery. The data obtained from each Stakeholder Meeting and Feedback Survey was used to develop this AAR/IP.

### Major Strengths

The major strengths and successes identified during this incident include:

- Sarasota County was able to provide safe refuge for almost 20,000 individuals in shelters within the county.
- School District staff stepped up to help with the unprecedented sheltering operation.
- FPL restored power to most residents within 11 days post-storm.

- One Team culture in Sarasota County led to successful management of the disaster.
- Utilization of the Medical Director to triage calls in the Dispatch Center led to effective and efficient disposition of calls.
- Sarasota County executed a robust re-fueling operation to maintain generator operations.
- Tactical First-In Teams (TFIT) deployed once winds died down to safe levels and roads were assessed and mostly cleared by daylight on September 11, 2017.
- Public Works and Public Utilities personnel shuttled generators to maintain lift stations until power was restored.
- Sarasota County was in constant communication with community partners sharing information throughout response and recovery to Hurricane Irma.

## Primary Areas for Improvement

Throughout the incident, several opportunities for improvement in ability to respond to and recover from the incident were identified. The primary areas for improvement, including recommendations, are as follows:

- Revision of shelter planning to include use of Enhanced Hurricane Protection Area (EHPA) rated Hurricane Evacuation Centers opened concurrently providing accessible, pet-friendly refuge for evacuees.
- Revision of the Persons with Special Needs (PSN) Registry to identify medically dependent persons and those that need transportation assistance to General Population Hurricane Evacuation Centers.
- Effective inclusion of FPL units with TFITs to safely clear primary roadways post-storm.
- Prioritization of lift stations and traffic signal with FPL to more efficiently utilize existing generators.
- Refinement of e-role to utilize county personnel with appropriate coordination of teams to support needs.
- Revision of Department Disaster Preparedness Plans to address staff preparedness and office preparation.
- Revision of procurement and pay issues identified related to emergency purchasing and storm pay policy.
- Utilization of zones along with geographic identifiers for evacuation orders.

## Follow-up planning, training, and exercises should revisit:

Planners should use the results of this AAR/IP to enhance existing plans and procedures by sharing agency expectations so they are known by key community partners.

While representatives of all agencies that participated in the incident performed very well, future planning, training, and exercises should focus on the following items:

- Shelter activation to include pet-friendly aspects.
- Contact Center staff augmentation and training.
- TFIT training with FPL to improve the process.
- Training to further develop, refine, and enhance the areas identified from Hurricane Irma.

While the evaluators identified areas for improvement, it should be noted that personnel dealt with many incident objectives in an exemplary way. Sarasota County personnel and key community partners demonstrated that they work together well as a team in times of crisis and that they can adapt to almost any situation. Overall, this response was a successful one.

## Conclusion

In conclusion, representatives from Sarasota County and all of the participating agencies recognized a need for evaluation of their plans, procedures, and protocols along with continued training and exercises. This incident involved a multi-agency response and recovery operation that required members to work together in a stressful situation. Overall, the evaluation was positive. Some issues were addressed and handled by sound problem solving practices during the incident, while others may require future resolution.

Sarasota County, local responder teams, and community partners can use the outcomes of this AAR/IP to continue to enhance knowledge and training among all participants. This AAR/IP will help improve and expand familiarity with roles and responsibilities in preparation for future real-world emergencies. The Improvement Plan Matrix at the end of this document will allow Sarasota County, Emergency Management, and key community partners to visualize what improvement actions can be implemented to continue the cycle of performance capabilities enhancement to strive for maximized response and recovery potential.

From this incident, Sarasota County will use these lessons learned to better prepare for future disasters and minimize the loss of life and property to create a stronger and safer community. This incident provided a significant evaluation experience. We believe that all parties involved have learned some very valuable lessons that will be applied in the future for continued improvement. We would like to commend all of the participating agencies for their enthusiasm and their desire to better serve the citizens they protect.

### **Job well done!**

Some quotes that were gathered during the after action review process that should be noted include the following:

*Commissioner Paul Caragiulo*

*I have the utmost confidence in the human element in Sarasota County.*

*Former FEMA Administrator Craig Fugate:*

*When I was director at the Florida Division of Emergency Management I did not worry about Sarasota County, I knew the team here could handle whatever came their way. During Hurricane Irma, you hit it out of the park!*

## INCIDENT OVERVIEW

<b>Incident Name</b>	Hurricane Irma in Sarasota County
<b>Incident Dates</b>	September 4, 2017 – January 15, 2018
<b>Incident Summary</b>	On September 10, 2017, Hurricane Irma made landfall on the Southwest Florida coast as a major hurricane and subsequently moved north up the Florida peninsula affecting over 50 counties. Sarasota County sustained impacts consistent with a strong tropical storm to minimal Category 1 hurricane, including loss of electrical utilities to almost 220,000 customers, as well as impacts to various critical facilities, residential structures, traffic signals, and vegetative debris.
<b>Mission Area(s)</b>	Protection, Response, and Recovery
<b>Core Capabilities</b>	<ul style="list-style-type: none"> <li>Planning</li> <li>Public Information and Warning</li> <li>Operational Coordination</li> <li>Critical Transportation</li> <li>Environmental Response/Health and Safety</li> <li>Infrastructure Systems</li> <li>Logistics and Supply Chain Management</li> <li>Mass Care Services</li> <li>Operational Communications</li> <li>Situational Assessment</li> </ul>
<b>Threat or Hazard</b>	Natural: Hurricane
<b>AAR Sponsor</b>	<ul style="list-style-type: none"> <li>Sarasota County</li> <li>Gulf Coast Community Foundation</li> <li>Charles &amp; Margery Barancik Foundation</li> </ul>

**Participating  
Organizations**

See Appendix B for a full list of participating organizations.

**AAR Team**

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Peer Reviewers: Craig Fugate, Jonathan Lord, Alan Harris, and  
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## AFTER ACTION REVIEW PROCESS

### Incident Synopsis

On September 10, 2017, Hurricane Irma made landfall on the Southwest Florida coast as a major hurricane and subsequently moved north up the Florida peninsula affecting over 50 counties. Continued track and intensity changes throughout the lifecycle of Hurricane Irma presented significant challenges to the State and counties requiring extensive efforts in protective actions for sheltering, evacuation, etc. Sarasota County sustained impacts consistent within the range of a strong tropical storm to a minimal Category 1 hurricane. Impacts included loss of electrical utilities to almost 220,000 customers consisting of various critical facilities, residential structures, and traffic signals. A significant amount of vegetative debris was produced as a result of the storm as well.

The County planning effort for Hurricane Irma began Monday, September 4, 2017, as the hurricane formed in the Atlantic Ocean and the Florida Division of Emergency Management initiated a statewide conference call. Initial notifications were made to key community partners and staff on September 4, 2017 regarding potential storm track. Sarasota County Emergency Management sent a Flash Report to all community response partners at 9:00 am Tuesday, September 5, 2017 and conducted the first Command and General Staff meeting at 11:00 am that morning. During the Command and General Staff meeting, the team developed the strategy for three possible scenarios:

- **Best case:** Hurricane Irma turns northward early and stays to the east of Florida with minimal effects on Sarasota County however creates a host county situation, which will require sheltering.
- **Worst case:** Hurricane Irma turns north later and follows track along west coast of Florida staying in the water as a category 3 or 4 producing 6 to 15 feet of storm surge. Evacuation of Zone A and B, mobile homes, and low-lying areas prone to flooding, and PSN evacuation with multiple shelters needed for South Florida evacuees as well as Sarasota County citizens.
- **Most Probable:** Hurricane Irma turns north and makes first landfall on Monroe County in the Keys and second landfall in South Florida, traverses the Florida Peninsula on land, and passes through Southwest Florida Coastal counties as a Cat 2/3 with 6 to 10 feet of surge. Evacuation of Zone A, mobile home, low-lying areas prone to flooding, and PSN evacuation.
- **Actual Track:** Hurricane Irma continued west along the north coast of Cuba, turned north, striking Monroe County between Key West and Marathon continued north wobbling slightly east and making second landfall in Collier County. Irma moved up the peninsula slightly east of Sarasota County.

### Overview of the Process

Emergency Response Educators and Consultants, Inc. (EREC) was retained by Sarasota County Emergency Management to conduct the After Action Review process and write the After Action Report and Improvement Plan. The Gulf Coast Community Foundation and the Charles and Margery Barancik Foundation provided funding to have former

FEMA Administrator Craig Fugate provide consultation services. Peer reviews were requested from Mr. Fugate; Jonathan Lord, Former Florida Division of Emergency Management Deputy Director; Alan Harris, Seminole County Emergency Manager; and Manny Soto, City of Orlando Emergency Manager to provide a perspective from Federal, state, county, and city emergency managers. The After Action Team assessed the performance capabilities along with incident objectives as identified in the Incident Action Plan (IAP). The After Action Review process was conducted over a three-month period conducting 19 in-person meetings with over 250 individuals engaged in Hurricane Irma in Sarasota County.

The following meetings were conducted on the following dates:

November 6, 2017 - AAR Concept and Objectives Meeting

November 17, 2017 – Foundations After Action Workshop

December 5, 2017 – Planning Section Meeting

December 5, 2017 – PSN Shelter Meeting

December 12, 2017 – Recovery Section Meeting

December 12, 2017 – Non-Profits and Business/Industry Meeting

December 12, 2017 – City of Sarasota Meeting

December 12, 2017 – General Population Shelters Meeting

December 13, 2017 – City of Venice Meeting

December 13, 2017 – Logistics Section Meeting

December 13, 2017 – Operations Section Meeting

December 13, 2017 – Town of Longboat Key Meeting

December 14, 2017 – Directors’ Meeting

December 14, 2017 – Communications Meeting

December 14, 2017 – Media Meeting

December 14, 2017 – City of North Port Meeting

December 14, 2017 – Pet Sheltering Operations Meeting

December 15, 2017 – Department Operations Center (DOCs) Meeting

December 14, 2017 – Finance Meeting

January 11, 2018 – Individual Meetings with County Commissioners

January 11, 2018 – Council of Government (COG) Meeting

January 19, 2018 – Convocation of Government Meeting

January 24, 2018 - DRAFT AAR submitted to Peer Reviewers

January 31, 2018 - DRAFT AAR review comments returned

February 9, 2018 – Foundations AAR Presentation with Peer Reviewers

March 2, 2018 – FINAL AAR submitted to Peer Reviewers

March 6, 2018 – FINAL AAR review comments returned

March 9, 2018 – FINAL AAR and Closeout Package submitted to Sarasota County

## ANALYSIS OF CORE CAPABILITIES

Aligning core capabilities provides a consistent taxonomy for evaluation to support preparedness reporting and trend analysis. Table 1 includes the aligned core capabilities, and performance ratings for each core capability as determined by the After Action Review Team.

Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Planning		<b>S</b>		
Public Information and Warning		<b>S</b>		
Operational Coordination		<b>S</b>		
Critical Transportation		<b>S</b>		
Environmental Response/Health and Safety		<b>S</b>		
Infrastructure Systems		<b>S</b>		
Logistics and Supply Chain Management		<b>S</b>		
Mass Care Services		<b>S</b>		
Operational Communications		<b>S</b>		
Situational Assessment		<b>S</b>		
<p><b>Ratings Definitions:</b></p> <ul style="list-style-type: none"> <li>• Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the operational 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.</li> <li>• Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the operational 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.</li> <li>• Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the operational 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.</li> <li>• Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the operational objective(s).</li> </ul>				

**Table 1: Summary of Core Capability Performance**

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

This section of the report reviews the performance of the core capabilities. In this section, observations are organized by capability. The capabilities linked to *Hurricane Irma in Sarasota County* are listed below. Each capability is followed by related analysis of the capability, recommendations, and action items for implementation.

**Reference:** *Sarasota County Comprehensive Emergency Management Plan (CEMP) 2015*

## Core Capability 1: Planning

**Capability Summary:** Systematic process engaging the whole community as appropriate in executable strategic, operational, and/or community-based approaches to meet defined objectives.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 1.1:** Department Disaster Preparedness Plans (DDPPs) were utilized to prepare for the storm and worked well.

**Strength 1.2:** The annual hurricane exercise program over the last four years allowed the team to work cohesively and efficiently under difficult circumstances.

**Analysis:** Sarasota County has a robust system in place for county departments to prepare and report their status to Emergency Management. These plans are designed to be executed beginning 144 hours pre-landfall. These plans were instrumental in getting departments ready to respond once the storm made landfall. The Comprehensive Emergency Management Plan (CEMP) was utilized during response and recovery. There is an established process using FEMA daily logs to document hours worked and equipment used to support the reimbursement process in a declaration. Sarasota County has conducted a robust exercise program utilizing the annual hurricane exercise to strengthen the team and build the One Team approach to problem solving.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 1.1:** County personnel expectations and understanding of their disaster roles and responsibilities were unclear.

**Analysis:** Employees across the county and municipalities need to have a clear understanding of the expectations of disaster duties and that they will be expected to help where needed. Staffing was insufficient to meet the needs of shelter operations even though personnel were signed up in e-role; some were not called and some did not show up. Those that did come to work put in long hours with little rest and food yet performed with dedication and compassion. Training is needed for mid-level managers to work with their employees on roles and responsibilities as well as expectations as public servants. Some directors excused employees from storm duty for a variety of reasons; this created a shortage in many areas. Replacement staff members were not identified to replace those that were excused. The county is currently working on a revamp of the e-role

process. During the stakeholder meetings, a request was made to consider creating shelter teams that could train together and bring their families to their assigned shelters. This will help develop familiarity for the team and allow employees to report to work knowing their families are safe as well. All county personnel need to be classified as essential for disaster duties and used as force multipliers wherever needed. Pre-storm government services continued until close of business on Friday and employees were expected to report to their disaster roles immediately. This did not allow employees to prepare their homes and families nor get any rest. Post-storm government services were opened on Tuesday, which again did not allow employees to address any storm related issues with their homes or families. Employees felt the county did not care about them in regards to providing them adequate time for personal preparation. Coordination of ramp down and ramp up of government services needs to be reviewed to allow the discontinuation of non-essential services to allow employees time for storm preparation of their families and county facilities. Executive level leadership needs to support the emergency management effort.

**Recommendation 1.1.1:** Refine the use of e-role to utilize county personnel with appropriate coordination of teams to support needs.

**Recommendation 1.1.2:** Consider establishment of an “adopt a shelter” process for county personnel to gain familiarity with their shelter and school district staff.

**Recommendation 1.1.3:** Establish times for coordination meetings for county personnel and school staff to gain familiarity with their shelter and school district staff.

**Recommendation 1.1.4:** Continue shelter training pre-season and consider webinar options for Just-in-Time training.

**Recommendation 1.1.5:** Establish a formal notification process to communicate with employees.

**Recommendation 1.1.6:** Work with senior leadership to consider ramp down and ramp up of government to ensure the county is prepared for storm landfall and employees can prepare their homes and families.

**Area for Improvement 1.2:** There is a need to identify post-storm shelters for evacuees when school shelters are demobilized.

**Analysis:** Once it was time for the school impact shelters to close there were difficulties in locating non-impact shelters for citizens that could not return home due to power and damage issues. Some churches offered help but that became problematic with the evacuees that were sent to those shelters and the longer-term nature of the need. Several other organizations have come forward since the storm to offer their facilities as post-storm shelters providing they have power. A volunteer management survey of non-profits and faith-based organizations would be beneficial to establish lines of communication as well as gain an understanding of what services and resources could

be provided by these groups. Memorandums of Understanding (MOUs) will need to be established by the county. All Faith Food Bank need to be included in planning for shelter feeding as they have access to food stores to supplement the school district and need to be included in generator re-fueling plans for continued operations. Identify other organizations who can serve as back-up food providers in the event All Faith Food Bank is unable to provide services due to damage or other disaster related events.

**Recommendation 1.2.1:** Consider service level agreements with non-profit, faith-based, and community civic centers, etc. to provide post-impact sheltering.

**Recommendation 1.2.2:** Incorporate use of All Faith Food Bank in the feeding plan for shelters for pre-storm preparation and post-storm sustainment of longer term sheltering operations.

**Recommendation 1.2.3:** Consider establishment of a transitional shelter team utilizing non-profit and faith-based organizations to support ongoing shelter operations post-storm when county personnel and school district staff have to return to normal operation.

**Area for Improvement 1.3:** Department Disaster Preparedness Plans need to be revised to address staff preparedness and office preparation.

**Analysis:** While most of the Department Disaster Preparedness Plans (DDPPs) were good and used effectively, there needs to be some tweaking done to address personnel preparedness time. Another need is instructions on what should be done in their offices to prepare for the storm, i.e. computers, printers, shared equipment, etc. cover, unplug, etc.

**Recommendation 1.3.1:** Each department should review and revise their DDPPs to address relief of personnel for personal preparation and specific procedures of securing county offices.

**Area for Improvement 1.4:** There were issues for some employees having access to their files or sufficient computing power while working at the Multi-Agency Coordination Center (MACC).

**Analysis:** Some employees did not have access to their files once they logged into the computers at the MACC. Bringing the files on a jump drive can be considered or investigating if Enterprise Information Technology (EIT) can provide links to their shared files. Some computers were not adequate for the needs of the employees; i.e. GIS needed robust systems to accomplish their work.

**Recommendation 1.4.1:** Coordinate with Enterprise Information Technology to provide appropriate level access for county files from the MACC environment.

**Recommendation 1.4.2:** Work with Enterprise Information Technology to upgrade computers for GIS to function in the MACC environment.

**Area for Improvement 1.5:** There were some procurement and pay issues identified that the County needs to address before next hurricane season.

**Analysis:** Employee pay for exempt and non-exempt employees needs to be reviewed in relation to preparation, storm duties, etc. and communicated to staff. Some procurement issues were identified and need to be addressed. Issues include types of contracts, process for entering and approval, and approval limits. P-cards were released after the storm for everyone that was assigned a card. This was not the best and most appropriate use of the p-cards; for future storms, directors should identify who needs to have open p-cards and only those can be released for use.

**Recommendation 1.5.1:** Senior leadership to review storm pay policy to address preparation, storm duties, and related issues.

**Recommendation 1.5.2:** Revise procurement procedures to address emergency procurement, approval levels, emergency contracts, and lifting of p-card limits for designated staff.

## Core Capability 2: Public Information and Warning

**Capability Summary:** Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 2.1:** Communications plugged into Neighborhood Services, which can provide information quickly to a large segment of the county directly.

**Strength 2.2:** There was robust use of social media and the county website to provide information to the public throughout the storm.

**Analysis:** As part of the debris management process post-storm, Sarasota County reached out to Neighborhood Services for assistance in contacting the subdivisions for Right of Entry (ROE) Waivers to pick up debris on private roads. This method of communicating with a large number of subdivisions and consequently a large number of citizens should be maintained and enhanced. Communications maintained a robust social media posture throughout the storm. There were countless direct responses/conversations on Facebook and Twitter between Communications personnel and the public.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 2.1:** There was a disparity in the message being sent out from Communications versus what was being reported by some media outlets to the public.

**Analysis:** Although Communications was providing accurate and timely information, national media and the Weather Channel were sharing outdated or incorrect information. The picture provided by national media exaggerated the damage and sensationalized evacuation and sheltering to the point the public was frightened and tried to evacuate when they did not need to and seek refuge in shelters that were not open.

**Recommendation 2.1.1:** Communications should work closely with local media outlets to get the message out to the public.

**Recommendation 2.1.2:** Consider using Access 19 during storm preparation, response, and recovery to provide timely information to the public.

**Recommendation 2.1.3:** Develop a Memorandum of Understanding with local radio stations to allow the EOC to provide timely information at specified times to the public.

**Recommendation 2.1.4:** Consider broader utilization of the current emergency management chief in public service announcements and outreach.

**Area for Improvement 2.2:** There was a need for combined county/municipalities messaging.

**Analysis:** There is a need to prepare pre-scripted messaging including county and municipal representatives to be used during storm activation. The local faces can be reassuring to the communities during a time of uncertainty. In the past, joint press conferences had been held from the EOC but this did not occur in Irma. Work with surrounding communities to identify a press conference schedule to eliminate overlapping press conferences. Old school methods of sharing information to the public should be considered including neighborhood message boards, radio, newspaper, etc.

Communications was providing information however there did not appear to be a direct connection between the county and municipalities' Joint Information Centers (JICs). The municipal PIOs were getting their information from Twitter and Facebook along with the public. It would have been better for direct communications to occur between the PIOs in a Joint Information System (JIS) for information sharing prior to the information being released to the public. During Hurricane Irma, Communications began conducting teleconference calls after the Executive Leadership Conference Call with regional PIOs to share information, which resulted in a better flow of information and information sharing. A regional meeting has already been held with all the PIOs and another meeting is planning prior to hurricane season to flesh out a plan to ensure this process is utilized during activation. It should be noted that meetings with Leadership were occurring daily along with information sharing; however, the information did not seem to reach the municipal PIOs in the JIS or field personnel.

**Recommendation 2.2.1:** Communications should work off-season with municipalities to prepare pre-scripted and pre-recorded messages to leverage the local faces for familiarity and to have these ready to go when a storm approaches.

**Recommendation 2.2.2:** Communications should reach out to local municipal Public Information Officers (PIOs) to establish a closer working relationship to incorporate a Joint Information System (JIS) for the next storm.

**Recommendation 2.2.3:** Communications should continue the regional meetings with PIOs to enhance relationships and information sharing during activations.

**Area for Improvement 2.3:** There was confusion about the terms “mandatory” versus “voluntary” regarding evacuation along with what areas or residents needed to evacuate.

**Analysis:** The terminology of mandatory and voluntary created confusion for the public. “If it is mandatory do I have to leave now”; “what if I am outside after curfew in an area that was evacuated?” The simpler the message, the easier it will be for the public to respond appropriately. If the public is told they need to evacuate they should be told when and what areas need to go. Simpler statements of “if you live in a mobile home or low-lying area you need to go”; “if you are in Zone A or located west of SR 41 you need to evacuate”; “if you are east of I-75 and in a home built since 20##, you can remain in your home and listen to updated messages from Emergency Management”. The less confusion the quicker the public will respond and the more lives that can be saved. Consider utilization of Integrated Public Alerting and Warning System (IPAWS) for evacuation.

**Recommendation 2.3.1:** Consider eliminating the use of the terms mandatory and voluntary when discussing and announcing evacuations.

**Recommendation 2.3.2:** Consider use of both the Zones and use of geographic identifiers to make it easier for the public to respond to evacuation orders.

### **Core Capability 3: Operational Coordination**

**Capability Summary:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 3.1:** Utilizing the Medical Director to triage calls in the Dispatch Center was effective and efficient and should be continued into the future in similar situations.

**Strength 3.2:** Tactical First-In Teams were out and primary roadways were cleared by daylight.

**Analysis:** The Medical Director was in the Dispatch Center triaging calls as they came in. Having him talk to the callers and triage their needs was of tremendous help and was able to defer and prioritize calls that would need to be addressed once it was safe to

resume normal response activities. The queued calls were cleared up within two hours after TFITs were deployed and calls were dispatched. TFITs deployed at approximately 1:30 am once winds died down and had all primary roadways cleared by daylight.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 3.1:** Shelter operations had some organizational challenges for utilization of the Incident Command System (ICS) for reporting lines and positional identification.

**Analysis:** Shelter organizational structure was difficult; organization charts showed school staff but did not include all staff assigned to the shelter. There was confusion on the reporting structure in the shelter and who should be contacted for what. The confusion was further complicated as training for shelter staff was planned for Friday and the Governor closed the Department of Health which created additional issues. Shelter training was conducted for Sarasota County and School District shelter personnel on Thursday before Irma's impact. A functional exercise with County shelter managers and school district staff (principals and assistant principals) should be a future consideration.

**Recommendation 3.1.1:** Continue use of pre-season and Just-in-Time Training for shelter staff.

**Recommendation 3.1.2:** Consider establishing shelter teams of county personnel to work with school district staff that are pre-identified and have the opportunity to meet pre-storm.

**Area for Improvement 3.2:** Staging and communications of the Tactical First-In Teams (TFITs) needs to be revisited and enhanced for future operations.

**Analysis:** Some issues occurred in communications between the municipal TFITs and the county TFITs; some teams were not aware that teams had already deployed. Additionally, there was some confusion about where to stage the teams to be ready post-storm. For example, the plan was for the City of Sarasota TFIT to stage at Sarasota Memorial Hospital. This did not work well; they did not have space for them and teams were unable to get any rest before deployment. The City along with the Town of Longboat Key would like to stage their TFITs and Fire Department in EHPA rated buildings at Sarasota High School in future activations to be ready to respond.

**Recommendation 3.2.1:** Enhance the communication lines between the county and municipal TFITs to ensure they can communicate when activated.

**Recommendation 3.2.2:** Revisit staging of TFITs within the county at secure locations for rest prior to deployment.

**Area for Improvement 3.3:** Community Organizations Active in Disasters (COADs) experienced difficulties with reaching the MACC for information gathering and resource allocation.

**Analysis:** There was some breakdown in communication between the Community Organizations Active in Disasters (COADs) and the Multi-Agency Coordination Center (MACC) although the Food Bank did not experience this disconnect. COADs were unsure of who they needed to call and the main information number had extended hold times. Holding monthly/quarterly meetings with topics on emergency preparedness with these groups would generate interest as well as building relationships and open lines of communication. It would be beneficial to engage the COADs in developing an Unmet Needs Unit to address support to the community post-disaster.

**Recommendation 3.3.1:** Identify a specific line for COADs to contact in the MACC for use during activation.

**Recommendation 3.3.2:** Engage COADs in regular meetings to build relationships, set expectations, and maintain lines of communication.

**Recommendation 3.3.3:** Engage COADs to develop an Unmet Needs Unit in Mass Care to provide support to the community through their services and resources.

**Area for Improvement 3.4:** Re-entry decisions and communication was unclear.

**Analysis:** There was some confusion about when it was safe to begin moving about the County and re-entry into impacted areas. The term “all-clear” was used without providing an explanation of exactly what that meant for residents trying to return to their homes and businesses. A suggestion was made to consider a color-coded system of red, yellow, and green to define and advise re-entry to the public. Red would indicate the area is dangerous and re-entry is delayed; yellow would indicate that there are some issues in the area and citizens should exercise caution in re-entry; and green if the area is safe for re-entry.

**Recommendation 3.4.1:** Consider development and utilization of a red, yellow, green notification system to advise the public about re-entry.

**Recommendation 3.4.2:** Provide education and training to the public on re-entry.

**Area for Improvement 3.5:** Public Works and Public Utilities does not have an identified location for their Department Operations Center.

**Analysis:** Public Works and Public Utilities need to identify and plan for a Combined Department Operations Center (DOC) and staging area for equipment. Not having an established base of operation affected their ability to prepare. Staff members living in evacuation zones took assigned equipment with them out of the area. There needs to be some consistency in how the departments address staging of equipment and personnel. DOC personnel were not sure of their roles and responsibilities; a policy, procedure, or matrix summarizing what the DOC is and does would be helpful.

**Recommendation 3.5.1:** Identify a location to house the Public Works and Public Utilities Department Operations Center.

**Recommendation 3.5.2:** Develop a procedure for staging of equipment and employees with assigned equipment in evacuation zones.

**Area for Improvement 3.6:** There was some confusion on how field forces were to report lines and trees down, etc.

**Analysis:** There needs to be a standardized method for tree downs, lines, etc.; the process needs to be simplified. Field units were reporting damages via the 800MHz radio system, some were being entered into WebEOC®, some information was forwarded directly to Florida Power and Light (FPL), and there was duplication of reporting. Some thought about using the “seeclckfix” system to input into Maximo. The establishment of a line of communications between the Department Operations Center and the County level operations needs to be established and trained on.

**Recommendation 3.6.1:** Develop a streamlined process for field forces to report damage to the Department Operations Centers.

**Area for Improvement 3.7:** There was a lack of regional coordination between Sarasota and adjoining counties.

**Analysis:** There was a lack of coordination between Sarasota and its neighboring counties to the north and south. Part of this problem can be attributed to a transition of the Region’s Coordinator that was leaving his position and the resulting vacancy. Varying times of school closures; variations in methodology of shelter openings, i.e. Manatee County opened all their shelters regardless of EHPA rating and Charlotte County evacuated to Sarasota; curfews were ordered in some areas and not in others; road closures, water system shutdowns, etc. created issues for both county staff and the public at large. Difficulties were experienced by personnel living outside the county trying to return to work where curfews were ordered. A coordination issue affected the Town of Longboat Key (LBK). This community is divided between Manatee and Sarasota County. Personnel from LBK have to maintain a liaison with both county EOCs and different parts of the community are subject to different decisions regarding closures, evacuations, curfews, etc. This makes coordination efforts twice as difficult and potentially contradictory within the community boundary.

**Recommendation 3.7.1:** Develop a regional plan for coordination, independent of the Regional Coordinator.

**Recommendation 3.7.2:** Investigate a solution to the Town of Longboat Key coordination issue with two EOCs and differing curfews, evacuations, closures, etc.

**Recommendation 3.7.3:** Develop a plan/flowchart on enacted curfews, closures, evacuations, etc. as to who is notified, when, approval process, etc.

## **Core Capability 4: Critical Transportation**

**Capability Summary:** Provide transportation (accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 4.1:** Persons with Special Needs that required transport were safely evacuated from their homes into shelters beginning at 8 am Saturday, September 9<sup>th</sup>.

**Analysis:** Approximately one hundred PSNs were transported on Saturday from their homes into shelters. This was arranged by callers at the MACC Friday individually calling each registrant and advising them to be ready for pick-up and transport. This was a tremendous undertaking from the sheer numbers of calls to be made to individuals and the number of late registrants in the last 48 hours before the storm. There was an increase in the registry in excess of 800 people.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 4.1:** Transportation resources were under-utilized in some cases and over-taxed in others.

**Analysis:** Transportation for General Population Shelters and PSN Shelters should be managed jointly as route vehicles with capacity of 35 riders were picking up individuals, and paratransit was overtaxed. There is some uncertainty about who owns the paratransit services fixed route or PSN transport. Some normal daily routes should have been restricted earlier to allow for use of these resources for storm evacuations. The transportation unit within the logistics support branch in the MACC should oversee this function.

Transportation to general population shelters was needed by residents of Sarasota County that were registered as Persons with Special Needs. These individuals are transportation disadvantaged perhaps with some medical issue but not to the level of care that required sheltering at the Special Needs Shelter. These individuals should be on a separate list for transportation to the General Population Shelters.

**Recommendation 4.1.1:** Consider joint management of transportation to general population and PSN shelters to maximize the allocation of scarce resources.

**Recommendation 4.1.2:** Consider a separate registry for those that simply need transportation to a general population shelter.

**Area for Improvement 4.2:** A transportation plan is needed to move residents located at a distance from County shelters (i.e. City of Venice, mobile home communities, and low-lying areas) to safe shelter.

**Analysis:** Currently there are no EHPA shelters in the City of Venice and residents in mobile home communities and identified low-lying areas in other parts of Sarasota County are unable to drive to shelters that are farther away. For example, in Venice, residents were housed in the Venice Community Center for shelter and a better solution may have been to use it as a Relocation Center and provide SCAT transportation to safe shelters

in another area. In the absence of a safe EHPA within the City, residents can be safely housed in other shelters within Sarasota County.

**Recommendation 4.2.1:** Develop a transportation plan in connection with the City of Venice to facilitate the movement of residents to safe shelters in Sarasota County.

## Core Capability 5: Environmental Response/Health and Safety

**Capability Summary:** Ensure the availability of guidance and resources to address all hazards including natural disasters in support of the responder operations and the affected communities.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 5.1:** Response and recovery activities were conducted and completed with no injuries reported.

**Analysis:** With all the crews that were working in the field, all response and recovery activities were conducted with no reported injuries to county staff. This is a testament to the relationships built prior to disasters such as Hurricane Irma, as well as a safety-oriented mindset engrained into all stakeholders.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 5.1:** TFITs were deployed without representatives from FPL to address downed lines.

**Analysis:** TFITs deployed to the field once winds died down to safe levels. FPL was supposed to deploy with the teams to provide safety in determining if downed lines were still energized, this did not happen. There was a FPL representative in the MACC however; this still did not help get the needed support for the TFITs. Some TFITs received support from Pike Electric crews, however most deployed without any support. This is dangerous and the county was fortunate that there were no injuries as a result. If FPL is not able to staff the TFITs, county personnel need to be equipped and trained to perform this function for themselves. This appeared to be a combination of the resource request to FPL not being made at least 72 hours out and crews being released after the first-push of clearing major roadways. It should be noted that from previous planning activities, Sarasota County was unaware that they needed to specify the need for the FPL crews to deploy with the TFITs with a resource request 72 hours out. FPL does offer training to first responders and can provide training to Sarasota County responders.

**Recommendation 5.1.1:** Consider arranging training of first responders with FPL to work safely around downed power lines.

**Recommendation 5.1.2:** Ensure there is a checklist item to request or a standing request to FPL for their support on TFITs post-storm.

**Area for Improvement 5.2:** It was difficult to determine what wind speeds were occurring throughout the county.

**Analysis:** There was no way for the MACC to determine what wind speeds were in north, central, and south county to make decisions about suspending and resuming emergency response activities at wind speeds of 45 mph. Since Irma, Public Safety Communications has purchased and installed meteorological monitoring stations throughout the county that can be accessed remotely.

**Recommendation 5.2.1:** Ensure there is a means to monitor weather from different points in the county to determine when it is safe to respond post-storm.

**Area for Improvement 5.3:** Some response personnel were in the field both pre- and post-storm individually.

**Analysis:** Some personnel were dispatched or deployed individually in the pre-storm and post-storm periods while hazards still existed in the area. Personnel should utilize the buddy system for safety reasons during these times. This would require a minimum of two individuals per team.

**Recommendation 5.3.1:** Develop a procedure that requires county personnel to utilize the buddy system to help ensure safety.

## Core Capability 6: Infrastructure Systems

**Capability Summary:** Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 6.1:** Public Works and Public Utilities employees did a phenomenal job jockeying generators and pumps to keep lift stations operational post-storm before power was restored.

**Strength 6.2:** Over 300,000 cubic yards of debris was picked up in Sarasota County within 70 days post-storm.

**Strength 6.3:** FPL was able to restore power to most Sarasota County residents within 11 days post-storm.

**Analysis:** The unsung heroes of the storm were the county employees that spent days moving generators and pumps from lift station to lift station keeping the overall system functioning until full power was restored.

There was a widespread issue with debris throughout the State of Florida. Contractor resources were taxed from response to Harvey and the need was not isolated to one area of the state. Team brainstorming and problem solving led to the local efforts of renting equipment and reallocating local resources to use county employees to begin the first pass until the debris contractor could ramp up and provide contracted resources.

Sarasota County was also instrumental in bringing this problem to the attention of Attorney General Pam Bondi to help address non-performance issues.

FPL has a robust disaster-hardening program that is paying off for customers. They inspect approximately 150,000 power poles annually for strength and trim vegetation away from approximately 15,000 miles of power lines each year. These efforts paid off during response to Hurricane Irma. Some Sarasota-specific highlights of this program include:

- inspected all 80,858 poles since 2006 and started another 8-year inspection cycle in 2017 with 10,990 poles inspected last year;
- upgraded and strengthened 39 main (feeder) power lines;
- trimmed 9,670 miles of electric line;
- installed 2,055 smart grid devices;
- inspected 252 main (feeder) power lines with infrared technology for potential problems before they cause outages.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 6.1:** Electric utility support was not available in some instances to provide definitive proof of whether a downed line was live or safe.

**Analysis:** There was a lack of electric utility support which created a situation where it was unclear if downed power lines were electrified or not. In one instance, a power line was down across a lift station that could not be assessed for repairs for three days. Underground lines and utilities were impacted and repairs had to be done by digging manually due to the inability to locate underground utilities. The locator service for these utilities was unavailable post-storm that delayed repairs and made them more difficult.

**Recommendation 6.1.1:** Develop a procedure with FPL to provide spot checks of downed lines for repair.

**Recommendation 6.1.2:** Investigate a means to locate underground lines whether that involves equipment and training or an alternate vendor source.

**Recommendation 6.1.3:** Review and consider implementation of local ordinance or codes to address line maintenance and vegetative plantings to improve the sustainability of power lines within Sarasota County.

**Area for Improvement 6.2:** There are a large number of facilities, including shelters, lift stations, and traffic lights, that lost power and needed generator support.

**Analysis:** There is a need for more generators and transfer switches throughout the county and municipalities. Follow-up discussions to determine the best locations for transfer switches, generators, and pumps to meet community needs should be held. There were several discussions held about generators for lift stations and traffic lights. In the county, there are more than 705 lift stations with access to only approximately 15

generators. There is a possibility for some creative solutions if FPL and Sarasota County can identify the critical lift stations and traffic lights that need to come back online first. This can help with some prioritization of main lines and feeders to be addressed and awareness of what areas will be restored so limited generators can be utilized effectively.

Planning is currently underway to increase the number of generators for infrastructure should funding become available and the decision be made that this is the proper course of action to address future situations. Another solution may be a statewide increase in the number of deployable generators for utilities through Florida's Water/Wastewater Agency Response Network (FlaWARN) and strategically locating these generators around the state with various utilities taking on responsibility for their maintenance and deployment.

**Recommendation 6.2.1:** Sarasota County to work with FPL to identify critical lift stations and traffic lights for restoration prioritization.

**Recommendation 6.2.2:** Sarasota County to continue investigating availability of generators to support operations.

## Core Capability 7: Logistics and Supply Chain Management

**Capability Summary:** Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 7.1:** Sarasota County executed a robust re-fueling operation to maintain generator operations that allowed needed services to continue.

**Strength 7.2:** The feeding plan at the MACC provided adequate nutrition during meal times that offered relief and an opportunity for staff to decompress before returning to work.

**Analysis:** The Logistics Section had a robust re-fueling plan that kept generators running for many days until full power restoration 11 days later. This included adding the All Faiths Food Banks' generator on the re-fueling plan to keep refrigerators running for food distribution.

Because of the potential for category 4 impacts, personnel began a search for a company that could provide disaster catering and feeding. The sub-contractors of the previous contractor were deployed to Texas but recommended Paul Mattison who had a disaster feeding service and was available. The Finance and Logistics Section worked with Mattison to approve a purchase order for Emergency Operations Centers (EOC) feeding during the storm as well as post-storm feeding of all staff and response teams after landfall under the procurement guidelines of the Local State of Emergency declaration. Feeding was established on Saturday, September 9, 2017 through September 12, 2017 at noon. Estimates for feeding included 500 per day to cover feeding pre-landfall and lockdown at the EOC and category four post-impact initial feeding to response crews.

Even though there has been some publicity about this contract, it was reported in almost all of the Stakeholder Meetings that the mealtimes were a bright spot in the difficult days and something to look forward to as a respite prior to returning to work. The feeding contract will be going out to bid again looking at two separate contracts.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 7.1:** Keeping up with the logistic needs of the shelters was all consuming and taxed the resources of the Logistics Section.

**Analysis:** As shelter operations continued, the efforts required to manage the resource needs constrained the logistics section and its ability to fill the requests they were receiving. However, all the requests were met with creative problem solving and teamwork. There may be a need to have a dedicated shelter logistics team; even with the difficulties, communications and willingness to help by community partners was appreciated and helped get the shelters operational. Many of the logistical needs can be anticipated for the shelters through pre-scripted shelter missions to be carried out pre-landfall. This would allow the mission to be more organized to reduce the last-minute load on logistics.

**Recommendation 7.1.1:** Consider pre-scripted missions to be tasked pre-storm in preparation for shelter opening.

**Recommendation 7.1.2:** Consider creating a sub-set of logistics that is poised to respond to shelter needs.

**Area for Improvement 7.2:** Feeding of the DOCs was not coordinated for pre-landfall and during lockdown.

**Analysis:** Feeding to the DOCs was not coordinated; it was anticipated that the DOCs would handle their own feeding until post-impact. Some TFITs and other field forces did report to the EOC for meals, however, not everyone was included in the feeding plan that would have needed food in a larger response. Feeding is being looked at again with the option to have a fixed facility feeding option and a separate feeding option for field forces in austere conditions. The US Forestry Service does this on a regular basis and there are vendors that provide this service that can be contracted.

**Recommendation 7.2.1:** Consider multiple vendor contracts to handle feeding of personnel housed at the EOC versus field forces.

**Recommendation 7.2.2:** Plan for and coordinate for feeding of personnel at the DOCs pre-landfall and during lockdown.

**Area for Improvement 7.3:** There is a need to develop emergency contracts during normal operations that can be implemented as needed.

**Analysis:** Sarasota County needs to develop a number of emergency contracts; a few that come to mind are linens and oxygen. For oxygen, a possible solution could be to increase Fire Rescue's supply of cylinders, regulators, disposables, etc. so they have a larger cache on a daily basis that is rotated into service so supplies are constantly being

used and older stock cycled through. This larger cache would then be available for shelter use when needed. Each department will need to identify what emergency contracts they may need and make sure they work with procurement and finance to get those in place prior to next hurricane season. Some local procurement policies conflict with federal procurement guidelines when FEMA reimbursement is involved. Some local contracts/contractors do not choose to provide emergency services or do not have capacity to perform emergency services.

**Recommendation 7.3.1:** Work with departments to identify emergency contract needs to have in place pre-season.

**Recommendation 7.3.2:** Work with procurement to identify local policies and procedures to ensure compliance with Federal reimbursement requirements.

**Recommendation 7.3.3:** Consider increasing local caches of needed supplies that can be cycled through and available for shelter use.

## Core Capability 8: Mass Care

**Capability Summary:** Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 8.1:** Employees that worked at the shelters did a phenomenal job under austere and difficult circumstances.

**Strength 8.2:** All Faiths Food Bank was able to provide food resources that were needed quickly.

**Strength 8.3:** Cooling stations established post-storm were well-received by the citizens and appreciated in the period before power was fully restored.

**Analysis:** County employees that worked shelter operations worked countless hours, missed meals, and had little rest or downtime. Often times while seeing to the needs of the individuals in the shelters, they missed the published meal times and were unable to get meals for themselves. These workers took care of the citizens and visitors of Sarasota County in an exemplary manner. All Faiths Food Bank was a previously untapped resource. They have access to food stores and had food in reserve locally to augment the food available at the schools provided by the School District. Cooling stations were established post-storm at libraries, churches, and even in SCAT buses to provide a place for citizens to cool off, get snacks and water, and charge their cell phones and electronic devices. These stations were well-received and appreciated by the public.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 8.1:** There were some security and medical support concerns at the shelters.

**Analysis:** Security at shelters was limited at best; it was unclear if officers were assigned to shelters or zone units. When officers were present, they were responsive and helpful but getting them to the shelters in some instances was problematic and required numerous calls from the MACC. They were a scarce resource and limiting them to the shelters was a problem during peak times. Officers were being asked questions that they could not answer and, in some instances, could not be located within the shelter when needed. Some communication breakdowns arose when shelters were opened in city limits of Sarasota and North Port by the county without the City Emergency Management being made aware. They were getting requests for law enforcement support before being notified that the shelter was being opened. Consider using the school registration system for shelter registration. This would prevent those who have security issues access to the shelter.

Emergency Medical Services support at shelters was provided by zone units that were stationed there. This created an issue when they needed to respond to calls leaving the shelter without medical assets. A better solution may be to keep the zone units free to respond to calls and arrange for a contract EMS provider (i.e. Ambitrans) to provide medical support to shelters.

**Recommendation 8.1.1:** Clearly identify shelter security requirements and consider use of off-duty officers if available or contracted through a private vendor.

**Recommendation 8.1.2:** Consider using a private emergency medical provider that can be contracted and assigned to provide services.

**Area for Improvement 8.2:** Shelter staff planning needs to be revisited and augmented as staffing is not sufficient.

**Analysis:** The American Red Cross (ARC) was expected to manage two shelters and was able to assist with one more. However, it must be understood that the ARC is stretched thin for volunteers. In situations like Irma, their resources were even more significantly taxed due to ongoing response to Harvey and the widespread need in Florida. County personnel and School District staff are needed to fully operate the county shelters. An “adopt a shelter” program where departments are assigned to work together in a shelter may be a solution. At least 1/3 of the county personnel were not utilized during activation along with a significant portion of the School District employees. Another option is to consider an “adopt a shelter” program where faith-based and non-profit organizations can adopt emergency shelters for volunteer support. Tapping into these force multiplier resources in the future would be helpful.

**Recommendation 8.2.1:** Consider reclassification of county personnel utilizing e-role as essential to serve as force multipliers throughout the county.

**Recommendation 8.2.2:** Consider utilization of school district staff as force multipliers for shelter operations.

**Recommendation 8.2.3:** Consider creation of shelter teams in an “adopt a shelter” format for shelter operations.

**Area for Improvement 8.3:** Municipal Emergency Management Officials may want or need to be informed, for awareness and accountability, about residents within their jurisdiction on the PSN Registry.

**Analysis:** There was a request by one municipality to make sure that Municipal Emergency Management Officials are aware of the PSN Registry individuals within their jurisdiction. The reason given for this request was so the municipality can have awareness of the individual(s) and possibly respond if there is a need to support the county process to make sure no one falls through the cracks. This can be done with support from GIS to map the registry throughout the county and within jurisdictions.

**Recommendation 8.3.1:** Identify municipal emergency management officials that request this notification and a means to provide the information.

**Area for Improvement 8.4:** Phased opening of shelters caused confusion for the public.

**Analysis:** The general accepted process for opening shelters in Florida is a phased approach. What was found in Sarasota County was that opening shelters in a phased approach caused confusion for the public. The currently published list of shelters in the Hurricane Guide does not differentiate between impact shelters and other types of shelters. Residents were trying to evacuate to the nearest shelter and it became challenging trying to communicate which shelter was opening next as shelters began filling up. Shelter operations in the future will need to address how to sequester memory-impaired individuals safely away from the general population as well as residents from “secure” facilities that may have to shelter. Sarasota County will need to work to develop the human resources to be able to open the appropriately rated shelters with capacity to manage both people and pets. Only EHPA rated shelters should be listed in the Hurricane Guide to avoid confusion. These shelters will be identified as Hurricane Evacuation Centers. Planning efforts should address how to open these shelters as accessible, pet-friendly shelters. Trying to open all shelters concurrently will be a major undertaking requiring support from the School District and other key community partners. This effort will require financial support and policy approval to ensure the quickest and most effective evacuation for residents; the least confusion over what Hurricane Evacuation Centers are open will provide the greatest possibility to reduce loss of life.

**Recommendation 8.4.1:** Identify EHPA shelters that will be published and opened as hurricane shelters.

**Recommendation 8.4.2:** Identify where populations that need to be separated can be housed within the general populations shelters, i.e. pets, memory-impaired, secured, etc.

**Recommendation 8.4.3:** Define what special needs criteria can be accommodated in the general population shelters.

**Area for Improvement 8.5:** The Persons with Special Needs Registry needs to be revamped to separate transportation disadvantaged individuals from those that are triaged as medically-dependent.

**Analysis:** There are two categories of individuals currently on the PSN Registry. Those that are transportation disadvantaged who may have some medical issue that can be safely managed in a general population shelter and those that are medically-dependent and need to be in the PSN shelter or transferred to local hospitals. The current registry grew by over 800 individuals in the few days before Irma made landfall. A new full-time position has been added to Emergency Management to work through the registry along with DOH-Sarasota staff to triage those that truly need to be considered PSNs and appropriate for the medically-dependent shelter. It would be beneficial to refer to these PSN shelters as Medically-Dependent Shelters to define their specific role and function.

**Recommendation 8.5.1:** Identify those individuals on the registry that are transportation disadvantaged and develop an appropriate transportation plan for them to the general population shelters.

**Recommendation 8.5.2:** Utilize DOH-Sarasota clinical staff to triage remaining individuals on the registry that are appropriate for the medically-dependent shelters and those that will need accommodations at local medical facilities.

**Recommendation 8.5.3:** Determine disposition of remaining individuals on the registry that can be accommodated at general population shelters.

**Area for Improvement 8.6:** Post-storm there was great difficulty in determining if power was restored for PSN clients to return home.

**Analysis:** Prior to providing transportation to PSN clients returning home there was an effort to determine if power was restored to their residences. A process of “pinging” the meters was provided by the FPL representative in the MACC. Unfortunately, in some instances, the information provided was faulty; power was getting to the meter but not into the residence for a variety of reasons. Bus drivers would deliver the PSNs to their homes only to find that they still did not have power and had to return to the shelters. Two methods to determine power have been suggested to help definitively determine their power status. One is to work with local cable providers to ping the cable boxes; if they can see the box, power should be in the home. A second is a lower tech method to leave the front porch light and lights on in the house; anyone driving by would be able to determine if the power was on by seeing the lights on.

**Recommendation 8.6.1:** Work with local cable providers to identify a method to ping cable boxes to determine if power is restored and PSNs can return home.

**Recommendation 8.6.2:** Develop a “keep your lights on” program for PSNs when they leave to turn on the front light to help determine if power is restored and PSNs can return home post-storm.

**Area for Improvement 8.7:** Charlotte County residents evacuated to Sarasota County and required additional support from Sarasota County.

**Analysis:** Charlotte County residents and PSNs were housed at Cranberry Elementary in the City of North Port. This need was expected as their shelters are in evacuation zones; however, this became a late arrival situation. The shelter was offered to Charlotte on Tuesday but they did not accept the help until Friday when it became apparent that

Charlotte County residents could not remain in their local shelters. Running this shelter was handled by Sarasota County personnel. For future operations, consider conversations pre-season with Charlotte County Leadership to coordinate activities and have Charlotte County School District and Health Department personnel manage the shelter for their residents. They can be force multipliers for Sarasota, as they have to evacuate due to the low-lying nature of the county and the fact that they do not have shelters that can be safely used. Their Fire Rescue and Law Enforcement personnel were in some of the established shelters however, they were not used for medical or law enforcement support. Another school that is not EHPA rated was opened by a principal to house deputies from Charlotte County; they were eventually moved to a wing at a safe shelter, but this information never made it to the MACC.

**Recommendation 8.7.1:** Develop a Memorandum of Understanding/Memorandum of Agreement (MOU/MOA) with Charlotte County for housing their residents and medically-dependent individuals in Sarasota County shelters.

**Recommendation 8.7.2:** Develop a Memorandum of Understanding/Memorandum of Agreement (MOU/MOA) with Charlotte County for support from Charlotte County School District staff and County personnel along with law enforcement for security and fire rescue for emergency medical services.

## Core Capability 9: Operational Communications

**Capability Summary:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between, affected communities in the impact area and all response forces.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 9.1:** Sarasota County was in constant communication with community partners sharing information throughout response and recovery to Hurricane Irma.

**Analysis:** Sarasota County conducted in-person meetings beginning 144 hours pre-landfall and continued conference calls throughout the pre-storm, lockdown, and post-storm period to ensure that coordination occurred with community partners. Information was shared about the decision-making process for the county along with gathering information to help ensure the county and municipalities were responding in a One Team approach.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 9.1:** At times, there was a perceived lack of information in the county by employees and those in shelters.

**Analysis:** Even though Communications was providing information via social media, with power outages and other difficulties, individuals including evacuees in shelters and employees felt that they were not getting adequate information. There needs to be a defined effort to make sure that information is provided to employees so they know what

is happening and what they are expected to do. There also needs to be a specific effort to provide information to shelters so that those housed there have access to real-time, accurate information. Consider providing direct public information to shelters i.e. video streaming of press conferences and regular updates provided to shelter guests. Communications is working with the School District to ensure available means to communicate within the shelters are utilized to provide information to evacuees.

**Recommendation 9.1.1:** Identify communication methods to ensure that employees are informed and have access to information.

**Recommendation 9.1.2:** Refine communication methods to provide current information so those in shelters have access to information.

**Area for Improvement 9.2:** County elected officials need to communicate with their municipal counterparts to support the efforts and operational decision being made by staff.

**Analysis:** There was sound decision making occurring during Hurricane Irma, however the rationale and background to those decisions was not always apparent. There is a need for county elected officials to communicate with their municipal counterparts to share information and expectations. Perhaps a liaison to deal solely with elected officials could fill this information-sharing role. There were some misunderstandings and angst about decisions that were made that could have been cleared up with some simple conversations. Another method may be to assign each Assistant County Administrator to a municipal manager to be another conduit for information sharing.

**Recommendation 9.2.1:** Develop a method of sharing information from the county elected level to the municipal elected level to provide rationale and background for decisions made.

**Recommendation 9.2.2:** Consider utilization of the MACC liaison to be the conduit of information to all elected officials and allow for questions and comments.

**Area for Improvement 9.3:** There needs to be a closer link between the business community and non-profits.

**Analysis:** The business community does not recognize the non-profits as “businesses” or include them in planning and communications. The Economic Development Corporation (EDC) was posting information on their website and responding to inquiries up to two weeks post-storm. Ensuring that businesses and the non-profits are plugged into the communications efforts is key to getting information out to this community and their employees. The COADs experienced some difficulty getting and receiving information that needs to be corrected before the next incident. There is a need to enhance the role of Business and Industry in the MACC to the EDC and the chambers.

**Recommendation 9.3.1:** Develop the Community Organizations Active in Disasters to have a stronger link to the business community in ESF-18.

**Recommendation 9.3.2:** Identify and share a Point of Contact in the MACC for all COADs.

**Recommendation 9.3.3:** Enhance and refine the roles of the EDC and Chambers in the MACC operations.

**Area for Improvement 9.4:** There is a need for satellite phones to be used during emergency activations.

**Analysis:** Satellite phones became an issue and were a need post-storm. Some agencies had satellite radios on hand and some had to purchase them or acquire them post-storm. Some departments that had satellite phones had difficulties when they tried to use them. Consideration of satellite phone availability should figure in preparations for the next hurricane season. A policy and procedure to manage this resource is necessary and Public Safety Communications has taken the lead to support departments.

**Recommendation 9.4.1:** Public Safety Communications to develop a policy and procedure to manage the acquisition and support of satellite phones.

**Recommendation 9.4.2:** Public Safety Communications to develop a training program to support users of satellite phones.

**Area for Improvement 9.5:** Effective use of in-house PIOs, Community Outreach staff, and Communications staff is needed to augment the Joint Information Centers/Joint Information System (JIC/JIS).

**Analysis:** Efficient use of in-house communications assets needs to be enhanced. Once a PIO imbedded with the debris unit, communication efforts smoothed out and worked very well to provide accurate, timely information to the public. Prior to this time, it was taking several days to craft and approve messaging that was appropriate for distribution to the public. Efforts that were successful need to be integrated into plans for use in the future. Further, there is a need to utilize all social media outlets, i.e. Nextdoor, etc. as well as non-traditional methods of word-of-mouth, neighborhood message boards, etc. to ensure that everyone has access to the most current and relevant information even if power and critical infrastructure is significantly impacted. Coordinate linkage with all social media pages to provide consistent messaging across all platforms and continue enhancement of disaster webpage and information. This effort needs to cross all networks and jurisdictional boundaries within Sarasota County to ensure a One Voice, One Message approach.

**Recommendation 9.5.1:** Communications need to refine procedures to engage other Public Information Officers within the county and municipalities through a Joint Information System.

**Recommendation 9.5.2:** Refine and enhance methods to provide current information through all available means including social media platforms, networks, and non-traditional means.

**Area for Improvement 9.6:** There were communication failures in shelters throughout the county.

**Analysis:** There were communications issues identified at shelters; cell phones did not work; Voice Over IP (VOIP) lines went down; and radios did not broadcast or died. A solution may be to utilize the Auxiliary Communications System (ACS) operators at the

shelters; with the proper equipment, they can send information on a digital line that is secure i.e. Florida FirstNet Program and Sarasota Digital Group. This would help meet the needs of the shelters reporting to the DOH DOC within HIPPA requirements as well as to the MACC with actionable accurate counts.

**Recommendation 9.6.1:** Work with the Auxiliary Communications to develop procedures to have communications at all shelters and the MACC during storm activations.

**Area for Improvement 9.7:** The Contact Center was not able to function beyond the day shift.

**Analysis:** The Contact Center was only operational for 12 hours per day (8 am to 8 pm) as there was not enough staff to operate for 24 hours. Utilize e-role to identify, assign, and train county employees to augment the Contact Center staffing. Consideration should be given to provide crisis counseling for the call takers who may be exposed to extreme calls during activations for critical incident stress management. Calls were held in queue for extended periods. Once the debris monitoring company was in place; an “on hold” message was recorded to refer callers to the debris monitoring hotline; this was helpful. There may be an opportunity to record more information on the “on hold” message to answer questions that may allow residents to drop off the queue. There is an option to offer prompts for specific information, however this has to be programmed by EIT. Additional staffing from other call centers in the county along with Just-In-Time (JIT) training for other county employees that can be force multipliers should be considered to augment existing staff. There likely will be a need for additional phones and computers in another location to support ramped up operations.

**Recommendation 9.7.1:** Review staffing for the Contact Center and develop options to augment with other contact center staff within the county to support 24-hour operations.

**Recommendation 9.7.2:** identify employees in e-role and once identified provide training to ensure consistency and operational knowledge of the Contact Center.

**Recommendation 9.7.3:** Identify other locations in the county with phones and computers that can be utilized with additional staffing to ramp up the Contact Center operations.

**Recommendation 9.7.4:** Enterprise Information Technology to provide access and training for Contact Center staff to program the “on hold” messaging.

**Area for Improvement 9.8:** The County’s fiber ring collapsed several days after Hurricane Irma landfall.

**Analysis:** The County’s fiber ring was damaged post-storm to the point that the redundancy aspects failed. This effectively isolated the MACC from any outside communications for a period and occurred because down lines were being driven over by the public.

**Recommendation 9.8.1:** Consider a back-up satellite internet option to handle limited voice and data for the EOC.

**Recommendation 9.8.2:** Work with local communications providers to determine feasibility of underground utilities.

## Core Capability 10: Situational Assessment

**Capability Summary:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

**Strengths:** The capability level can be attributed to the following strengths:

**Strength 10.1:** Conference calls held by the county with municipalities, executive policy group, and constitucionals, were informative and well-received.

**Analysis:** Conference call meetings were effective and provided answers to questions that allowed for building of a Common Operating Picture (COP). Stakeholder calls were scheduled daily or twice daily as necessary for information sharing. Curfew discussion was held early which allowed discussions to take place in the municipalities allowing a cohesive decision to be made.

**Areas for Improvement:** The following areas require improvement to achieve the full capability level:

**Area for Improvement 10.1:** Situation Reports need to be revamped to provide concise, relevant information.

**Analysis:** The information collected and reported in the Situation Reports (SitRep) need to be relevant, concise, and updated. Too often, the information was not updated or not relevant to what was currently happening in the community. Recipients of the information either did not find the information they needed or had to revamp the information for their use.

**Recommendation 10.1.1:** Develop SitRep templates for hurricane-specific information requirements pre- and post-storm for response and recovery.

## APPENDIX A: ACRONYM LIST

AAR	After Action Report
AAR/IP	After Action Report/ Improvement Plan
ARC	American Red Cross
ACS	Auxilliary Communication Service
CEMP	Comprehensive Emergency Management Plan
COAD	Community Organizations Active in Disaster
COP	Common Operating Picture
DDPP	Department Disaster Preparedness Plan
DOC	Department Operations Center
DOH	Department of Health
EAP	Emergency Action Plan
EDC	Economic Development Corporation of Sarasota
EEI	Elements of Essential Information
EHPA	Enhanced Hurricane Protection Area
EIT	Enterprise Information Technology
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EREC	Emergency Response Educators and Consultants, Inc.
FEMA	Federal Emergency Management Agency
FDEM	Florida Division of Emergency Management
FPL	Florida Power and Light
GIS	Geo
HIPPA	Health Information
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
IC	Incident Commander or Incident Command
ICS	Incident Command System
IP	Improvement Plan
IPAWS	Integrated Public Alerting and Warning System
JIC	Joint Information Center
JIS	Joint Information System
JIT	Just in Time
MACC	Multi-Agency Coordination Center
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NIMS	National Incident Management System
PIO	Public Information Officer

PSN	People with Special Needs
ROE	Right of Entry
SCAT	Sarasota County Area Transit
SWO	State Watch Office
TFIT	Tactical First-In Team
UC	Unified Command
VOIP	Voice Over IP

## APPENDIX B: PARTICIPATING ORGANIZATIONS

Table B.1 Participants Organizations

Participating Organizations
<b>State</b>
Florida National Guard (FLNG)
Florida Division of Emergency Management (FDEM)
<b>Local</b>
City of North Port
City of Sarasota
City of Venice
Economic Development Corporation of Sarasota County
Sarasota County
Sarasota County Schools
Sarasota County Sheriff's Office
Town of Longboat Key
Visit Sarasota
<b>Non-Governmental</b>
All Faith's Food Bank
American Red Cross
Friendship Center
Harvest House
Jewish Families and Children Services
United Way Suncoast
<b>Private</b>
Charles & Margery Barancik Foundation
Community Foundation of Sarasota County
Emergency Response Educators and Consultants, Inc.
Florida Power and Light (FPL)
Gulf Coast Community Foundation
Laurel Civic Association
Sarasota Memorial Hospital
The Patterson Foundation
William G. and Marie Selby Foundation

## APPENDIX C: IMPROVEMENT PLAN

This IP has been developed specifically for Sarasota County because of response and recovery to [Hurricane Irma. These recommendations draw from the After Action Report.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 1: Planning</b>	1.1: County personnel expectations and understanding of their disaster roles and responsibilities were unclear.	1.1.1: Refine the use of e-role to utilize county personnel with appropriate coordination of teams to support needs.	Planning				
		1.1.2: Consider establishment of an “adopt a shelter” process for county personnel to gain familiarity with their shelter and school district staff.	Planning				
		1.1.3: Establish times for coordination meetings for county personnel and school staff to gain familiarity with their shelter and school district staff.	Planning				
		1.1.4: Continue shelter training pre-season and consider webinar options for Just-in-Time training.	Training				
		1.1.5: Establish a formal notification process to communicate with employees.	Planning				

<sup>1</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>2</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 1: Planning</b>	<b>1.1:</b> County personnel expectations and understanding of their disaster roles and responsibilities were unclear.	<b>1.1.6:</b> Work with senior leadership to consider ramp down and ramp up of government to ensure the county is prepared for storm landfall and employees can prepare their homes and families.	Planning/ Organization and Leadership				
	<b>1.2:</b> There is a need to identify post-storm shelters for evacuees when school shelters are demobilized.	<b>1.2.1:</b> Consider service level agreements with non-profit, faith-based, and community civic centers, etc. to provide post-impact sheltering.	Planning				
		<b>1.2.2:</b> Incorporate use of All Faith Food Bank in the feeding plan for shelters for pre-storm preparation and post-storm sustainment of longer-term sheltering operations.	Planning				

<sup>2</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>3</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: Planning	1.2: There is a need to identify post-storm shelters for evacuees when school shelters are demobilized.	1.2.3: Consider establishment of a transitional shelter team utilizing non-profit and faith-based organizations to support ongoing shelter operations post-storm when county personnel and school district staff have to return to normal operation.	Planning				
	1.3: Department Disaster Preparedness Plans need to be revised to address staff preparedness and office preparation.	1.3.1: Each department should review and revise their DDPPs to address relief of personnel for personal preparation and specific procedures of securing county offices.	Planning/ Personnel				

<sup>3</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>4</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: Planning	1.4: There were issues for some employees having access to their files or sufficient computing power while working at the Multi-Agency Coordination Center (MACC).	1.4.1: Coordinate with Enterprise Information Technology to provide appropriate level access for county files from the MACC environment.	Planning				
		1.4.2: Work with Enterprise Information Technology to upgrade computers for GIS to function in the MACC environment.	Planning/ Equipment and Systems				
	1.5: There were some procurement and pay issues identified that the County needs to address before next hurricane season.	1.5.1: Senior leadership to review storm pay policy to address preparation, storm duties, and related issues.	Organization/ and Leadership				

<sup>4</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>5</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 1: Planning</b>	<b>1.5:</b> There were some procurement and pay issues identified that the County needs to address before next hurricane season.	<b>1.5.2:</b> Revise procurement procedures to address emergency procurement, approval levels, emergency contracts, and lifting of p-card limits for designated staff.	Planning				
<b>Core Capability 2: Public Information and Warning</b>	<b>2.1:</b> There was a disparity in the message being sent out from Communications versus what was being reported by some media outlets to the public.	<b>2.1.1:</b> Communications should work closely with local media outlets to get the message out to the public.	Planning				
		<b>2.1.2:</b> Consider using Access 19 during storm preparation, response, and recovery to provide timely information to the public.	Planning/ Equipment and Systems				

<sup>5</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>6</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 2: Public Information and Warning	2.1: There was a disparity in the message being sent out from Communications versus what was being reported by some media outlets to the public.	2.1.3: Develop a Memorandum of Understanding with local radio stations to allow the EOC to provide timely information at specified times to the public.	Planning				
		2.1.4: Consider broader utilization of the current emergency management chief in public service announcements and outreach.	Planning/ Personnel				
	2.2: There was a need for combined county/municipalities messaging.	2.2.1: Communications should work off-season with municipalities to prepare pre-scripted and pre-recorded messages to leverage the local faces for familiarity and to have these ready to go when a storm approaches.	Planning/ Equipment and Systems				

<sup>6</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>7</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 2: Public Information and Warning	2.2: There was a need for combined county/municipalities messaging.	2.2.2: Communications should reach out to local municipal Public Information Officers (PIOs) to establish a closer working relationship to incorporate a Joint Information System (JIS) for the next storm.	Planning/ Equipment and Systems				
		2.2.3: Communications should continue the regional meetings with PIOs to enhance relationships and information sharing during activations.	Planning/ Organization and Leadership				
	2.3: There was confusion about the terms “mandatory” versus “voluntary” regarding evacuation along with what areas or residents needed to evacuate.	2.3.1: Consider eliminating the use of the terms mandatory and voluntary when discussing and announcing evacuations.	Planning/ Training				

<sup>7</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>8</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 2: Public Information and Warning	2.3: There was confusion about the terms “mandatory” versus “voluntary” regarding evacuation along with what areas or residents needed to evacuate.	2.3.2: Consider use of both the Zones and use of geographic identifiers to make it easier for the public to respond to evacuation orders	Planning/ Training				
Core Capability 3: Operational Coordination	3.1: Shelter operations had some organizational challenges for utilization of the Incident Command System (ICS) for reporting lines and positional identification.	3.1.1: Continue use of pre-season and Just-in-Time Training for shelter staff.	Training				
		3.1.2: Consider establishing shelter teams of county personnel to work with school district staff that are pre-identified and have the opportunity to meet pre-storm.	Planning/ Training/ Organization and Leadership				
	3.2: Staging and communications of the Tactical First-In Teams (TFITs) needs to be revisited and enhanced for future operations.	3.2.1: Enhance the communication lines between the county and municipal TFITs to ensure they can communicate when activated.	Planning/ Training/ Exercise				

<sup>8</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>9</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 3: Operational Coordination</b>	<b>3.2:</b> Staging and communications of the Tactical First-In Teams (TFITs) needs to be revisited and enhanced for future operations.	<b>3.2.2:</b> Revisit staging of TFITs within the county at secure locations for rest prior to deployment.	Planning/ Training/ Exercise				
	<b>3.3:</b> Community Organizations Active in Disasters (COADs) experienced difficulties with reaching the MACC for information gathering and resource allocation.	<b>3.3.1:</b> Identify a specific line for COADs to contact in the MACC for use during activation.	Planning				
		<b>3.3.2:</b> Engage COADs in regular meetings to build relationships, set expectations, and maintain lines of communication.	Planning				
		<b>3.3.3:</b> Engage COADs to develop an Unmet Needs Unit in Mass Care to provide support to the community through their services and resources.	Planning/ Organization and Leadership				

<sup>9</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>10</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 3: Operational Coordination</b>	<b>3.4:</b> Re-entry decisions and communication was unclear.	<b>3.4.1:</b> Consider development and utilization of a red, yellow, green notification system to advise the public about re-entry.	Planning/ Training				
		<b>3.4.2:</b> Provide education and training to the public on re-entry.	Planning/ Training				
	<b>3.5:</b> Public Works and Public Utilities does not have an identified location for their Department Operations Center.	<b>3.5.1:</b> Identify a location to house the Public Works and Public Utilities Department Operations Center.	Planning				
		<b>3.5.2:</b> Develop a procedure for staging of equipment and employees with assigned equipment in evacuation zones.	Planning/ Personnel				
	<b>3.6:</b> There was some confusion on how field forces were to report lines and trees down, etc.	<b>3.6.1:</b> Develop a streamlined process for field forces to report damage to the Department Operations Centers.	Planning/ Equipment and Systems				

<sup>10</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>11</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 3: Operational Coordination</b>	3.7: There was a lack of regional coordination between Sarasota and adjoining counties.	3.7.1: Develop a regional plan for coordination, independent of the Regional Coordinator.	Planning				
		3.7.2: Investigate a solution to the Town of Longboat Key coordination issue with two EOCs and differing curfews, evacuations, closures, etc.	Planning/ Organization and Leadership				
		3.7.3: Develop a plan/flowchart on enacted curfews, closures, evacuations, etc. as to who is notified, when, approval process, etc.	Planning				
<b>Core Capability 4: Critical Transportation</b>	4.1: Transportation resources were under-utilized in some cases and over-taxed in others.	4.1.1: Consider joint management of transportation to general population and PSN shelters to maximize the allocation of scarce resources.	Planning/ Organization and Leadership				
		4.1.2: Consider a separate registry for those that simply need transportation to a general population shelter.	Planning				

<sup>11</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>12</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 4: Critical Transportation</b>	<b>4.2:</b> A transportation plan is needed to move residents located at a distance from County shelters (i.e. City of Venice, mobile home communities, and low-lying areas) to safe shelter.	<b>4.2.1:</b> Develop a transportation plan in connection with the City of Venice to facilitate the movement of residents to safe shelters in Sarasota County.	Planning				
<b>Core Capability 5: Environmental Response/Health and Safety</b>	<b>5.1:</b> TFITs were deployed without representatives from FPL to address downed lines.	<b>5.1.1:</b> Consider arranging training of first responders with FPL to work safely around downed power lines.	Training/ Equipment and Systems				
		<b>5.1.2:</b> Ensure there is a checklist item to request or a standing request to FPL for their support on TFITs post-storm.	Planning				
	<b>5.2:</b> It was difficult to determine what wind speeds were occurring throughout the county.	<b>5.2.1:</b> Ensure there is a means to monitor weather from different points in the county to determine when it is safe to respond post-storm.	Equipment and Systems				

<sup>12</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>13</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 5: Environmental Response/Health and Safety</b>	5.3: Some response personnel were in the field both pre- and post-storm individually.	5.3.1: Develop a procedure that requires county personnel to utilize the buddy system to help ensure safety.	Planning/ Training				
		6.1.1: Develop a procedure with FPL to provide spot checks of downed lines for repair.	Planning				
<b>Core Capability 6: Infrastructure Systems</b>	6.1: Electric utility support was not available in some instances to provide definitive proof of whether a downed line was live or safe.	6.1.2: Investigate a means to locate underground lines whether that involves equipment and training or an alternate vendor source.	Planning/ Equipment and Systems				
		6.1.3: Review and consider implementation of local ordinance or codes to address line maintenance and vegetative plantings to improve the sustainability of power lines within Sarasota County.	Planning				

<sup>13</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>14</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 6: Infrastructure Systems</b>	6.2: There are a large number of facilities, including shelters, lift stations, and traffic lights, that lost power and needed generator support.	6.2.1: Sarasota County to work with FPL to identify critical lift stations and traffic lights for restoration prioritization.	Planning/ Equipment and Systems				
		6.2.2: Sarasota County to continue investigating availability of generators to support operations.	Planning/ Equipment and Systems				
<b>Core Capability 7: Logistics and Supply Chain Management</b>	7.1: Keeping up with the logistic needs of the shelters was all consuming and taxed the resources of the Logistics Section.	7.1.1: Consider pre-scripted missions to be tasked pre-storm in preparation for shelter opening.	Planning				
		7.1.2: Consider creating a sub-set of logistics that is poised to respond to shelter needs.	Planning/ Organization and Leadership				
	7.2: Feeding of the DOCs was not coordinated for pre-landfall and during lockdown.	7.2.1: Consider multiple vendor contracts to handle feeding of personnel housed at the EOC versus field forces.	Planning				

<sup>14</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>15</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 7: Logistics and Supply Chain Management</b>	<b>7.2:</b> Feeding of the DOCs was not coordinated for pre-landfall and during lockdown.	<b>7.2.2:</b> Plan for and coordinate for feeding of personnel at the DOCs pre-landfall and during lockdown.	Planning				
	<b>7.3:</b> There is a need to develop emergency contracts during normal operations that can be implemented as needed.	<b>7.3.1:</b> Work with departments to identify emergency contract needs to have in place pre-season.	Planning				
		<b>7.3.2:</b> Work with procurement to identify local policies and procedures to ensure compliance with Federal reimbursement requirements.	Planning				
		<b>7.3.3:</b> Consider increasing local caches of needed supplies that can be cycled through and available for shelter use.	Planning/ Equipment and Systems				

<sup>15</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>16</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 8: Mass Care</b>	<b>8.1:</b> There were some security and medical support concerns at the shelters.	<b>8.1.1:</b> Clearly identify shelter security requirements and consider use of off-duty officers if available or contracted through a private vendor.	Planning/ Personnel				
		<b>8.1.2:</b> Consider using a private emergency medical provider that can be contracted and assigned to provide services.	Planning/ Personnel				
	<b>8.2:</b> Shelter staff planning needs to be revisited and augmented as staffing is not sufficient.	<b>8.2.1:</b> Consider reclassification of county personnel utilizing e-role as essential to serve as force multipliers throughout the county.	Planning/ Personnel				
		<b>8.2.2:</b> Consider utilization of school district staff as force multipliers for shelter operations.	Planning/ Personnel				
		<b>8.2.3:</b> Consider creation of shelter teams in an “adopt a shelter” format for shelter operations.	Planning/ Organization and Leadership				

<sup>16</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>17</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 8: Mass Care</b>	<b>8.3:</b> Municipal Emergency Management Officials may want or need to be informed, for awareness and accountability, about residents within their jurisdiction on the PSN Registry.	<b>8.3.1:</b> Identify municipal emergency management officials that request this notification and a means to provide the information.	Planning/ Personnel				
	<b>8.4:</b> Phased opening of shelters caused confusion for the public.	<b>8.4.1:</b> Identify EHPA shelters that will be published and opened as hurricane shelters.	Planning				
		<b>8.4.2:</b> Identify where populations that need to be separated can be housed within the general populations shelters, i.e. pets, memory-impaired, secured, etc.	Planning				
		<b>8.4.3:</b> Define what special needs criteria can be accommodated in the general population shelters.	Planning				

<sup>17</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>18</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 8: Mass Care	8.5: The Persons with Special Needs Registry needs to be revamped to separate transportation disadvantaged individuals from those that are triaged as medically-dependent.	8.5.1: Identify those individuals on the registry that are transportation disadvantaged and develop an appropriate transportation plan for them to the general population shelters.	Planning				
		8.5.2: Utilize DOH-Sarasota clinical staff to triage remaining individuals on the registry that are appropriate for the medically-dependent shelters and those that will need accommodations at local medical facilities.	Planning				
		8.5.3: Determine disposition of remaining individuals on the registry that can be accommodated at general population shelters	Planning				

<sup>18</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>19</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 8: Mass Care	8.6: Post-storm there was great difficulty in determining if power was restored for PSN clients to return home.	8.6.1: Work with local cable providers to identify a method to ping cable boxes to determine if power is restored and PSNs can return home.	Planning/ Equipment and Systems				
		8.6.2: Develop a “keep your lights on” program for PSNs when they leave to turn on the front light to help determine if power is restored and PSNs can return home post-storm.	Planning/ Training				
	8.7: Charlotte County residents evacuated to Sarasota County and required additional support from Sarasota County.	8.7.1: Develop a Memorandum of Understanding/ Memorandum of Agreement (MOU/MOA) with Charlotte County for housing their residents and medically-dependent individuals in Sarasota County shelters.	Planning				

<sup>19</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>20</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 8: Mass Care</b>	8.7: Charlotte County residents evacuated to Sarasota County and required additional support from Sarasota County.	8.7.2: Develop a Memorandum of Understanding/ Memorandum of Agreement (MOU/MOA) with Charlotte County for support from Charlotte County School District staff and County personnel along with law enforcement for security and fire rescue for services emergency medical.	Planning				
		9.1.1: Identify communication methods to ensure that employees are informed and have access to information.	Planning				
<b>Core Capability 9: Operational Communications</b>	9.1: At times, there was a perceived lack of information in the county by employees and those in shelters.	9.1.2: Refine communication methods to provide current information so those in shelters have access to information.	Planning				

<sup>20</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>21</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 9: Operational Communications</b>	<b>9.2:</b> County elected officials need to communicate with their municipal counterparts to support the efforts and operational decision being made by staff.	<b>9.2.1:</b> Develop a method of sharing information from the county elected level to the municipal elected level to provide rationale and background for decisions made.	Planning				
		<b>9.2.2:</b> Consider utilization of the MACC liaison to be the conduit of information to all elected officials and allow for questions and comments.	Planning				
	<b>9.3:</b> There needs to be a closer link between the business community and non-profits.	<b>9.3.1:</b> Develop the Community Organizations Active in Disasters to have a stronger link to the business community in ESF-18.	Planning/ Organization and Leadership				
		<b>9.3.2:</b> Identify and share a Point of Contact in the MACC for all COADs.	Planning				

<sup>21</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>22</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 9: Operational Communications</b>	<b>9.3:</b> There needs to be a closer link between the business community and non-profits.	<b>9.3.3:</b> Enhance the refine the roles of the EDC and chambers in the MACC operations.	Planning/ Training				
	<b>9.4:</b> There is a need for satellite phones to be used during emergency activations.	<b>9.4.1:</b> Public Safety Communications to develop a policy and procedure to manage the acquisition and support of satellite phones.	Planning/ Equipment and Systems				
		<b>9.4.2:</b> Public Safety Communications to develop a training program to support users of satellite phones.	Training				
	<b>9.5:</b> Effective use of in-house PIOs, Community Outreach staff, and Communications staff is needed to augment the Joint Information Centers/Joint Information System (JIC/JIS).	<b>9.5.1:</b> Communications need to refine procedures to engage other Public Information Officers within the county and municipalities through a Joint Information System.	Planning				

<sup>22</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>23</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 9: Operational Communications</b>	<b>9.5:</b> Effective use of in-house PIOs, Community Outreach staff, and Communications staff is needed to augment the Joint Information Centers/Joint Information System (JIC/JIS).	<b>9.5.2:</b> Refine and enhance methods to provide current information through all available means including social media platforms, networks, and non-traditional means.	Planning				
	<b>9.6:</b> There were communication failures in shelters throughout the county.	<b>9.6.1:</b> Work with the Auxiliary Communications to develop procedures to have communications at all shelters and the MACC during storm activations.	Planning				
	<b>9.7:</b> The Contact Center was not able to function beyond the day shift.	<b>9.7.1:</b> Review staffing for the Contact Center and develop options to augment with other contact center staff within the county to support 24-hour operations.	Planning/ Personnel				

<sup>23</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

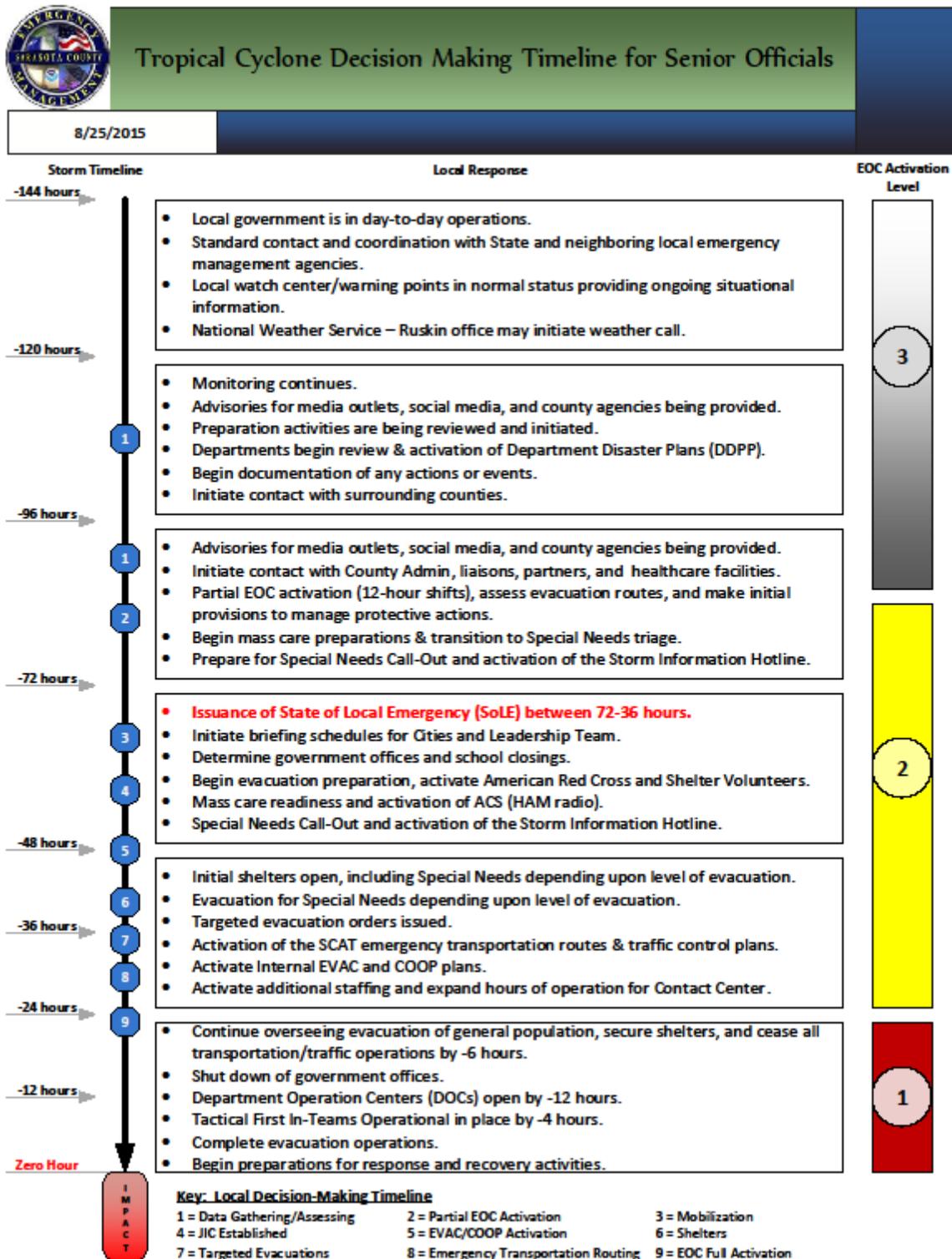
Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>24</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 9: Operational Communications</b>	9.7: The Contact Center was not able to function beyond the day shift.	9.7.1: Review staffing for the Contact Center and develop options to augment with other contact center staff within the county to support 24-hour operations.	Planning/ Personnel				
		9.7.2: identify employees in e-role and once identified provide training to ensure consistency and operational knowledge of the Contact Center.	Personnel/ Training				
		9.7.3: Identify other locations in the county with phones and computers that can be utilized with additional staffing to ramp up the Contact Center operations.	Planning/ Equipment and Systems				
		9.7.4: Enterprise Information Technology to provide access and training for Contact Center staff to program the "on hold" messaging.	Training/ Equipment and Systems				

<sup>24</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>25</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability 9: Operational Communications</b>	9.8: The County's fiber ring collapsed several days after Hurricane Irma landfall.	9.8.1: Consider a back-up satellite internet option to handle limited voice and data for the EOC.	Equipment and Systems				
		9.8.2: Work with local communications providers to determine feasibility of underground utilities.	Equipment and Systems				
<b>Core Capability 10: Situational Assessment</b>	10.1: Situation Reports need to be revamped to provide concise, relevant information.	10.1.1: Develop SitRep templates for hurricane-specific information requirements pre- and post-storm for response and recovery.	Planning				

<sup>25</sup> Capability Elements are: Planning, Organization and Leadership, Personnel, Equipment and Systems, Training, or Exercise.

## APPENDIX D: INCIDENT TIMELINE



- **Monday, September 4, 2017 (144 Hours):**
  - Florida Division of Emergency Management (FDEM) Initiated preliminary briefing at 11:15 am regarding Hurricane Irma
  - National Weather Service (NWS Ruskin) provided email briefing regarding storm (12:00 pm)
  - Contact, notification, and coordination began with partners regarding Hurricane Irma throughout afternoon and evening
  - Sarasota County departments notified of potential storm with direction to initiate Department Disaster Plans (DDPP) at the 120 hour mark starting 07:00, September 5, 2017
- **Tuesday, September 5, 2017 (120 Hours):**
  - Daily Conference calls with State continues at 11:15 and 5:15 (continued throughout event)
  - Sarasota County Command and General Staff Meeting held at Emergency Operations Center (EOC) at 11:00
  - Sarasota County departments begin completion of DDPP at 120 – 96 hour mark. Continuous throughout incident with daily status reports of benchmarks to EOC
  - Dissemination of information/advisories for Hurricane Irma begins through all media outlets including social media
  - NWS Ruskin continues email briefings
  - Situation Reports provided and coordination continued with cities and partners
  - Emergency Management (EM) notifies healthcare facilities and Assisted Living Facilities (ALFs) with guidance on approaching storm
  - Began regional coordination call with neighboring counties: 4:00 pm
- **Wednesday, September 6, 2017 (96 Hours):**
  - Emergency Operations Center moved to Level 2 Activation
  - NWS Ruskin moved to daily webinars 1:00 and 7:00 pm
  - Command and General Staff Planning Meeting 09:00 (continued throughout incident)
  - Daily Executive Policy Group Meetings initiated (12:00)
  - City, County, Constitutional Leadership Conf. Calls initiated (1:00)
  - Sandbag Operations initiated for residents. Supported request to provide sandbags to various cities and partners
  - Initial decisions on government hours of operations prior to landfall. School closures announced for Friday, September 8, 2017.
  - Initial press conference with County Administrator, Sheriff, School District Superintendent, and EM Chief. (Discussed school closures, preparations, and advisories)

- Initiated emergency contracts for shelter operations
- CodeRed® notification to Persons with Special Needs (PSN) registrants advising storm approach and expectations for shelter activation/callout
- Contact Center operations extended to 8:00 pm (continued throughout incident)
- **Thursday, September 7, 2017 (72 hours):**
  - Incident Actions Plans initiated for EOC operations
  - Executive Policy Group Meeting (10:00) (continued throughout incident)
  - City, County, Constitutional Leadership Conf. Call (City Managers and Leadership at EOC) (11:00) (continued throughout incident)
  - City of Venice makes decision to open and manage shelter at Venice Community Center. County Emergency Management advises dangers based upon potential impact. Requests any shelter resource needs be placed in WebEOC®.
  - County initiates Declaration of State of Emergency (SoLE) (coordinated with Cities as possible)
  - Press conference County Administrator, City Managers, Sheriff, School Superintendent, and EM Chief (Discuss storm track, initiation of SoLE, and protective actions)
  - EM and School District provide Just-In-Time (JIT) Training for all shelter managers and school principals to ensure team preparedness for shelter operations
  - EM and Health Department provide JIT Training for all PSN phone bank operators in advance of activation
  - Initiated Shelter Operations through request from State to support potential evacuees from South Florida. Opened Brookside Middle School
  - Initiated contract for IMT support in Planning Section to augment needed staffing
  - EOC to Level I activation supporting shelter operations and storm prep. (continued throughout incident)
- **Friday, September 8, 2017 (48 hours):**
  - Initial Voluntary Evacuation for Zone A, barrier islands, low lying areas, and manufactured homes initiated at 8:00am
  - PSN Phone Bank and callouts begun at 08:00 for transportation to start 9/9/17
  - 3 shelters opened at 10:00 am:
    - Booker High
    - Woodland Middle
    - Atwater Elementary
  - HAM Radio operations initiated at EOC and shelters

- Initiated Disaster Catering contract through Emergency Procurement to begin Saturday afternoon throughout lockdown and after impact
- Initiated Debris Management Plan and implemented debris management contracts
- Mandatory Evacuation Orders initiated for Zone A, barrier islands, low-lying areas, and manufactured homes at 12:00 with barrier island evacuations to be complete by 8:00 pm. Saturday, September 10, 2017.
- Press Conference held to announce evacuations, shelter openings, updated storm track, and protective actions
- Initiated SCAT Emergency Transit Routing to support move of residents to shelters
- Request by Charlotte County to support PSN sheltering within 24 hours
- **Saturday, September 9, 2017 (24 hours):**
  - PSN Transit Operations initiated at 08:00
  - PSN Shelters Opened
    - LaMarque Elementary
    - Tatum Ridge Elementary
    - Cranberry Elementary (Charlotte County residents)
  - Four (4) Additional General Population Shelters opened at 10:00 am:
    - Southside
    - Philippi Shores
    - North Port High School
    - Heron Creek Middle School
  - Executive Policy Group discussed initiating Curfew at 8:00 pm. for barrier islands following the completion of evacuation
  - County, City, Constitutional Leadership meeting also discussed Curfews. Final policy decision was to NOT implement curfew until after the storm and known impacts. Bridges to barrier islands guarded by law enforcement until winds exceeded 45 mph
  - Two (2) additional shelters opened based upon demand for additional space:
    - Riverview High School
    - Gulf Gate Elementary
    - Total population of all shelters to include PSN at impact is almost 20,000
  - Voluntary Evacuation ordered for Zone B at 12:00 pm.
  - Department Operating Centers (DOCs) set-up and ready for activation by 8:00 pm.
  - Tactical First-In Teams (TFIT) in place and ready for deployment post storm by 8:00 pm

- Multiple resource requests placed in EM Constellation for USAR teams, and strike teams for post-storm response. Base of Operations identified and approved by the State for resource processing post-storm
- EOC placed on lockdown at 12:00 based upon potential impacts early in am. All day shift personnel required to be in EOC by lockdown.
- **Sunday, September 10, 2017, (Impact, approximately 4:00 pm)**
  - Additional Executive Policy Group Meeting added 10:00 am and 9:00 pm.
  - Additional County, City, Constitutional Leadership Meeting added 11:00 am and 9:30 pm.
  - Presidential Pre-landfall Disaster Declaration made for Florida to include Sarasota County
  - Executive Policy Group reviewed and implemented policy as needed for Post-Storm Actions to include:
    - Re-Entry action plan
    - TFIT Response plan
    - First-Push for primary roads
    - Debris plan and resource needs
    - Shelter Demobilization plan
    - Damage Assessment plan
  - All emergency response operations suspended at approximately 4:00 pm as winds exceeded 45 mph.
- **Monday, September 11, 2017 (Move to Post Impact)**
  - Winds subside to below 45 mph at approximately 1:30 am.
  - Decision made to deploy TFIT teams and Emergency Response prior to sunrise and response begins at 1:30 am
  - All 911 emergency call requests in queue are answered by 3:00 am.
  - TFIT teams push through primary roadways by sunrise to include initial review of barrier islands.
  - EOC provides process to all shelter managers on demobilization process at 6:00 am.
  - Southern barrier islands from Manasota to Siesta open by 8:30 am.
  - Longboat Key remains closed to re-entry until approximately 4:00 pm.
  - Shelters are cleared for citizens to leave and demob by 8:30 am.
  - Extensive communications push begins on safety information related to storm damage and response by County
  - Florida Power and Light (FPL) estimates 218,000 customers without power. Restoration begins for Critical Infrastructure
  - Damage Assessment Teams deployed to assess all critical infrastructure
  - County Departments implement internal damage assessment processes
  - Damage Assessment begins for initial windshield assessments across county

- County, City, Constitutional Leadership Meetings held with additional decisions made on government hours of operations for remainder of week.
- County government identifies move to open government on Tuesday, September 12, 2017 as possible based upon power
- Ashbritt Debris Contractor identifies that they do not have capacity to provide support to County for debris hauling.
- Crowder Gulf identifies capacity issues but begins process to bring subcontractors into the County.